



MID TERM REVIEW OF EARLY RECOVERY FACILITY (ERF)

FEBRUARY 2014





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Resilient nations.*

UNITED NATIONS DEVELOPMENT PROGRAMME BANGLADESH

**MID TERM REVIEW OF
EARLY RECOVERY FACILITY (ERF)**

February 2014

ABREVIATIONS& ACRONYMS

AusAID	Australian Aid
BDPC	Bangladesh Disaster Preparedness Center
CCED	Climate Change Environment and Disaster
BS	Bangladesh Scouts
CDMP	Comprehensive Disaster Management Programme
CFW	Cash for Work
CFS	Core Family Shelters
CG	Cash Grants
DC	Deputy Commissioner
DFID	Department for International Development
DM	Disaster Management
DRF	Disaster Response Facility
DRRO	Disaster Relief & Rehabilitation Officer
ECHO	European Community Humanitarian Office
ERD	External Resources Department
EOI	Expression of Interest
ERF	Early Recovery Facility
FTP	Fast Track Procedure
GoB	Government of Bangladesh
HCTT	Humanitarian Coordination Task Team
HQ	Head Quarters
IFRC	International Federation of Red Cross
LCG-DER	Local Consultative Group – Disaster & Emergency Response
LGED	Local Government & Engineering Department
LoA	Letter of Agreement
M&E	Monitoring & Evaluation
MIS	Management Information System
MoDMR	Ministry of Disaster management & Relief
MS SQL	Microsoft Structured Query Language
MTR	Mid - Term Review
NPDM	National Plan for Disaster Management
NGO	Non-Governmental Organization
PIO	Project Implementation Officer
R & D	Research & Development
SDC	Swiss Agency for Development and Cooperation
SLDPGP	Strengthening Local DM Practices through GO-NGO Partnership
SKUS	SamajKallyan O UnnayanSangstha
ToR	Terms of Reference
TRMEs	Training, Research, and Monitoring Entities
UNDP	United Nations Development Programme
UNICEF	The United Nations Children's Fund
USD	United States Dollars
WASH	Water, Sanitation & Housing
WFO	World Food Programme
WFP	World Food Programme
WHO	World Health Organization

TABLE OF CONTENTS

ABREVIATIONS& ACRONYMS.....	3
EXECUTIVE SUMMARY.....	5
SECTION- I: BACKGROUND AND CONTEXTS	9
INTRODUCTION.....	9
SITUATION AND CONTEXT	9
PROJECT DESIGN AND OUTCOMES.....	12
PURPOSE OF THE MID TERM REVIEW	12
METHODOLOGY.....	13
SECTION- II: OBSERVATIONS AND FINDINGS	15
RELEVANCE OF ERF.....	16
EFFECTIVENESS OF ERF	17
EFFECIENCY OF ERF.....	17
RESULTS - OUTCOMES.....	17
SUSTAINABILITY OF ERF.....	22
ADDITIONAL REMARKS	22
SECTION- III: CONCLUSIONS AND LESSONS LEARNED.....	25
SECTION- IV: RECOMMENDATIONS AND WAYS FORWARD	26
RECOMMENDATIONS ON POLICY AND PROGRAMMATIC SUPPORT.....	26
RECOMMENDATIONS ON CAPACITY DEVELOPMENT.....	27
RECOMMENDATIONS ON EMERGENCY RESPONSE AND EARLY RECOVERY	28
APPENDIX- 01: TERMS OF REFERENCE – MID TERM REVIEW OF EARLY RECOVERY FACILITY	30
APPENDIX- 02: LIST OF DOCUMENTS REVIEWED	37
APPENDIX- 03: LIST OF PERSONS MET	38
APPENDIX- 04: LIMITATIONS AND CHALLENGES TO THE REVIEW	40
APPENDIX- 05: WORK SCHEDULE FOR ERF MID- TERM REVIEW	41

EXECUTIVE SUMMARY

1. UNDP Bangladesh's Early Recovery Facility (ERF) is expected to promote national ownership of the post disaster early recovery process through the fullest possible engagement of national and local authorities in the planning, execution and monitoring of recovery actions with UNDP assistance. The ERF Project is working towards establishing a coordinated early recovery mechanism in Bangladesh through setting up a functional early recovery mechanism, capacity building of government's disaster management officials, and networking of DM volunteers ready to respond during emergency.
2. The overall objective of ERF is to provide policy and programmatic support to the government for effective local and national level recovery and to introduce interventions guided by development principles in a post-disaster situation. ERF's core objective also holds the flexibility to complement the national effort during times of emergency response as and when necessary.
3. The following five outcomes mentioned in the SDC Project Document became the basis for project reporting in the third quarter 2012 together with eight outputs:
 - **Outcome 1:**Coordinated Early Recovery Mechanism in Place
 - **Outcome 2:** Early Recovery Innovations are Locally Developed and Tested
 - **Outcome 3:** National Scale Emergency and Early Recovery Needs are Complemented
 - **Outcome 4:**Early Recovery Procedures are Sustained
 - **Outcome 5:** Early Recovery Policies and Standards are Developed and Applied
4. The purpose of the MTR is to assess the level of progress being made towards the achievement of project outcomes and outputs till date since inception of the project and will identify course corrections, if needed. In addition to the formal requirements, the MTR is expected to be a central document for ERF that will give the stakeholders a dynamic insight into the nature and extent of progress made across the programme and indicate its future direction during the remaining project period. The findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the project's term (2014-2015).
5. Among several project accomplishments during the period from February 2011 to December 2013, the most notable include;
 - Contribution towards reforming the humanitarian coordination system in Bangladesh through support to review of the humanitarian coordination system; presentation of review findings and new reformed humanitarian coordination architecture to LCG-DER; and active participation in the Humanitarian Coordination Task Team (HCTT) (Outcome 1)
 - Early recovery procedures developed and sustained through establishment and operationalization of Early Recovery Cluster and Shelter Cluster (Outcome 4)

- Development and endorsement of Joint Needs Assessment Methodology by the LCG-DER; and successful testing of the methodology after in South East Floods in June 2012 and Tropical Storm Mahasen in May 2013 (Outcome 4).
 - Improved capacity of the newly created Department of Disaster Management for emergency preparedness, response and early recovery. Most notable support included training of DRROs and PIOs, the DDM officials responsible for supporting the Disaster Management Committees at the district and upazila level; hazard specific contingency planning; documentation of response efforts and lessons on post disaster response and recovery(outcome 1, 5);
 - Development of disaster resilient village in Koyra, cyclone Aila affected area; which demonstrates “build back better” approach with an integrated package of Disaster Resilient Core Family Shelters; climate resilient livelihood options; and rehabilitation of embankment. (Outcome 2).
 - Complementing government’s efforts in addressing emergency response and early recovery by providing Cash for Work and Cash Grants for affected families in Aila Affected Area, South East Flood Affected and Tropical Storm Mahasen Affected Area. The interventions were closely coordinated with DDM and local authorities (outcome 3);
 - On the operational part, ERF has successfully managed to get UNDP HQ approval for Fast Track Procedure; and served as pilot project in setting up NGO Roster for effective crisis response, by providing feedback to the UNDP global policy and tools (outcome 1).
6. The MTR Mission is inclined to believe that reformed Humanitarian Architecture is yet to be tested in a large scale disaster in Bangladesh. The Activation of UNDP’s Fast Track Procedure was effective in June 2013; The NGO Roster was set up end of 2013. Therefore, for two disasters, namely, South East Floods in June 2012 and Tropical Storm Mahasen in May 2013, pre-qualified NGOs were selected through UNDP standard procurement process. Therefore, whole ERF approach in “Early Recovery” under Fast Track Process is yet to be tested in a real-time large scale disaster in Bangladesh. Although yet to be applied since its set up, the NGO Roster is an innovative tool, expected to significantly reduce contracting procedures and enabling ERF to contract pre-qualified NGOs within 48 hours.
7. As MTR Mission understands Early Recovery Approach in a real situation there should not be anytime gap between Emergency Relief Phase and Early Recovery Phase. Under the Fast Track Procedure, contracted pre-qualified NGOs by ERF should be able to reach beneficiaries in the form of Cash for Work and Cash Grants right after Emergency Relief Phase. Even though Cash for Work and Cash Grants were offered to affected families in South East Flood and Tropical Storm Mahasen affected areas under ERF through partner NGOs, there was a long delay in responding through Early Recovery Mechanism. Although it was quicker in Tropical Storm Mahasen (May 2013) affected area compared with South East Flood affected area, two and a half months’ time gap between disaster and Early Response is considered too long for commencing early recovery interventions. The time gap is due to the currently applied HCTT needs assessment coordination practice, which requires

detailed assessment to be completed before initiating early recovery interventions. The procedures for data collection, analysis, cluster consultation, report writing, presentation and approval by HCTT and LCG-DER, preparing or and contracting partner NGOs for implementation early recovery interventions takes over two months. These lessons need to be reviewed in the HCTT forum.

8. It was observed that information collected using Government's assessment tool, D – Form, is not sufficient in order to prepare concrete Early Recovery Plans for implementation. Moreover, as Phase III Sector Specific Needs Assessment is conducted three weeks after a disaster event, such assessment does not help in planning Early Response Plans which is practically required to help disaster affected population immediately after a disaster. Therefore, the best available option is to review and revise D Form and collect required data in respect of at least most important sectors immediately after disaster. This will help interested donors, international NGOs and local NGOs to identify areas, where they can render assistance by providing funds as well as physical implementation of Early Response Plans within the shortest possible time.

9. In light of the above findings, the MTR Mission strongly recommends that D Form be revised in order to capture most crucial data for most crucial sectors to prepare Early Response Plans at sub-national level for speedy implementation. As affected poor families are in dire need for cash after a disaster, a strong coordination mechanism between Emergency Relief and Early Recovery be recommended to ensure that affected families transition from relief phase to early recovery phase as quickly as possible. Ideally, when there is a delay in implementing Early Recovery Plans, the Emergency Relief should be prolonged rather than abrupt termination of Emergency Relief without providing any continued support to affected families.

10. The key recommendations are broadly divided in the line of three categories encompassing ERF's five outcomes and 8 outputs: (i) policy and programmatic support; (ii) capacity development; and (iii) post disaster emergency response and early recovery.

Categories	Key Recommended Actions
POLICY AND PROGRAMMATIC SUPPORT	Support to integrate Early Recovery in the National DM Policy which is yet to be finalized; Support to conduct Mid-Term Review of the National Disaster Management Plan (2010 - 2015) and explore the planning gaps in context of addressing Early Recovery issues; Provide technical assistance from ER perspectives in formulating the National Disaster Management Plan 2016 to 2020; Support MoDMR in developing of National Recovery Guidelines; Disseminate Early Recovery Guiding Principles to wider stakeholders to mature the case of ER as a key function of comprehensive disaster management; Continue support to innovation and piloting Disaster Resilient Village; Document the lessons learnt on innovation and piloting Disaster Resilient Village for dissemination and use in up-scaling; and Advocacy and communications strategy to make key donors aware of ERF and future funding needs.

CAPACITY DEVELOPMENT	<p>Prepare capacity development strategy (CDS) of DDM; Set benchmark and baseline standards for capacity development of DDM; Conduct periodic training evaluation by an independent party to assess the effectiveness and impact of the training programme; Implement Refresher Training when desired capacities are found to be inadequate; Develop MIS profiling of existing staffs capacities; Implement training course for Deputy Commissioner and Upazila Nirbahi Officers on Disaster Management and Early Recovery; and Continue efforts to build capacities of the pre-qualifies NGOs and Bangladesh Scout.</p>
EMERGENCY RESPONSE AND EARLY RECOVERY	<p>Early recovery planning should not wait for the detailed needs assessment and should be launched immediately after the result of the Government's D-Form report and Joint Needs Assessment report; Independent evaluation be carried out to assess the return on investment in terms of livelihood earnings accrued by Cash Grant Recipients; Provide cash for work immediately after emergency relief phase for cash injections into affected communities as well as restoring public infrastructures; Upscale construction of Core Family Shelters in affected areas; Active participation of Local Government institutions and different Government service providing agencies at Upazila level be ensured by involving them in design, supervision, quality control and, more importantly routine maintenance of rehabilitated roads after completion; MIS be developed and installed in the office of DDM, up and running for easy accessing of details of various sub-projects being implemented by different agencies in a post-disaster situation; and DDM, together with local administration in Upazila Offices, should be entrusted with the responsibility of supervision and monitoring of pre-selected NGOs during implementation of sub-projects.</p>

SECTION- I: BACKGROUND AND CONTEXTS

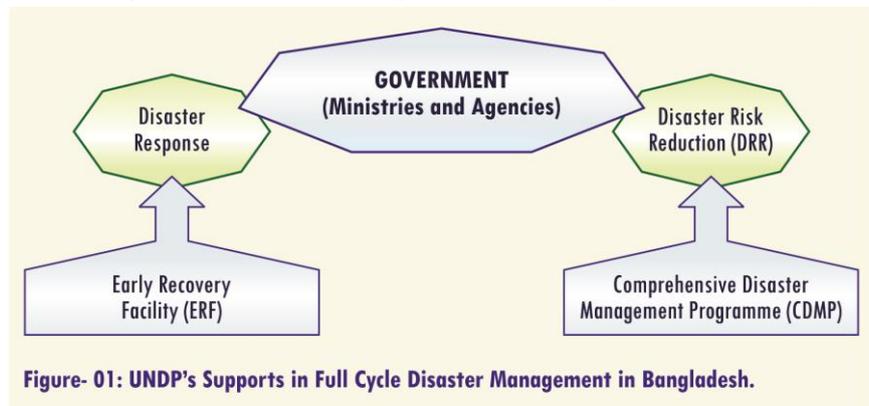
INTRODUCTION

1. UNDP Bangladesh's Early Recovery Facility (ERF) promotes national ownership of the post disaster early recovery process through the fullest possible engagement of national and local authorities in the planning, execution and monitoring of recovery actions with UNDP assistance. The ERF Project is working towards establishing a coordinated early recovery mechanism in Bangladesh through setting up a functional early recovery mechanism, capacity building of government's disaster management officials, and networking of DM volunteers ready to respond during emergency. It is mandated to develop an overall recovery preparedness plan, and advocate for the allocation of resources in support of early recovery activities. The Early Recovery Facility Project of UNDP also has the mandate to compliment Government with emergency response and early recovery interventions, following disaster events.
2. According to the Project Document, the overall objective of ERF is to provide policy and programmatic support to the government for effective local and national level recovery and to introduce interventions guided by development principles in a post-disaster situation. ERF's core objective also holds the flexibility to complement the national effort during times of emergency response as and when necessary.
3. The ERF Project is the main instrument of UNDP in managing and strengthening the early recovery network and early recovery cluster in Bangladesh, and advocate for mainstreaming policies, standards and mechanisms for early recovery in the national development framework through supporting DDM and MoDMR and other stakeholders.

SITUATION AND CONTEXT

4. Bangladesh sustains significant progresses as a developing economy over the years but such escalating growth is being recurrently intercepted by multitudinous natural disasters and socioeconomic processes. Owing to the other concomitant factors like the deltaic formation history and low-line coastal morphology has turned Bangladesh into the most disaster prone region on earth and is highly susceptible to climate change impacts. The coastal zone of the country is highly vulnerable to climate change driven impacts of cyclone and subsequent storm surge.
5. In recent times, Cyclone SIDR (November 2007) and Cyclone Aila (May 2009), put together, claimed the lives of an estimated 3,700 people and devastated local infrastructure, livelihood opportunities and household assets. The situation becomes increasingly worse due to the multiplying effects of high social vulnerabilities. Inadequate governance, weak institutions, relative deprivation, exploitation and denial of fundamental human rights including highly polarized access to resources through commercial and industrial entities and vested interest groups are defining characteristic of everyday existence in Bangladesh.

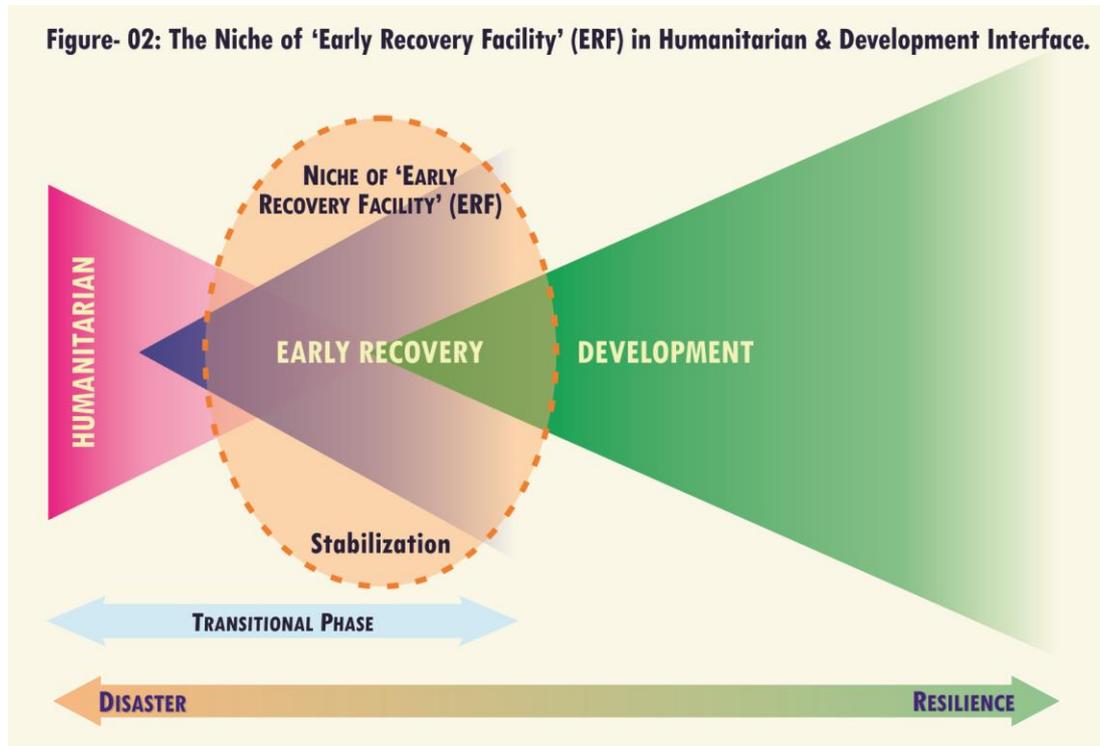
6. The Bangladesh economy is highly dependent on agriculture and, at large, natural calamities of different types have made the farmers vulnerable to crop failures and food scarcities accelerating poverty in the country. Additionally, a doubling of Bangladesh total population in the last 30 years developed a sharp imbalance in the main-resource (particularly land and water). Poverty, environmental degradation and vulnerability are inextricably bound together in Bangladesh. 31.5% of the population are poor and depend on an over-exploited and degrading natural resource base.
7. The Government of Bangladesh (GoB) has taken many initiatives for poverty alleviation through disaster reduction programmes under multi-hazards and multi-sectoral environment. As a result, Bangladesh has made significant progress at policy level along with a series of policy and institutional changes had been undertaken by the Government in addressing the natural disasters and climate change impacts.
8. Given this backdrop, UNDP designed two folds programmatic supports, Comprehensive Disaster Management Programme (CDMP) and Early Recovery Facility (ERF), with respective emphasis on DRR and disaster response management in Bangladesh. The two programmes, CDMP and ERF, are designed on complementary basis to address the full cycle disaster management needs of the country (indicated in the Figure- 01). The first phase of CDMP was designed in 2001 as a five-year initiative and implemented during 2004 to 2009, with the overall aim of contributing to poverty alleviation through disaster risk reduction in Bangladesh. The first phase of CDMP has concentrated on building systems and capacity within the MoFDM at various



levels and reaching out to NGOs, academia and training organizations. The ongoing CDMP II (2010-2014) is a vertical and horizontal expansion of its earlier phase activities designed to institutionalize the risk reduction approaches and frameworks in thirteen key ministries and agencies in Bangladesh. The approach of CDMP II is to channel support through government and development partners, civil society and NGOs into a people-oriented disaster management and risk reduction partnership.

9. The Early Recovery Facility (ERF) Project, to strengthen the disaster response management, has been launched in February 2011 as a successor to the Disaster Response Facility (DRF) project. ERF has the mandate to compliment the ongoing Government's efforts with emergency response and early recovery interventions, following disaster events. The project is designed to establish a coordinated early recovery mechanism in Bangladesh through setting up a functional early recovery mechanism, capacity building of government's disaster management officials, and networking of DM volunteers ready to respond during emergency. The UNDP Bangladesh's ERF Project, however, is working towards managing

and strengthening the early recovery network and early recovery cluster in Bangladesh, and advocate for mainstreaming policies, standards and mechanisms for early recovery in the national development framework. Moreover, ERF is mandated to introduce interventions, good practices, at the community level guided by development principles in a post-disaster situation for effective recovery (indicated in the Figure- 02).



10. ERF will pursue the following specific objectives in the context of Bangladesh:

- The ERF is aimed at promoting national ownership of the early recovery process through the fullest possible engagement of national and local authorities in the planning, execution and monitoring of early recovery actions.
- Following the principle of “build back better”, ERF aims to implement early recovery in a way that reduces damages and losses in case of a future disaster. ERF’s approach to ‘build back better’ paradigm is tailored to local priorities, needs and resources along with balanced community participation. However, ‘built back better’ is not necessarily limited to the rebuilding of physical infrastructures only, but also implies durable social relationships leading towards better development outcomes in the long term.
- The ERF through UNDP will support the national and local government in developing policies and plans for full recovery leading towards resilience and development. Such a support will be provided through system assessment of recovery needs, coordination amongst various agencies, preparation of an early recovery plan/ framework, and through provision of material, financial and human resource support wherever necessary.
- The ERF will promote equity, social inclusion, and transparency in promoting recovery

policies and plans. It will advocate people's participation in recovery planning, and promote policies and programmes which do not discriminate on the basis of gender, ethnicity, religion, age, disability, etc.

- The ERF will support and strengthen the Early Recovery Network and Early Recovery Cluster in Bangladesh, develop an overall recovery preparedness plan, and advocate for the allocation of resources in support of early recovery activities.
- The ERF will support "Research and Development (R&D)" to explore sustainable disaster response, early recovery and pilot demonstration to address critical challenges due to changing pattern of disasters under emerging climate change scenario.

11. ERF programs and activities are designed to promote equity, social inclusion, and transparency and forwards recovery policies and plans. ERF advocates people's participation in recovery planning, and promotes policies and programs which do not discriminate on the basis of gender, ethnicity, religion, age, disability, etc. This 5.8 million USD ERF project is being implemented since 2011 with funding from the Swiss Agency for Development and Cooperation (SDC), Australian Aid (AusAID) and UNDP. It mobilizes resources to prepare, plan, and implement interventions to ensure that people affected by disasters recover and seek development gains.

PROJECT DESIGN AND OUTCOMES

12. According to the initial Project document there were seven distinct outputs and project progress was reported in quarterly progress reporting from the First Quarter 2011 to the Third Quarter 2012 on the basis of such seven outputs. However, since the third quarter 2012 project progress has been reported on eight Project Outputs coming under five Project Outcomes, as per the SDC project results framework. The Project Advisory Board approved the revised results framework of ERF which consolidated the results stated in the UNDP Project Document and the SDC Project Document in December 2012.

13. The ERF Project is the main instrument of UNDP in managing and strengthening the early recovery network and early recovery cluster in Bangladesh, and advocate for mainstreaming policies, standards and mechanisms for early recovery in the national development framework. As per revised Results Framework, ERF project is expected to achieve the following outcomes:

- Coordinated Early Recovery Mechanism in Place
- Early Recovery Innovations are Locally Developed and Tested
- National Scale Emergency and Early Recovery Needs are Complemented
- Early Recovery Procedures are Sustained
- Early Recovery Policies and Standards are Developed and Applied

PURPOSE OF THE MID TERM REVIEW

14. The purpose of Review is three folds;

- In line with the commitments given in the approved project document between UNDP and the Government of Bangladesh, the independent Mid-Term Review (MTR) will assess the level of progress being made towards the achievement of progress against the project outcomes and outputs till date since inception of the project and will identify course corrections, if needed.
- In addition to the formal requirements, the MTR is expected to be a central document for ERF that will give the stakeholders a dynamic insight into the nature and extent of progress made across the programme and indicate its future direction during the remaining project period.
- The MTR will focus on the relevance, effectiveness, efficiency, results and sustainability of project implementation; will highlight issues requiring decisions and actions; and will present initial lessons learned about project design, implementation and management. The findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the project's term (2014-2015).

METHODOLOGY

15. As stipulated in the Terms of Reference (Appendix- 01) the consultancy has commenced with document review. The list of documents reviews by Review Mission is given in Appendix 2. The MTR Mission occupied two methods for collecting information; secondary data sources such as quarterly progress reports and other related technical reports and primary data gathering through one-to-one meetings/interviews with key stakeholders and follow-up field observations.
16. As per MTR Itinerary (Appendix- 05) Interviews were held scheduled with key stakeholders including GoB officials, UNDP Country Office, ERF staffs, donors, implementing partners, Disaster Management Committees, local administration, beneficiaries and other relevant informants. Two project intervention sites, namely, Koyra CFS & Embankment Projects and Chokoria with SKUS were visited for field observations including meetings with relevant local administration and Disaster Management Committees, and beneficiaries. During field visits active discussions with direct beneficiaries were quite challenging because of the outside interference by spectators including some of Union Parishod Members. In terms of area selection, it would have been prudent to have selected a field site in Tropical Storm Mahasen affected area as ERF Interventions appear to be quicker compared to that of the South East Flood affected area.
17. The MTR Mission was guided by Key Evaluation Questions given in the Terms of Reference and an Evaluation Matrix was prepared and presented in Inception Report with most appropriate evaluation questions. The proposed strategy was to ask such questions indirectly and induce stakeholders to enter into a lively discussion to receive more descriptive and elaborative answers. In addition, comments on the Terms of Reference provided by two donors, namely, AUSAID and SDC would be accommodated in framing final evaluation questions.

SECTION- II: OBSERVATIONS AND FINDINGS

18. The MTR Mission is inclined to believe that reformed Humanitarian Architecture is yet to be tested in a large scale disaster in Bangladesh. Fortunately, no such major disasters have taken place since the establishment of eight humanitarian clusters under humanitarian architecture and, however, newly formed coordination mechanism was successfully tested after Flash Floods in June 2012 and Mahasen Cyclone in May 2013.
19. The Mission has observed ERF was the first responder, other than the Government, following the tropical storm Mahasen. ERF early recovery interventions completed by the time other donor funded projects were launched in the field. This point to the flaw in the effectiveness of the post disaster assessment and coordination for resource mobilization and response in the current humanitarian coordination system. However, it should be noted that there was a delay in responding through Early Recovery Mechanism. For instance, in South East Flood affected area, early recovery was launched six months after the disaster took place. Similarly in Mahasen Cyclone affected area, although the time taken for “Early Recovery” was reduced, even two and a half months period is considered as too long in relation to need of disaster affected population.
20. As it is understood, ToR for response projects are developed only after the Phase 3 sector specific needs assessment that takes place only after third week and takes another 3 weeks for data collection, analysis, cluster consultation, report writing, and presentation and approval by HCTT and LCG-DER. Once donors commit based on HCTT or LCG-DER approval on priorities, TORs are developed and NGOs contracted for early recovery interventions. Two major early recovery project interventions undertaken under ERF include Cash for Work and Cash Grants. Therefore, early recovery project design should not wait for the detailed needs assessment and should be launched immediately after the result of the Government’s D-Form report and Joint Needs Assessment report.
21. When there is such a time gap in launching Early Recovery interventions following disaster events, the purpose of Early Recovery by definition is absolutely not served. As Mission understands in a real situation there cannot be anytime gap between Emergency Relief Phase and Early Recovery Phase. Besides, it should be noted that there is a lack of clear and common understanding on the concept of “Early Recovery” among four donors, namely, AusAid, SDC, ECHO and DFID. There is no proper definition in UNDP Project Document. Therefore, it is worth defining what Early Recovery is in terms of time and this task is well beyond the tasks of MTR Mission.
22. Under Fast Track Procedure, contracted pre-qualified NGOs by ERF should be able to reach beneficiaries in the form of Cash for Work (CFW) and Cash Grants (CG) right after Relief Phase. As Fast Track Procedure (FTP) became affective in June 2013, performance under Fact Track Procedure in a real time large scale disaster is yet to be tested.
23. It was observed that information collected using Government’s assessment tool, D –Form, is not sufficient in order to prepare concrete Early Recovery Plans for immediate implementation. After a disaster, in order to bring life of affected population back to

normal, at least crucial information in respect of housing, water & sanitation, livelihoods/income is needed. Project Implementation Officer (PIO) based in Upazila Office is primarily responsible for filling up D -Form with the assistance of respective Union Parishod Chairman and Members covering all Unions. Therefore, revision of D Form becomes immensely useful.

24. In Bangladesh, each Upazila consists of three to four Unions and each Union consists of 9 Wards. In a large scale post disaster situation, if whole Upazila is affected, data collection process by using D – Form in entire Upazia should be completed within the quickest possible time. Therefore, supervision of data collection process by Upazila PIO single handed is not practically easy exercise. Estimating value of physical damages by data collectors is a tedious task and very often, no standard basis would be used in such computing unless otherwise, cost norms or unit cost are available to them in advance. Therefore, practically, what is required is assessing physical damage within the quickest possible time and availability of skilled data collectors. Additional human resources to support PIO, as necessary, should be identified beforehand. .
25. However, when Early Recovery Interventions are implemented by partner NGOs, support from other state agencies functioning in Upazila administrative area is required. For instance, when project interventions are undertaken to revive rural livelihoods like agriculture, livestock and fisheries and restore functioning of community infrastructure, technical support from respective agencies are evident and they should not be over-looked and undermined at any stage by partner NGOs for the benefit of affected population and sustainability of project interventions.
26. The following section of this report will deal with main evaluation criteria in line with M&E Framework and reported achievements of ERF in routine progress reporting.

RELEVANCE OF ERF

27. The ERF project is found to be aligned with National Plan for Disaster Management in Bangladesh and it has emerged as successor project for DRF through an evolutionary process. It largely addresses dire need of capacity building of the Department of Disaster Management in early recovery following a disaster. Further, project interventions in the area of capacity building undertaken ERF were also found to be complimenting capacity building programmes being undertaken by UNDP funded CDMP being implemented by the by the Department of Disaster Management. ERF's contribution in coordinating early recovery assessment, planning, and response has been crucial in pursuing early recovery agenda in Bangladesh. As far as recent disaster affected population in Bangladesh is concerned, project interventions like construction of Core Family Shelters, providing Cash for Work, Cash for Training and Cash Grants are found to be highly relevant.

EFFECTIVENESS OF ERF

28. As ERF is at middle of the project implementation period it is premature to assess achievement of the overall objective as spelled out in UNDP Project Document. However, ERF has played a significant role in supporting implementation of the Disaster Management Act (2012), by building capacity of the newly created Department of Disaster Management. The Department of Disaster Management has been provided with enormous programmatic support in capacity building at both national and local levels. Besides, it has helped to enhance capacities of humanitarian actors including the partner NGOs by offering various training programmes on early recovery. Most significant contribution of ERF has been the support to implementation of LCG-DER priorities of 2012 as well as 2013. These contributions were found to be captured in the LCG-DER progress reports.

EFFECIENCY OF ERF

29. ERF has developed strategic partnerships with key organizations such as - Bangladesh Scouts, IFRC, BDPC and other organizations which enabled it to achieve significant results within a period less than 3 years and limited resources. On the whole, project interventions appear to be cost effective. It was observed that unit cost of Disaster Resilient Core Family Shelters was reasonable and it was further confirmed by Local Administration in Aila Affected Area. Compared with similar shelters constructed by other agencies in terms of cost and quality of materials and workmanship, Core Family Shelters constructed by ERF is rated as the best by local administration in Koyra Upazila.

30. It was evident that overhead cost of contacted NGOs for disaster response in South East Flood affected area as well as Mahasen affected areas lie well below 10 percent of programme cost, which is considered as reasonable. However, it should be noted that paying salaries of permanent staffs of partner NGOs is not appropriate.

RESULTS - OUTCOMES

31. The current Monitoring & Evaluation Framework consists of five outcomes and eight outputs and the salient features of such achievements are assessed below;

OUTCOME- 01: COORDINATED EARLY RECOVERY MECHANISM IN PLACE

32. ERF contributed for reviewing the humanitarian coordination system in Bangladesh and reforming humanitarian coordination system through active participation in the Task Team jointly led by the Ministry of Disaster Management and Relief and UNDP with support from UNICEF, WFP, DFID, ECHO, and OXFAM. Thereafter, reformed humanitarian coordination

architecture was approved by the LCG-DER¹ in January 2012 with establishment of the Humanitarian Coordination Task Team (HCTT) and the eight humanitarian clusters (Food Security, Nutrition, WASH, Health, Education, Early Recovery, Logistics, and Shelter).

OUTPUT- 01: BY 2015, AN EARLY RECOVERY FACILITY IS FUNCTIONAL

UNDP SURGE professionals representing different units have been trained for supporting large scale disaster events. The operational up-dated NGO Roster is fully functional and under UNDP new policy, pre-qualified NGOs can be mobilized within 48 hours following a disaster event.

National SURGE facility has been established in April 2013, through partnership with Bangladesh Scouts, enabling Government and other stakeholders to mobilize 500,000 scouts across all districts during crisis.

OUTPUT- 02: BY 2015, NATIONAL, DISTRICT AND UPAZILA LEVEL OFFICIALS ARE BETTER ABLE TO PREPARE, COORDINATE AND MANAGE EMERGENCIES AND EARLY RECOVERY

Since September 2012, a total of 433 DRROs and PIOs (410 Male & 23 Female) have been trained on comprehensive disaster management that covers over 80% of the total DDM officials. The training was expected to result in better preparedness and response planning during cyclone Mahasen. Delivery of such training courses also enabled NAPD to improve their capabilities to arrange disaster management trainings in future.

Further, 72 staffs (67 Male & Female) from 37 partner NGOs have been trained on early recovery approaches and methodologies. The training was aimed at enhancing partner NGO capacity on early recovery, and, improving their response capacity.

ERF has established partnership with BDPC for implementation of the initiative titled 'Strengthening Local DM Practices through GO-NGO Partnership (SLDPGP)'. The expected results of the SLDPGP include: well-functioning Government-NGO coordination system; and improved capacity of Disaster Management Committee at district, Upazila and Union level; leading to better preparedness and response to disasters. The project is being implemented in the five most vulnerable districts - Khulna, Bagerhat, Pirojpur, Gaibandha and Jamalpur. Baseline data collection has been initiated. The Mission had no opportunity of assessing the progress made at local level, nevertheless, meeting was held with BDPC to gain in insight on the project results.

OUTPUT- 03: BY 2015, INTEGRATED AND COORDINATED VOLUNTEER NETWORK READY TO RESPOND TO LOCAL AND NATIONAL LEVEL DISASTER EVENTS

¹ Multilateral and bilateral donors and UN agencies are organized under the umbrella of the Local Consultative Group (LCG) to engage in dialogue with the Government on 18 thematic areas aligned with 6th Five Year Plan

ERF is working with different volunteer platforms to establish and expand volunteer network to manage disaster emergency rapidly and effectively. ERF reached an agreement with Bangladesh Scouts for their capacity enhancement in distribution of relief, search and rescue operations in a more effective and proficient manner. A Letter of Agreement (LoA) was signed with the Bangladesh Scouts (BS) on 28 April 2013. The partnership enables ERF to have access to 500,000 scouts across the country during emergency situation. Training activities for the BS and supply of protective gear for volunteers is part of work plan. However, at the discussion held with Bangladesh Scouts, it was revealed that there is a significant delay in developing proposed Volunteer Management Information System. Once the MIS is operational, Government will be able to utilize the Scouts volunteers most efficiently.

OUTCOME- 02: EARLY RECOVERY INNOVATIONS ARE LOCALLY DEVELOPED AND TESTED

33. Although early recovery innovations are yet to be replicated, as far as respective outputs are concerned, “Build bank Better” concept has been successfully incorporated in 265 disaster resilient core family shelters and climate resilient livelihood recovery under ERF in Koyra Upazila in Khulna district. Besides, afforestation of coastal area in Koyra Upazia as a wind belt and rehabilitation of embankment are in progress. Through ERF support, Dakhin Bedkashi of Koyra Upazilla (cyclone Aila affected area) has evolved as a resilient village.

OUTPUT- 04: BY 2015, INNOVATIVE COMMUNITY-BASED RECOVERY SOLUTIONS HAVE BEEN DEVELOPED AND TESTED

265 Core Family Shelters, in the AILA affected areas, have been constructed and handed over to the beneficiaries in South Bedkashi. Besides CFS, ERF has supported the construction of a 3 km long embankment at Koyra to protect the land areas from high tide inundation. In an attempt to develop Community-based Recovery Solutions, ERF has implemented climate resilient livelihood options. Some household have been able to increase their income from homestead gardening, and other small scale income generation activities. The community resilience project in Koyra, Khulna district provides model for community-based recovery solution, which could be replicated to other similar contexts.

OUTCOME- 03: NATIONAL SCALE EMERGENCY AND EARLY RECOVERY NEEDS ARE COMPLEMENTED

34. ERF's key role under this outcome has been the advocacy and facilitation of Government's participation and leadership in the post disaster needs assessment and response planning. As part of its mandate, ERF also complimented national efforts during emergencies. About 16,946 families (14,216 families in flood affected areas and 2,200 families affected by tropical Mahasen storm) have benefitted from livelihood recovery assistance. In addition,

265 Aila flood affected families were provided with disaster resilient Core family shelters under ERF.

OUTPUT- 05: NATIONAL EMERGENCY RESPONSE AND EARLY RECOVERY HAVE BEEN ACHIEVED

UNDP, through the ERF project, led the Joint Needs Assessment Task Force resulting in an agreement of the humanitarian actors in Bangladesh for a joint needs assessment (multi-sector and multi-agency with Government leadership) for Phase 1 (within 72 hours following a disaster) and Phase 2 (within 2 weeks from the onset of a disaster). The Joint Needs Assessment methodology was approved by the LCG-DER which ensures that needs of affected people are responded to in real time and as part of a process of joint assessment and response.

As reported in Quarterly Progress Reports, many livelihoods activities in the form of Cash Grants coupled with livelihood training were undertaken in both Aila affected areas as well as tropical storm Mahasen affected areas. However, the Mission has been not adequately convinced of benefits of such assistance through Cash Grants during field visit in Chokoria (flood response in south-east). Further, SKUS has failed to follow up with Cash Grant Recipients to ascertain the return on investment on various livelihood opportunities. Field Monitoring Reports submitted by ERF Livelihood Coordinator do not carry specific details (Name, Address, Amount Spent, Livelihood activity, current status of livelihood, income earned etc.). Also, success stories were not documented for knowledge management.

OUTCOME- 04: EARLY RECOVERY PROCEDURES ARE SUSTAINED

35. The most notable progress of ERF has been under this outcome. Within less than three years, significant contribution has been made in reforming the humanitarian coordination system in Bangladesh, under the leadership of the Secretary, MoDMR, and UN Resident Coordinator. ERF provided technical support to LCG-DER for the review of the humanitarian coordination system. Based on this review findings and recommendations, Humanitarian Coordination Task Team with eight humanitarian clusters was set up. UNDP, supported by ERF, has been leading two of the eight humanitarian clusters (Early Recovery Cluster and Shelter Cluster).

OUTPUT- 06: EMERGENCY RESPONSE COORDINATION SUPPORTED THROUGH DER-LCG AND NATIONAL CLUSTER SYSTEM

For the first time in Bangladesh, in 2012, a Joint Needs Assessment (JNA) was carried out with strong Government ownership – a scenario very different from 2011, where more than 13 needs assessments were undertaken by different NGOs and UN Agencies with limited coordination. The process of coordination embedded in the government system promotes its sustainability in the long run. The collective preparedness of humanitarian community to respond to the cyclone Mahasen

Operation in 2013 stands out as one of the key examples of effective coordination by the government. Coordination capacity and commitment, has increased enormously over the past two years.

UNDP is the lead agency for two out of the eight humanitarian clusters – namely the Early Recovery and the Shelter Cluster. The responsibility of leading the Shelter Cluster is shared with IFRC with IFRC playing a convening role during the relief phase. ERF is the main instrument of UNDP in managing these two clusters. Early recovery coordination mechanism has been strengthened and sustained through implementation of ER Cluster Action Plan; Government leadership in the cluster (Co-Chaired by Jt. Secretary MODMR); active participation of non-government humanitarian actors; ER Cluster guidelines; which has laid the foundation for planned and coordinated early recovery.

In terms of outputs, ERF supported Early Recovery Cluster in the coordination of livelihood recovery initiatives in the Mahasen affected districts. Needs assessment findings and recommendations were presented to the HCTT and the LCG-DER. Early Recovery Response Strategy for Mahasen was developed and implemented.

OUTPUT- 07: SUPPORT TO BANGLADESH TO PARTICIPATE IN REGIONAL AND GLOBAL DISASTER RISK MANAGEMENT AND CLIMATE CHANGE ADAPTATION INITIATIVES

ERF has also undertaken the initiatives to mainstream urban disaster risk into development processes using global advocacy, regional partnership and local implementation modalities. The Narayanganj Municipality has been strengthened in the contexts of urban disaster risk reduction and response capacities by ERF with several activities: (a) urban risk and vulnerability assessment; (b) community capacity enhancement through training sessions for the volunteer groups and simulation exercises; and (c) institutional capacity development by developing a Disaster Risk Management (DRM) Plan and trainings of Municipality disaster management committees and volunteers.

OUTCOME- 05: EARLY RECOVERY POLICIES AND STANDARDS ARE DEVELOPED AND APPLIED

36. Bangladesh Disaster Management Policy is in draft stage. Based on request made by Joint Secretary/MoDMR, ERF has provided inputs for integrating early recovery in the draft policy document. Early recovery cluster guidelines have been endorsed in the third quarter 2013.

OUTPUT- 08: BY 2015, POLICIES, STANDARDS AND MECHANISMS FOR EARLY RECOVERY ARE IN PLACE

Early Recovery Cluster Guidelines has been prepared and endorsed by stakeholders. ERF has also developed Early Recovery Needs Assessment Protocol aimed at promoting shared understanding of various steps in the needs assessment process for an effective Cluster response.

SUSTAINABILITY OF ERF

37. As assessing achievement of ERF objective assessing sustainability of ERF after nearly three years of project implementation is not very timely. Under any circumstances, sustainability of all ERF accomplishments mostly depends on interest and commitment by the Ministry of Disaster Management & Relief and the Department of Disaster Management. The current leadership at DDM would definitely contribute for greater sustainability of ERF accomplishments both at national and sub-national levels. Most of the ERF initiated interventions such as capacity development of DDM officials; hazard specific contingency planning; Annual report on disaster response and recovery etc. are closely anchored within relevant units of DDM and led by the respective Directors. This is expected to ensure knowledge transfer and ensure sustainability.
38. Sustainability of Capacity Building Programmes is largely dependent on continuous updating and refreshing knowledge and skills and, therefore, Refresher Training is mandatory as an on-going and non-stop activity even in the absence of ERF.
39. ERF had been helping DDM to develop hazard specific contingency plans in the recent past. DDM is also in a process of developing and updating these contingency plans as per national requirement and this process paves the way for building up national ownership and becoming independent in preparing contingency plans without external support.
40. Sustainability of rural roads constructed remains a question; manual compacting, both sides of road banks are not protected, no culverts for drainage, more importantly, no commitment from LGED of Upazila Office for maintenance.
41. Partnerships are well in operation at local levels as observed by the Mission during field visits. Communication and relationship among all Union P Chairmen & members, NGO staffs, Upazila staffs and affected population Officers appear to be highly effective and such nature of partnerships at local administration is mandatory for effectiveness and sustainability of early recovery interventions.

ADDITIONAL REMARKS

42. **Progress Reporting:** It is common experience that sound project management reflects credible reporting and vice versa. It was observed that Quarterly and Annual Progress reports do not carry sufficient information on project accomplishments as well as accurate information although Progress Reports are attractive to the reader due to presence of colorful photographs. The bulk of the work undertaken by ERF, primarily in 2013, has been

capacity building of the newly created Department of Disaster Management and pre-qualified NGOs. While specific details of capacity development activities were not provided in the progress reports, list of participants, subject of training, duration, participants' designation and their organizations by geographical area along with other details exist with project.

43. A typical Project Progress Report should carry physical progress and financial progress. Even though financial progress is given by outcomes for the operating year in both quarterly and annual progress reports as against annual budget, cumulative expenditure in respect of five outcomes are not made explicit. More importantly, expenditure breakdown by common budgetary items like Project Management, Technical Assistance, Capacity Building/Training, Transport, Traveling, Procurement, communication are not stated.
44. Further, description on ERF accomplishments are not provided in successive progress reports. For instance, as reported in Updated M&E Framework and 2013 Third Quarter Progress Report, Early Recovery Guidelines were endorsed by ER Cluster and brief information on such guidelines is useful to the reader. Similarly, short descriptions on on-going activities like preparation of Shelter Guidelines, Livelihood Recovery strategy and standards for Shelter are important to cover in routine progress reporting.
45. Fast Track Procedures (FTP) approval was granted to ERF by UNDP Head Quarters in June 2013 whereas Mahasen storm occurred in 16 May 2013. As reported in Draft 2013 Annual Report, FTP enabled ERF to reach out to the Mahasen affected families with timely early recovery assistance, funded by Australian Aid. However, contract signing date for Uttaran and Muslim Aid for early recovery in Mahasen affected areas appears as 05 August 2013 and, therefore, speediness of FTP is questionable. Besides, as reported in 2013 Draft Report, NGO Roster for ERF became operational after fielding a mission from the UNDP Head Quarters in September 2013.
46. As reported in 2013 Draft Annual Report, and IT firm was contracted and a comprehensive and interactive web-based Disaster Volunteer Information System (VIS) has been developed to allow humanitarian actors' access to information on volunteers in case of a specific disaster event and to deploy them for emergency response in a timely manner. However, at the discussion held with Bangladesh Scouts on 4 February 2014 VIS development was delayed and was to be delivered to Bangladesh Scouts in a month.
47. Although it was brought to the notice of the MTR Mission at the time of providing comments on the Draft Review Report by the project management that ERF had inputs for integration of early recovery in the Disaster Management Policy, no such details are mentioned in 2013 Quarterly Progress Reports as well as 2013 Draft Annual Report. However, evidence of discussions with MoDMR officials, and relevant documents were available.
48. **Gender:** ERF was found be adequately addressing gender dimension in implementing project interventions. As reported in project progress reporting 80% of the total female PIOs of 28 received training on Comprehensive Disaster Management. 62% women benefited from the livelihood recovery following 2012 flood/landslide in the South East

Bangladesh and it was evident during field visits that most of cash grant beneficiaries were female. Further, 47% of the cold wave support recipients were women. Joint (husband and wife) ownership of assets has been promoted through joint ownership scheme of the disaster resilient shelter in Koyra.

49. Inclusion of the Most Vulnerable Groups and PWDs:The inclusion of the most vulnerable groups and 'persons with disabilities' are integrated in the overall programme planning of ERF. These categories are prioritized in selecting beneficiaries of ERF interventions. The disadvantage groups in the society are given special considerations while designing the response programme on ground.

50. Partnerships: As ERF has been in operation for nearly three years partnerships are still at an embryonic stage. However, during field visits, it was observed that there is a strong working relationship among ERF, NGOs and local administration. At national level, there is a robust relationship between ERF and DDM. This could be mostly due to active and committed leadership at DDM, who is also the Government Co-Chair of the ERF Project Advisory Board. It is common experience that through longer term partnerships, greater chance of sustainability can be ensured. However, effectiveness and sustainability of ERF established partnerships can be realistically assessed based on how partnerships work together in a real time large scale disaster.

SECTION- III: CONCLUSIONS AND LESSONS LEARNED

51. In less than three years, ERF has successfully established itself as a robust project advancing early recovery agenda in Bangladesh. Although Bangladesh is widely lauded for its successes in disaster management, early recovery is still a new concept in the country. UNDP, as the global lead agency on early recovery, has strategically filled this gap through the ERF project. ERF supports UNDP in leading and managing two out of the eight humanitarian clusters— Early Recovery Cluster and the Shelter Cluster. ERF has strategically utilized this opportunity to support the established national mechanism viz. Clusters, HCTT, and the LCG-DER; and collaborated with the Government and other non-government humanitarian actors to systematically address humanitarian coordination issues and pursued ERF objectives and agenda at higher level. It has also successfully utilized UNDP’s strong partnership with Government, both at the national and local level, thereby developing strong linkages with national institutions for sustainability of the results gained since its inception.
52. The most evident results of ERF include: support to humanitarian coordination reform process; improved capacity and coordination for early recovery; contribution to the Joint Needs Assessment methodology; timely and strategic support to the newly created Department of Disaster Management. At the field level, the disaster resilient core family shelters built in cyclone Aila affected area with “build back better” concept emerged as cost effective and sustainable model. However, it should be noted that many more affected families in the same area are still without proper shelters and some reside in poor squatters constructed on embankments. Therefore, up-scaling of this project intervention is worthwhile while considering proposed design improvements under findings of this report.
53. Although both Cash for Work and Cash Grants have helped affected families to revive their economic and social life, quantitative benefits of Cash Grants were not evident based on discussions held with affected population in Chokoria and also, success stories were not properly documented. Therefore, an independent assessment on Cash Grants covering a sample of beneficiaries in South East flood and Mahasen Cyclone affected areas, and documentation of success stories is mandatory.
54. More importantly, both Cash for Work and Cash Grants in South East flood and Mahasen Cyclone affected areas are not timely and they have not served the purpose of “Early Recovery” as assistance was provided a few months after both disasters. Early recovery planning and response should start immediately after D-Form report, and JNA Phase 1 and Phase 2; rather than wait for the sector specific Phase 3 needs assessment which takes over 2 months to complete the process. ERF should also advocate this with other stakeholders and at the HCTT.
55. There is urgent need to review and revise the D-Form so that the D-Form data collected and the report enables development of effective Early Recovery Planning. Further, capacity building of relevant authorities at Upazila level should be implemented in order to build up sub-national capacity to address issues and needs of full cycle disaster management.

SECTION- IV: RECOMMENDATIONS AND WAYS FORWARD

56. While good progress has been made towards achievement of some project outcomes specifically, coordinated early recovery mechanism; early recovery procedures are sustained; other outcomes– Early Recovery policies and standards; early recovery innovations and replication, require more time and effort. However, MTR mission recognizes that building on the partnerships established and progress made so far, ERF is in a position to successfully achieve these perhaps with some time extension. It is noted that ERF has emerged as a credible partner of the DDM and MoDMR, the key GOB agencies responsible for coordination of disaster management system in Bangladesh. Therefore, through its participation in the HCTT and LCG-DER, it is well positioned to support coordination between the Government and the development partners.

57. The MTR Mission believes that most of its recommendations can go for implementation during remaining period of nearly two years until December 2015. All such recommendations are broadly divided in the line of three categories encompassing ERF's five outcomes and 8 outputs: (i) policy and programmatic support; (ii) capacity development; and (iii) post disaster emergency response and early recovery. Finally, the mission would provide insights for continuity of the project beyond the project period to achieve long term sustainability even though it is beyond the scope of the present Terms of Reference.

RECOMMENDATIONS ON POLICY AND PROGRAMMATIC SUPPORT

58. Over the remaining ERF project period, to the end in 2015, it is important that the ERF project team completes planned work in a number of key areas and consolidates the achievements made. This will involve a number of recommended actions (see Table 1).

Table- 01: Priority Recommended Actions by 2015

Components	Key Recommended Actions	
ER POLICIES & STANDARDS	1.	Support to integrate Early Recovery in the National DM Policy which is yet to be finalized.
	2.	Support to conduct Mid-Term Review of the National Disaster Management Plan (2010 - 2015) and explore the planning gaps in context of addressing Early Recovery issues.
	3.	Provide technical assistance from ER perspectives in formulating the National Disaster Management Plan 2016 to 2020.
	4.	Support MoDMR in developing National Guidelines for Recovery
	5.	Disseminate Early Recovery Guiding Principles to wider stakeholders to mature the case of ER as a key function of comprehensive disaster management.
	6.	Support to prepare National Guidelines on Debris Management.
INNOVATIVE ER SOLUTIONS	7.	Continue support to innovation and piloting Disaster Resilient Village in Koyra. Involve a set of young professionals (Architecture, Social Science, Economics, Climatology, DM) in the innovation process.

	8.	Document the lessons learnt on innovation and piloting Disaster Resilient Village for dissemination and use in up-scaling.
LCG·DER SECRETARIAT	9.	Continue support to LCG·DER Secretariat.
ER&SHELTER CLUSTERS MANAGEMENT	10.	Reinforce efforts to mainstream Early Recovery into the work of all humanitarian clusters
DONORS AND FUTURE FUNDING	11.	An Advocacy and Communications strategy to make key donors aware of ERF and future funding needs, in the context of rapid transition from relief to early recovery and towards resilient development. A knowledge management process will be helpful for the project/facility.

RECOMMENDATIONS ON CAPACITY DEVELOPMENT

59. It is recommended that the ERF project team should complete work in a number of key areas of capacity development (CD) and consolidates the achievements made on capacity development over the remaining project period. This will involve a number of recommended actions (see Table- 02).

Table- 02: Priority Recommended Actions by 2015

Components	Key Recommended Actions	
CAPACITY DEVELOPMENT (CD) OF DDM	1.	Prepare capacity development strategy (CDS) of DDM and count ER capacity footprints in the progress of the implementation of the CDS.
	2.	Set benchmark and baseline standards for capacity development of DDM.
	3.	Continue training courses for the remaining DRROs and PIOs.
	4.	Conduct periodic training evaluation by an independent party to assess the effectiveness and impact of the training programme.
	5.	The impact of ERF capacity building training needs to be assessed over the short, intermediate, and long terms, therefore, develop short, intermediate, and long-term indicators that effectively capture impact on DDM officials at different levels.
	6.	Implement Refresher Training when desired capacities are found to be inadequate.
	7.	Develop MIS profiling of existing staffs capacities by organization, to be updated on regular basis on staffs transfers and new recruitments, at local to national levels to make informed decisions on capacity needs at all levels of administration.
	8.	Explore other options of 'capacity building' beyond only 'training' as core strategy.
CD OF DC & UNOS	9.	Implement training course for Deputy Commissioner and Upazila Nirbahi Officers on Disaster Management and Early Recovery because DRROs and PIOs functions under the direction of DCs and UNOs respectively in pre and post disaster situations. It would be better for long term if Mid and Senior Management Training courses in PATC adopt such training issues.
CD OF NGOS	10.	Continue efforts to build capacities of the pre-qualified NGOs.

COORDINATED VOLUNTEER NETWORK	11.	Continue efforts to build capacities of Bangladesh Scouts.
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RECOMMENDATIONS ON EMERGENCY RESPONSE AND EARLY RECOVERY

60. ERF should undertake the following recommended activities in a number of key areas of emergency response and early recovery over the remaining project period. This will involve a number of recommended actions (see Table- 03).

Table- 03: Priority Recommended Actions by 2015

Components	Key Recommended Actions	
EMERGENCY RESPONSE & EARLY RECOVERY INTERVENTIONS	1.	<i>Early recovery interventions:</i> Early recovery project design should not wait for the detailed needs assessment and should be launched immediately after the result of the Government's D-Form report and Joint Needs Assessment report
	2.	<i>Improvements to D-Form:</i> D-Form be reviewed and revised by incorporating most crucial information required for informed decision-making, planning and effective response after any disaster.
	3.	<i>Cash Grant:</i> an independent evaluation be carried out to assess the return on investment in terms of livelihood earnings accrued by Cash Grant Recipients. If possible, a comprehensive 'social return on investment' analysis can be done for informed decision making of the all stakeholders in ER.
	4.	<i>Cash Grant:</i> document 'success stories' and 'lessons learned' for knowledge management.
	5.	<i>Cash for Work:</i> Provide cash for work immediately after emergency relief phase for cash injections into affected communities as well as restoring public infrastructures.
	6.	<i>Core Family Shelters:</i> upscale construction of Core Family Shelters in affected areas. However, it is proposed that option of providing two room houses even at an extra cost be seriously considered with design improvements discussed under Findings. A more community inclusive designing and innovation is strongly recommended as a future step.
	7.	<i>Sustainability of Rural Access Roads:</i> Active participation of Local Government institutions and different Government service providing agencies at Upazila level be ensured by involving them in design, supervision, quality control and, more importantly routine maintenance of rehabilitated roads after completion. A consultative process be begun at the beginning with Local Government Authority ² and written undertaking is obtained for assurance for maintenance after rehabilitation of roads and other community infrastructure implemented under early recovery projects.

² Involvement of LGED in design, supervision, and quality control will give added value to the effort of Upazila Disaster Management Office or Union Parishad's work. LGED is responsible to monitor the LGSP block grant and SBG supports to the Union Parishad and thus such involvement in quality assurance could be important value addition to the local context from technical point of view.

COORDINATION SUPPORT FOR EMERGENCY RESPONSE & RECOVERY	8.	<i>Management Information System for Disaster Response Coordination:</i> MIS be developed and installed in the office of DDM, up and running for easy accessing of details of various sub-projects being implemented by different agencies in a post-disaster situation and tracking performance at a glance.
	9.	DDM, together with local administration in Upazila Offices, should be entrusted with the responsibility of supervision and monitoring of pre-selected NGOs during implementation of sub-projects. ERF should assess capacity needs and develop such capacities at Union, Upazila and District level.
	10.	ERF should invest in supporting and strengthening coordination between the relevant Government agencies and development partners.

APPENDIX- 01: TERMS OF REFERENCE – MID TERM REVIEW OF EARLY RECOVERY FACILITY

1. Background and Context

UNDP Bangladesh's Early Recovery Facility (ERF) promotes national ownership of the post disaster early recovery process through the fullest possible engagement of national and local authorities in the planning, execution and monitoring of recovery actions with UNDP assistance. The ERF Project is working towards establishing a coordinated early recovery mechanism in Bangladesh through setting up a functional early recovery mechanism, capacity building of government's disaster management officials, and networking of DM volunteers ready to respond during emergency. It is mandated to develop an overall recovery preparedness plan, and advocate for the allocation of resources in support of early recovery activities. The Early Recovery Facility Project of UNDP also has the mandate to compliment Government with emergency response and early recovery interventions, following disaster events.

The ERF Project is the main instrument of UNDP in managing and strengthening the early recovery network and early recovery cluster in Bangladesh, and advocate for mainstreaming policies, standards and mechanisms for early recovery in the national development framework.

ERF project aims at achieving the following outcomes:

Coordinated Early Recovery Mechanism in Place

- Primarily working with: Ministry of Disaster Management and Relief (MoDMR), Department of Disaster Management, National Academy for Planning and Development (NAPD), Comprehensive Disaster Management Programme (CDMP-II), Bangladesh Scouts, Bangladesh Disaster Preparedness Centre (BDPC), Pre-qualified NGOs and TRMEs, CCED Cluster of UNDP, Narayanganj City Corporation.

Early Recovery Innovations are Locally Developed and Tested

- Primarily working with: Pre-qualified NGOs

National Scale Emergency and Early Recovery Needs are complemented

- Primarily working with: Ministry of Disaster Management and Relief (MoDMR), Department of Disaster Management, Development Partners

Early Recovery Procedures are Sustained

- Primarily working with: Ministry of Disaster Management and Relief (MoDMR), Department of Disaster Management, Pre-qualified NGOs, Development Partners, Local Administration, Local Consultative Group – Disaster and Emergency Response (LCG-DER), IFRC

Early Recovery Policies and Standards are Developed and Applied

- Primarily working with: Ministry of Disaster Management and Relief (MoDMR), Department of Disaster Management, Development Partners, Local Consultative Group – Disaster and Emergency Response (LCG-DER)

The Early recovery Facility (ERF) project of UNDP came into effect from February 2011 as a successor to the Disaster Response Facility (DRF) project. The overall objective of ERF is to provide policy and programmatic support to the government for effective local and national level recovery and to introduce interventions guided by development principles in a post-disaster situation. ERF's core objective also holds the flexibility to complement the national effort during times of emergency response as and when necessary.

ERF programs and activities promote equity, social inclusion, and transparency and forwards recovery policies and plans. ERF advocates people's participation in recovery planning, and promotes policies and programs which do not discriminate on the basis of gender, ethnicity, religion, age, disability, etc. This 5.8 million USD ERF project is being implemented since 2011 with funding from the Swiss Agency for Development and Cooperation (SDC), Australian Aid (AusAID) and UNDP. It mobilizes resources to prepare, plan, and implement interventions to ensure that people affected by disasters recover and seek development gains.

2. Review purpose

In line with the commitments given in the approved project document between UNDP and the Government of Bangladesh, the independent Mid-Term Review (MTR) will assess the level of progress being made towards the achievement of project outcomes and outputs till date since inception of the project and will identify course corrections, if needed. In addition to the formal requirements, the MTR is expected to be a central document for ERF that will give the stakeholders a dynamic insight into the nature and extent of progress made across the programme and indicate its future direction during the remaining project period.

The MTR will focus on the relevance, effectiveness, efficiency, results and sustainability of project implementation; will highlight issues requiring decisions and actions; and will present initial lessons learned about project design, implementation and management. The findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the project's term (2014-2015).

3. Review scope and objectives

The MTR will cover all aspects of the Project's work both at a policy and institutional level and in the field since the inception of the ERF Project. The MTR will cover:

Relevance – the extent to which the project is contributing to local and national development priorities and organizational policies viz. capacity building, coordinated emergency response and early recovery, networking, resource mobilization and early recovery policy standardization;

Effectiveness – the extent to which progress towards project objectives have been achieved or how likely it is to be achieved over the remaining implementation period;

Efficiency – the extent to which best-value has been obtained (results delivered versus resources expended) including the efficiency of financial management and procurement systems;

Results and Outcomes – the positive and negative, and foreseen and unforeseen, changes and effects driven by project-supported interventions. Results include direct project outputs, short-to medium term outcomes, and longer-term impact including national benefits, replication effects and other, local effects;

Sustainability – the likely ability of project-supported intervention to continue to deliver benefits for an extended period of time after completion in the face of continuing climate pressures. Projects need to be environmentally, as well as financially and socially, sustainable.

The objective of the MTR is to gain an independent analysis of the progress of the project so far. The MTR will identify potential project design limitations (if any), assess progress towards the achievement of the project outcomes, identify and document lessons learned, and make recommendations regarding specific actions that should be taken to improve the project. The project performance will be measured based on the indicators of the project's M&E framework.

The MTR must provide evidence-based information that is credible, reliable and useful. The MTR will assess Project's engagement with the government in terms of supporting and capacity building and how this translates to improved implementation and service delivery at local level. Similarly, the MTR will assess the efficacy and impact of project interventions on the vulnerable segments of society such as socio-economically marginalized groups, women and people with disabilities. It will also explore how the Project has promoted community participation and empowerment. In addition, the MTR must address how the Project sought to strengthen the application of a rights-based approach and mainstreaming of gender in development efforts.

4. Review questions

The MTR team, through an Inception Report, will set-out review questions within the agreed methodology framework. The questions, broadly, will cover:

Strategic orientation

Assess the effectiveness of implementation strategies for different programme outcome areas;
Evaluating the relevance of ERF in the context of current national priorities in the disaster management sector.

Assess the level of integration of programme outcome areas and the options/models for future programme implementation
 Assessment of trade-offs between investment in policy change and training.
 Implementation performance
 Assess progress against specified outputs, identifying the Project's contribution from other unrelated factors;
 Assess the perception of communities, beneficiaries and key stakeholders on the direct and indirect benefits derived from ERF to date;
 Assess the outcome-wise allocation of funds and their efficient utilization for project activities with focus on value for money for the results generated;
 Assess the specific information on what have been achieved in the field with funds for small schemes;
 Assess the financial management and procurement procedures of the programme and how they are used to achieve value for money and how allegations of corruption are addressed;
 Analyze the organizational and institutional factors that influenced ERF's performance;
 Assess ERF's monitoring and review strategy; how the NGOs and the Local Authorities (LAs) were selected and how is the monitoring done;
 Assess the technical support available, internally and externally, in support of the Project's implementation. Analyze the composition of the ERF team (whether it is optimal or not) as well as its effectiveness in carrying out project activities.
 Assess the extent to which systems, processes and capacities are being embedded into government with a view to eventual handover of the programme
 Effectiveness of small scale interventions versus large scale intervention e.g., DRH
 Whether UNDP's partnership strategy been appropriate and effective?
 What factors contributed to effectiveness or ineffectiveness?

Lessons learned

Identify innovative approaches and their adoption for replication;
 Identify approaches that failed to achieve the desired results and document the reasons for this failure;
 Identify best practices.

Sustainability

Assess the sustainability of results in light of the current policy and programmatic thrust of the Government of Bangladesh;
 Review ongoing activities and their adequacy to sustain after the project has concluded;
 Assess the degree of ownership at national, district, upazila and union levels

Partnership strategy

Assess the effectiveness of GoB as the implementing agency including role and capacity of local government bodies;
 Assess relevance and quality of partnerships with various NGOs, institutions and agencies.

Knowledge Management and Communication

Assess how far knowledge management and networking aspects have been pursued;
 Review the effectiveness of the communication and visibility strategy;
 Assess to what extent awareness levels of communities and other stakeholders on early recovery has been increased.

The final formulation of the review questions will be agreed in consultation with the review team. Additional considerations may be added at the discretion of UNDP.

5. Methodology

The MTR methodology will cover three areas:

Review of key documents, such as the project document, quarterly and annual progress reports, project budget revisions, intervention-specific progress reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based review.

Interviews with key stakeholders including GoB officials, UNDP Country Office, ERF staffs, donors, implementing partners, beneficiaries and other relevant informants.

Field based observations, including visits to implementing Departments, relevant Disaster Management Committees (DMCs), relevant local administration and beneficiary communities

In both Dhaka and the field, all partners will be given the opportunity to speak with the MTR team in the absence of ERF staffs. In the field, community members will be given the same opportunity. The

confidentiality of respondents should be respected throughout, in the field this implies interviews take place in the absence of implementing NGO staff.

6. Review products (deliverables)

The Review team will be accountable for producing:

Inception report — the inception report will detail the reviewers' understanding of what is being assessed and why, showing how the review objectives will be met by way of: appraisal methods and techniques; sources of data (and an assessment their quality); and data collection procedures. The inception report will outline the scope of the review, include a proposed schedule of tasks, activities and deliverables, areas of focus and information requirements.

Draft review report — based on the analysis and evaluation, the MTR team will produce a draft review report guided by the MTR objectives. The draft review report will be reviewed by ERF project management, UNDP, ERF donors and DDM, MoDMR, ERD to ensure that the review meets the required quality (as outline in Annex I: ERF Mid Term Review Terms of Reference)

Presentation of initial findings and de-brief – the review team will present initial findings at a debriefing at the conclusion of the MTR mission to relevant officials of the Government of Bangladesh, donor representatives, UNDP and project management.

Final review report - a comprehensive analytical report in English. The length of the report shall not exceed 30 pages in total (not including annexes).

7. Review ethics

UNEG 'Ethical Guidelines for Evaluation can be consulted as reference document in drafting review principles.

8. Review team composition and required competencies

The MTR team will comprise of a mix of international and national experts:

Team Leader – International;

National Consultant;

9. Implementation arrangements

ERF will designate a focal point to support meetings and logistical arrangements.

The overall focal point for the assessment will be UNDP Assistant Country Director, CCED, who will be ensure consultation with relevant GoB officials, and other stakeholders.

10. Time-frame for the review process

This assignment will be for 21 work days within a period of 6 weeks. Details are as follows –

	<i>Timeframe</i>	<i>Deliverable</i>
Desk review- finalizing review design and methods, prepare detailed inception report	5 days	- Mission briefing - Inception report
In-country review mission – interviews, field visits, prepare draft report	10 days	- Draft report - Mission debrief
Presentation of initial findings and debrief – presentation of initial findings to UNDP, government partners, donors and project staff	1 day	- Presentation
Report preparation – incorporating comments and finalizing review report	5 days	- Final report

11. UNDP report template & quality standards

<http://stone.undp.org/undpweb/eo/evalnet/Handbook2/documents/english/pme-handbook.pdf>

This **review report template** is intended to serve as a guide for preparing meaningful, useful and credible review reports that meet quality standards. It does not prescribe a definitive section-by-section format that all review reports should follow. Rather, it suggests the content that should be included in a quality review report. The descriptions that follow are derived from the UNEG 'Standards for Review in the UN System' and 'Ethical Standards for Reviews'.

The review report should be complete and logically organized. It should be written clearly and understandable to the intended audience. In a country context, the report should be translated into local languages whenever possible (see Chapter 8 for more information). The report should also include the following:

Title and opening pages — Should provide the following basic information:

Name of the review intervention

Time-frame of the review and date of the report

Countries of the review intervention

Names and organizations of evaluators

Name of the organization commissioning the review

Acknowledgements

Table of contents — Should always include boxes, figures, tables and annexes with page references.

List of acronyms and abbreviations

Executive summary — A stand-alone section of two to three pages that should:

Briefly describe the intervention of the review (the project(s), programme(s), policies or other intervention) that was evaluated.

Explain the purpose and objectives of the review, including the audience for the review and the intended uses.

Describe key aspect of the review approach and methods.

Summarize principle findings, conclusions, and recommendations.

Introduction — Should:

Explain why the review was conducted (the purpose), why the intervention is being evaluated at this point in time, and why it addressed the questions it did.

Identify the primary audience or users of the review, what they wanted to learn from the review and why, and how they are expected to use the review results.

Identify the intervention of the review (the project(s) programme(s) policies, or other intervention—see upcoming section on intervention.)

Acquaint the reader with the structure and contents of the report and how the information contained in the report will meet the purposes of the review and satisfy the information needs of the report's intended users.

Description of the intervention — Provides the basis for report users to understand the logic and assess the merits of the review methodology and understand the applicability of the review results. The description needs to provide sufficient detail for the report user to derive meaning from the review. The description should:

Describe **what is being evaluated, who seeks to benefit**, and the **problem or issue** it seeks to address.

Explain the **expected results map or results framework, implementation strategies**, and the key **assumptions** underlying the strategy.

Link the intervention to **national priorities**, UNDAF priorities, corporate multi-year funding frameworks or strategic plan goals, or other **programme or country specific plans and goals**.

Identify the phase in the implementation of the intervention and any **significant changes** (e.g., plans, strategies, logical frameworks) that have occurred over time, and explain the implications of those changes for the review.

Identify and describe the **key partners** involved in the implementation and their roles.

Describe the **scale of the intervention**, such as the number of components (e.g., phases of a project) and the size of the target population for each component.

Indicate the **total resources**, including human resources and budgets.

Describe the context of the **social, political, economic and institutional factors**, and the **geographical landscape** within which the intervention operates and explain the effects (challenges and opportunities) those factors present for its implementation and outcomes.

Point out **design weaknesses** (e.g., intervention logic) or other **implementation constraints** (e.g., resource limitations).

Review scope and objectives — The report should provide a clear explanation of the review's scope, primary objectives and main questions.

Review scope — The report should define the parameters of the review, for example, the time period, the segments of the target population included, the geographic area included, and which components, outputs or outcomes were and were not assessed.

Review objectives — The report should spell out the types of decisions review users will make, the issues they will need to consider in making those decisions, and what the review will need to achieve to contribute to those decisions.

Review criteria — The report should define the review criteria or performance standards used. The report should explain the rationale for selecting the particular criteria used in the review.

Review questions — Review questions define the information that the review will generate. The report should detail the main review questions addressed by the review and explain how the answers to these questions address the information needs of users.

Review approach and methods — The review report should describe in detail the selected methodological approaches, methods and analysis; the rationale for their selection; and how, within the constraints of time and money, the approaches and methods employed yielded data that helped answer the review questions and achieved the review purposes. The description should help the report users judge the merits of the methods used in the review and the credibility of the findings, conclusions and recommendations.

The description on methodology should include discussion of each of the following:

Data sources — The sources of information (documents reviewed and stakeholders), the rationale for their selection and how the information obtained addressed the review questions.

Sample and sampling frame — If a sample was used: the sample size and characteristics; the sample selection criteria (e.g., single women, under 45); the process for selecting the sample (e.g., random, purposive); if applicable, how comparison and treatment groups were assigned; and the extent to which the sample is representative of the entire target population, including discussion of the limitations of sample for generalizing results.

Data collection procedures and instruments — Methods or procedures used to collect data, including discussion of data collection instruments (e.g., interview protocols), their appropriateness for the data source, and evidence of their reliability and validity.

Performance standards — The standard or measure that will be used to evaluate performance relative to the review questions (e.g., national or regional indicators, rating scales).

Stakeholder participation — Stakeholders' participation in the review and how the level of involvement contributed to the credibility of the review and the results.

Ethical considerations — The measures taken to protect the rights and confidentiality of informants (see UNEG 'Ethical Guidelines for Evaluators' for more information).

Background information on evaluators — The composition of the review team, the background and skills of team members, and the appropriateness of the technical skill mix, gender balance and geographical representation for the review.

Major limitations of the methodology — Major limitations of the methodology should be identified and openly discussed as to their implications for review, as well as steps taken to mitigate those limitations.

Data analysis — The report should describe the procedures used to analyze the data collected to answer the review questions. It should detail the various steps and stages of analysis that were carried out, including the steps to confirm the accuracy of data and the results. The report also should discuss the appropriateness of the analyses to the review questions. Potential weaknesses in the data analysis and gaps or limitations of the data should be discussed, including their possible influence on the way findings may be interpreted and conclusions drawn.

Findings and conclusions — The report should present the review findings based on the analysis and conclusions drawn from the findings.

Findings — Should be presented as statements of fact that are based on analysis of the data. They should be structured around the review questions so that report users can readily make the connection between what was asked and what was found. Variances between planned and actual results should be explained, as well as factors affecting the achievement of intended results. Assumptions or risks in the project or programme design that subsequently affected implementation should be discussed.

Conclusions — Should be comprehensive and balanced, and highlight the strengths, weaknesses and outcomes of the intervention. They should be well substantiated by the evidence and logically connected to review findings. They should respond to key review questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to the decision-making of intended users.

Recommendations — The report should provide practical, feasible recommendations directed to the intended users of the report about what actions to take or decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the review. They should address sustainability of the initiative and comment on the adequacy of the project exit strategy, if applicable. Recommendations should also provide specific advice for future or similar projects or programming. Management response template should be included in the review.

Lessons learnt — As appropriate, the report should include discussion of lessons learnt from the review, that is, new knowledge gained from the particular circumstance (intervention, context outcomes, even

about review methods) that are applicable to a similar context. Lessons should be concise and based on specific evidence presented in the report.

Report annexes — Suggested annexes should include the following to provide the report user with supplemental background and methodological details that enhance the credibility of the report:

ToR for the review

Additional methodology-related documentation, such as the review matrix and data collection instruments (questionnaires, interview guides, observation protocols, etc.) as appropriate

List of individuals or groups interviewed or consulted and sites visited

List of supporting documents reviewed

Project or programme results map or results framework

Summary tables of findings, such as tables displaying progress towards outputs, targets, and goals relative to established indicators

Short biographies of the evaluators and justification of team composition

Code of conduct signed by evaluators

UNEG, 'Standards for Evaluation in the UN System', 2005, available at:

[http://www.unevaluation.org/unevaluationstandards;](http://www.unevaluation.org/unevaluationstandards)

APPENDIX- 02: LIST OF DOCUMENTS REVIEWED

- 1 ERP Signed Project Document (2011)
- 2 ERF - 2011 Annual Progress Report
- 3 ERF - 2012 Annual Progress Report
- 4 ERF - Draft 2013 Annual Progress Report
- 5 ERF - Multi-year M&E Plan - 2013-15
Annual Work Plan and Budget 2011; 2012; 2013; 2014 (draft)
- 6 ERF Quarterly Progress Report 2011 Q1
- 7 ERF Quarterly Progress Report 2011 Q2
- 8 ERF Quarterly Progress Report 2011 Q3
- 9 ERF Quarterly Progress Report 2012 Q1
- 10 ERF Quarterly Progress Report 2012 Q2
- 11 ERF Quarterly Progress Report 2012 Q3
- 12 ERF Quarterly Progress Report 2013 Q1
- 13 ERF Quarterly Progress Report 2013 Q2
- 14 ERF Quarterly Progress Report 2013 Q3
- 15 ERF M&E Framework with updated progress against targets - Updated on 06 January 2014
- 16 A Cost Sharing Proposal to SDC for ERF Project (2011)
- 17 Project Factsheet Early Recovery Facility
- 18 Emergency Preparedness Plan for Cyclone, Bangladesh 2013
- 19 Disaster Emergency Response, Summary Report, LCG-DER 2012
- 20 Annual Report 2012, Disaster Response & Recovery
- 21 Feedback from SDC on ERF progress reports
- 22 Revised Results Framework - 2013
- 23 Project Advisory Board Meeting Minutes
- 24 DRRO and PIO training materials
- 25 SOS and D-Form Guideline (draft)
- 26 Contract agreements with NGO partners

APPENDIX- 03: LIST OF PERSONS MET

Sr. No.	Name (Alphabetical order)	Designation and Organization
1.	Ahmed, Farid Hasan	Senior Programme Officer, DRR/ HA & Livelihoods, SDC
2.	Ahmed, Khaled Masud	Programme Coordinator, International Federation of Red Cross
3.	Ahmed, Syed Rafiq	Deputy National Commissioner, Bangladesh Scouts
4.	Ahmed, Tanzir	Project Officer, Muslim Aid- UK
5.	Alam, Md. Nurul	Project Manager, Islamic Relief, Bangladesh
6.	Alim, Md Abdul	Project Manager, Shushilan, Khulna
7.	Azad, A H M Shamsul	Bangladesh Scouts
8.	Barns, Sarah	Second Secretary (Development Cooperation), Australian High Commission
9.	Basher, Syed Abul	Project Manager, Islamic Relief, Bangladesh
10.	Brandao, Gerson	Humanitarian Affairs Advisor, Office of the UN Resident Coordinator
11.	Brouant, Oliver	Head of Office, ECHO
12.	Bulbul, ZahagirAlam	Vice Chairman, ChakoriaUpazila
13.	Chowdhury, Munir	Joint Secretary, MoDMR
14.	Day, Nilo Rani	Member, Baraitali Union Parishod
15.	Day, SomboSaban	Member, Baraitali Union Parishod
16.	Giri, Seeta	Project Manager, ERF
17.	Haque, Nazmul	Head of Disaster Management Programme, Muslim Aid- UK.
18.	Hassan, Md Shameem	UNO (UpazilaNirbahi Officer) KoyraUpazila, Khulna
19.	Hossain, Kazi Zakir	Director (Community Development & Health, Bangladesh Scout
20.	Hossain, Md. Delwar	District Leader, Bangladesh Scout
21.	Hye, Mirza Abdul	Project Engineer, Koyra, ERF, UNDP, Bangladesh
22.	Islam, M Aminul	Advisor, Sustainable Development, UNDP, Bangladesh
23.	Islam, Md Sanael	Site Engineer, Koyra, ERF, UNDP, Bangladesh
24.	Islam, S M Habibul	Project Officer, SKUS
25.	Islam, Tarik-ul	Assistant Country Director, CCED Cluster, UNDP, Bangladesh
26.	Islam, Mohammad Tarikul	Project Officer, ERF
27.	Jabed, MarufBillah	Executive Director, SKUS
28.	Jahan, Salma	Deputy Secretary, MoDMR
29.	John, Anu	Programme Specialist, CCED Cluster, UNDP, Bangladesh
30.	Juhkam, Robert	Deputy Country Director, UNDP
31.	Kabir, Md. Ehsan	Joint Secretary, ERD
32.	Kamal, Amranul Hoque	Executive Director, VARD
33.	Karim, Regaul	Chairman, ChakoriaUpazila
34.	Khan, Abdul Latif	Disaster Response Management Specialist, CDMP – II.
35.	Khan, Md. Abu Motalab	Joint Executive Director, Bangladesh Scouts
36.	Khan, Md. Ashfaque I.	M&E Specialist, ERF, UNDP, Bangladesh
37.	Khan, Parvez	District National Coordinator, Bangladesh Scout
38.	Khan, Runama	UN Coordination Analyst, Office of the UN Resident Coordinator
39.	Medway, Peter	Project Manager, CDMP (Phase II)
40.	Parvin, Romena	Programme Officer (Development Cooperation), Australian High Commission.
41.	Prema, Jesmin	Chairman, SKUS
42.	Qayyum, Md. Abdul	National Project Director, CDMP – II.

Sr. No.	Name (Alphabetical order)	Designation and Organization
43.	Rahman, ANM Wahidur	Capacity Building Specialist, ERF
44.	Rahman, Md Saidur	Director, BDPC
45.	Rahman, Siddiqur	Advisor, Disaster Management Cell, Shushilan
46.	Rajib, Hassibul	Shelter Analyst, International Federation of Red Cross
47.	Roy, Prosanto Kumar	Project Implementation Officer, KoyraUpazila
48.	Shrestha, Bhushan	M&E Officer, RRMCC, UNDP, Bangladesh
49.	Uddin, A T M Zia	Chairman, Baraitali Union Parishod
50.	Uddin, Nasir	Member, Baraitali Union Parishod
51.	Ullah, Md Ahsam	Project Implementation Officer, ChokoriaUpazila
52.	Ullah, Md Ezabat	Field Coordinator, ERF
53.	Ullah, Mohammad Sifayet	Programme Analyst, Disaster and Adaptation, UNDP
54.	Wazed, Abdul Mohammad	Director General, DDM
55.	Wilson, Colum	Team Leader, Climate Change and Disaster Resilience, DFID.
56.	Yasmin, Khaleda	Project Coordinator, BDPC

APPENDIX- 04: LIMITATIONS AND CHALLENGES TO THE REVIEW

Two consultants were provided with respective individual Terms of Reference for submitting Financial Proposals. Prior to reporting for work on 19 January in UNDP ERF Office, the Terms of Reference applicable for the assignment was not made available along with documents made available for home base review. A hard copy of the ToR was provided along with a hard copy of current M&E Framework and UNDP Project Document on 19 January 2014, just prior to the meeting held with CCED Cluster and until such time two consultants had been going by Results & Resources Framework given in UNDP Project Document. Notably, SDC Project Proposal was made available towards end of the second day of the in-country mission in a flash drive among several project related documents.

The MTR Mission believes that all the basic documents related to the project should have been made available to the Mission prior to the commencement on 19 January for extensive review. Time available for document review prior to preparation of inception report, finalization of inception report and field visits were practically limited. As a result, the very first question raised at the meeting held with CCED Cluster on 19 January 2014 related to shifts from outputs to outcomes in progress reporting remained elusive till the Mission returned to Dhaka on 28 January 2014 having visited two field sites.

Before commencing the consultancy, the MTR Mission had proposed for a clear inception phase for preparing and submitting Inception Report before undertaking field visits, as the first deliverable, which was unfortunately not accommodated in the itinerary. The MTR Mission would have appreciated to be in direct communication with the CCED Cluster, rather than ERF project personnel, to avoid certain unforeseeable confusions.

During the MTR progress, the itinerary was rescheduled to incorporate more meetings with new stakeholders reducing the time allocated for report preparation by two days. As a result, the International Consultant was compelled to concentrate on report preparation while the National Consultant was taking on meetings on 29 and 30 January 2014.

It would have been prudent if a site visit to Tropical Storm Mahasen affected area had been included in field itinerary as experience undergone in Tropical Storm Mahasen affected area is equally important as ERF Interventions appear to be quicker compared with that of South East Flood affected area. Field meetings organized in both sites were overcrowded and conducting active discussions with real beneficiaries was an extremely difficult exercise as responses were mostly given by observers including some of Union Parishod Members.

APPENDIX- 05: WORK SCHEDULE FOR ERF MID- TERM REVIEW

Date	Place	Time	Events /Venue
19 January, 2014 Sunday	IDB Bhaban	10.00 AM – 11.00 PM	• Introductory meeting with CCED Cluster
	IDB Bhaban	12.00 PM – 01.00 PM	• Meeting with ERF Project and RRMC
	SDC Office	10.00 AM – 11.00 AM	• Meeting with SDC Representative
21 January, 2014 Tuesday	AusAID Office	11.30 PM – 12.30 PM	• Meeting with AusAID Representative
	IDB Bhaban	02.00 PM – 03.00 PM	• Briefing Meeting with Senior Management of UNDP
22 January, 2014 Wednesday	CDMP Office	10.30 AM – 11.30 AM	• Meeting with National PD & NPM of Comprehensive Disaster Management Programme (CDMP II)
	CDMP Office	11.30 PM – 12.00 PM	• Meeting with DG, DDM
		08.00 PM – 09.00 PM	• Start for Jessorevia afternoon flight
23 January, 2014 Thursday	Koyra	07.30 AM – 06.00 PM	• Visit Koyra CFS and Embankment Projects • Meeting with beneficiaries and local administration
24 January, 2014 Friday		12.30 PM – 01.30 PM	• Return from Jessorevia afternoon flight
25 January, 2014 Saturday		12.30 PM – 01.30 PM	• Start for Cox's Bazar via afternoon flight
26 January, 2014 Sunday	Chakoria, Cox's Bazar	08.00 AM – 12.00 PM	• Visit Response – Phase I and II, in Chakoria with SKUS
	Cox's Bazar	04.30 PM – 06.00 PM	• Return to Cox's Bazar and overnight stay at hotel
27 January, 2014 Monday		08.00 AM – 09.00 AM	• Return Dhaka from Cox's Bazar via morning flight
28 January, 2014 Tuesday	Ministry of Disaster Management and Relief (MoDMR)	10.00 AM – 11.00 AM	• Meeting with Joint Secretary, MoDMR
	IDB Bhaban	02.00 PM – 03.00 PM	• Meeting with RC Office – Neal, Rumana, Gerson(<i>tbc</i>)
29 January, 2014 Wednesday	ECHO Office	11.00 AM – 12.00 AM	• Meeting with ECHO
	ERF Conference Room, IDB Bhaban	03.00 PM – 04.00 PM	• Meeting with BDPC
30 January, 2014, Thursday	DFID Office	09.30 AM – 10.30 AM	• Meeting with DFID
31 Jan 2014 – 02 Feb 2014			• Report Writing
03 February, 2014 Monday	ERF Conference Room, IDB Bhaban	09.30 AM – 10.30 AM	• Meeting with Pre-qualified NGOs, who worked with ERF (Islamic Relief, Muslim Aid, VARD, Shushilan)
	ERF Conference Room, IDB Bhaban	10.30 AM – 11.30 PM	• Meeting with UNICEF (WASH Cluster)
	ERF Conference Room, IDB Bhaban	11.30 AM – 12.30 PM	• Meeting with Bangladesh Scouts
	ERF Conference Room, IDB Bhaban	02.00 PM – 03.00 PM	• Meeting with IFRC (Shelter Cluster)
04 February, 2014 Tuesday	ERF Conference Room, IDB Bhaban	10.00AM – 12.30 PM	• Debriefing meeting with UNDP CCED Cluster and ERF
	IDB Bhaban	03.00PM – 04.00 PM	• Debriefing meeting with UNDP Senior Management