

End review of the ADPC Disaster Risk Reduction Initiatives at National and Regional Level in Asia

SCANTEAM

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End review of the ADPC Disaster Risk Reduction Initiatives at National and Regional Level in Asia



Final Report



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Acronyms and Abbreviations

AADMER	ASEAN Agreement on Disaster Management and Emergency Response
ADB	Asian Development Bank
ADPC	Asian Disaster Preparedness Center
AMCDRR	Asian Ministerial Conference on Disaster Risk Reduction
ASEAN	Association of Southeast Asian Nations
BDM	Bangladesh Department of Meteorology
BRAC	Building Resources Across Communities (formerly Bangladesh Rural Advancement Committee)
CCA	Climate Change Adaptation
CP	Contingency Plan
CRISP-VNU	Center for Research, Information and Service Psychology, Vietnam National University
CRR	Climate Risk Resilience
CSO	Civil Society Organization
DAC	Development Assistance Committee (of OECD)
DMH	Department of Meteorology and Hydrology (Myanmar)
DRM	Disaster Risk Management
DR	Disaster Risk
DRR	Disaster Risk Reduction
GAD	Government Administrative Department (Myanmar)
GCF	Green Climate Fund
GEF	Global Environment Facility
GIZ	Germany International Cooperation
IASC	Inter-Agency Standing Committee
JICA	Japan International Cooperation Agency
LUP	Land Use Planning
M&E	Monitoring and Evaluation
MET	Meteorological Institute (of Norway)
MFA	Ministry of Foreign Affairs (of Norway)
MHPSS	Mental Health and Psychosocial Support
MOU	Memorandum of Understanding
MSC	Most significant change
NGI	Norwegian Geotechnical Institute
NGO	Non Governmental Organization
NICFI	Norwegian International Climate and Forest Facility
NOK	Norwegian Kroner
Norad	Norwegian Agency for International Development
OCHA	Office for the Coordination of Humanitarian Affairs

OECD	Organization for Economic Cooperation and Development
PHEMAP	Public Health Emergency Management in Asia & the Pacific
PPP	Public Private Partnership
SDG	Sustainable Development Goals
SFDRR	Sendai Framework for Disaster Risk Reduction
SIDA	Swedish International Development Agency
SMART	Specific, Measurable, Attainable, Relevant and Time-bound
SMS	Short Message Service
SWAP	Sector-Wide Approach
TOR	Terms of Reference
ToT	Training of Trainers
UiB	University of Bergen
UN	United Nations
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
VIGMR	Viet Nam Institute of Geosciences and Mineral Resources
USAID	United States Agency for International Development
YDRL	Young Disaster Risk Leadership

1 Executive Summary

Scanteam was contracted by Norad to carry out the End Review of the program “Asian Disaster Preparedness Center, ADPC, Disaster Risk Reduction Initiatives on National and Regional Level in Asia”. The purpose of the review is to assess outcomes and impacts and create an informed basis for possible continued support. The review assessed effectiveness, efficiency, impact, sustainability and risk management of the program; how the activities are likely to contribute to the impact goal; and to which extent ADPC has utilized contributions from other donors.

The Review Team found that ADPC is a solid and effective organization for program and project implementation. ADPC maintains high-level dialogue with the governments, and is also able to connect with relevant partners. The dialogue with governments on central level created stronger awareness of disaster risk management (DRM) issues and facilitated the work of partners. Key achievements of the program 2015-17 in the focal countries have been (i) Improved future climate projection capability in Bangladesh; (ii) Integrated ADPC’s mental health and psychosocial program into university curriculum in Vietnam; (iii) enhanced capability to forecast climatic events and issue early warnings in Myanmar; and (iv) earthquake information disseminated to the public in Myanmar. The most important achievements at regional level have been the building and maintenance of a regional network of technical agencies on landslide risk management; and institutionalized disaster resilience leadership in ASEAN member countries and in the Asia and Pacific region in general.

The three focus-countries for the Norwegian program that have received most budget resources are Myanmar, Vietnam and Bangladesh. However Norwegian funds have also been used in Nepal, Bhutan, Philippines and the Maldives, as well as for regional events. The program was implemented through institutions in the priority countries: the Bangladesh Meteorological Department (BMD), the Myanmar Department of Meteorology and Hydrology (DMH), and the Vietnam Institute of Geosciences and Mineral Resources (VIGMR). Other important partner institutions were Building Resilience Across Communities (BRAC) and Dhaka University (DU) in Bangladesh; the Department of Disaster Management and the Department of Social Welfare in Myanmar; and the University of Public Health, the National Hydro-Meteorological Service, and the Center for Research, Information and Service Psychology in Vietnam National University (CRISP-VNU) in Vietnam.

ADPC worked with the Norwegian Institute of Meteorology (MET) through a separate agreement, and the Norwegian Geotechnical Institute (NGI), the University of Bergen (UiB), and the Norwegian Center for Crisis Psychology, with funds from the Program. The national partner institutions are in general satisfied with this technical cooperation. It provides high-level support at a relatively low cost since some of the Norwegian institutions combine program financing with their core funding, especially for time spent on planning/monitoring in Norway.

A possible new program phase should continue to give the highest priority to training and institutional capacity building on DRM. To assure long-term impact, it should concentrate on a few areas to be scaled up, but be implemented during a longer period to assure impact and improve sustainability. Activities supported through the program should continue to promote ownership and be institutionalized at country level. This should include training at the executive and political levels. A possible new phase should have a clear results framework and preferably be part of a donor SWAP.

2 Introduction

Scanteam was contracted by Norad to carry out the End Review of the program “Asian Disaster Preparedness Center, ADPC, Disaster Risk Reduction Initiatives on National and Regional Level in Asia”. The purpose of the review is to assess outcomes and impacts. The report should create an informed basis for possible continued support.

According to the Terms of Reference (TOR), the Objectives of the Review are to:

1. Assess effectiveness, efficiency, impact, sustainability and risk management of the programme;
2. Assess how the activities are likely to contribute collectively and effectively to the impact goal of the programme; and
3. Identify and give a brief assessment of to which extent ADPC has utilized contributions from other donors in the same programme and to which extent the programme has supported or overlapped similar efforts in the region.

2.1 Programme Summary

The ADPC programme ran from October 2015 to December 2017 with a NOK 24 million grant from Norway’s Ministry of Foreign Affairs (MFA). This was the third phase of a programme with the same name and similar content that has been receiving support from the MFA since 2009, where Norad took over the administration in 2017. The Goal is to strengthen knowledge and capacity among experts and in national institutions, and address identified needs in the focal countries Vietnam, Myanmar and Bangladesh. The thematic area “Technical capacity building of national governments” covered seismic monitoring and hydro-meteorological services, gender-inclusive disaster risk reduction, landslide risk management practices, resilient development in at-risk coastal areas, and health support to victims in targeted areas. ADPC thematic area “Strengthening ADPC Communications Capacity and Media Engagement” should support ADPC’s communication to better transmit preparedness and warnings to people in the region, while the area “Knowledge dissemination and building partnerships” was implemented to strengthen national disaster leadership and upgrade Internet information. Activities involve multiple technical departments from ADPC and engage a wide array of experts from various backgrounds at the local, national, regional and global levels.

2.2 Scope and methodology

The review consisted of two parts:

- 1) An assessment of project performance, applying the OECD-DAC evaluation criteria of Effectiveness, Efficiency, Impact, Sustainability and Relevance, as well as Risk management.
- 2) Based on results achieved, Lessons learned were identified, including what has worked well and what has not, as the basis for providing recommendations for a possible new phase.

The program was never evaluated since its start in 2009, but the present review is limited to the last phase. There has also never been a Logical Framework or Results Framework for any of the three phases of the program, which made the review process more challenging. The Consultants therefore prepared a simple framework in collaboration with ADPC, based on the goals and indicators found in the document “Programme Work Plan 2015-2017”, complemented by inputs from ADPC managers, to use as the basis for the review of effectiveness (see section 4.1).

The Consultants applied the OECD-DAC Quality Standards for project evaluations for this review:

- a) Free and open evaluation process**, transparent and independent from Project management and policy-making, to enhance credibility;
- b) Evaluation ethics** that abides by relevant professional and ethical guidelines and codes of conduct, while the evaluation was undertaken with integrity and honesty;

- c) **Partnership approach**, to build development ownership and mutual accountability for results. A participatory approach was used on all levels (governments, institutions, implementing agencies);
- d) **Co-ordination and alignment**, to consider regional, national and local evaluations and help strengthen country systems in the region, as well as plans, activities and policies;
- e) **Capacity development of partners** by improving evaluation knowledge and skills, stimulating demand for and use of evaluation findings, and supporting accountability and learning; and
- f) **Quality control** throughout the evaluation process.

An Evaluation Matrix was prepared to define the scope of the review based on multiple sources of information, while a Conversation Guide was prepared and used flexibly for meetings and interviews with different stakeholders (see the Inception Report).

2.3 Review process

The Consultants received relevant documentation from both Norad and ADPC, including agreements, work plans, budgets, progress reports, financial reports and audit documents, program files, samples of products (see Annex B). A first set of interviews with Norwegian stakeholders were carried out before the Inception Report was prepared for Norad and shared with ADPC. This included the plan for the field work, which was successfully carried out from 18 February through 1 March.

The review relied on a participatory and consultative approach, ensuring strong engagement with ADPC and national partners in the countries visited (see Annex C). The review paid special attention to the compliance with expected Program outputs, outcomes and impacts, and the influence and integration of experiences and lessons learned. The review process also considered actions, strategies, policies and other factors that have influenced the execution in the region and the participating countries, considering policies and contexts, and the relations with governments, partners and local stakeholders. Based on review of the results, the Consultants analysed if they have given or are expected to give the intended impacts (possible ex-post impacts), according with the Program objectives.

Fig. 2.1 Countries where APDC works, and priority countries for Norway



3 Development Context

Asia and the Pacific is one of the most disaster-prone regions of the world. The support has therefore been allocated to preparedness and risk reduction related to the needs of the three identified focal countries Vietnam, Myanmar and Bangladesh, while some Norwegian funds have also supported activities in Nepal, Bhutan, Philippines and the Maldives, as well as regional activities.

3.1 Main stakeholder organizations

The program has been implemented through institutions in the priority countries in charge of DRM, which in addition to ADPC were the Bangladesh Meteorological Department (BMD), the Myanmar Department of Meteorology and Hydrology (DMH), and the Viet Nam Institute of Geosciences and Mineral Resources (VIGMR). Other important partner institutions were the Building Resilience Across Communities (BRAC) and Dhaka University (DU) in Bangladesh; the Department of Disaster Management and the Department of Social Welfare in Myanmar; and the University of Public Health, National Hydro-Meteorological Service, and Center for Research, Information and Service Psychology in Vietnam National University (CRISP-VNU) in Vietnam.

ADPC has been working with the Norwegian Geotechnical Institute (NGI), the University of Bergen (UiB), and the Norwegian Center for Crisis Psychology, for services contracted with Program funds, and with the Norwegian Institute of Meteorology (MET) through a separate agreement.

3.2 Program structure

The goal has been to strengthen knowledge and capacity among experts and in national institutions in the Asia region. According to the contract between ADPC and MFA of 2015, the program is divided in three Thematic areas that are further sub divided as shown in table 3.1:

Table 3.1 Program thematic areas and subjects

Thematic areas	Subjects	Focus countries
1. Technical capacity building of national governments	1.1 Supporting national agencies in seismic monitoring, and hydro-meteorological services	Myanmar, limited activities in Bangladesh and Vietnam
	1.2 Increasing technical capacity of national and local governments in utilizing satellite technology to enhance disaster preparedness	Myanmar, Bangladesh and Vietnam
	1.3 Building capacity in gender-inclusive disaster risk reduction in policies and practices	Regional
	1.4 Strengthening of landslide risk management practices	Myanmar and Nepal
	1.5 Building capacity in resilience development in at risk coastal areas	Vietnam
	1.6 Strengthening national capacities in providing psychosocial support to victims and managing health risks in emergencies in the Asian region	Bangladesh, Bhutan, Myanmar, Vietnam, Regional
2. Strengthen ADPC's communication capacity and media engagement		Bangladesh, Myanmar and Vietnam
3. Knowledge dissemination and building partnerships	3.1 Organization of national-level dialogues	Bangladesh, Bhutan, Philippines, Maldives
	3.2 Support the DR Leadership training program under the AADMER work program	Myanmar and ASEAN region
	3.2 Upgrade of ADPR website	Asia Region

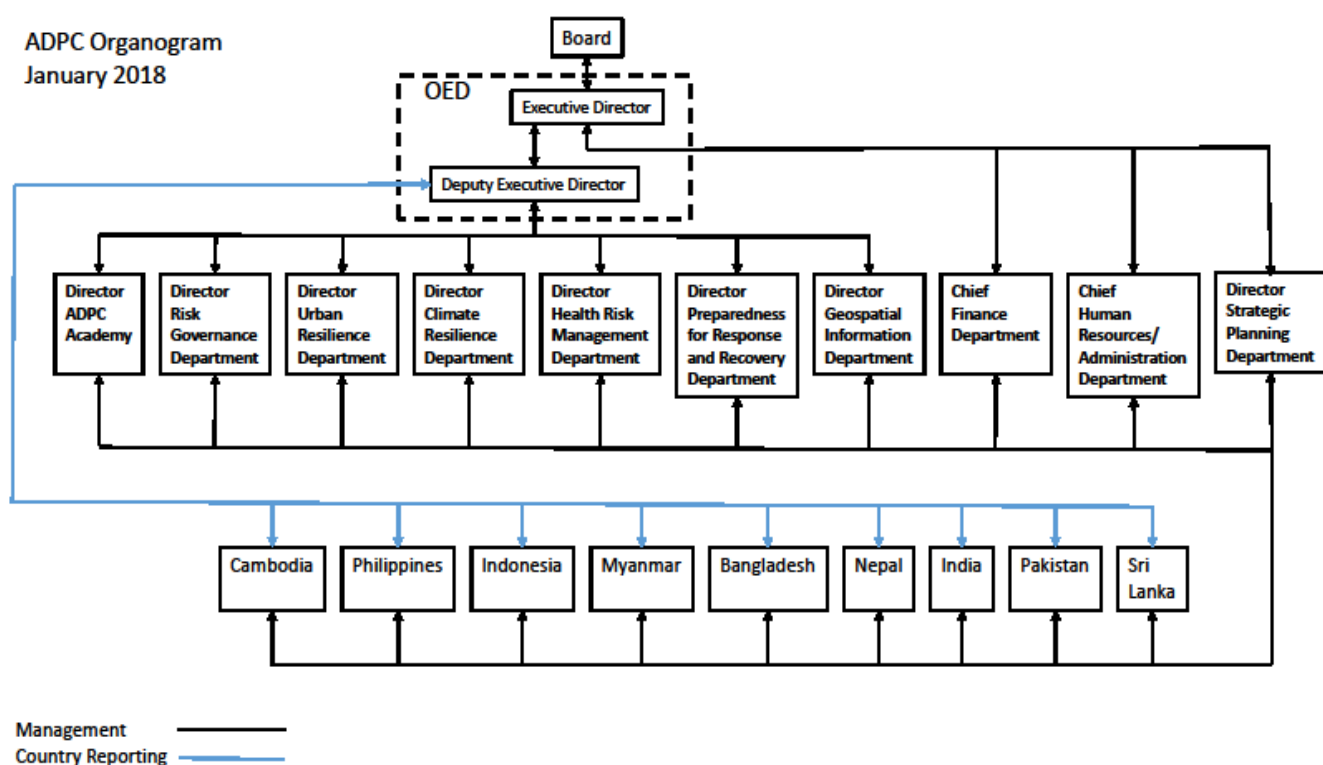
3.3 Lessons from Previous Phases

The design of phase 3 incorporated lessons learned from phases 1 and 2. The most important are that: (i) differences in the level and professional capacity of nominated participants to regional training/workshops can be compensated through follow-up of individual participants combined with in-country training; (ii) the need for more impact at national level require increased emphasis on strengthening relationships with new ministries and program partners; and (iii) to get more impact of local project activities it is necessary to give priority to the most vulnerable communities, towns and cities, with special emphasis on coastal resilience.

3.4 ADPC Management and Operation Structure

ADPC’s highest authority consists of a Board of Trustees that oversees the Office of the Executive Director, consisting of the Executive Director and Deputy Executive Director. The Office Executive Committee regularly engages with and receives input from the International Advisor Council, and the Regional Consultative Committee that has 32 members from 26 countries. The senior leadership of ADPC is based in their headquarters in Bangkok, Thailand. In addition to the ADPC Academy, ADPC has six operational departments: Risk Governance, Urban Resilience, Climate Resilience, Health Risk Management, Preparedness for Response and Recovery, Geospatial Information. Most operations are designed, implemented and monitored from the Headquarters under the directors of each department.

Fig. 3.1 ADPC Institutional structure



The project managers are either in Bangkok or in a member country through nine country offices and representatives. ADPC has also management and administration departments, which include Finance, Human Resources and Administration, and Strategic Planning, in charge of developing the broader ADPC strategic goals and facilitating dialogue with agencies that design national DRM policies and budgets. The Country representatives report to the Office of the Executive Director. The ADPC staff consists of 100 persons (52 men, 48 women), including 27 (17 men, 10 women) in the country offices. For the focal countries, there are 6 persons in the Bangladesh office (5 men, 1 woman) and 4 persons in the Myanmar office (2 men, 2 women), while it is planned to establish a representation in Vietnam where a woman to be transferred from the headquarters most probably will be the new resident representative.

4 Program Achievements

According to the Program Work Plan 2015-2017, by the end of the implementation period it was expected that competences of experts and national organizations in the target countries would have been enhanced to deal with various aspects of DRM. Since there never was a logframe or a results framework for the program, there were few indicators defined for expected results. For that reason, the Consultants with support from ADPC constructed a Program Results framework, incorporating the indicators mentioned in the Work Plan 2015-17 and contracts between MFA and ADPC. Despite the limitations, on this basis it has been possible to review the Effectiveness of the program implementation and consider the process towards impact and goal of the program.

Table 4.1 Program overview

Objective	Countries			Expenditure 2015-17 (NOK)
	Myanmar	Vietnam	Bangladesh	
1. Technical Capacity of national governments				17,921,075
1.1.a. Strengthen weather and climate services to deal with hydro-meteorological hazards	X	X	X	2,686,540
1.1.b. Improve flood forecasting capacity of DMH to strengthen flood early warning system	X			1,254,314
1.1.c. Improve seismic monitoring and data integration capability	X			2,686,540
1.2 Increase technical capacity of national and local governments in utilizing satellite technology to enhance disaster preparedness	X	X	X	959,332
1.3 Building Capacity in gender-inclusive disaster risk reduction in policies and practice	X	X	X	1,415,981
1.4 Strengthening of Landslide Risk Management practice in Nepal and Myanmar	X			2,756,560
1.5 Building capacity in resilience development in at-risk coastal areas		X		4,168,518
1.6 Strengthen national capacities in providing mental health and psychological support to disaster victims and managing health risks in emergencies in the Asian region	X	X		1,900,663
2. Strengthen ADPC's communication capacity and media engagement				1,747,792
	X	X	X	1,747,792
3. Knowledge dissemination and building partnerships				3,196,426
3.1 Organization of national-level dialogues: Status of national disaster risk management		X	X	938,782
3.2 Support the Disaster Resilience Leadership Program under ASEAN AADMER work program	X			1,682,561
3.2 Upgrade ADPC website	Regional/Bangkok			575,083
4. Program Management and Administration				1,143,265

4.1 Effectiveness

Development effectiveness: *The extent to which the Program’s purpose was achieved, or is expected to be achieved.*

Definition of targets

As noted, to review effectiveness of the implementation, the Consultants prepared a results framework based partly on the Work Plan 2015-17. Since few concrete indicators were found there, ADPC asked its managers to put themselves in a position 3 years ago and think about how they would have defined targets and indicators back then. While many of these came from lessons that the managers had learned from the previous program phases, there were undoubtedly also some derived from implementation the current phase as well, but while recognizing this bias, the result was still a framework that it was meaningful to work with (see table 4.2).

The indicators should preferably have been SMART (Specific, Measurable, Attainable, Realistic and Time-bound). Since this exercise was done *after* implementation, the time period for all targets was understood as the whole duration of the program phase (27 months). The targets were as far as possible Specific and Measurable (in quality and quantity), while it was up to the review process to find out if they had been Attainable and Realistic. This work with ADPC staff members was quite helpful in building understanding but also ownership and mutual accountability, and served as capacity development for ADPC staff. It is expected that a new program phase would be planned with a clear Logframe/Results Framework and specific targets for what to achieve.

Outcomes and outputs

The Consultants reviewed effectiveness of the program results that were achieved based on the official progress reports, complemented by information received during meetings and interviews, and where the constructed Results Framework included Outcome level (table 4.2).

Review of the results

a) Progress on Outputs and Outcomes achieved on each component

As demonstrated in the following table and Annex D, the program has mostly been on track in achieving its stated targets. There are however clear differences between countries and national executing agencies. In the following, findings regarding outcomes and outputs are complemented by a review of factors that defined success or affected achievements. The analysis is based on the program’s progress reports, other written sources, meetings and interviews.

Outcome 1: The technical capacity building of national governments has been the main emphasis of the program, with most resources devoted to this. Accordingly, the program has succeeded in developing the capacity of national governments in various aspects of DRM. Improved capacity and governance on disaster risk reduction (DRR) in the focus countries have been assured through a series of hands-on trainings with state-of-the-art climate analytical tools. Among the concrete results, the Department of Meteorology and Hydrology in Myanmar now processes earthquake data and disseminates information to the public, while a Standard Operating Procedure was developed and endorsed by the Department. The same country and Bangladesh have both strengthened their weather and climate services through national Climate Data Portals. Vietnam has achieved strong progress on psychosocial support and managing health risks in emergencies. Vietnam National University and Hanoi University have integrated mental health and psychosocial support (MHPSS) modules into the Master of Clinical and Bachelor of Public Health Programs. Yearly training events and in-service training there have focused on children victims of disasters and recovery techniques. The Ministry of Health launched a “Handbook of Needs Assessment and Mental Health, Psychological Support after Disasters for Commune Medical Officers”, and 67 teachers, social workers, psychologists and medical professionals in the Nha Trang province received training through MHPSS courses. In the

program activities that counted on support from Norwegian partners the effectiveness was higher, because these partners put in additional time in Norway that was not charged to the project budget.

Outcome 2: ADPC's Communication capacity and media engagement is a smaller component where the program has achieved very good progress. Important achievements are more than 200 outreach materials, including web articles, interest stories, case studies, fact sheets and other knowledge products, as well as branding style guide and a communications strategy. Expanded media engagement has been achieved through regional and national media training and workshops. An area strengthened from phase 3 has been the use of social media to a broader public, achieving 3,533 followers on Facebook, 11,000 closed group members on Facebook and 2,657 followers on Twitter, as well as live streaming of events.

Outcome 3: ADPC's knowledge dissemination and its building of partnerships is another component with positive results. One of the most important and successful aspects of ADPC's implementation of its projects is the established network with various government agencies, NGOs, academic and research institutions, donor organizations, and foreign embassies in the region. According to various government officials from target countries as well as organizations such as NGI and University of Bergen, ADPC's success in building partnerships in the region has allowed it to facilitate dialogue among different government agencies within target countries and different stakeholders across the region. National-level dialogues have been conducted in Bangladesh, Bhutan and Vietnam as part of the process to finalize outputs of the National DRM Status reports. Another important result was upgrading of ADPC's corporate website, which resulted in increased engagement: Returning visitors at program start 2015 was 16.3% and at the moment of the program review February 2018 it had increased to 30.6%.

Table 4.2 Results Framework, with targets and results achieved according to End Review

Descriptive Summary	Indicators	Results achieved	Assumptions
Goal: Improved disaster resilience in the target countries through improved capacity for natural disaster risk management (DRM) in national organizations	Capacity of National Organizations in charge of DRM	Disaster resilience has improved through improved strengthened capacity for DRM in national partner organizations in the focal countries	The national organizations visited during the mission are representative for the partners in the focal countries
Purpose: Enhance competencies of experts and national organizations in the target countries to deal with various aspects of DRM	Improved DRM competencies of experts and national organizations in the target countries, based on results and impacts of ADPC training events	1499 staff members participated in DRM training, 51% women	High % of staff trained maintain employment in the same or complementary public organizations
Outcome level			
Component 1: Technical capacity building of national governments Outcome 1. Seismic monitoring and hydro-meteorological services of national agencies improved	1.1.1 The public in Myanmar has access to processed earthquake information 1.1.2 Improved accessibility to weather and climate information, and early warning in Myanmar 1.1.3 An online climate and weather information portal established in Myanmar	The public in Myanmar has online access to processed earthquake information Accessibility to weather and climate information, and early warning in Myanmar has improved through improved hardware, software and training An online climate and weather information portal was established in Myanmar	Personal or collective access to Internet
Outcome 2. Technical capacity of national and local governments increased for use of satellite technology in disaster risk preparedness	1.2.1 Government partners in priority countries have the capacity to use satellite technology in DR preparedness	Governments in Myanmar (pilot project), Bangladesh and Vietnam have been trained on use of satellite technology and apply it for risk assessment and other DM purposes	

Outcome 3. Capacity for gender-inclusive DRR built in policies and practice	1.3.1 Gender-inclusive DRR integrated into policies and practice	<ul style="list-style-type: none"> Action plans for all the countries on training and guidelines for integrating gender into planning (<i>practice in progress</i>) “Gender and Diversity” added in ADPC Strategy 2020 	Action plans on Gender-inclusive DRR will be reflected in DRM policies. Practice on applying gender-inclusive DRR is gradually improving
Outcome 4. Landslide risk management practices strengthened	1.4.1 Landslide risk management measures implemented in priority country	<ul style="list-style-type: none"> National landslide risk management strengthened in Bangladesh, Myanmar, Nepal Regional trainings for more countries 	
Outcome 5. Capacity for resilient development built in at-risk coastal areas	1.5.1 100 local stakeholders in at-risk coastal areas trained on resilient development	110 people (39 female) in at-risk coastal areas trained on resilient development	Implementation in the focal country Vietnam will be smooth and normal
Outcome 6. National capacities in psychosocial support to victims and managing health risk in emergencies strengthened in the region	1.6.1 100 health professionals trained in psychosocial support in relation to natural disasters	195 health professionals (105 female) trained in psychosocial support in relation to natural disasters	Target of 100 estimated by the Consultants based on comparable training components and budget
Component 2: Strengthened ADPC’s Communication capacity and media engagement Outcome 1. ADPC’s communication capacity and media engagement strengthened	2.1.1 200 outreach products including impact stories, fact sheets, knowledge products, and web articles published 2.1.2 Branding style guide produced and used to send a consistent message 2.1.3. 90 journalists trained on disaster reporting	More than 200 outreach products including 150 web articles, 35 impact stories, fact sheets, and other knowledge products ADPC Branding style guide produced and used in publications and events More than 90 journalists trained on disaster reporting	
Component 3: Knowledge dissemination and building partnerships Outcome 1. National-level dialogues on DRM	3.1.1 National-level dialogues on DRM carried out in at least 3 countries	National-level dialogues (Bangladesh, Bhutan and Vietnam) conducted as part of process to finalize outputs of the National DRM Status reports	
Outcome 2. ASEAN Disaster Resilience Leadership training program	3.2.1 ASEAN Disaster Resilience Leadership training program implemented with at least 3 events	ASEAN Disaster Resilience Leadership training program implemented with 4 events (incl. 2 for Youth Leadership)	
Outcome 3. ADPC website upgraded	3.3.1 ADPC’s website upgraded	ADPC’s website upgraded and with increased engagement: Returning visitors at the phase start 16.3%; Feb 2018 30.6%.	

b) Effectiveness of the monitoring and reporting system

ADPC has an effective monitoring and reporting system for its projects at the activity level and has provided extensive reporting on each thematic area under phase 3 of the program. ADPC along with its beneficiary departments within the target countries have produced several reports, including impact stories, concept notes, meeting and progress reports on various activities. This practice shows a hands-on approach to reporting about ADPC and stakeholder activities.

ADPC has a detailed organization-wide monitoring and evaluation policy. That policy heavily relies on the use of logical framework, benchmarks, and monitoring of indicators, but these were not established in advance for the Norwegian funded program. According to their monitoring and evaluation (M&E) policy, “to support effective monitoring and evaluation of its programs/projects,

ADPC uses a framework of indicators, project generic and project specific, covering programs/projects' implementation (progress), completion (outcomes) and benefits (impact). As much as possible, indicators are identified and defined during the preparation of the Logical Framework. These indicators are used in conjunction with clearly identified and defined baselines and reference points." Even though ADPC did not have a baseline and did not have a logical framework or results framework for monitoring of this program, it should be noted that this was never required by the donor (MFA).

c) Unanticipated results

According to both ADPC officials and beneficiaries of the program, the way in which activities are designed for this program, there is not a lot of room for unanticipated results. Most program activities aim to develop the capacity of local officials in the target countries and the selection criteria for the participants are provided by ADPC, which the beneficiary organizations try to abide by.

One unanticipated result would be that within a few years a high percentage of DRM executives in Myanmar would most probably be women. This is an effect of lower wages in the public than the private sector (see gender mainstreaming in section 4.4), but the program has given women the opportunity for professional development.

Another unanticipated result is the use of ADPC online data for different government planning purposes, also for topics not directly related to DRM. In Bangladesh, the Government used these data in the planning for a nuclear power plant, for example (see section 4.3).

4.2 Efficiency

Efficiency: *How economically the resources/inputs (funds, expertise, time, etc.) have been converted to outputs.*

The review found that ADPC officials have made efforts to ensure efficient implementation of the program activities. Except for a slow start in 2015, which was communicated with the MFA, the annual expenditures and activities report closely mirrors the planned budgets and program. The annual progress reports also highlight efforts to assure efficient utilization of resources by advance planning of activities, minimizing unnecessary travel costs for staff, engaging Norwegian technical partners to help develop detailed plans of action to efficiently kick-start several components of the program, regular and frequent communication with MFA to increase the efficiency in implementation of the program activities, and abiding by the ADPC policies and procedures. ADPC's already established reputation and its connections in the region, both with government agencies and non-governmental actors, provide an efficient implementation of the program.

Additionally, although ADPC's guidelines for procurement, such as the requirement of quotations from at least three vendors for any purchases of over NOK 1,250 can negatively affect the efficient implementation of the program activities, ADPC has remedied this by developing approved lists of vendors in the three countries. The prices from these vendors are used to develop estimates for program activity costs, which are closely aligned with the expenditures when the program is implemented.

The Consultants looked at the results of program activities in relation to documented financial resources, time, and human resources used in relation to the outputs produced. Although ADPC has managed to achieve its broad objective of capacity building in the three target countries, it can be said that focusing on more specific subjects and related activities could enhance the organizations efficiency. According to nearly all ADPC officials, training participants, and local beneficiaries, the efficiency, effectiveness, and sustainability of ADPC project activities can depend on the longevity of that project activity. However, given the high number of areas of need, ADPC's Norwegian funded program attempts to develop capacity in many areas of DRM within the short timeframe (3rd phase) rather than narrowly focus on fewer areas with a longer time frame.

Political and social differences between the target countries have affected efficiency of the program's work. In Vietnam, the Government has for a long time given clear priority to DRM, making it easier to work with DRR activities also at local level. Considerable awareness building is still required, however, especially regarding the need for psychosocial support in relation to emergencies. On the other hand, in Myanmar DRM is relatively new, since the country till fairly recently has been fairly closed, and the ADPC staff members note a major difference between the awareness of journalists from Myanmar on this topic compared with the awareness of journalists from neighbouring Bangladesh.

a) Participatory processes, knowledge and awareness

ADPC relies heavily on the expertise and experience of its staff when developing program activities for each of the target countries. The organization has national representation offices in Myanmar and Bangladesh to maintain direct relations with national partners, while the national program in Vietnam has been managed from Bangkok. The process also involves, albeit at varying levels, receiving and considering proposals from beneficiary departments of the target countries. According to officials at Bangladesh Department of Meteorology, ADPC officials engage with their staff regularly and seek their input at the program design level. Similarly, officials in Myanmar Department of Meteorology and Hydrology stated that they present their specific needs to ADPC, which ADPC then takes into consideration while developing their activities in each country. The same would probably be the case for Vietnam, because ADPC now is in the process of transferring a staff member from Bangkok to Hanoi to be the new national representative.

The national partner organizations present to ADPC what their executives consider as the national priorities. These priorities have been very similar from the start of first phase to the end of third phase. There has been little local participation in defining the priorities, but the organizations take into account their own interpretation of local needs. This interpretation is mostly based on interaction with local stakeholders in training courses and seminars, where the most interested in certain topics are present, and the result is therefore normally "more of the same". The Consultants would highlight that the selected local activities and topics for training are not necessarily wrong, but that there is not sufficient basis to know. A possible new program phase should therefore be based on a consultation with local stakeholders involved in DRM. Their awareness and knowledge of the local situation is also important in defining priorities because that would strengthen local engagement and sustainability of results.

b) Efficiency as a result of the quality of program design

It has been mentioned in several parts of the report that the program design did not include any logframe or results framework, and were lacking specific indicators. This is not only a problem for M&E but also for efficient program management. A clear results framework could have been used for planning purposes, e.g. to make adjustments during implementation and request MFA/Norad for transfer of funds to components where it could be required to comply with all targets. A quite diffuse design did not give the program team sufficient incentive to give it the highest priority among all the ADPC projects and for the national partners the incentive to comply with targets they did not know.

On the other hand, from ADPC's point of view, it has been practical to have a program with an open design and flexible financing, to complement other projects that had clearer design and stricter M&E. From an institutional point of view, the combination of projects with different management and budget approach might have increased the overall effectiveness and compliance with institutional goals. There are however better ways to improve institutional effectiveness and efficiency (see 4.9).

4.3 Impact

Development impact: *Positive and negative, primary and secondary, long-term effects produced by the Program, directly or indirectly, intended or unintended.*

The review assessed the impact achieved or expected to be achieved in the future on strengthened knowledge and technical capacity in ADPC and the national institutions, as well as increased disaster resilience among local stakeholders. It is important to underline that even though impact of individual projects is important, the most important is the overall impact of ADPC's work in collaboration with national and local partners, and if it is reflected in better DRM and expected long-term social and environmental impacts.

Due to the short time spent in the region and four countries visited, and long distances to reach local program areas, the consultant team had little access to individual local beneficiaries of the program. The team met with a local participant in one MHPSS training, and a meeting with a local participant in "Youth Leadership on Disaster Resilience Training", both in Myanmar. This information was complemented by review of documents like local stakeholder evaluations of training events. The assessment of the combined sources of information indicates a good stakeholder satisfaction with the quality of the training received, at local, national and regional levels, but is of course not sufficient to confirm impact.

Programs of this size normally don't achieve much impact during the implementation period, but more in the long-term. It is therefore exceptional that this program has already achieved important impacts: the typhoon *Doksuri* hit the coast of Vietnam September 2017, in an area where training on "community capacity building towards urban disaster resilience" had been organized with around 100 participants only a month earlier. The local population used what they had learned, and nobody died.

"... we had an understanding of potential risk and had preparedness measures so we could save hundreds of lives and reduce the damage of properties". Mr Tran Tien Dung, Chair of Nigh Hai's People's Committee.

There is a similar example from Bangladesh where no lives were lost during a large landslide six months after training, because the population was able to practice early warning and evacuation. It is a common lesson learned that the response to a natural disaster is much better when the learning is fresh. ADPC often receives e-mails and phones from people that want training because they have heard that it is useful and saves lives.

Another impact is improved planning in the public and private sector of Bangladesh, based on data from a portal installed with support from the program. ADPC assisted the Bangladesh Department of Meteorology (BDM) in setting up the data portal system and helped digitalized 70 years of historical climate data. The implementation significantly increased the use of relevant climate data by various ministries within the government, private sector, local and international NGOs, as well as universities and research institutions. According to BDM officials, their data is being used not only for forecasting patterns, but also for other government planning purposes, such as the recently approved development project for a nuclear power plant in Bangladesh. The climate data through the ADPC portal played an important role in the approval process. The consultants also observed how ADPC officials working on a different Bangladesh project concerning landslides also use data from the portal. BDM charges a fee for the data which could potentially be used as a resource for the department in the future, however currently it does not generate much revenue.

Another example in Bangladesh is from the first phase of the program. Between March 2011 and May 2012, ADPC organized three MHPSS trainings. In the following years, the beneficiaries of these trainings, and especially the development organization BRAC, successfully managed to roll out the training to a large number of beneficiaries at the local and community level. Participants from BRAC and BRAC University were able to roll out these trainings to their employees in their head office and field offices, which in turn were able to provide psychosocial training to 760 women at community level in disaster prone areas, and over 19,000 women were sensitized about facing trauma of frequently occurring disasters induced by climate change throughout 2013-2015. According to the BRAC staff the consultants met with, these trainings have proven to help women cope better during floods in Cox's Bazar in 2014 and 2015. This region is now even more important for ADPC's work since most Rohingya refugees from Myanmar are settled there and it is a very landslide-prone area.

Other important impacts of the program worth highlighting are:

- Improved coastal resilience to cyclones in Myanmar due to increased forecast lead-time, from 2-3 days to 5-6 days, also reducing landfall uncertainty by half, from 80-100 km to 40-50 km, as demonstrated during cyclones in 2016 and 2017.
- Improved climate resilience in watersheds due to increased lead-time based on hydrological and hydraulic models and better early warning systems. The lead-time for floods in Chindwin watershed, Myanmar was increased from 1 day to 2-3 days, assuring the possibility of proactive measures by local CSOs/NGOs and communities to evacuate population to safer locations.
- More targeted response to heavy rainfall events, since location of the events are now easily identified through the Weather Research Forecasting modelling system and the DIANA visualization system developed by Norwegian Meteorological Institute.
- Improved national resilience especially in Myanmar and Vietnam, based on country-wide awareness campaigns with stakeholder consultations, dialogue and sector plans that were greatly amplified by national media. This important impact was assured due to enhanced awareness of related ministries and departments, based on DRM with seasonal outlooks and El Niño forecast.
- Improved local resilience in the coastal province of Khanh Hoa, Vietnam, due to more risk knowledge among teachers, school children and the general public, based on ADPC teaching material “Handbook on Hydro-Meteorological Natural Hazards and Human Response in Vietnam”.
- Improved resilience to flooding due to fast and proactive decisions taken based on flood hazard mapping. This was helpful for the Regional Meteorological Office and Government Administrative Department (GAD) in Myanmar during floods in the Chindwin watershed, Myanmar 2017.

ADPC has started consolidation of the best practices to assure positive long-term impacts. This should however continue and be strengthened during a possible new phase.

There are, however, several factors that limit the development impact of the program. A key factor that prohibits further expansion and thus the development impact of some ADPC activities is lack of funding and/or prioritization of these subjects. In the example from Bangladesh where BRAC was successfully able to replicate and scale up the ADPC trainings, University of Dhaka, which theoretically has a wider reach was unable to achieve the same impact. According to an official from the Department of Educational and Counselling Psychology who participated in the ADPC trainings, although training participants from the University have been able to use the training they received in their daily practices, there has not been a similar roll-out effort as that of BRAC, partly due to lack of funding. Similarly in Myanmar, officials from various departments cited lack of funding for their departments as the main reason for lack of expansion of the training programs at the regional and community level.

Another limiting factor in the roll-out of some of these trainings is a lack of clear communication to the participants in the training-of-trainers programs that they are required to further roll out these trainings. According to a University of Dhaka official, university participants who attended trainings were under the impression that the training material was ADPC property and that they did not have the permission to use it in their university curriculum. However, everything indicates that the free use of the material was informed to the participants and encouraged by ADPC.

4.4 Sustainability and cross-cutting issues

Sustainability: *The continuation of benefits from the Program after the development assistance has been completed and the probability of continued long-term benefits.*

Social and political sustainability

A key aspect of any capacity building is the extent to which the trainees and recipients of the knowledge disbursed can be retained, replicated, and further disseminated locally by their new expertise. In order for this happen however, there is a need for social and political support from decision-makers in the target countries for ADPC's program outcomes. According to ADPC documents reviewed and officials interviewed, there are varying level of such support in the three target countries.

The good news is that the support and priority given to the subject of DRM is gradually increasing, despite limitations in the budgets assigned to the subject. According to officials in meteorological departments, both in Bangladesh and Myanmar, the public perception of their work has improved significantly over the last few years, which allows the government to justify further resources for them to roll out some of the trainings they received through ADPC.

Sustainability of local training is reduced if the population participates in only one training event. In order to mitigate this, program staff follow up through SMS and also visit the same areas several times, often four times per year.

One topic related with human rights where the program has worked a lot is DRM in the region in Bangladesh, where the Rohingya refugees from Myanmar are situated. Approximately 700,000 people live in a disaster-prone area that is especially vulnerable to landslides. The project has tried to link volunteer groups with civil defence, and worked with the public agencies on how to integrate them. This is however a difficult task since there is still not a national designated agency to work on DRM in Bangladesh. Also in Myanmar they have much landslide problems and could learn from the experiences in Bangladesh.

Another aspect of social sustainability is the engagement to increase awareness in the media and among important institutional stakeholders, as well as the population in general. ADPC has a good Media Engagement Strategy, which includes training and convincing of journalists/media to raise awareness and prepare for disasters, e.g. on the importance of strengthening of the building codes. Often the media experience that it is difficult to bring information that is not sensational. The program has therefore worked with local TV channels on how to "bring sensations into a boring story", e.g. the story of potential Dhaka building collapse (see section 4.6) to raise awareness on DRM in general. In Myanmar, the program has worked on a media handbook that just came out in final version.

Institutional sustainability

Political vulnerability and its effect on institutional sustainability might be a major challenge for future sustainability of the program's achievements in some of the target countries. ADPC informs that the institution never does any work without integrating the main DRM agency in the country. There are some cases where the governments have requested ADPC to train their staff directly and paid for the services, but so far only small contracts. The purpose of all training is to strengthen national ownership, which increase institutional sustainability.

The institutional sustainability of some program achievements varies between the three countries:

Bangladesh: According to officials in BMD, civil service in Bangladesh is considered to be a very stable and long-term profession with minimal turnover. This has allowed the heads of departments to not only retain the knowledge and capacity built through ADPC trainings, but to also further increase this expertise in advanced courses. The officials that the Consultants met at BMD have all been with their department for several years, and according to the director they are most likely to retire in the same department. These officials had participated in different program training and workshops and incrementally increased their level of sophistication in the subject. The participants in training have also been able to further train other BMD officials in their field offices. Another success story in Bangladesh is where ADPC introduced the Norwegian program partner institutes, and the national agencies later were able to maintain direct contact and collaboration.

Vietnam: Also in Vietnam there is stability in the public sector, however more turnover than in Bangladesh, due to career opportunities, moves to other parts of the country (especially between the two major cities Hanoi and Ho Chi Minh City) and change to the private sector. A factor that is giving insecurity among staff on all levels is the increasing demand from the Government that public institutions (including state universities) should assure direct income from different sources. Even though this has certain positive sides, it could mean lower public responsibility for public goods like DRM and basic research. The Norwegian Embassy in Hanoi has for many years financed activities on mental health and psychosocial support through the same partners as ADPC, and also supported the Ngo Viet Health. Even though the Embassy has not provided such finance during the last years, there is still a strong relationship. The Embassy highlights that there is great potential for sustainability of the program achievements in Vietnam due to good partners, including Vietnam Red Cross.

Myanmar: Institutional sustainability is more challenging in Myanmar since civil service employment is not considered stable or high paying. Most people therefore prefer to work in the private sector, so the turnover rate in departments that have benefited from ADPC's trainings have been high, with minimum roll-out trainings internally or within local communities. Some of the participants from the trainings have tried to pass on their knowledge to others, however this is mostly on an *ad hoc* basis dependent on their supervisors or based on their own initiatives. For instance, one participant from ADPC's youth leadership training had been able to further train close to 90 other community leaders in his own township in Yangon. However, this is an exception rather than the norm. There are 42 other townships in Yangon that could have benefitted from these trainings.

There is no direct correlation between the level of support through the project and the rise in capacity level, which probably is due to other factors in the focus countries. Even though Myanmar has received more support, the capacity there remains lower than in the other two countries and still with less sustainability of the achievements. Institutional weaknesses are a threat to the sustainability of the program results, especially if there are gaps in staff knowledge. There are most often new participants from Myanmar to these trainings and workshops that are designed as a continuation or build-up on previous trainings; while for Bangladesh and Vietnam the participants are normally the same, to continue their professional development. When the change of participants is combined with a fast staff turnover, important knowledge and experience is lost.

Additionally, most of the training courses have focused on institutional strengthening through training of technical staff at medium and higher levels. What the consultants observed was a need for managerial and organizational training for decision makers. In some cases, for instance in Myanmar, staff who were trained by ADPC on a specific subject were moved to other departments where their recently acquired expertise was of no use. Similarly, the decisions on how to replicate some of ADPC's Training-of-Trainers programs are dependent on some of the higher-level officials within the government. To assure institutional sustainability and political priority it is imperative to give a stronger emphasis on training and awareness rising on executive level and politicians. Since executives have short time available, training events should be 1-day only or be combined with other regional events where the high-level stakeholders would be present. It is necessary to underline that ADPC's high-level dialogue with governments in the region to a certain extent mitigate the limited training of executives and promotes political prioritization of DRM that improves sustainability.

Corruption and transparency: A program focused on training and capacity building leaves fewer opportunities for misuse of funds compared with e.g. an infrastructure project. ADPC has still taken steps to limit any misuse of its resources in the three target countries. The risk of corruption in a program like this is however not so much in the misappropriation of funds, but rather in the selection of participants for the trainings and workshops—an exercise that is done primarily by the government agencies in the target countries. ADPC provides each organization selection criteria for the participants that they want to send for training, though ADPC does not make the selection. Favouritism or nepotism within organizations can thus play a role in the processes, but it is important to note that the consultants did not come across any indication of such resource abuse.

Environmental sustainability

Environmental sustainability is a core issue for ADPC, where the program seems to have good progress. The program, due to its nature, has many positive environmental impacts related to mitigation of natural disasters. Different environmental aspects are however seen a bit isolated, not with a clear integrated approach. The consultants consider that e.g. an integrated watershed management approach for natural resources on land (focusing on soil, water, vegetation and seismic risk) would promote environmental sustainability, thereby reducing the vulnerability especially to disasters like flooding and landslides.

Since the program is focusing on training and capacity building, the possibilities of negative environmental impacts are much lower than e.g. in an infrastructure project. The Consultants have not been made aware of any negative environmental consequences. Individual projects under the program always follow the national environmental legislation, and this should be taken into account even when the program is only financing training and advisory services, if the results of this advisory could lead to investments with potential adverse impacts. The example from Bangladesh where ADPC-provided data were used in connection with the planning of a nuclear power plant does not of course make ADPC in any way accountable for this use, but raises interesting questions regarding how ADPC awareness of this use may allow it to provide further input to the planning of such critical infrastructure.

Economic-financial sustainability

Financial sustainability of ADPC is a challenge since the tasks are nearly unlimited and the disaster risks are increasing due to climate change. So far co-financing has mostly been in kind, which does not reflect the increased political priority to DRM in the region. An exception is co-financing of communication and information products.

In a possible new phase (and for ADPC's work in general), the governments' capacities to mobilize resources through their own budgets and other sources should be a factor to strengthen, with the goal to improve financial sustainability. In Vietnam there is a process going on where public institutions are going from a system of high government core funding to a system where they would have to come up with more income on their own as service providers or support from international sources, which could potentially affect the program goals. A very positive example is however Bangladesh, where the Government has taken the decision to finance all the country's city master plans, including the topic of DRM.

ADPC should consider the new opportunities for financing Climate Change Adaptation, which are being strengthened as a result of the Paris Agreement. The Green Climate Fund (GCF) with headquarters in South Korea is managing large funds and will have a balance of approximately 50/50 financing of mitigation and adaptation. It is a relatively bureaucratic process to be accredited as an eligible recipient, but when it is done it opens up access to funding for programs on a much larger scale than what ADPC can support. If ADPC converts to an international organization, which is currently under discussion, it could facilitate the accreditation process. Another climate-related financing that ADPC could explore is the climate focal area of Global Environment Facility (GEF) where ADPC could have access through current partners like the World Bank, UNDP and ADB. Other Nordic mechanisms are also available, including the Nordic Climate Facility (NCF) linked to the Nordic Development Fund (NDF) and the Norwegian International Climate and Forest Facility (NICFI).

Gender mainstreaming and other crosscutting issues

ADPC Strategy 2020 (updated 2016) identified Gender and Diversity as one crosscutting theme and includes measurable targets related to gender and diversity. Inclusion of gender and diversity is a topic that has been included in the ADPC Academy training modules. Also at national level there has been progress. The Governments of Bangladesh, Myanmar and Vietnam have plans for

implementation of the Sendai Framework for DRR with incorporation of gender inclusive analysis. The same three governments have developed emergency response, contingency and preparedness plans with significant and clear gender components, e.g. on women and early warning, and women and GIS.

About 280 people from the three focal countries (180 female and 100 male) participated in capacity-building activities on gender-inclusive DRR during the program implementation period. This included 129 women and 93 men participating in 9 training events, and additionally 58 people participating in the event “Gender in Humanitarian Action and Risk Reduction” in Cox’s Bazar, Bangladesh 2017 (gender balance not known). While the number of female employees and those selected for meteorological training from Bangladesh are lower than men, the number of female participants for trainings for psychosocial counselling and child focused trauma therapy are far greater.

Furthermore, during the review mission in Myanmar, the Consultants observed that as a result of lower wages in the government compared to the private sector, fewer men are generally attracted to work in the public sector. Most offices visited, including departments of meteorology, hydrology, seismology, and disaster management, were predominately staffed by young female employees who are willing to accept the lower government wages. This in turn has resulted in a higher number of female participants from these departments in ADPC organized trainings and workshops than male participants.

This phenomenon has both positive and negative results. On the one hand, the technical experts in these departments are mostly females, with detailed knowledge of all the various aspects of the equipment, databases, and use of training and material. The continuation of this trend would mean that women will predominantly make up the future expertise in this field in Myanmar. On the other hand, however, the make of these departments and participants in ADPC trainings is also vulnerable to high turnover rate, because these employees are often seeking job alternatives or move/are promoted from one department to another, or get married and move out from Naypyidaw to other parts of the country.

ADPC’s efforts on gender-inclusive DRR was recognized in 2016 when ADPC was selected to serve as Co-Chair of the Inter-Agency Standing Committee (IASC) Working Group on Gender in Humanitarian Action together with UN Women and OCHA.

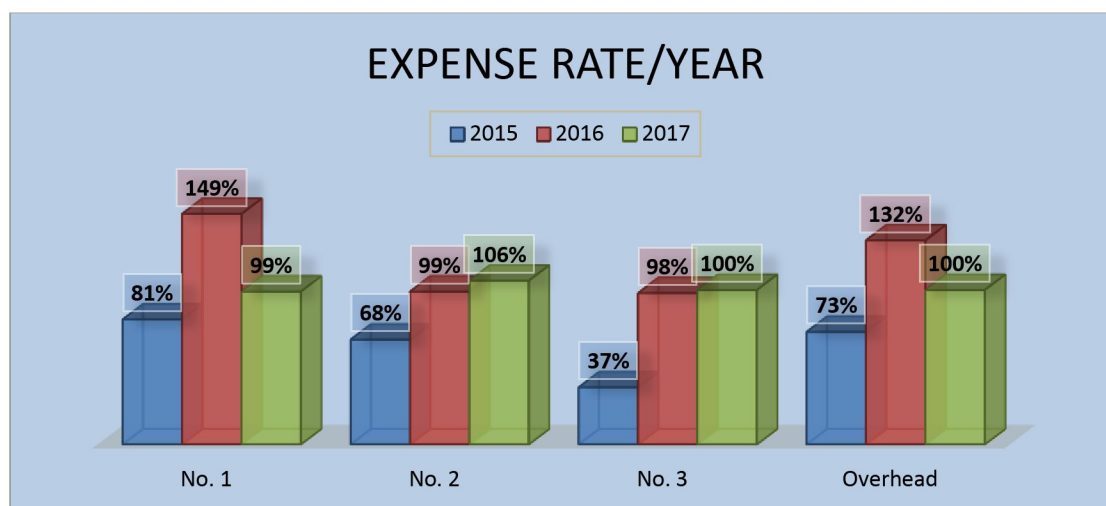
Other crosscutting issues in the program have been Diversity, Poverty and Livelihoods, and Regional and Transboundary Cooperation, strengthening partnerships, including public-private partnerships and South-South Cooperation. These issues should continue to have priority and be mainstreamed in ADPC’s project work.

4.5 Financial Management

If the program financial management follow proper standards (clarity, transparency, audit etc.) and timeliness of financial planning, management and reporting

Budgeting and expenses

ADPC’s financial management of the Norwegian funded program is comprehensive. ADPC has each year provided MFA with detailed budgeting and financial planning for each thematic area and activity within that thematic area along with a summary of use of funds as compared to their proposed budget. For 2015, ADPC’s total expenditure was roughly 70% of the funds received that year (NOK 8 million), while for 2016, the organization spent roughly NOK 350,000 over their budgeted amount that also included the carryover funds from 2015. In 2017, after deducting the roughly NOK 350,000 used in excess the previous year, ADPC utilized 100 percent of their budgeted NOK 7.63 million.

Fig. 4.1 Expense rate per year for the Norwegian funded ADPC program**Table 4.3 Program budget and expenditures per year**

	2015		2016		2017	
	Budget	Exps.	Budget	Exps.	Budget	Exps.
Total Funds (NOK)	8,000,000	5,805,545	10,199,145	10,569,557	7,629,588	7,633,456
Carry-Forward (NOK)		2,194,455		370,412		3,868
Interest earned (NOK)		0		4,690		0

For the financial planning and budgeting for each program activity, ADPC officials consult their local offices to develop an estimate of the amount needed to conduct the activity. For instance, ADPC officials in Bangladesh provide the teams in Bangkok estimates of the costs for program activities, depending on the location, number of expected participants, and the length of the training. ADPC also maintain lists of trusted vendors in each country that supply the inputs needed for activities such as trainings and workshops. This in turn allows ADPC to develop planned budgets on annual basis.

For each of the program years, these expenditures were verified by independent audit reports for the program financial statements, which in the opinion of the independent auditors “*present fairly, in all material aspects, the cash receipts and disbursements*” for the periods 1 October 2015 through 31 December 2017, “*in accordance with the terms of the agreement and in conformity with generally accepted accounting principles appropriate for non-profit organizations*”. The audits also attest that “*No material weaknesses or reportable conditions in relevant internal control was noticed*” and that “*No reportable conditions with regards to and illegal or corrupt practices*” were found.

As per the terms of the agreement between MFA and ADPC, the audit reports are submitted by middle of February each year. According to ADPC officials, while they have complied with this requirement every year, the timing for the audit report is a challenge since all disbursements, receipts and invoices have to be collated, checked and presented to the audit company which then has to audit those records and present their findings all within a 4 to 6-week period. According to ADPC’s financial management office, this factor also limits ADPC’s ability to use different audit firms, if they choose to, due to the requirement of quick turnaround.

Table 4.4 Program financing and component and year, in NOK

Components	2015		2016		2017		Total	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
1. Technical capacity building of national governments	5,753,620	4,652,787	5,084,149	7,579,675	5,726,274	5,688,612	16,564,043	17,921,075
2. Strengthen ADPC's Communication capacity and media engagement	582,725	397,950	693,913	689,961	620,000	659,882	1,896,638	1,747,792
3. Knowledge dissemination and building partnerships	1,282,710	478,353	1,840,986	1,796,609	920,000	921,464	4,043,696	3,196,426
4. Program management and administrative costs	380,945	276,455	380,952	503,312	363,314	363,498	1,125,211	1,143,265
Total	8,000,000	5,805,545	8,000,000	10,569,557	8,000,000	7,633,456	24,000,000	24,008,558

Procurement

ADPC's general procurement procedures are fairly restrictive. Their guidelines stipulate that for any purchases of over THB 5,000 - roughly NOK 1,250 - the procurement department has to receive and consider at least three quotations. This threshold is further lowered for the Bangladesh office, which requires at least three quotations for any procurement of over BTD 10,000 (roughly NOK 940). ADPC's Bangladesh office is also authorized to hire consultants as long as the budget for that hire is under BDT 100,000 (roughly NOK 9,400). This threshold, while prudent, especially in a region where risk of corruption is considered to be high, seems rather low and could reduce the efficiency of the operations. According to the financial management officer in Dhaka, their operations and function is not impeded by the low threshold, however the financial management office in Bangkok along with their senior leadership are in the process of re-evaluating some of these restrictions.

Disbursement and internal controls

For the three target countries, ADPC has three different disbursement and verification systems:

In **Vietnam**, ADPC does not have a local office and implements its programs out of Bangkok. The program activities are thus planned and budgeted, and payments are made by the relevant department, out of the headquarters.

In **Myanmar**, while ADPC has an office and country representative, currently it does not have a financial officer. Despite having most of the activities under the last phase of the Norwegian funded program in Myanmar, the disbursements are made per activity and the invoices, and receipts are collected accordingly and uploaded into their systems in Bangkok. Myanmar has a country representative who provides a first line of control on the receipts, but the rest of the verification takes place in the headquarters. Officials from the Financial Management Office in the headquarters visit the Yangon office once or twice a year, for spot checks.

In **Bangladesh**, because of a larger office, in addition to project managers and office representatives, ADPC also has a financial officer who oversees all the financial transactions. Financial management

procedures out of Dhaka office are extensive. The administration and financial officers assist the teams in Bangkok in budgeting for project activities, depending on the location, number of expected participants, and the length of the training. Once the activity is approved, for any payments that need to be made from Bangladesh (for instance small vendors, venue, catering, etc.), disbursements are made by the Dhaka office. These expenditures are all coded under the respective activities, and the invoices and receipts are collected and sent to the Bangkok office on regular basis for its records. The financial officer in Dhaka maintains two databases, one prescribed by the Bangkok office for their auditing systems, and one with specific activity related expenditures. Both of these records are reconciled and sent to the headquarters each month.

In order to operate financially in Bangladesh, ADPC is registered there as an NGO, which requires it to also provide the government with monthly VAT reporting, annual financial audit of its accounts, their bank statements, and a complete financial report of the external funding and expenditures. The team reviewed the annual financial audit reports for the last three years, which stated that the auditors found no irregularities with the accounts and financial reporting. In addition to the internal controls implemented by the local office, according to the officials the Consultants spoke with, financial management officials from the headquarters also perform internal audits of financial and operational management of the Dhaka office at least once a year.

4.6 Risk Management

The Review Team understands “risks” as factors that might affect the program performance but are outside the program management’s direct control.

The Consultants reviewed ADPC’s risk management policies and procedures. For its management of the Norwegian funded programs, ADPC has not performed comprehensive risk assessment activities such as risk mapping or prioritization and has not developed any risk mitigation measures. ADPC has historically depended on the extensive experience of its staff for identification and response to both programmatic and contextual risks, however the organization would benefit from a risk matrix for the design and implementation of the program, an aspect that should be corrected if there is a new program phase. A risk matrix normally defines types of risk, probability and impact in case of occurrence, and mitigation measures, and can be updated during implementation. Risk mitigation for the program has not been structured like that but managed ad-hoc, however it is worth mentioning that a program for training and capacity building would normally have lower risk level than e.g. an infrastructure project.

According to ADPC, the primary risks for the Programme are related to the sometimes-unpredictable political environments, as well as complex governance structures in the target countries. The documents reviewed and interviews with ADPC officials provide examples of efforts to mitigate these risks, mainly through building and maintaining close working relationships with the governments, which is an encouraging sign. The program partner institutions in Myanmar and Vietnam highlights ADPC’s facility to engage in high-level dialogue with the central governments, which results in raised awareness about DRM and related issues, thereby facilitating the work of the partners.

It is positive that ADPC has considered risks on institutional level, and although this type of risk cannot be understated, ADPC faces various other risks both programmatically and contextually that should be considered while planning various program activities. For instance, most ADPC activities under this program are aimed to enhance and strengthen the capacity of government and local officials in DRM include ToT to ensure that the workshops and trainings provided can be replicated and rolled out for further dissemination. However, a common challenge is the lack of financial and organizational support from the government agencies to help the ADPC trained officials to organize and implemented similar training and exercises at the regional and local levels. It would have been prudent for ADPC to consider such a risk with potential mitigation strategies before the implementation of the activities.

Furthermore, programmatic risks vary between the three countries and consideration for these risks can have significant effect on the design of the activities. For instance, one factor that has played an important role on the sustainability of many of the program activities is the turnover rate among government officials who are trained under the program. While in Bangladesh, in general, a government position, for example at the Department of Meteorology (BDM), is considered to be a very stable and long-term position, the same cannot be said about such positions in Myanmar. The turnover rate for BDM has been minimal, increasing the effectiveness and sustainability of the program, while the turnover rate in Myanmar has been significant, reducing the effectiveness of the program and jeopardizing the sustainability of it. One mitigation tool to reduce this risk would be to implement strict selection criteria for workshop and training participants to ensure that officials enrolled to benefit from these activities would remain in their respective organizations.

One risk for the outcome of the program “strengthened national capacity ...” is the possibility that participants from several countries see a trip to a regional seminar (often in Bangkok) as an alternative holiday, and don’t spend enough time in the learning sessions. To mitigate this risk ADPC has introduced a system where the participants have to sign in three times per day (morning, noon, end of sessions) to control their presence, and they will not get the certificate of attendance without sufficient participation. This has shown to be an efficient measure for medium to high technical level, but not so much for executive level where the participants use trip as an opportunity to also attend other tasks.

ADPC informs that the organization’s risk management has changed from January 2018, and that it is now more structured.

A completely different aspect of risk mitigation is that ADPC has helped the three priority countries develop their disaster risk mitigation and emergency approach. As an example, ADPC’s analysis shows that in case of a major earthquake in Dhaka 72,000 buildings could collapse. To mitigate a possible major disaster for this city, two important initiatives are promoted: (i) Retrofitting of hospitals; and (ii) Strengthening of industries and government buildings. The program has also supported the focus countries in capacity building on developing city plans, including the aspect of DRR.

4.7 Relevance

Relevance: *The extent to which the objectives of the program are consistent with beneficiaries’ requirements, country needs, global priorities, ADPC/partners’ and Norad’s priorities.*

ADPC shows a good technical level and is well respected in the region, on both technical and political level. It is in the process of changing from formally being an NGO to an International Organization such as the Asian Development Bank. However, to maintain its relevance as an important partner, the organization has to continue to recruit high-level technical staff with the salary level that requires. The staff should also get the necessary in-service training to be in the forefront of technical and organizational development on DRM.

The program has been less relevant than what it could have been with the same budget, for several reasons: (i) The program priorities in each country have not been based on a defined sector strategy, but more on what the executives of partner organizations thought were important; (ii) The people trained is a relatively low number compared with the need; (iii) There is high turnover of staff in the partner organizations, reducing the impact and relevance of training received.

To improve relevance of capacity building in a possible new phase, important measures would be: (i) New focus on how to support the governments’ inter-sectorial dialogue, to achieve coherent national DRM strategies; (ii) to give emphasis on training in the areas given priority in the national strategies; and (iii) to give more emphasis on training-of-trainers.

4.8 Coordination, coherence and complementarity

How the Norwegian support complements and is coordinated with the other sources of financial and technical support to ADPC, if it provides value-added, avoids duplication of efforts, improves effectiveness and efficiency, and reduces overall transaction costs.

Asia is a large region with huge natural disaster challenges, where the situation is gradually getting worse due to climate change. ADPC has efficiently been able to obtain financing from major donors like the World Bank and USAID, but these are parallel initiatives, and during the previous years there has not been any clear donor coordination. There are some examples of donor co-financing for ADPC seminars, and for publications like e.g. a series of six publications called “Integration of Gender into Humanitarian Action: Good Practices from Asia-Pacific”, published by ADPC with Norwegian program financing in collaboration with OCHA and UN Women.

ADPC has since a year ago a Swedish Director who promotes stronger donor coordination. ADPC has also just initiated (2018) a new 5-year Swedish-financed program with a budget of USD 5.9 million, with the objective of “Strengthened regional cooperation to protect development gains and build resilience of people in Asia-Pacific to disaster and climate risks through inclusive and gender-responsive risk reduction measures”. ADPC will also initiate negotiations of possible financing from Germany (GIZ) and Switzerland, possibly also South Korea.

5 Possible new Program Phase

The program reviewed is the third phase of Norwegian support to ADPC, and the first phase to be evaluated. The Consultants consider that the objectives, activities and techniques developed have been relevant and adequate to comply with the needs of the countries, institutions, and important stakeholder groups, considering the regional context and situation in the target countries. ADPC is a solid institution that has the technical and administrative capacity to implement programs and projects with good results. The limitations found during the review have mostly to do with the origin of the Norwegian-funded program, where the donor did not require very concrete outputs. If this is resolved, a possible new phase would probably give improved effectiveness, and positive outcomes and impact.

Important lessons learned have been that:

1. The Program design includes important priority areas, but the content of each component has been improvised and mainly based on short-term priorities defined by the executives of partner organizations in the focal countries, instead of clear long-term national strategies.
2. The program started in 2009 as a summary of the wish list from the participating countries, without any program document or logframe. For each new program phase, the lack of clear strategy was extended without any evaluation of results, efficiency, impact and sustainability, which has been a weakness.
3. The lessons learned from previous phases included need for follow-up of individual participants and in-country training due to different level of participants in regional events; and achieving more program impact through strong political relationships and priority to the most vulnerable regions.
4. The phases have been too short to consolidate lasting results. A program of only 27 months (last phase) is not efficient because there is often a pause between phases, a learning curve for a new phase on regional and national level, and no possibility for long-term planning.

According to UN 2016 World Risk Index, many of the world's most risk-prone countries are situated in the Asia-Pacific region, and there are clearly strong needs in all the program focus countries. For the possibility of continued Norwegian support, it is important to consider that ADPC's work is in line with Norway's priorities for international development. The revised ADPC Strategy 2020 that came out in 2016¹ is aligned with the Paris Agreement on Climate Change (2015). The strategy also guides ADPC's work to achieve the targets in the Sendai Framework for Disaster Risk Reduction, "Transforming our World: the 2030 Agenda for Sustainable Development" and the 17 Sustainable Development Goals (SDGs). It is also shaped by the results of the World Humanitarian Summit 2016.

The review team considers that institutional strengthening including training on DRM should continue to be the main priority area in a possible new phase, but that a solid program document with a clear results framework should be prepared based on local consultations in dialogue between ADPC and Norad. According to indications from Norad the next phase could be at the same financing level as the current phase or a bit lower. The consultants would propose financing of a new 5-year phase, so as to provide more time for implementation and hence increased likelihood of impact and sustainability.

The content of a new program phase should consider both country needs and funding from other donors. An assessment in 2016 regarding needs of ADPC support gave as results that Bangladesh needs (i) Understanding Risk, Climate Risk Management, and Resilient Urban Development; while Myanmar needs DRR and health systems. Vietnam was not included in this analysis, however the

¹ ADP Strategy 2020 (2016 Revision). Towards a Safer Asia and the Pacific Building Resilience through Innovation and Partnerships. 69 pp.

Consultants consider that the successful training on flood and storm prevention and mitigation plans in Vietnamese coastal areas should be scaled up, and replicated both in Vietnam and neighbouring countries.

The review team proposes that a possible new Norad-financed program should be based on a review of the current support to ADPC and also consider new projects under preparation and negotiation. The optimal situation would be to establish a common program strategy in strong dialogue between ADPC and all major donors, or at least all agencies that are planning or financing new programs, including Sida. The goal should be to establish a Sector-wide Approach (SWAP) with common main objectives, where the division of areas to finance would be according to countries and main thematic areas. To achieve coherence and avoid duplication, different donors should not finance the same topic in the same country, and destination of funds should to a stronger degree be based on the needs in the region. Even though many donor governments might have the same priority countries to support, a dialogue between the agencies should have the goal to distribute financing, avoiding too much funding to some countries while other (often poor) countries might receive very little. The countries and topics to focus on in a new phase should be discussed between MFA/Norad, other donors, and ADPC, to assure the best joint effectiveness possible. That could potentially even mean change of some focus countries for the Norwegian financing.

6 Conclusions and Recommendations

6.1 Conclusions

1. ADPC is a solid and effective organization for program and project implementation. ADPC maintains high-level dialogue with the governments, and is also able to connect with relevant partners. The dialogue with governments on central level creates stronger awareness of DRM issues and facilitate the work of partners.
2. Key achievements of the 2015-17 program in the focal countries have been (i) Improved future climate projection capability in Bangladesh; (ii) Integrated ADPC's mental health and psychosocial program into university curriculum in Vietnam; (iii) enhanced capability to forecast climatic events and issue early warnings in Myanmar; and (iv) earthquake information disseminated to the public in Myanmar.
3. The most important achievements on regional level have been the building and maintenance of a regional network of technical agencies on landslide risk management; and institutionalized disaster resilience leadership in ASEAN member countries and in the Asia-Pacific region in general.
4. ADPC works with the Norwegian Institute of Meteorology (MET) through a separate agreement, and with Norwegian Geotechnical Institute (NGI), University of Bergen (UiB), and the Norwegian Center for Crisis Psychology, for services contracted by ADPC with funds from the Program. The national partner institutions are in general satisfied with this technical cooperation. It provides high-level support for a relatively low cost, because some of the Norwegian institutions combine program financing with their core funding, especially for time spent on planning/monitoring in Norway.
5. The three focus-countries for the Norwegian program that have received most budget resources are Myanmar, Vietnam and Bangladesh. However Norwegian funds have also been used in Nepal, Bhutan, Philippines and the Maldives, as well as for regional events.
6. The program was implemented through key and relevant institutions in the priority countries, and this approach should be maintained.

6.2 Recommendations for a new program phase

1. A new program phase should continue to give the highest priority to training and institutional capacity building on DRM.
2. To assure long-term impact of Norwegian funded components, it should concentrate on a few areas to be scaled up, but be implemented during a longer period to assure impact and improve sustainability. Sustainability of the program results would also influence a future decision on when Norway could begin reducing its financing.
3. Activities supported through the program should continue to promote ownership and be institutionalized at country level. This should additional to political dialogue on DRM also include training at executive and political levels.
4. For the possible next phase it is important to consider support to ADPC from other donors like the World Bank, USAID, JICA, Melinda & Bill Gates Foundation, UN organizations, and bilateral agencies like Sida, to avoid duplication and concentrate on countries and components where Norwegian funding is most needed. Possible new donor countries like Germany, Switzerland and South Korea should also be included in a potential donor SWAP.
5. If there is a new phase, this should be designed with a clear results framework and specific indicators, to assure accountability and improve effectiveness of funding.

Annex A: Terms of Reference

End review of RAF-2767 RAF-15/0024 Contract between the Norwegian Ministry of Foreign Affairs (MFA) and the Asian Disaster preparedness center (ADPC) on Disaster Risk Reduction Initiatives on National and Regional Level in Asia in the period October 2015-December 2017, Case no. 1700380.

Background

Norway has supported the Asian Disaster Preparedness Center (ADPC) through three agreements since 2009. A total allocation of NOK 24 mill has been allocated through the latest agreement, which runs from October 2015 throughout December 2017.

The support has been allocated to preparedness and risk reduction related to natural disasters. The impact goal has been to strengthen knowledge and capacity among experts and in national institutions. Underlying outcomes are related to topics related to needs of the three identified countries Vietnam, Myanmar and Bangladesh.

The outcome Technical capacity building of national governments has included strengthening of seismic monitoring and hydro-meteorological services, building capacity in gender-inclusive disaster risk reduction, strengthen landslide risk management practices, building capacity related to resilient development in at-risk coastal areas and strengthen capacity in providing health support to victims in the targeted area.

Through Strengthen ADPC's communication capacity and media engagement ADPC intended to contribute to bring messages of preparedness and warnings to people in the region.

Further, ADPC intended to increase knowledge about systems and needs in the target countries, strengthen disaster leadership and upgrade Internet information through the outcome Knowledge dissemination and building partnerships,

Norwegian Geotechnical Institute (NGI) and NorwayMet (MI) have contributed to the programme through additional agreements.

The managerial responsibility for the agreement was transferred from the Norwegian MFA to Norad in June 2017. The last payment was effectuated in October 2017.

ADPC has signaled that they will apply for a new phase of the activity from 2018. Norad has therefor decided to facilitate a near-to-end review of the ongoing phase, which will be an important background for an assessment of an eventually new application in 2018.

Purpose, Context and Intended Use

The purpose of the review is to assess outcomes and impacts of the programme. The report will create an informed basis for an eventually continued support.

Objectives:

1. Assess effectiveness, efficiency, impact, sustainability and risk management of the programme, based on the guiding questions in scope of work below.
2. Assess how the activities are likely to contribute collectively and effectively to the impact goal of the programme.
3. Identify and give a brief assessment of to which extent ADPC has utilized contributions from other donors in the same programme and to which extent the programme has supported or overlapped similar efforts in the region.

Scope of Work

EFFECTIVENESS

- Assess to which extent the activities have led to, or are likely to lead to, the planned purpose, and the expected outcomes and outputs of the programme, with reference to the Programme Work Plan of 2015.
- Assess how the activities have dealt with the cross cutting issues of environment, gender and anti-corruption
- Assess the effectiveness of the monitoring and reporting systems of the programme.
- Assess if there have been, or is likely to occur, any unexpected results/impacts (positive or negative) of the programme.

EFFICIENCY

Describe how the budgets of the programme have been spent and assess whether the expenditures are justifiable when compared to the plans, progress and outputs, or whether they could have been achieved with fewer resources.

IMPACT

Assess to which extent the main goal is or is likely to be achieved, and what the programme has put in place that might lead to positive impacts over time.

SUSTAINABILITY

Assess the probability for long-term effects among the beneficiaries in the targeted countries, and sustainability of the institutional capacity building.

FINANCIAL MANAGEMENT

Assess the capacity and capability of the financial management and audit systems of the programme including timeliness and efficiency in formal administrative requirements (e.g. work planning, budgeting, financial and administrative reporting).

RISK MANAGEMENT

Assess how the programme has addressed risk management.

RECOMMENDATIONS

Give recommendations for an eventually new phase of the programme, based on the assessments above. An eventually new phase should be relevant for needs in the targeting countries and for Norwegian development policy and avoid overlaps with ongoing or planned program by other donors

Implementation of the Review

Methodology

The consultant(s) shall undertake, but not be limited to, the following activities in order to reach the main objectives of the assignment:

- Meet with Norad to discuss the methodology for the review and expectations for the assignment.
- Prepare an inception report including methodology outline and stakeholder analysis to be reviewed by Norad and ADPC to ensure that relevant stakeholders are included. The consultant(s) is expected to propose an effective methodology to undertake the assignment. The methodology should reflect activities towards both institutions and end beneficiaries.
- Interview the responsible programme officer in ADPC, key personnel at institutions that have received support under the programme and end beneficiaries.

- Review all technical documentation related to the programme (Project Document, Agreement, Progress Reports, Work plans, M&E Framework, Formal Meeting Minutes, and technical outputs), as well as other relevant literature from related projects and financial documentation as required.
- Analyze and synthesize data/information.
- Prepare draft report and present it to Norad. It will also be sent to ADPC for comments.
- Submit final report, incorporating comments from stakeholders.

Responsibilities

The division of responsibility for the review is defined according to the following table:

Stakeholder	Responsibilities
Consultant (team)	Full implementation of the Review including practical arrangements such as: organizing appointments; lead development and implementation of review methods and write-up; verification of findings; ensure timely submission of outputs and timely incorporation of review comments.
Norad and ADPC	Assist in providing contact details for persons to be consulted; provide inputs and documentation to the consultancy team; review inception report and draft review report.
ADPC and supported national institutions	Provide inputs and any required documentation to the consultant (team); logistical assistance with field trips.

Scheduling and resourcing

The following table suggests the timing of the review and delivery of outputs.

Activity	Date
Signing of Contract	01.02
Inception meeting Norad	01.02
Submission of Inception Report	14.02
Field travel to Asia	20.02-06.03
Submission of Draft Report for Comments	20.03
Presentation meeting draft report	21.03
Final Comments from Norad	27.03
Deadline for submission of Final Report	06.04

The right is reserved to make changes to the schedule (except for submission of final report).

The team might include up to two persons.

Reporting

An Inception Report, not exceeding five pages, within two weeks of signing the contract. The Inception Report should include preliminary findings from review of documentation and literature as well as from initial interviews and discussions with stakeholders. The report should include brief description of the approach and methodology of the review. The inception report shall be discussed with Norad.

A Draft and Final Report of 15-30 pages exclusive annexes, with following sections:

- Summary of key findings
- Introduction and background
- Methodology
- Review Results
- Conclusions and recommendations

Reports should be delivered in English and submitted to Norad in soft copy.

Annex B: Documents reviewed/Consulted

Formal Agreements:

“Grant Agreement RAS-15/0024: Contract between MFA and ADPC on Disaster Risk Reduction Initiatives on National and Regional Level in Asia in the period October 2015-December 2017”

“Addendum No. 1 to Contract between MFA and ADPC”

“Memorandum of Understanding between MFA and ADPC, 29, May 2009”

“Memorandum of Understanding between MDA and ADPC, on DRR initiatives on national and regional level in Asia, 15 February 2011”

“Grant Agreement RAS-16/0010: Contract between MFA and Norwegian Meteorological Institute on Meteorological Capacity building in Bangladesh, Myanmar, and Vietnam”

“Grant Agreement RAS-2820 RAS-17/0009: Meteorological Services in Bangladesh, Myanmar and Vietnam 2017-2019”

“Memorandum of Understanding for Framework Cooperation between Vietnam Instituted of Geoscience and Mineral Resources and ADPC, 19 April 2015”

ADPC Annual Progress Reports:

“2016 Annual Progress Report for Grant No. RAS-15/0024”

“2015 Annual Progress Report for Grant No. RAS-15/0024”

“2014 Project Completion Report for Grant No. RAS-12/0019”

“Jan-July 2014 Progress Report for Informal Meeting for Grant RAS-12/0019”

“2013 Annual Progress Report for Grant No. RAS-12/0019”

“Jan-June 2013 Bi-Annual Progress Report for Grant No. RAS-12/0019”

“2012 Annual Progress Report for Grant No. RAS-12/0019”

“Final Report Phase I”

“Project Briefing Note from DMH Myanmar, October 2015-December 2017”

ADPC Annual Work Plans and Budget reports:

“Agreement ADPC-MFA 2015-2017: Work Plan 2017”

“Agreement ADPC-MFA 2015-2017: Annual Budget 2017”

“Agreement ADPC-MFA 2015-2017: Work Plan 2016”

“Agreement ADPC-MFA 2015-2017: Annual Budget 2016”

“Program Work Plan 2015-2017”

“Agreement ADPC-MFA 2012-2014: Work Plan 2014”

“Agreement ADPC-MFA 2012-2014: Annual Budget 2014”

“Agreement ADPC-MFA 2012-2014: Revised Budget for Aug-Dec 2014”

“Agreement ADPC-MFA 2012-2014: Work Plan 2013”

“Agreement ADPC-MFA 2012-2014: Annual Budget 2013”

“Implementation Plan and Budget for 2018 for Institutional Support and Capacity Building for Mitigation of Weather and Climate Hazards in Bangladesh, Myanmar and Vietnam”

“Statement of Budget vs. Actual Expenditures 2015-2017”

Financial Reporting and Audits:

“ADPC Grant RAS-15/0024: Statement of Cash Receipts and Disbursements for the Period from 1 January 2017- September 2017”

“Financial Statement and Independent Auditor’s Report for the Year ended 31 December 2017”

“Financial Statement and Independent Auditor’s Report for the Year ended 31 December 2016”

“Financial Statement and Independent Auditor’s Report for the period from 1 October 2015 to 31 December 2015”

“MFA Approval of the Financial reporting from 2015”

“Supplementary Document to the Audit report, 25 January 2013”

Meeting Minutes and Reports:

“Agreed Minutes of the Annual Progress Review Meeting: 28 August 2017”

“Agreed Minutes of the Annual Meeting: 25-26, February 2016”

“Minutes of the Annual Meeting: 6 March 2014”

“Minutes of the Annual Meeting: 26 February 2013”

“Minutes of the informal meeting between ADPC and MFA: 31 October 2013”

“Cooperation between DMH Myanmar and Norway MET on Capacity Building, 8th Project Meeting, 9, March 2016”

ADPC Strategies and Policies:

“ADPC Strategy 2020: Towards a Safer Asia: Building Resilience through Innovation and Partnerships”

“ADPC Operational Policy Paper No. 1: ADPC Project Cycle”

“ADPC Operational Policy Paper No. 2: Monitoring and Evaluation Policy”

“ADPC’s Impact and Future Plans”

Outputs and Outcome Reports:

“Training Workshop on Climate Change Project Development for Bangladesh using NASA Earth Exchange Global Daily Downscaled Projections, BMD, 19-21 December 2016”

“Training Workshop on Climate Change Scenario Development for Myanmar using NASA Earth Exchange Global Daily Downscaled Projections, DMH, 13-15 July 2016

“Community Flood and Evacuation Mapping Workshop for Kalay Township of Sagaing Region, 21 2017”

“Improving Seismic Monitoring and Data Integration Capability in Myanmar: Evaluating the current status of seismic monitoring network and future plans of DMH, 5 May 2016”

“Improving Seismic Monitoring and Data Integration Capability in Myanmar, Department of Earth Science, University of Bergen”

“Workshop on Improving Current Management Practices and Routines for Seismic Monitoring, 18 May 2016”

“Integrating Gender into Humanitarian Action: Good Practices from Asia 1-6”

“Proceedings of the National Workshops on “Landslide Early Warning” and “Landslide Disaster Risk Management”, 18-19 December 2017, May Pyi Taw, Myanmar”

“Landslide Risk Management Practice and Appropriate Technology Applications” 6-10 November 2017, Chiang Rai, Thailand”

“National Training on Building Coastal Community Resilience in Vietnam, 28-30 November 2016, Hanoi, Vietnam”

“Resilient Development of Coastal Town in Vietnam” December 2017

“Report on the 3rd Regional Conference on Bridging the Gaps in Mental Health and Psychosocial Support in Emergencies in Asia”

“Beating the Fear: Helping Disaster Survivors overcome Trauma”, Dhaka Bangladesh, November 2017

“The Provincial Mental Health and Psychosocial Support (MHPSS) in Emergencies Training Program in Central Provinces Vietnam” Nha Trang, Vietnam March-April 2016

“Fighting the Invisible: Enhancing coping abilities of disaster survivors through mental health and psychosocial support (MHPSS)”, Dhaka, Bangladesh

“Strengthening Public Health Emergency Management in Sri Lanka”, January 2018

“Bangladesh Disaster Risk Management Status Report 2016” April 2017

“Bhutan Disaster Risk Management Status Review: Towards identifying national and local priorities for the implementation of the Sendai Framework for Disaster Risk Reduction”

“Vietnam Disaster Risk Management Status Report”, April 2017

“Asia Leadership Forum for Business Resilience”, Bangkok, Thailand, 18-19 December 2017

“Launching of the National Mental Health and Psychosocial Support (MHPSS) in Emergencies Training Program and Conduct of the MPHSS-101 Course on Psychological First Aid in Myanmar”, Nay Pyi Taw, Myanmar, 28 November-2 December

“BRAC Experiences on Psychosocial Counselling”, Disaster Management and Climate Change, BRAC.

Annex C: Review Schedule and Persons Interviewed

Meeting with ADP's Norwegian Partners February 8-15

Time	Item	Participants
Thursday, 8 February 2018		
1430-1530	Information about the project during 3 phases. Strengths and weaknesses of ADPC and the partner organizations in the three focus countries.	Mr. Oddvar Kjekstad, previous Advisor to MFA for the ADPC project
Tuesday, 13 February 2018		
1430-1530	Discussion with Norwegian Geotechnical Institute officials about their contribution towards Strengthening of Landslide Risk Management practice in Nepal and Myanmar.	Dr. Rajinder Kumar Bhasin, Regional Manager Asia / Technical expert Dr. Jose Cepeda, Senior Advisor
Wednesday, 14 February 2018		
1400-1500	Discussion with MET Norway regarding their program to assist Bangladesh Meteorological Department.	Dr. Reidun Gangstø Skaland, Researcher, Department of Climate Services
Thursday, 15 February 2018		
1300-1400	Discussion with UiB officials regarding their provision of technical assistance through ADPC trainings and workshop to improve seismic monitoring and data integration capability in Myanmar.	Dr. Lars Ottemøller, Professor, Department of Earth Science Mr. Mr. Hasbi Ash Shiddiqi, Department of Earth Science

Agenda for the Review Meeting of The Program "Disaster Risk Reduction Initiatives on National and Regional Level in Asia" Supported by the Royal Norwegian Government at ADPC, 19-20 Feb 2018

Agenda for meetings in the ADPC Headquarters, Bangkok

Monday 19 Feb 2018

Time	Item	Participants
0930-0940	Welcome remarks by ADPC Board and Executive Directors	ADPC Board representative, Executive Director, Deputy Executive Director, Directors, project managers, country managers (dial-in), Arambepola (dial-in), and the Scanteam reviewers
0940-0950	Self-introduction	
0950-1000	Presentation on ADPC's strategy and vision	
1000-1010	Introduction of the review	
1010-1030	Presentation on the program	
1030-1200	One-on-one session on the components: - Improving seismic monitoring and data integration	Peeranan Towashiraporn, Arambepola (dial-in), Anggraini Dewi, and the Scanteam

	<p>capability in Myanmar</p> <ul style="list-style-type: none"> - Strengthening of landslide risk management practices - Increasing technical capacity of national and local governments in utilizing satellite technology to enhance disaster preparedness 	reviewers
1200-1330	Lunch break	
1300-1500	<p>One-on-one session on the components:</p> <ul style="list-style-type: none"> - Strengthening national capacities in providing psychosocial support to victims and managing health risks in emergencies in the Asian region 	Janette, Yvonne, and the Scanteam reviewers
1500-1630	<p>One-on-one session on the components:</p> <ul style="list-style-type: none"> - Building capacity in gender-inclusive disaster risk reduction in policies and practice - Organization of national-level dialogues 	Irfan Maqbool, Napapan, Izzy, and the Scanteam reviewers
1630-1700	Wrap-up of day 1	ADPC Executive Director, Deputy Executive Director, and the Scanteam reviewers

Tuesday 20 Feb 2018

Time	Item	Participants
0930-1030	<p>One-on-one session on the components:</p> <ul style="list-style-type: none"> - Building capacity in resilient development in at-risk coastal areas 	Aslam Perwaiz, Anisur Rahman, Anggraini Dewi, and the Scanteam reviewers
1030-1200	<p>One-on-one session on the components:</p> <ul style="list-style-type: none"> - Strengthening ADPC's communication capacity and media engagement - Upgrade of ADPC website 	Bill Ho, Vidya, and the Scanteam reviewers
1200-1300	Lunch Break	
1300-1430	<p>Plenary session</p> <ul style="list-style-type: none"> - Immediate reflection from the reviewers - discussion, Q/A - plans for country visits - conclusion 	ADPC Executive Director, Deputy Executive Director, Directors, project managers, country managers, and the Scanteam reviewers
1430	Departure for Suvarnabhumi airport	

21-23 FEBRUARY 2018 - NAY PYI TAW, MYANMAR

DATE/TIME	ACTIVITY	AGENCY CONTACT PERSON	ADPC FOCAL PERSON/ Remarks
Tuesday, 20 February 2018			
7:20 pm	<ul style="list-style-type: none"> Arrival of Norheim and Hakim in Nay Pyi Taw, Myanmar 		Than Than Myint , Myanmar Country Representative
Wednesday, 21 February 2018			
9:30 am – 12:00 noon	<ul style="list-style-type: none"> Discussion with ADPC Myanmar Country Representative and a Technical Staff from ADPC-Bangkok 		Than Than Myint , Myanmar Country Representative Anisur Rahman, Sr Project Manager
12:00 – 2:00 pm	Lunch Break and Travel		
2:00 pm – 4:00 pm	<ul style="list-style-type: none"> Meeting at Department of Disaster Management 	Dr. Min Thein , Director, Training Division, Department of Disaster Management	Than Than Myint , Myanmar Country Representative
Thursday, 22 February 2018			
10:00 am – 12:00 noon	<ul style="list-style-type: none"> Meeting at Department of Meteorology and Hydrology Meeting with Seismology Division of the Department of Meteorology and Hydrology Meeting with Meteorology Division of the Department of Meteorology and Hydrology 	Mr. Hla Saw , Deputy Director, Mr. Kyaw Kyaw Lin , Assistant Director, Ms. Pa Pa Tun , Staff Officer Mr. Hla Tun , Deputy Director Dr. Tin Mar Htay , Staff Officer	Than Than Myint , Myanmar Country Representative Anisur Rahman, Sr Project Manager
12:00 – 2:00 pm	Lunch Break and Travel		
2:00 pm – 4:00 pm	<ul style="list-style-type: none"> Meeting with Hydrology Division of the Department of Meteorology and Hydrology Visit to the Department of Meteorology and Hydrology's Early Warning Center and Seismic Monitoring Division Meeting at Department of Meteorology and Hydrology 	Ms. Htay Htay Than , Director Dr. Kyaw Moe Oo , Director General, Department of Meteorology and Hydrology Ms Tin Yi , Director	Than Than Myint , Myanmar Country Representative Anisur Rahman, Sr Project Manager
Friday, 23 February 2018			
10:00 am – 11:00 am	<ul style="list-style-type: none"> Call with Dr. Nyo Nyo Aung, MHPSS participant 	Dr. Nyo Nyo Aung , Senior consultant and Psychiatrist, Associate Professor, Department of Medical Services, Disaster & Public Health Emergency	Than Than Myint , Myanmar Country Representative Anisur Rahman, Sr Project Manager

12:00 – 2:00 pm	Lunch Break and Travel		
2:00 pm – 4:00 pm	<ul style="list-style-type: none"> Meeting at Department of Social Welfare (MHPSS participants) 	Ms Su Thwe Win , Department of Social Welfare, Ministry of Social Welfare, Relief and Resettlement	T Than Than Myint , Myanmar Country Representative Anisur Rahman, Sr Project Manager
Saturday, 24 February 2018			
10:00 am – 11:00 am	<ul style="list-style-type: none"> Meeting with the Participant from Youth Leadership on Disaster Resilience Training 	Mr. Kyaw Kyaw Tun , General Administration Department, Mingaladon Township,	Than Than Myint , Myanmar Country Representative

25-27 FEBRUARY 2018 - Dhaka, Bangladesh

DATE/TIME	ACTIVITY	AGENCY Focal PERSON	Persons met by the Evaluator / Remarks
Saturday, 24 February 2018			
6.00 pm	<ul style="list-style-type: none"> Mr Zubair Hakim arrives in Hazrat Shahjalal Int'l Airport, Dhaka Bangladesh by BG61 and arrives at Asia Pacific Hotel Baridhara, Dhaka 		Dr. Noor Ahmed Country Manager, ADPC Bangladesh Office Email: noor@adpc.net Cell phone: (+88) 0-1727-615234
Sunday, 25 February 2018			
09:00 am- 12:30 pm	<ul style="list-style-type: none"> Meeting at Bangladesh Meteorological Department (BMD), Sher-e-Bangla Nagar, Dhaka-1215, Bangladesh 	Shamsuddin Ahmed, Director, Bangladesh Meteorological Department (BMD)	<ul style="list-style-type: none"> Shamsuddin Ahmed Director, BMD Mossammat Ayesha Khatun, Deputy Director Md. Shadekul Alam, Assistant Director Md. Abdul Mannan, Meteorologist S.M. Quamrul Hassan, Meteorologist Mohammad Abul Kalam Mallik, Meteorologist
1:00 –2:00 pm	Lunch Break	ADPC Bangladesh Office	
2:00-4:00 pm		Meeting with ADPC Bangladesh Staff	
Monday, 26 February 2018			
09:00 am- 12:00 pm	<ul style="list-style-type: none"> Meeting at Bangladesh Rural Advancement Committee (BRAC) BRAC Center 75 Mohakhali, Dhaka Bangladesh 	Ratan Chandra Biswas, Senior Sector Specialist, DMCC, BRAC	<ul style="list-style-type: none"> Dr. Nishat Fatima Rahman, Assistant Professor, Coordinator of Mental Health and ECD, BRAC University Shamima Sultana, Psychosocial Specialist, HR-BRAC Moyen Uddin Ahmmed, Programme Manager, DMCC, BRAC Bithun Tasnuva Mazid, Senior Manager, DMCC, BRAC Ratan Chandra Biswas, Senior Sector Specialist, DMCC, BRAC Md. Bayezid Bostami, DMCC, BRAC
1:00 –2:00 pm	Lunch Break		
02:00-3:30 pm	<ul style="list-style-type: none"> Meeting at Dhaka University (DU) 	Prof Shaheen Islam, Dept of Educational and Counseling Psychology, University of Dhaka, Executive Director, Heal Bangladesh Foundation Email: shaheeni@du.ac.bd	The evaluator met only with Prof Shaheen Islam
Tuesday, 27 February 2018			

10:00-11:30 am	<ul style="list-style-type: none">Meeting at Norway Embassy	Morshed Ahmed , Senior Adviser (Development Affairs) Email: Morshed.Ahmed@mfa.no	The evaluator met only with Morshed Ahmed
11:30 am	Return to hotel		
6.00 pm	Mr Hakim leaves Dhaka		

25-28 FEBRUARY 2018 - HANOI, VIET NAM

DATE/TIME	ACTIVITY	AGENCY CONTACT PERSON	Other participants
Sunday, 25 February 2018			
6:35 pm	- Arrival in Hanoi, Viet Nam of Dr. Trond Norheim Evaluation Team Leader Scanteam		
9:00 am – 12:00 noon	Meeting at Hanoi University of Public Health (HUPH)	Assoc. Prof. Ha Van Nhu, MD., PhD , Head Faculty of Basic Medicine Department of Disaster Management Hanoi University of Public Health (HUPH)	Participated <ul style="list-style-type: none"> Ms. Do Thi Hanh Trang. Deputy head of Department of Disaster Management . Last year PhD student in Australia, focus topic on Psycho – social support in disaster management Ms. Tran Thi Tuyet Hanh (PhD). Lecturer, Department of Environmental health. Climate change team leader
12:00 – 1:00	<i>Lunch Break and Travel</i>		
1:00 pm – 5:00 pm	Meeting at National Hydro-Meteorological Service (NHMS)	Lead: Dr. Dinh Thai Hung Director, Science - Technology and International Cooperation Department, National Hydro-Meteorological Service of Viet Nam Ministry of Natural Resources and Environment	<ul style="list-style-type: none"> Ms. VU Thi Phuong Thanh, Science-Technology and International Cooperation Department, National Hydro-Meteorological Service of Viet Nam
9:00 am – 12:00 noon	Meeting at Center for Research, Information and Service Psychology, Vietnam National University (CRISP-VNU)	Lead: Assoc. Prof. Dang Hoang Minh, PhD , Director Center for Research, Information and Service Psychology, Vietnam National University (CRISP-VNU)	<ul style="list-style-type: none"> Ms. Doan Huong, Lecturer of the school of Education
12:00 – 1:00	<i>Lunch Break and Travel</i>		
1:00 pm – 5:00 pm	Meeting at World Health Organization (WHO) Country Office	Dr. (Mr.) Vu Quang Hieu , Technical Officer, Emerging Disease Surveillance and Response (ESR) Team, WHO Country Office	
9:00 am – 12:00 noon	Meeting at Viet Nam Institute of Geoscience and Mineral Resources (VIGMR)	Dr. Nguyen Thanh Long Head of Remote Sensing and Geomatics Department Viet Nam Institute of Geosciences and Mineral Resources (VIGMR)	Lead: Dr. Trinh Hai Son , Deputy Director of the VIGMR Participated <ul style="list-style-type: none"> Dr. Nguyen Dai Trung, Head of Department of science technology, education and international collaboration Ms. Nguyen Thi Thuy, Officer, Department

			<p>of science technology, education and international collaboration</p> <ul style="list-style-type: none"> • Ms. Nguyen Phi Phuong, Officer, Department of science technology, education and international collaboration • Dr. Nguyen Quoc Dinh, Head of Economic Geology • Dr. Nguyen Thanh Long, Head of Department of Remote Sensing, Geological mathematics
12:00 – 1:00	<i>Lunch Break and Travel</i>		
1:00 pm – 2:00 pm	Courtesy Call at Royal Norwegian Embassy	<ul style="list-style-type: none"> • Ms. Kari Eken Wollebæk, Deputy Head of Mission 	<ul style="list-style-type: none"> • Mr. Vu Duc, Development Adviser
5:25 pm	Dr. Trond's departure from Hanoi to Bangkok with Qatar Airways		
7:25 pm	Arrival in Bangkok		

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Annex D: Results Frameworks

Targets and Achievements according to the End Review

Descriptive Summary	Indicators	Results achieved	Assumptions
Goal: Improved disaster resilience in the target countries through improved capacity for natural disaster risk management (DRM) in national organizations	Capacity of National Organizations in charge of DRM	Disaster resilience has improved through improved strengthened capacity for DRM in national partner organizations in the program focus countries	The national organizations visited during the mission are representative for the partners in the focus countries
Purpose: Enhance competencies of experts and national organizations in the target countries to deal with various aspects of DRM	Improved DRM competencies of experts and national organizations in the target countries, based on results and impacts of ADPC training events	1499 staff members participated in DRM training, 51% women	High % of staff trained maintain employment in the same or complementary public organizations
Outcome Level			
Component 1: Technical capacity building of national governments Outcome 1. Seismic monitoring and hydro-meteorological services of national agencies improved	1.1.1 The general public in Myanmar has access to processed earthquake information 1.1.2 Improved accessibility to weather and climate information, and early warning in Myanmar 1.1.3 An online climate and weather information portal established in Myanmar	The general public in Myanmar has online access to processed earthquake information Accessibility to weather and climate information, and early warning in Myanmar has improved through improved hardware, software and training An online climate and weather information portal was established in Myanmar	Personal or collective access to Internet
Outcome 2. Technical capacity of national and local governments increased for use of satellite technology in disaster risk preparedness	1.2.1 Government partners in priority countries have the capacity to use satellite technology in DR preparedness	Governments in Myanmar (pilot project), Bangladesh and Vietnam have been trained on use of satellite technology and apply it for risk assessment and other DM purposes	
Outcome 3. Capacity for gender-inclusive DRR built in policies and practice	1.3.1 Gender-inclusive DRR integrated into policies and practice	<ul style="list-style-type: none"> Action plans for all the countries on training and guidelines for integrating gender into planning (<i>practice in progress</i>) “Gender and Diversity” added in ADPC Strategy 2020 	Action plans on Gender-inclusive DRR will be reflected in DRM policies. Practice on applying gender-inclusive DRR is gradually improving
Outcome 4. Landslide risk management practices strengthened	1.4.1 Landslide risk management measures implemented in priority country	<ul style="list-style-type: none"> National landslide risk management strengthened in Bangladesh, Myanmar and Nepal. Regional trainings for more countries 	
Outcome 5. Capacity for resilient development built in at-risk coastal areas	1.5.1 100 local stakeholders in at-risk coastal areas trained on resilient development	110 people (39 female) in at-risk coastal areas trained on resilient development	Implementation in the target country Vietnam will be smooth and normal
Outcome 6. National capacities in psychosocial support to victims and managing health risk in emergencies strengthened in the region	1.6.1 100 health professionals trained in psychosocial support in relation to natural disasters	195 health professionals (108 female) trained in psychosocial support in relation to natural disasters	Target of 100 estimated based on comparable training components and budget
Component 2: Strengthened ADPC’s Communication capacity and media engagement Outcome 1. ADPC’s communication capacity and media engagement	2.1.1 200 outreach products including impact stories, fact sheets, knowledge products, and web articles published 2.1.2 Branding style guide produced and used to send a consistent messages	More than 200 outreach products including 150 web articles, 35 impact stories, fact sheets, and other knowledge products ADPC Branding style guide produced and used in	

strengthened	2.1.3. 90 journalists trained on disaster reporting	publications and events More than 90 journalists trained on disaster reporting	
Component 3: Knowledge dissemination and building partnerships Outcome 1. National-level dialogues on DRM	3.1.1 National-level dialogues on DRM carried out in at least 3 countries	National-level dialogues (Bangladesh, Bhutan and Vietnam) conducted as part of process to finalize outputs of the National DRM Status reports	
Outcome 2. ASEAN Disaster Resilience Leadership training program	3.2.1 ASEAN Disaster Resilience Leadership training program implemented with at least 3 events	ASEAN Disaster Resilience Leadership training program implemented with 4 events (incl. 2 for Youth Leadership)	
Outcome 3. ADPC website upgraded	3.3.1 ADPC's website upgraded	ADPC's website upgraded and with increased engagement: Returning visitors at program start 16.3%; Feb 2018 30.6%.	
Output Level			
Component 1 Outcome 1 1.1.1 Day-to-day weather forecasting capacity improved with state-of-the-art numerical models/tools	Longer lead-time for weather forecasting through state-of-the-art models/tools	Increased daily weather forecast lead-time improved from 1-2 days to 3-4 days with Weather Research Forecasting (WRF) modelling system and DIANA visualization system	
1.1.2 Coastal hazard early warning system strengthened with state-of-the-art numerical models/tools	New state-of-the-art numerical models/tools introduced for coastal hazard early warning	Increased cyclone forecast lead-time from 2-3 days to 5-6 days with reduced landfall uncertainty to almost half (50%)	
1.1.3 Drought forecasting system strengthened with accessible techniques/tools	Improved quality and accessibility of drought forecasting	Improved quality of and accessibility to drought forecasting with seasonal scale forecasts	
1.1.4 Climate services improved with user friendly tools/models to support sector specific planning and sustainable development	User friendly tools/models introduced to support sector specific planning and sustainable development	Online accessibility for weather and climate information in Bangladesh and Myanmar through climate data portals	
1.1.5 Flood forecasting and monitoring capacity improved, to strengthen flood Early Warning System in Myanmar	Flood Early Warning System in Myanmar improved with increased lead time At least 100 people trained on flood forecasting and flood early warning system	Lead-time of flood early warnings for riverine floods in Chindwin river basin (Kalaywa area) increased from 1 day to 2-3 days. 368 people trained on flood forecasting and flood early warning system (311 local)	Target of 100 people trained is estimated based on comparable training components and budget
1.1.6 Seismic monitoring and data integration capability in Myanmar improved	10 people in Myanmar trained on seismic monitoring	88 people in Myanmar trained on seismic monitoring	Only 1 got complete technical training, the rest only participated in seminars
1.1.7 Departmental Protocol or Standard of Procedures (SOP) developed	Departmental Protocol or SOP finalized and endorsed by Government of Myanmar	SOP finalized and handed over to Government of Myanmar in December 2017	
Outcome 2 1.2 Increased national technical capacity on GIS and satellite technology for DRM through a pilot project and pilot areas in a priority country	Pilot project on GIS and satellite technology implemented in pilot areas of priority country	Pilot project on GIS and satellite technology for DRM with 50 people trained	
Outcome 3 1.3.1 Training modules on gender and DRR	At least 2 training modules on gender and DRR developed	7 training modules on gender and DRR developed	Compliment with the existing ADPC training programme on gender, DRR and humanitarian issues

			of other agencies (i.e. UNOCHA, UN Women, UNFPA)
1.3.2 ADPC staff and selected NDMO representatives in target countries trained on gender and DRM	At least 80 ADPC staff and 10 selected NDMO representatives in target countries trained on gender and DRM	126 participations in training events on gender and DRM (at least 80 different staff members). 21 NDMO representatives in target countries trained on gender and DRM	Linked to 1.3.8. NDMO representatives might be re-deployed in other departments or sectors due to staff turnover in public administration
1.3.3 Advocacy materials on gender in humanitarian action and DRR	6 advocacy publications/materials on gender in humanitarian action and DRR	6 advocacy publications/materials on gender in humanitarian action and DRR (different from 1.3.4)	Complementing existing advocacy workplan of ADPC's Communication section
1.3.4 Information booklet on best practices for gender and humanitarian response (jointly with UNOCHA)	Information booklet on best practices for gender and humanitarian response	5 information booklets on best practices for gender and humanitarian response (most with UNOCHA)	Complimenting existing advocacy workplan of ADPC's Communication section and Gender in Humanitarian Action (GiHA) IASC
1.3.5 Gender specific data and statistics on the impact of low impact high frequency disasters	A record of gender specific data and statistics on the impact of low impact high frequency disaster	Activity through Gender stakeholder Group and GiHA (co-chaired by ADPC). Gender specific data includes also disability and age data to underpin capacity and facilitate vulnerability analysis	Complementing the existing data collection under the Risk Governance Department
1.3.6 Results of country consultations to follow-up actions	3 reports of country consultations	Reports from 30 country consultations (most in the three project focus countries)	See component 3, Outcome 1. Activity to be revised for meeting of pilot countries and ADPC Strategic Approach
1.3.7 Vulnerability risk and capacity assessments at national level measured by gender sensitive indicators	1 set of gender sensitive indicators developed for reports of vulnerability risk and capacity assessments at national level	Gender sensitive indicators developed (related to 1.3.5)	Complement with the on-going GiHA work plan and ADPC Strategic Approach
1.3.8 Capacity and tools to mainstream gender and DRR institutionalized	Capacity building tools for gender and DRR to mainstreamed in 3 institutions	Capacity building tools for gender and DRR to mainstreamed in at least 3 national institutions and ADPC	Linked to 1.3.2, Same as 1.3.7
Outcome 4			
1.4.1 Pilot project studies on historical evidence and planning of field investigation identified	At least 3 pilot project studies with historical evidence and field investigation identified	[lack of information]	
1.4.2 Reports - field investigations on landslide management	At least 3 reports on field investigation on landslide management	Reports on field investigation on landslide management submitted to Myanmar Gov.	
1.4.3 Instrumentation and monitoring of critical landslides for EW	1 site in Myanmar instrumented with equipment to monitor landslides	[lack of information]	
1.4.4 Experience sharing meetings of regional capacity enhancement for landslide impact mitigation (RECLAIM) network partners	At least 3 experience sharing meetings for RECLAIM network partners	Building and maintenance of the regional network RECLAIM of technical agencies on landslide risk management through information and experience exchange	
1.4.5 Landslide EW	1 landslide EW established in target countries	1 landslide EW established in Bangladesh	
1.4.6 National level training sessions on landslide risk management	At least 3 national training sessions on landslide risk management	3 national training sessions on landslide risk management with total of 40 people trained	

Outcome 5 1.5.1 City level risk profiles	At least 1 City Risk Profile Developed	Flood risk profile for the City of Kalay, Myanmar.	
1.5.2 Guidelines for safer development planning & DRR into LUP in City Context	At least 1 guideline prepared for planning & DRR into LUP in City Context	Guideline for safer development Planning and DRR into Land Use Planning at City Context prepared for Cua Lo Town in Vietnam.	
1.5.3 Community Contingency Plan (CP) and simulation exercise	1 Contingency Pla6 Prepared and simulation exercise done in the communities covered	1 Contingency Plan was prepared at City Level for Cua Lo, Vietnam. Simulation exercise with 22 participants in Vietnam and 311 participants in Myanmar (40.5% women)	
1.5.4 People trained on DRM, LUP, CP and CCA at City level	50 People Trained on DRM, LUP and CCA	26 people at city level trained on DRM, LUP and CCA. Other 141 people trained on same topics during events on national and regional level	
1.5.5 People trained on Community Resilient Planning	20 People Trained on Community Resilient Planning	22 People Trained on Community Resilient Planning	
1.5.6 People trained on DRR CP at Community level	20 People Trained on DRR CP at Community Level	22 People Trained on DRR CP at Community Level	
Outcome 6 1.6.1 Program on Mental Health and Psychosocial Support (MHPSS) in Emergencies	90 teachers, social workers, psychologists, and medical professionals trained on mental health & psychosocial support in emergencies (MHPSS) in the 2 target countries.	195 teachers, social workers, psychologists, and medical professionals trained on MHPSS in Vietnam and Myanmar. Of these, 10 Master Trainers on MHPSS	
1.6.2 Program on Public Health Emergency Management in Asia & the Pacific (PHEMAP)	35% of government organizations (Ministries of Health), academic partners have institutionalized mechanisms (e.g. policies, academic documents, advocacy initiatives, etc.) as product of Public Health Emergency Management in Asia and the Pacific (PHEMAP) program in 21 target countries.	Ministries of Health and partners in Myanmar institutionalize DRM through PHEMAP with Policies (e.g. Republic Acts, Administrative Orders) passed, approved and implemented. [Not enough information to define %]	
	40% of government organizations (Ministries of Health), academic partners adapted/applied PHEMAP learning in actual emergencies and integrated PHEMAP training in their university curriculum in the 21 target countries.	PHEMAP network increased. Documents prove evidence on integrated initiatives shared by different stakeholders (e.g. National Disaster Mgt. Offices, Min. of Health, Universities) [Not enough information to define %]	
Component 2 2.1 Media in 3 Focus countries trained on DRR	Component 2 90 journalists trained on disaster reporting	Component 2 More than 90 journalists in Vietnam, Myanmar and Bangladesh trained on disaster reporting	
2.2 DRR Handbook for journalists in Bangladesh	2.2 DRR Handbook for journalists in Bangladesh	2.2 DRR Handbook for journalists in Bangladesh	
2.3 Awareness raising campaign [on DRM] in Myanmar	2.3 Awareness raising campaign [on DRM] in Myanmar	2.3 Awareness raising campaign [on DRM] in Myanmar	
2.4 Brand Style Guide	Branding style guide produced and used to send a consistent messages	ADPC Branding style guide produced and used in publications and events for consistent ADPC message	
2.5 Impact stories, corporate videos, animations and photography	200 outreach products including impact stories, fact sheets, knowledge products, and web	More than 200 outreach products including 150 web articles, 35 impact stories, fact	

	articles published	sheets, and other knowledge products	
2.6 Research reports on social media utilization in DRR	Research reports on social media utilization in DRR	No information on such research reports, but ADPC achieved 3,533 followers on Facebook, 11,000 closed group members on Facebook, 2,657 followers on Twitter, and live streaming of events.	
2.7 Strengthened communication capacity and media engagement internally in ADPC	Strengthened communication capacity and media engagement internally in ADPC	Strong ADPC media team; Internal events and training on communication and branding	
Component 3			
Outcome 1			
3.1.1 Desk review of disaster risk profiles of selected countries and losses 2005-2015	3 desk reviews on disaster risk profiles of selected countries and losses 2005-2015	3 disaster risk profiles in country status reports (Bhutan, Bangladesh and Vietnam) Desk reviews conducted as part of the process to develop these reports.	
3.1.2 Desk review on previous progress on the implementation of Hyogo Framework for Action (HFA) 2005-15 in the selected countries, in line with SFDRR priorities	3 desk reviews on previous progress on the implementation of Hyogo Framework for Action (HFA) 2005-2015 in the selected	3 desk reviews on HFA included in the Country Status reports (Bhutan, Bangladesh and Vietnam)	
3.1.3 Primary and secondary data on current DRM status in selected countries, in line with SFDRR priorities	3 records of current DRM status in selected countries	Primary and secondary data in relation to the SFDRR is available in country status reports (Bhutan, Bangladesh and Vietnam)	
3.1.4 Analysis of primary and secondary data on current DRM status in selected countries	3 reports on the current DRM status in selected countries	3 reports with analysis of DRM in country status reports (Bhutan, Bangladesh and Vietnam)	
3.1.5 Stakeholder consultation meeting in each selected country based on findings	3 reports of stakeholder consultation meetings	3 stakeholder consultations (Bhutan, Bangladesh and Vietnam) were conducted to present the draft of the country status report for further inputs from key stakeholders	
3.1.6 Report on national level dialogues (presented in AMCDRR)	1 report on national level dialogues	3 reports (Bhutan, Bangladesh and Vietnam) were developed, 1 report from Bhutan was presented in the AMCDRR	
Outcome 2			
3.2.1 Annual Disaster Resilient Leadership training courses for senior executive leaders from ASEAN member states	ASEAN Disaster Resilience Leadership training program implemented with at least 3 events	ASEAN Disaster Resilience Leadership training program implemented with 4 events	
3.2.2 Young Disaster Resilient Leadership (yDRL) program in Myanmar	Young Disaster Resilient Leadership (yDRL) program in Myanmar	ASEAN Disaster Resilience Leadership training program implemented with 4 events (incl. 2 for Youth Leadership)	
Outcome 3			
3.3.1 ADPC website developed and launched	1 website developed and launched	ADPC website developed and launched	

End review of the ADPC Disaster Risk Reduction Initiatives at National and Regional Level in Asia



Final Report



Project: End review, the Asian Disaster Preparedness Centre (ADPC) on Disaster Risk Reduction Initiatives on National and Regional Level in Asia Oct 2015-Dec 2017

Client: Norad – Case no. 1700380

Period: February – April 2018

Task Team:

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Acronyms and Abbreviations

AADMER	ASEAN Agreement on Disaster Management and Emergency Response
ADB	Asian Development Bank
ADPC	Asian Disaster Preparedness Center
AMCDRR	Asian Ministerial Conference on Disaster Risk Reduction
ASEAN	Association of Southeast Asian Nations
BDM	Bangladesh Department of Meteorology
BRAC	Building Resources Across Communities (formerly Bangladesh Rural Advancement Committee)
CCA	Climate Change Adaptation
CP	Contingency Plan
CRISP-VNU	Center for Research, Information and Service Psychology, Vietnam National University
CRR	Climate Risk Resilience
CSO	Civil Society Organization
DAC	Development Assistance Committee (of OECD)
DMH	Department of Meteorology and Hydrology (Myanmar)
DRM	Disaster Risk Management
DR	Disaster Risk
DRR	Disaster Risk Reduction
GAD	Government Administrative Department (Myanmar)
GCF	Green Climate Fund
GEF	Global Environment Facility
GIZ	Germany International Cooperation
IASC	Inter-Agency Standing Committee
JICA	Japan International Cooperation Agency
LUP	Land Use Planning
M&E	Monitoring and Evaluation
MET	Meteorological Institute (of Norway)
MFA	Ministry of Foreign Affairs (of Norway)
MHPSS	Mental Health and Psychosocial Support
MOU	Memorandum of Understanding
MSC	Most significant change
NGI	Norwegian Geotechnical Institute
NGO	Non Governmental Organization
NICFI	Norwegian International Climate and Forest Facility
NOK	Norwegian Kroner
Norad	Norwegian Agency for International Development
OCHA	Office for the Coordination of Humanitarian Affairs

OECD	Organization for Economic Cooperation and Development
PHEMAP	Public Health Emergency Management in Asia & the Pacific
PPP	Public Private Partnership
SDG	Sustainable Development Goals
SFDRR	Sendai Framework for Disaster Risk Reduction
SIDA	Swedish International Development Agency
SMART	Specific, Measurable, Attainable, Relevant and Time-bound
SMS	Short Message Service
SWAP	Sector-Wide Approach
TOR	Terms of Reference
ToT	Training of Trainers
UiB	University of Bergen
UN	United Nations
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
VIGMR	Viet Nam Institute of Geosciences and Mineral Resources
USAID	United States Agency for International Development
YDRL	Young Disaster Risk Leadership

1 Executive Summary

Scanteam was contracted by Norad to carry out the End Review of the program “Asian Disaster Preparedness Center, ADPC, Disaster Risk Reduction Initiatives on National and Regional Level in Asia”. The purpose of the review is to assess outcomes and impacts and create an informed basis for possible continued support. The review assessed effectiveness, efficiency, impact, sustainability and risk management of the program; how the activities are likely to contribute to the impact goal; and to which extent ADPC has utilized contributions from other donors.

The Review Team found that ADPC is a solid and effective organization for program and project implementation. ADPC maintains high-level dialogue with the governments, and is also able to connect with relevant partners. The dialogue with governments on central level created stronger awareness of disaster risk management (DRM) issues and facilitated the work of partners. Key achievements of the program 2015-17 in the focal countries have been (i) Improved future climate projection capability in Bangladesh; (ii) Integrated ADPC’s mental health and psychosocial program into university curriculum in Vietnam; (iii) enhanced capability to forecast climatic events and issue early warnings in Myanmar; and (iv) earthquake information disseminated to the public in Myanmar. The most important achievements at regional level have been the building and maintenance of a regional network of technical agencies on landslide risk management; and institutionalized disaster resilience leadership in ASEAN member countries and in the Asia and Pacific region in general.

The three focus-countries for the Norwegian program that have received most budget resources are Myanmar, Vietnam and Bangladesh. However Norwegian funds have also been used in Nepal, Bhutan, Philippines and the Maldives, as well as for regional events. The program was implemented through institutions in the priority countries: the Bangladesh Meteorological Department (BMD), the Myanmar Department of Meteorology and Hydrology (DMH), and the Vietnam Institute of Geosciences and Mineral Resources (VIGMR). Other important partner institutions were Building Resilience Across Communities (BRAC) and Dhaka University (DU) in Bangladesh; the Department of Disaster Management and the Department of Social Welfare in Myanmar; and the University of Public Health, the National Hydro-Meteorological Service, and the Center for Research, Information and Service Psychology in Vietnam National University (CRISP-VNU) in Vietnam.

ADPC worked with the Norwegian Institute of Meteorology (MET) through a separate agreement, and the Norwegian Geotechnical Institute (NGI), the University of Bergen (UiB), and the Norwegian Center for Crisis Psychology, with funds from the Program. The national partner institutions are in general satisfied with this technical cooperation. It provides high-level support at a relatively low cost since some of the Norwegian institutions combine program financing with their core funding, especially for time spent on planning/monitoring in Norway.

A possible new program phase should continue to give the highest priority to training and institutional capacity building on DRM. To assure long-term impact, it should concentrate on a few areas to be scaled up, but be implemented during a longer period to assure impact and improve sustainability. Activities supported through the program should continue to promote ownership and be institutionalized at country level. This should include training at the executive and political levels. A possible new phase should have a clear results framework and preferably be part of a donor SWAP.

2 Introduction

Scanteam was contracted by Norad to carry out the End Review of the program “Asian Disaster Preparedness Center, ADPC, Disaster Risk Reduction Initiatives on National and Regional Level in Asia”. The purpose of the review is to assess outcomes and impacts. The report should create an informed basis for possible continued support.

According to the Terms of Reference (TOR), the Objectives of the Review are to:

1. Assess effectiveness, efficiency, impact, sustainability and risk management of the programme;
2. Assess how the activities are likely to contribute collectively and effectively to the impact goal of the programme; and
3. Identify and give a brief assessment of to which extent ADPC has utilized contributions from other donors in the same programme and to which extent the programme has supported or overlapped similar efforts in the region.

2.1 Programme Summary

The ADPC programme ran from October 2015 to December 2017 with a NOK 24 million grant from Norway’s Ministry of Foreign Affairs (MFA). This was the third phase of a programme with the same name and similar content that has been receiving support from the MFA since 2009, where Norad took over the administration in 2017. The Goal is to strengthen knowledge and capacity among experts and in national institutions, and address identified needs in the focal countries Vietnam, Myanmar and Bangladesh. The thematic area “Technical capacity building of national governments” covered seismic monitoring and hydro-meteorological services, gender-inclusive disaster risk reduction, landslide risk management practices, resilient development in at-risk coastal areas, and health support to victims in targeted areas. ADPC thematic area “Strengthening ADPC Communications Capacity and Media Engagement” should support ADPC’s communication to better transmit preparedness and warnings to people in the region, while the area “Knowledge dissemination and building partnerships” was implemented to strengthen national disaster leadership and upgrade Internet information. Activities involve multiple technical departments from ADPC and engage a wide array of experts from various backgrounds at the local, national, regional and global levels.

2.2 Scope and methodology

The review consisted of two parts:

- 1) An assessment of project performance, applying the OECD-DAC evaluation criteria of Effectiveness, Efficiency, Impact, Sustainability and Relevance, as well as Risk management.
- 2) Based on results achieved, Lessons learned were identified, including what has worked well and what has not, as the basis for providing recommendations for a possible new phase.

The program was never evaluated since its start in 2009, but the present review is limited to the last phase. There has also never been a Logical Framework or Results Framework for any of the three phases of the program, which made the review process more challenging. The Consultants therefore prepared a simple framework in collaboration with ADPC, based on the goals and indicators found in the document “Programme Work Plan 2015-2017”, complemented by inputs from ADPC managers, to use as the basis for the review of effectiveness (see section 4.1).

The Consultants applied the OECD-DAC Quality Standards for project evaluations for this review:

- a) Free and open evaluation process**, transparent and independent from Project management and policy-making, to enhance credibility;
- b) Evaluation ethics** that abides by relevant professional and ethical guidelines and codes of conduct, while the evaluation was undertaken with integrity and honesty;

c) Partnership approach, to build development ownership and mutual accountability for results. A participatory approach was used on all levels (governments, institutions, implementing agencies);

d) Co-ordination and alignment, to consider regional, national and local evaluations and help strengthen country systems in the region, as well as plans, activities and policies;

e) Capacity development of partners by improving evaluation knowledge and skills, stimulating demand for and use of evaluation findings, and supporting accountability and learning; and

f) Quality control throughout the evaluation process.

An Evaluation Matrix was prepared to define the scope of the review based on multiple sources of information, while a Conversation Guide was prepared and used flexibly for meetings and interviews with different stakeholders (see the Inception Report).

2.3 Review process

The Consultants received relevant documentation from both Norad and ADPC, including agreements, work plans, budgets, progress reports, financial reports and audit documents, program files, samples of products (see Annex B). A first set of interviews with Norwegian stakeholders were carried out before the Inception Report was prepared for Norad and shared with ADPC. This included the plan for the field work, which was successfully carried out from 18 February through 1 March.

The review relied on a participatory and consultative approach, ensuring strong engagement with ADPC and national partners in the countries visited (see Annex C). The review paid special attention to the compliance with expected Program outputs, outcomes and impacts, and the influence and integration of experiences and lessons learned. The review process also considered actions, strategies, policies and other factors that have influenced the execution in the region and the participating countries, considering policies and contexts, and the relations with governments, partners and local stakeholders. Based on review of the results, the Consultants analysed if they have given or are expected to give the intended impacts (possible ex-post impacts), according with the Program objectives.

Fig. 2.1 Countries where APDC works, and priority countries for Norway



3 Development Context

Asia and the Pacific is one of the most disaster-prone regions of the world. The support has therefore been allocated to preparedness and risk reduction related to the needs of the three identified focal countries Vietnam, Myanmar and Bangladesh, while some Norwegian funds have also supported activities in Nepal, Bhutan, Philippines and the Maldives, as well as regional activities.

3.1 Main stakeholder organizations

The program has been implemented through institutions in the priority countries in charge of DRM, which in addition to ADPC were the Bangladesh Meteorological Department (BMD), the Myanmar Department of Meteorology and Hydrology (DMH), and the Viet Nam Institute of Geosciences and Mineral Resources (VIGMR). Other important partner institutions were the Building Resilience Across Communities (BRAC) and Dhaka University (DU) in Bangladesh; the Department of Disaster Management and the Department of Social Welfare in Myanmar; and the University of Public Health, National Hydro-Meteorological Service, and Center for Research, Information and Service Psychology in Vietnam National University (CRISP-VNU) in Vietnam.

ADPC has been working with the Norwegian Geotechnical Institute (NGI), the University of Bergen (UiB), and the Norwegian Center for Crisis Psychology, for services contracted with Program funds, and with the Norwegian Institute of Meteorology (MET) through a separate agreement.

3.2 Program structure

The goal has been to strengthen knowledge and capacity among experts and in national institutions in the Asia region. According to the contract between ADPC and MFA of 2015, the program is divided in three Thematic areas that are further sub divided as shown in table 3.1:

Table 3.1 Program thematic areas and subjects

Thematic areas	Subjects	Focus countries
1. Technical capacity building of national governments	1.1 Supporting national agencies in seismic monitoring, and hydro-meteorological services	Myanmar, limited activities in Bangladesh and Vietnam
	1.2 Increasing technical capacity of national and local governments in utilizing satellite technology to enhance disaster preparedness	Myanmar, Bangladesh and Vietnam
	1.3 Building capacity in gender-inclusive disaster risk reduction in policies and practices	Regional
	1.4 Strengthening of landslide risk management practices	Myanmar and Nepal
	1.5 Building capacity in resilience development in at risk coastal areas	Vietnam
	1.6 Strengthening national capacities in providing psychosocial support to victims and managing health risks in emergencies in the Asian region	Bangladesh, Bhutan, Myanmar, Vietnam, Regional
2. Strengthen ADPC's communication capacity and media engagement		Bangladesh, Myanmar and Vietnam
3. Knowledge dissemination and building partnerships	3.1 Organization of national-level dialogues	Bangladesh, Bhutan, Philippines, Maldives
	3.2 Support the DR Leadership training program under the AADMER work program	Myanmar and ASEAN region
	3.2 Upgrade of ADPR website	Asia Region

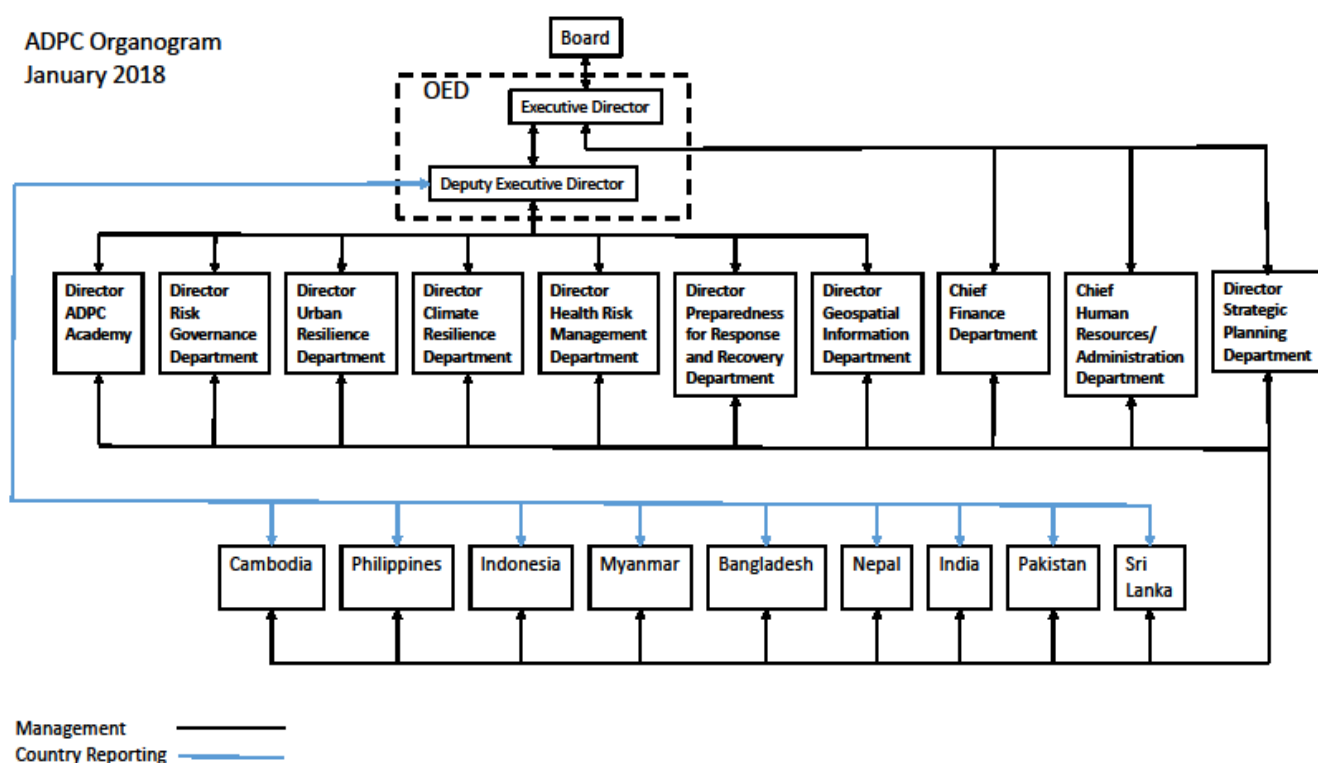
3.3 Lessons from Previous Phases

The design of phase 3 incorporated lessons learned from phases 1 and 2. The most important are that: (i) differences in the level and professional capacity of nominated participants to regional training/workshops can be compensated through follow-up of individual participants combined with in-country training; (ii) the need for more impact at national level require increased emphasis on strengthening relationships with new ministries and program partners; and (iii) to get more impact of local project activities it is necessary to give priority to the most vulnerable communities, towns and cities, with special emphasis on coastal resilience.

3.4 ADPC Management and Operation Structure

ADPC’s highest authority consists of a Board of Trustees that oversees the Office of the Executive Director, consisting of the Executive Director and Deputy Executive Director. The Office Executive Committee regularly engages with and receives input from the International Advisor Council, and the Regional Consultative Committee that has 32 members from 26 countries. The senior leadership of ADPC is based in their headquarters in Bangkok, Thailand. In addition to the ADPC Academy, ADPC has six operational departments: Risk Governance, Urban Resilience, Climate Resilience, Health Risk Management, Preparedness for Response and Recovery, Geospatial Information. Most operations are designed, implemented and monitored from the Headquarters under the directors of each department.

Fig. 3.1 ADPC Institutional structure



The project managers are either in Bangkok or in a member country through nine country offices and representatives. ADPC has also management and administration departments, which include Finance, Human Resources and Administration, and Strategic Planning, in charge of developing the broader ADPC strategic goals and facilitating dialogue with agencies that design national DRM policies and budgets. The Country representatives report to the Office of the Executive Director. The ADPC staff consists of 100 persons (52 men, 48 women), including 27 (17 men, 10 women) in the country offices. For the focal countries, there are 6 persons in the Bangladesh office (5 men, 1 woman) and 4 persons in the Myanmar office (2 men, 2 women), while it is planned to establish a representation in Vietnam where a woman to be transferred from the headquarters most probably will be the new resident representative.

4 Program Achievements

According to the Program Work Plan 2015-2017, by the end of the implementation period it was expected that competences of experts and national organizations in the target countries would have been enhanced to deal with various aspects of DRM. Since there never was a logframe or a results framework for the program, there were few indicators defined for expected results. For that reason, the Consultants with support from ADPC constructed a Program Results framework, incorporating the indicators mentioned in the Work Plan 2015-17 and contracts between MFA and ADPC. Despite the limitations, on this basis it has been possible to review the Effectiveness of the program implementation and consider the process towards impact and goal of the program.

Table 4.1 Program overview

Objective	Countries			Expenditure 2015-17 (NOK)
	Myanmar	Vietnam	Bangladesh	
1. Technical Capacity of national governments				17,921,075
1.1.a. Strengthen weather and climate services to deal with hydro-meteorological hazards	X	X	X	2,686,540
1.1.b. Improve flood forecasting capacity of DMH to strengthen flood early warning system	X			1,254,314
1.1.c. Improve seismic monitoring and data integration capability	X			2,686,540
1.2 Increase technical capacity of national and local governments in utilizing satellite technology to enhance disaster preparedness	X	X	X	959,332
1.3 Building Capacity in gender-inclusive disaster risk reduction in policies and practice	X	X	X	1,415,981
1.4 Strengthening of Landslide Risk Management practice in Nepal and Myanmar	X			2,756,560
1.5 Building capacity in resilience development in at-risk coastal areas		X		4,168,518
1.6 Strengthen national capacities in providing mental health and psychological support to disaster victims and managing health risks in emergencies in the Asian region	X	X		1,900,663
2. Strengthen ADPC's communication capacity and media engagement				1,747,792
	X	X	X	1,747,792
3. Knowledge dissemination and building partnerships				3,196,426
3.1 Organization of national-level dialogues: Status of national disaster risk management		X	X	938,782
3.2 Support the Disaster Resilience Leadership Program under ASEAN AADMER work program	X			1,682,561
3.2 Upgrade ADPC website	Regional/Bangkok			575,083
4. Program Management and Administration				1,143,265

4.1 Effectiveness

Development effectiveness: *The extent to which the Program’s purpose was achieved, or is expected to be achieved.*

Definition of targets

As noted, to review effectiveness of the implementation, the Consultants prepared a results framework based partly on the Work Plan 2015-17. Since few concrete indicators were found there, ADPC asked its managers to put themselves in a position 3 years ago and think about how they would have defined targets and indicators back then. While many of these came from lessons that the managers had learned from the previous program phases, there were undoubtedly also some derived from implementation the current phase as well, but while recognizing this bias, the result was still a framework that it was meaningful to work with (see table 4.2).

The indicators should preferably have been SMART (Specific, Measurable, Attainable, Realistic and Time-bound). Since this exercise was done *after* implementation, the time period for all targets was understood as the whole duration of the program phase (27 months). The targets were as far as possible Specific and Measurable (in quality and quantity), while it was up to the review process to find out if they had been Attainable and Realistic. This work with ADPC staff members was quite helpful in building understanding but also ownership and mutual accountability, and served as capacity development for ADPC staff. It is expected that a new program phase would be planned with a clear Logframe/Results Framework and specific targets for what to achieve.

Outcomes and outputs

The Consultants reviewed effectiveness of the program results that were achieved based on the official progress reports, complemented by information received during meetings and interviews, and where the constructed Results Framework included Outcome level (table 4.2).

Review of the results

a) Progress on Outputs and Outcomes achieved on each component

As demonstrated in the following table and Annex D, the program has mostly been on track in achieving its stated targets. There are however clear differences between countries and national executing agencies. In the following, findings regarding outcomes and outputs are complemented by a review of factors that defined success or affected achievements. The analysis is based on the program’s progress reports, other written sources, meetings and interviews.

Outcome 1: The technical capacity building of national governments has been the main emphasis of the program, with most resources devoted to this. Accordingly, the program has succeeded in developing the capacity of national governments in various aspects of DRM. Improved capacity and governance on disaster risk reduction (DRR) in the focus countries have been assured through a series of hands-on trainings with state-of-the-art climate analytical tools. Among the concrete results, the Department of Meteorology and Hydrology in Myanmar now processes earthquake data and disseminates information to the public, while a Standard Operating Procedure was developed and endorsed by the Department. The same country and Bangladesh have both strengthened their weather and climate services through national Climate Data Portals. Vietnam has achieved strong progress on psychosocial support and managing health risks in emergencies. Vietnam National University and Hanoi University have integrated mental health and psychosocial support (MHPSS) modules into the Master of Clinical and Bachelor of Public Health Programs. Yearly training events and in-service training there have focused on children victims of disasters and recovery techniques. The Ministry of Health launched a “Handbook of Needs Assessment and Mental Health, Psychological Support after Disasters for Commune Medical Officers”, and 67 teachers, social workers, psychologists and medical professionals in the Nha Trang province received training through MHPSS courses. In the

program activities that counted on support from Norwegian partners the effectiveness was higher, because these partners put in additional time in Norway that was not charged to the project budget.

Outcome 2: ADPC's Communication capacity and media engagement is a smaller component where the program has achieved very good progress. Important achievements are more than 200 outreach materials, including web articles, interest stories, case studies, fact sheets and other knowledge products, as well as branding style guide and a communications strategy. Expanded media engagement has been achieved through regional and national media training and workshops. An area strengthened from phase 3 has been the use of social media to a broader public, achieving 3,533 followers on Facebook, 11,000 closed group members on Facebook and 2,657 followers on Twitter, as well as live streaming of events.

Outcome 3: ADPC's knowledge dissemination and its building of partnerships is another component with positive results. One of the most important and successful aspects of ADPC's implementation of its projects is the established network with various government agencies, NGOs, academic and research institutions, donor organizations, and foreign embassies in the region. According to various government officials from target countries as well as organizations such as NGI and University of Bergen, ADPC's success in building partnerships in the region has allowed it to facilitate dialogue among different government agencies within target countries and different stakeholders across the region. National-level dialogues have been conducted in Bangladesh, Bhutan and Vietnam as part of the process to finalize outputs of the National DRM Status reports. Another important result was upgrading of ADPC's corporate website, which resulted in increased engagement: Returning visitors at program start 2015 was 16.3% and at the moment of the program review February 2018 it had increased to 30.6%.

Table 4.2 Results Framework, with targets and results achieved according to End Review

Descriptive Summary	Indicators	Results achieved	Assumptions
Goal: Improved disaster resilience in the target countries through improved capacity for natural disaster risk management (DRM) in national organizations	Capacity of National Organizations in charge of DRM	Disaster resilience has improved through improved strengthened capacity for DRM in national partner organizations in the focal countries	The national organizations visited during the mission are representative for the partners in the focal countries
Purpose: Enhance competencies of experts and national organizations in the target countries to deal with various aspects of DRM	Improved DRM competencies of experts and national organizations in the target countries, based on results and impacts of ADPC training events	1499 staff members participated in DRM training, 51% women	High % of staff trained maintain employment in the same or complementary public organizations
Outcome level			
Component 1: Technical capacity building of national governments Outcome 1. Seismic monitoring and hydro-meteorological services of national agencies improved	1.1.1 The public in Myanmar has access to processed earthquake information 1.1.2 Improved accessibility to weather and climate information, and early warning in Myanmar 1.1.3 An online climate and weather information portal established in Myanmar	The public in Myanmar has online access to processed earthquake information Accessibility to weather and climate information, and early warning in Myanmar has improved through improved hardware, software and training An online climate and weather information portal was established in Myanmar	Personal or collective access to Internet
Outcome 2. Technical capacity of national and local governments increased for use of satellite technology in disaster risk preparedness	1.2.1 Government partners in priority countries have the capacity to use satellite technology in DR preparedness	Governments in Myanmar (pilot project), Bangladesh and Vietnam have been trained on use of satellite technology and apply it for risk assessment and other DM purposes	

Outcome 3. Capacity for gender-inclusive DRR built in policies and practice	1.3.1 Gender-inclusive DRR integrated into policies and practice	<ul style="list-style-type: none"> Action plans for all the countries on training and guidelines for integrating gender into planning (<i>practice in progress</i>) “Gender and Diversity” added in ADPC Strategy 2020 	Action plans on Gender-inclusive DRR will be reflected in DRM policies. Practice on applying gender-inclusive DRR is gradually improving
Outcome 4. Landslide risk management practices strengthened	1.4.1 Landslide risk management measures implemented in priority country	<ul style="list-style-type: none"> National landslide risk management strengthened in Bangladesh, Myanmar, Nepal Regional trainings for more countries 	
Outcome 5. Capacity for resilient development built in at-risk coastal areas	1.5.1 100 local stakeholders in at-risk coastal areas trained on resilient development	110 people (39 female) in at-risk coastal areas trained on resilient development	Implementation in the focal country Vietnam will be smooth and normal
Outcome 6. National capacities in psychosocial support to victims and managing health risk in emergencies strengthened in the region	1.6.1 100 health professionals trained in psychosocial support in relation to natural disasters	195 health professionals (105 female) trained in psychosocial support in relation to natural disasters	Target of 100 estimated by the Consultants based on comparable training components and budget
Component 2: Strengthened ADPC's Communication capacity and media engagement Outcome 1. ADPC's communication capacity and media engagement strengthened	2.1.1 200 outreach products including impact stories, fact sheets, knowledge products, and web articles published 2.1.2 Branding style guide produced and used to send a consistent message 2.1.3. 90 journalists trained on disaster reporting	More than 200 outreach products including 150 web articles, 35 impact stories, fact sheets, and other knowledge products ADPC Branding style guide produced and used in publications and events More than 90 journalists trained on disaster reporting	
Component 3: Knowledge dissemination and building partnerships Outcome 1. National-level dialogues on DRM	3.1.1 National-level dialogues on DRM carried out in at least 3 countries	National-level dialogues (Bangladesh, Bhutan and Vietnam) conducted as part of process to finalize outputs of the National DRM Status reports	
Outcome 2. ASEAN Disaster Resilience Leadership training program	3.2.1 ASEAN Disaster Resilience Leadership training program implemented with at least 3 events	ASEAN Disaster Resilience Leadership training program implemented with 4 events (incl. 2 for Youth Leadership)	
Outcome 3. ADPC website upgraded	3.3.1 ADPC's website upgraded	ADPC's website upgraded and with increased engagement: Returning visitors at the phase start 16.3%; Feb 2018 30.6%.	

b) Effectiveness of the monitoring and reporting system

ADPC has an effective monitoring and reporting system for its projects at the activity level and has provided extensive reporting on each thematic area under phase 3 of the program. ADPC along with its beneficiary departments within the target countries have produced several reports, including impact stories, concept notes, meeting and progress reports on various activities. This practice shows a hands-on approach to reporting about ADPC and stakeholder activities.

ADPC has a detailed organization-wide monitoring and evaluation policy. That policy heavily relies on the use of logical framework, benchmarks, and monitoring of indicators, but these were not established in advance for the Norwegian funded program. According to their monitoring and evaluation (M&E) policy, “to support effective monitoring and evaluation of its programs/projects,

ADPC uses a framework of indicators, project generic and project specific, covering programs/projects' implementation (progress), completion (outcomes) and benefits (impact). As much as possible, indicators are identified and defined during the preparation of the Logical Framework. These indicators are used in conjunction with clearly identified and defined baselines and reference points." Even though ADPC did not have a baseline and did not have a logical framework or results framework for monitoring of this program, it should be noted that this was never required by the donor (MFA).

c) Unanticipated results

According to both ADPC officials and beneficiaries of the program, the way in which activities are designed for this program, there is not a lot of room for unanticipated results. Most program activities aim to develop the capacity of local officials in the target countries and the selection criteria for the participants are provided by ADPC, which the beneficiary organizations try to abide by.

One unanticipated result would be that within a few years a high percentage of DRM executives in Myanmar would most probably be women. This is an effect of lower wages in the public than the private sector (see gender mainstreaming in section 4.4), but the program has given women the opportunity for professional development.

Another unanticipated result is the use of ADPC online data for different government planning purposes, also for topics not directly related to DRM. In Bangladesh, the Government used these data in the planning for a nuclear power plant, for example (see section 4.3).

4.2 Efficiency

Efficiency: *How economically the resources/inputs (funds, expertise, time, etc.) have been converted to outputs.*

The review found that ADPC officials have made efforts to ensure efficient implementation of the program activities. Except for a slow start in 2015, which was communicated with the MFA, the annual expenditures and activities report closely mirrors the planned budgets and program. The annual progress reports also highlight efforts to assure efficient utilization of resources by advance planning of activities, minimizing unnecessary travel costs for staff, engaging Norwegian technical partners to help develop detailed plans of action to efficiently kick-start several components of the program, regular and frequent communication with MFA to increase the efficiency in implementation of the program activities, and abiding by the ADPC policies and procedures. ADPC's already established reputation and its connections in the region, both with government agencies and non-governmental actors, provide an efficient implementation of the program.

Additionally, although ADPC's guidelines for procurement, such as the requirement of quotations from at least three vendors for any purchases of over NOK 1,250 can negatively affect the efficient implementation of the program activities, ADPC has remedied this by developing approved lists of vendors in the three countries. The prices from these vendors are used to develop estimates for program activity costs, which are closely aligned with the expenditures when the program is implemented.

The Consultants looked at the results of program activities in relation to documented financial resources, time, and human resources used in relation to the outputs produced. Although ADPC has managed to achieve its broad objective of capacity building in the three target countries, it can be said that focusing on more specific subjects and related activities could enhance the organizations efficiency. According to nearly all ADPC officials, training participants, and local beneficiaries, the efficiency, effectiveness, and sustainability of ADPC project activities can depend on the longevity of that project activity. However, given the high number of areas of need, ADPC's Norwegian funded program attempts to develop capacity in many areas of DRM within the short timeframe (3rd phase) rather than narrowly focus on fewer areas with a longer time frame.

Political and social differences between the target countries have affected efficiency of the program's work. In Vietnam, the Government has for a long time given clear priority to DRM, making it easier to work with DRR activities also at local level. Considerable awareness building is still required, however, especially regarding the need for psychosocial support in relation to emergencies. On the other hand, in Myanmar DRM is relatively new, since the country till fairly recently has been fairly closed, and the ADPC staff members note a major difference between the awareness of journalists from Myanmar on this topic compared with the awareness of journalists from neighbouring Bangladesh.

a) Participatory processes, knowledge and awareness

ADPC relies heavily on the expertise and experience of its staff when developing program activities for each of the target countries. The organization has national representation offices in Myanmar and Bangladesh to maintain direct relations with national partners, while the national program in Vietnam has been managed from Bangkok. The process also involves, albeit at varying levels, receiving and considering proposals from beneficiary departments of the target countries. According to officials at Bangladesh Department of Meteorology, ADPC officials engage with their staff regularly and seek their input at the program design level. Similarly, officials in Myanmar Department of Meteorology and Hydrology stated that they present their specific needs to ADPC, which ADPC then takes into consideration while developing their activities in each country. The same would probably be the case for Vietnam, because ADPC now is in the process of transferring a staff member from Bangkok to Hanoi to be the new national representative.

The national partner organizations present to ADPC what their executives consider as the national priorities. These priorities have been very similar from the start of first phase to the end of third phase. There has been little local participation in defining the priorities, but the organizations take into account their own interpretation of local needs. This interpretation is mostly based on interaction with local stakeholders in training courses and seminars, where the most interested in certain topics are present, and the result is therefore normally "more of the same". The Consultants would highlight that the selected local activities and topics for training are not necessarily wrong, but that there is not sufficient basis to know. A possible new program phase should therefore be based on a consultation with local stakeholders involved in DRM. Their awareness and knowledge of the local situation is also important in defining priorities because that would strengthen local engagement and sustainability of results.

b) Efficiency as a result of the quality of program design

It has been mentioned in several parts of the report that the program design did not include any logframe or results framework, and were lacking specific indicators. This is not only a problem for M&E but also for efficient program management. A clear results framework could have been used for planning purposes, e.g. to make adjustments during implementation and request MFA/Norad for transfer of funds to components where it could be required to comply with all targets. A quite diffuse design did not give the program team sufficient incentive to give it the highest priority among all the ADPC projects and for the national partners the incentive to comply with targets they did not know.

On the other hand, from ADPC's point of view, it has been practical to have a program with an open design and flexible financing, to complement other projects that had clearer design and stricter M&E. From an institutional point of view, the combination of projects with different management and budget approach might have increased the overall effectiveness and compliance with institutional goals. There are however better ways to improve institutional effectiveness and efficiency (see 4.9).

4.3 Impact

Development impact: *Positive and negative, primary and secondary, long-term effects produced by the Program, directly or indirectly, intended or unintended.*

The review assessed the impact achieved or expected to be achieved in the future on strengthened knowledge and technical capacity in ADPC and the national institutions, as well as increased disaster resilience among local stakeholders. It is important to underline that even though impact of individual projects is important, the most important is the overall impact of ADPC's work in collaboration with national and local partners, and if it is reflected in better DRM and expected long-term social and environmental impacts.

Due to the short time spent in the region and four countries visited, and long distances to reach local program areas, the consultant team had little access to individual local beneficiaries of the program. The team met with a local participant in one MHPSS training, and a meeting with a local participant in "Youth Leadership on Disaster Resilience Training", both in Myanmar. This information was complemented by review of documents like local stakeholder evaluations of training events. The assessment of the combined sources of information indicates a good stakeholder satisfaction with the quality of the training received, at local, national and regional levels, but is of course not sufficient to confirm impact.

Programs of this size normally don't achieve much impact during the implementation period, but more in the long-term. It is therefore exceptional that this program has already achieved important impacts: the typhoon *Doksuri* hit the coast of Vietnam September 2017, in an area where training on "community capacity building towards urban disaster resilience" had been organized with around 100 participants only a month earlier. The local population used what they had learned, and nobody died.

"... we had an understanding of potential risk and had preparedness measures so we could save hundreds of lives and reduce the damage of properties". Mr Tran Tien Dung, Chair of Nigh Hai's People's Committee.

There is a similar example from Bangladesh where no lives were lost during a large landslide six months after training, because the population was able to practice early warning and evacuation. It is a common lesson learned that the response to a natural disaster is much better when the learning is fresh. ADPC often receives e-mails and phones from people that want training because they have heard that it is useful and saves lives.

Another impact is improved planning in the public and private sector of Bangladesh, based on data from a portal installed with support from the program. ADPC assisted the Bangladesh Department of Meteorology (BDM) in setting up the data portal system and helped digitalized 70 years of historical climate data. The implementation significantly increased the use of relevant climate data by various ministries within the government, private sector, local and international NGOs, as well as universities and research institutions. According to BDM officials, their data is being used not only for forecasting patterns, but also for other government planning purposes, such as the recently approved development project for a nuclear power plant in Bangladesh. The climate data through the ADPC portal played an important role in the approval process. The consultants also observed how ADPC officials working on a different Bangladesh project concerning landslides also use data from the portal. BDM charges a fee for the data which could potentially be used as a resource for the department in the future, however currently it does not generate much revenue.

Another example in Bangladesh is from the first phase of the program. Between March 2011 and May 2012, ADPC organized three MHPSS trainings. In the following years, the beneficiaries of these trainings, and especially the development organization BRAC, successfully managed to roll out the training to a large number of beneficiaries at the local and community level. Participants from BRAC and BRAC University were able to roll out these trainings to their employees in their head office and field offices, which in turn were able to provide psychosocial training to 760 women at community level in disaster prone areas, and over 19,000 women were sensitized about facing trauma of frequently occurring disasters induced by climate change throughout 2013-2015. According to the BRAC staff the consultants met with, these trainings have proven to help women cope better during floods in Cox's Bazar in 2014 and 2015. This region is now even more important for ADPC's work since most Rohingya refugees from Myanmar are settled there and it is a very landslide-prone area.

Other important impacts of the program worth highlighting are:

- Improved coastal resilience to cyclones in Myanmar due to increased forecast lead-time, from 2-3 days to 5-6 days, also reducing landfall uncertainty by half, from 80-100 km to 40-50 km, as demonstrated during cyclones in 2016 and 2017.
- Improved climate resilience in watersheds due to increased lead-time based on hydrological and hydraulic models and better early warning systems. The lead-time for floods in Chindwin watershed, Myanmar was increased from 1 day to 2-3 days, assuring the possibility of proactive measures by local CSOs/NGOs and communities to evacuate population to safer locations.
- More targeted response to heavy rainfall events, since location of the events are now easily identified through the Weather Research Forecasting modelling system and the DIANA visualization system developed by Norwegian Meteorological Institute.
- Improved national resilience especially in Myanmar and Vietnam, based on country-wide awareness campaigns with stakeholder consultations, dialogue and sector plans that were greatly amplified by national media. This important impact was assured due to enhanced awareness of related ministries and departments, based on DRM with seasonal outlooks and El Niño forecast.
- Improved local resilience in the coastal province of Khanh Hoa, Vietnam, due to more risk knowledge among teachers, school children and the general public, based on ADPC teaching material “Handbook on Hydro-Meteorological Natural Hazards and Human Response in Vietnam”.
- Improved resilience to flooding due to fast and proactive decisions taken based on flood hazard mapping. This was helpful for the Regional Meteorological Office and Government Administrative Department (GAD) in Myanmar during floods in the Chindwin watershed, Myanmar 2017.

ADPC has started consolidation of the best practices to assure positive long-term impacts. This should however continue and be strengthened during a possible new phase.

There are, however, several factors that limit the development impact of the program. A key factor that prohibits further expansion and thus the development impact of some ADPC activities is lack of funding and/or prioritization of these subjects. In the example from Bangladesh where BRAC was successfully able to replicate and scale up the ADPC trainings, University of Dhaka, which theoretically has a wider reach was unable to achieve the same impact. According to an official from the Department of Educational and Counselling Psychology who participated in the ADPC trainings, although training participants from the University have been able to use the training they received in their daily practices, there has not been a similar roll-out effort as that of BRAC, partly due to lack of funding. Similarly in Myanmar, officials from various departments cited lack of funding for their departments as the main reason for lack of expansion of the training programs at the regional and community level.

Another limiting factor in the roll-out of some of these trainings is a lack of clear communication to the participants in the training-of-trainers programs that they are required to further roll out these trainings. According to a University of Dhaka official, university participants who attended trainings were under the impression that the training material was ADPC property and that they did not have the permission to use it in their university curriculum. However, everything indicates that the free use of the material was informed to the participants and encouraged by ADPC.

4.4 Sustainability and cross-cutting issues

Sustainability: *The continuation of benefits from the Program after the development assistance has been completed and the probability of continued long-term benefits.*

Social and political sustainability

A key aspect of any capacity building is the extent to which the trainees and recipients of the knowledge disbursed can be retained, replicated, and further disseminated locally by their new expertise. In order for this happen however, there is a need for social and political support from decision-makers in the target countries for ADPC's program outcomes. According to ADPC documents reviewed and officials interviewed, there are varying level of such support in the three target countries.

The good news is that the support and priority given to the subject of DRM is gradually increasing, despite limitations in the budgets assigned to the subject. According to officials in meteorological departments, both in Bangladesh and Myanmar, the public perception of their work has improved significantly over the last few years, which allows the government to justify further resources for them to roll out some of the trainings they received through ADPC.

Sustainability of local training is reduced if the population participates in only one training event. In order to mitigate this, program staff follow up through SMS and also visit the same areas several times, often four times per year.

One topic related with human rights where the program has worked a lot is DRM in the region in Bangladesh, where the Rohingya refugees from Myanmar are situated. Approximately 700,000 people live in a disaster-prone area that is especially vulnerable to landslides. The project has tried to link volunteer groups with civil defence, and worked with the public agencies on how to integrate them. This is however a difficult task since there is still not a national designated agency to work on DRM in Bangladesh. Also in Myanmar they have much landslide problems and could learn from the experiences in Bangladesh.

Another aspect of social sustainability is the engagement to increase awareness in the media and among important institutional stakeholders, as well as the population in general. ADPC has a good Media Engagement Strategy, which includes training and convincing of journalists/media to raise awareness and prepare for disasters, e.g. on the importance of strengthening of the building codes. Often the media experience that it is difficult to bring information that is not sensational. The program has therefore worked with local TV channels on how to "bring sensations into a boring story", e.g. the story of potential Dhaka building collapse (see section 4.6) to raise awareness on DRM in general. In Myanmar, the program has worked on a media handbook that just came out in final version.

Institutional sustainability

Political vulnerability and its effect on institutional sustainability might be a major challenge for future sustainability of the program's achievements in some of the target countries. ADPC informs that the institution never does any work without integrating the main DRM agency in the country. There are some cases where the governments have requested ADPC to train their staff directly and paid for the services, but so far only small contracts. The purpose of all training is to strengthen national ownership, which increase institutional sustainability.

The institutional sustainability of some program achievements varies between the three countries:

Bangladesh: According to officials in BMD, civil service in Bangladesh is considered to be a very stable and long-term profession with minimal turnover. This has allowed the heads of departments to not only retain the knowledge and capacity built through ADPC trainings, but to also further increase this expertise in advanced courses. The officials that the Consultants met at BMD have all been with their department for several years, and according to the director they are most likely to retire in the same department. These officials had participated in different program training and workshops and incrementally increased their level of sophistication in the subject. The participants in training have also been able to further train other BMD officials in their field offices. Another success story in Bangladesh is where ADPC introduced the Norwegian program partner institutes, and the national agencies later were able to maintain direct contact and collaboration.

Vietnam: Also in Vietnam there is stability in the public sector, however more turnover than in Bangladesh, due to career opportunities, moves to other parts of the country (especially between the two major cities Hanoi and Ho Chi Minh City) and change to the private sector. A factor that is giving insecurity among staff on all levels is the increasing demand from the Government that public institutions (including state universities) should assure direct income from different sources. Even though this has certain positive sides, it could mean lower public responsibility for public goods like DRM and basic research. The Norwegian Embassy in Hanoi has for many years financed activities on mental health and psychosocial support through the same partners as ADPC, and also supported the Ngo Viet Health. Even though the Embassy has not provided such finance during the last years, there is still a strong relationship. The Embassy highlights that there is great potential for sustainability of the program achievements in Vietnam due to good partners, including Vietnam Red Cross.

Myanmar: Institutional sustainability is more challenging in Myanmar since civil service employment is not considered stable or high paying. Most people therefore prefer to work in the private sector, so the turnover rate in departments that have benefited from ADPC's trainings have been high, with minimum roll-out trainings internally or within local communities. Some of the participants from the trainings have tried to pass on their knowledge to others, however this is mostly on an *ad hoc* basis dependent on their supervisors or based on their own initiatives. For instance, one participant from ADPC's youth leadership training had been able to further train close to 90 other community leaders in his own township in Yangon. However, this is an exception rather than the norm. There are 42 other townships in Yangon that could have benefitted from these trainings.

There is no direct correlation between the level of support through the project and the rise in capacity level, which probably is due to other factors in the focus countries. Even though Myanmar has received more support, the capacity there remains lower than in the other two countries and still with less sustainability of the achievements. Institutional weaknesses are a threat to the sustainability of the program results, especially if there are gaps in staff knowledge. There are most often new participants from Myanmar to these trainings and workshops that are designed as a continuation or build-up on previous trainings; while for Bangladesh and Vietnam the participants are normally the same, to continue their professional development. When the change of participants is combined with a fast staff turnover, important knowledge and experience is lost.

Additionally, most of the training courses have focused on institutional strengthening through training of technical staff at medium and higher levels. What the consultants observed was a need for managerial and organizational training for decision makers. In some cases, for instance in Myanmar, staff who were trained by ADPC on a specific subject were moved to other departments where their recently acquired expertise was of no use. Similarly, the decisions on how to replicate some of ADPC's Training-of-Trainers programs are dependent on some of the higher-level officials within the government. To assure institutional sustainability and political priority it is imperative to give a stronger emphasis on training and awareness rising on executive level and politicians. Since executives have short time available, training events should be 1-day only or be combined with other regional events where the high-level stakeholders would be present. It is necessary to underline that ADPC's high-level dialogue with governments in the region to a certain extent mitigate the limited training of executives and promotes political prioritization of DRM that improves sustainability.

Corruption and transparency: A program focused on training and capacity building leaves fewer opportunities for misuse of funds compared with e.g. an infrastructure project. ADPC has still taken steps to limit any misuse of its resources in the three target countries. The risk of corruption in a program like this is however not so much in the misappropriation of funds, but rather in the selection of participants for the trainings and workshops—an exercise that is done primarily by the government agencies in the target countries. ADPC provides each organization selection criteria for the participants that they want to send for training, though ADPC does not make the selection. Favouritism or nepotism within organizations can thus play a role in the processes, but it is important to note that the consultants did not come across any indication of such resource abuse.

Environmental sustainability

Environmental sustainability is a core issue for ADPC, where the program seems to have good progress. The program, due to its nature, has many positive environmental impacts related to mitigation of natural disasters. Different environmental aspects are however seen a bit isolated, not with a clear integrated approach. The consultants consider that e.g. an integrated watershed management approach for natural resources on land (focusing on soil, water, vegetation and seismic risk) would promote environmental sustainability, thereby reducing the vulnerability especially to disasters like flooding and landslides.

Since the program is focusing on training and capacity building, the possibilities of negative environmental impacts are much lower than e.g. in an infrastructure project. The Consultants have not been made aware of any negative environmental consequences. Individual projects under the program always follow the national environmental legislation, and this should be taken into account even when the program is only financing training and advisory services, if the results of this advisory could lead to investments with potential adverse impacts. The example from Bangladesh where ADPC-provided data were used in connection with the planning of a nuclear power plant does not of course make ADPC in any way accountable for this use, but raises interesting questions regarding how ADPC awareness of this use may allow it to provide further input to the planning of such critical infrastructure.

Economic-financial sustainability

Financial sustainability of ADPC is a challenge since the tasks are nearly unlimited and the disaster risks are increasing due to climate change. So far co-financing has mostly been in kind, which does not reflect the increased political priority to DRM in the region. An exception is co-financing of communication and information products.

In a possible new phase (and for ADPC's work in general), the governments' capacities to mobilize resources through their own budgets and other sources should be a factor to strengthen, with the goal to improve financial sustainability. In Vietnam there is a process going on where public institutions are going from a system of high government core funding to a system where they would have to come up with more income on their own as service providers or support from international sources, which could potentially affect the program goals. A very positive example is however Bangladesh, where the Government has taken the decision to finance all the country's city master plans, including the topic of DRM.

ADPC should consider the new opportunities for financing Climate Change Adaptation, which are being strengthened as a result of the Paris Agreement. The Green Climate Fund (GCF) with headquarters in South Korea is managing large funds and will have a balance of approximately 50/50 financing of mitigation and adaptation. It is a relatively bureaucratic process to be accredited as an eligible recipient, but when it is done it opens up access to funding for programs on a much larger scale than what ADPC can support. If ADPC converts to an international organization, which is currently under discussion, it could facilitate the accreditation process. Another climate-related financing that ADPC could explore is the climate focal area of Global Environment Facility (GEF) where ADPC could have access through current partners like the World Bank, UNDP and ADB. Other Nordic mechanisms are also available, including the Nordic Climate Facility (NCF) linked to the Nordic Development Fund (NDF) and the Norwegian International Climate and Forest Facility (NICFI).

Gender mainstreaming and other crosscutting issues

ADPC Strategy 2020 (updated 2016) identified Gender and Diversity as one crosscutting theme and includes measurable targets related to gender and diversity. Inclusion of gender and diversity is a topic that has been included in the ADPC Academy training modules. Also at national level there has been progress. The Governments of Bangladesh, Myanmar and Vietnam have plans for

implementation of the Sendai Framework for DRR with incorporation of gender inclusive analysis. The same three governments have developed emergency response, contingency and preparedness plans with significant and clear gender components, e.g. on women and early warning, and women and GIS.

About 280 people from the three focal countries (180 female and 100 male) participated in capacity-building activities on gender-inclusive DRR during the program implementation period. This included 129 women and 93 men participating in 9 training events, and additionally 58 people participating in the event “Gender in Humanitarian Action and Risk Reduction” in Cox’s Bazar, Bangladesh 2017 (gender balance not known). While the number of female employees and those selected for meteorological training from Bangladesh are lower than men, the number of female participants for trainings for psychosocial counselling and child focused trauma therapy are far greater.

Furthermore, during the review mission in Myanmar, the Consultants observed that as a result of lower wages in the government compared to the private sector, fewer men are generally attracted to work in the public sector. Most offices visited, including departments of meteorology, hydrology, seismology, and disaster management, were predominately staffed by young female employees who are willing to accept the lower government wages. This in turn has resulted in a higher number of female participants from these departments in ADPC organized trainings and workshops than male participants.

This phenomenon has both positive and negative results. On the one hand, the technical experts in these departments are mostly females, with detailed knowledge of all the various aspects of the equipment, databases, and use of training and material. The continuation of this trend would mean that women will predominantly make up the future expertise in this field in Myanmar. On the other hand, however, the make of these departments and participants in ADPC trainings is also vulnerable to high turnover rate, because these employees are often seeking job alternatives or move/are promoted from one department to another, or get married and move out from Naypyidaw to other parts of the country.

ADPC’s efforts on gender-inclusive DRR was recognized in 2016 when ADPC was selected to serve as Co-Chair of the Inter-Agency Standing Committee (IASC) Working Group on Gender in Humanitarian Action together with UN Women and OCHA.

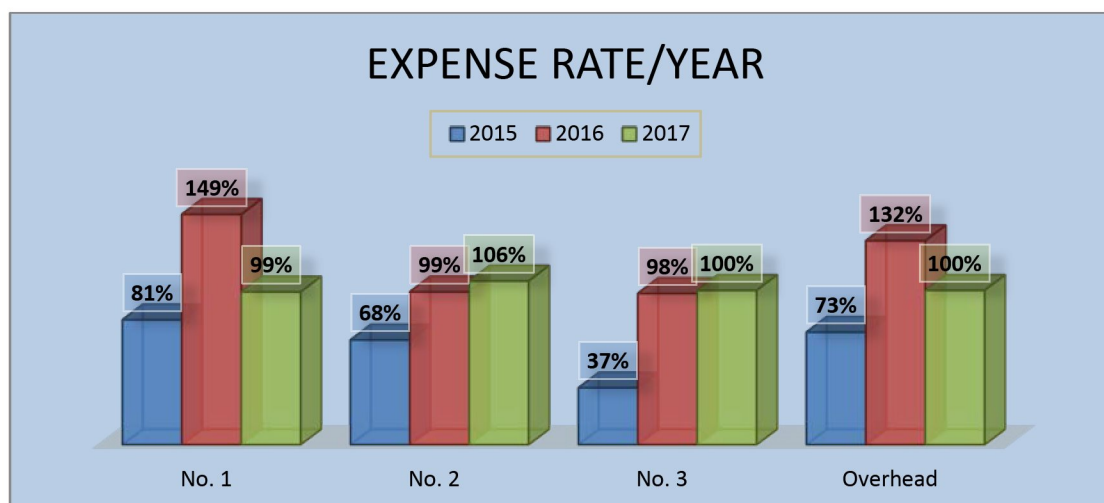
Other crosscutting issues in the program have been Diversity, Poverty and Livelihoods, and Regional and Transboundary Cooperation, strengthening partnerships, including public-private partnerships and South-South Cooperation. These issues should continue to have priority and be mainstreamed in ADPC’s project work.

4.5 Financial Management

If the program financial management follow proper standards (clarity, transparency, audit etc.) and timeliness of financial planning, management and reporting

Budgeting and expenses

ADPC’s financial management of the Norwegian funded program is comprehensive. ADPC has each year provided MFA with detailed budgeting and financial planning for each thematic area and activity within that thematic area along with a summary of use of funds as compared to their proposed budget. For 2015, ADPC’s total expenditure was roughly 70% of the funds received that year (NOK 8 million), while for 2016, the organization spent roughly NOK 350,000 over their budgeted amount that also included the carryover funds from 2015. In 2017, after deducting the roughly NOK 350,000 used in excess the previous year, ADPC utilized 100 percent of their budgeted NOK 7.63 million.

Fig. 4.1 Expense rate per year for the Norwegian funded ADPC program**Table 4.3 Program budget and expenditures per year**

	2015		2016		2017	
	Budget	Exps.	Budget	Exps.	Budget	Exps.
Total Funds (NOK)	8,000,000	5,805,545	10,199,145	10,569,557	7,629,588	7,633,456
Carry-Forward (NOK)		2,194,455		370,412		3,868
Interest earned (NOK)		0		4,690		0

For the financial planning and budgeting for each program activity, ADPC officials consult their local offices to develop an estimate of the amount needed to conduct the activity. For instance, ADPC officials in Bangladesh provide the teams in Bangkok estimates of the costs for program activities, depending on the location, number of expected participants, and the length of the training. ADPC also maintain lists of trusted vendors in each country that supply the inputs needed for activities such as trainings and workshops. This in turn allows ADPC to develop planned budgets on annual basis.

For each of the program years, these expenditures were verified by independent audit reports for the program financial statements, which in the opinion of the independent auditors “*present fairly, in all material aspects, the cash receipts and disbursements*” for the periods 1 October 2015 through 31 December 2017, “*in accordance with the terms of the agreement and in conformity with generally accepted accounting principles appropriate for non-profit organizations*”. The audits also attest that “*No material weaknesses or reportable conditions in relevant internal control was noticed*” and that “*No reportable conditions with regards to and illegal or corrupt practices*” were found.

As per the terms of the agreement between MFA and ADPC, the audit reports are submitted by middle of February each year. According to ADPC officials, while they have complied with this requirement every year, the timing for the audit report is a challenge since all disbursements, receipts and invoices have to be collated, checked and presented to the audit company which then has to audit those records and present their findings all within a 4 to 6-week period. According to ADPC’s financial management office, this factor also limits ADPC’s ability to use different audit firms, if they choose to, due to the requirement of quick turnaround.

Table 4.4 Program financing and component and year, in NOK

Components	2015		2016		2017		Total	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
1. Technical capacity building of national governments	5,753,620	4,652,787	5,084,149	7,579,675	5,726,274	5,688,612	16,564,043	17,921,075
2. Strengthen ADPC's Communication capacity and media engagement	582,725	397,950	693,913	689,961	620,000	659,882	1,896,638	1,747,792
3. Knowledge dissemination and building partnerships	1,282,710	478,353	1,840,986	1,796,609	920,000	921,464	4,043,696	3,196,426
4. Program management and administrative costs	380,945	276,455	380,952	503,312	363,314	363,498	1,125,211	1,143,265
Total	8,000,000	5,805,545	8,000,000	10,569,557	8,000,000	7,633,456	24,000,000	24,008,558

Procurement

ADPC's general procurement procedures are fairly restrictive. Their guidelines stipulate that for any purchases of over THB 5,000 - roughly NOK 1,250 - the procurement department has to receive and consider at least three quotations. This threshold is further lowered for the Bangladesh office, which requires at least three quotations for any procurement of over BTD 10,000 (roughly NOK 940). ADPC's Bangladesh office is also authorized to hire consultants as long as the budget for that hire is under BDT 100,000 (roughly NOK 9,400). This threshold, while prudent, especially in a region where risk of corruption is considered to be high, seems rather low and could reduce the efficiency of the operations. According to the financial management officer in Dhaka, their operations and function is not impeded by the low threshold, however the financial management office in Bangkok along with their senior leadership are in the process of re-evaluating some of these restrictions.

Disbursement and internal controls

For the three target countries, ADPC has three different disbursement and verification systems:

In **Vietnam**, ADPC does not have a local office and implements its programs out of Bangkok. The program activities are thus planned and budgeted, and payments are made by the relevant department, out of the headquarters.

In **Myanmar**, while ADPC has an office and country representative, currently it does not have a financial officer. Despite having most of the activities under the last phase of the Norwegian funded program in Myanmar, the disbursements are made per activity and the invoices, and receipts are collected accordingly and uploaded into their systems in Bangkok. Myanmar has a country representative who provides a first line of control on the receipts, but the rest of the verification takes place in the headquarters. Officials from the Financial Management Office in the headquarters visit the Yangon office once or twice a year, for spot checks.

In **Bangladesh**, because of a larger office, in addition to project managers and office representatives, ADPC also has a financial officer who oversees all the financial transactions. Financial management

procedures out of Dhaka office are extensive. The administration and financial officers assist the teams in Bangkok in budgeting for project activities, depending on the location, number of expected participants, and the length of the training. Once the activity is approved, for any payments that need to be made from Bangladesh (for instance small vendors, venue, catering, etc.), disbursements are made by the Dhaka office. These expenditures are all coded under the respective activities, and the invoices and receipts are collected and sent to the Bangkok office on regular basis for its records. The financial officer in Dhaka maintains two databases, one prescribed by the Bangkok office for their auditing systems, and one with specific activity related expenditures. Both of these records are reconciled and sent to the headquarters each month.

In order to operate financially in Bangladesh, ADPC is registered there as an NGO, which requires it to also provide the government with monthly VAT reporting, annual financial audit of its accounts, their bank statements, and a complete financial report of the external funding and expenditures. The team reviewed the annual financial audit reports for the last three years, which stated that the auditors found no irregularities with the accounts and financial reporting. In addition to the internal controls implemented by the local office, according to the officials the Consultants spoke with, financial management officials from the headquarters also perform internal audits of financial and operational management of the Dhaka office at least once a year.

4.6 Risk Management

The Review Team understands “risks” as factors that might affect the program performance but are outside the program management’s direct control.

The Consultants reviewed ADPC’s risk management policies and procedures. For its management of the Norwegian funded programs, ADPC has not performed comprehensive risk assessment activities such as risk mapping or prioritization and has not developed any risk mitigation measures. ADPC has historically depended on the extensive experience of its staff for identification and response to both programmatic and contextual risks, however the organization would benefit from a risk matrix for the design and implementation of the program, an aspect that should be corrected if there is a new program phase. A risk matrix normally defines types of risk, probability and impact in case of occurrence, and mitigation measures, and can be updated during implementation. Risk mitigation for the program has not been structured like that but managed ad-hoc, however it is worth mentioning that a program for training and capacity building would normally have lower risk level than e.g. an infrastructure project.

According to ADPC, the primary risks for the Programme are related to the sometimes-unpredictable political environments, as well as complex governance structures in the target countries. The documents reviewed and interviews with ADPC officials provide examples of efforts to mitigate these risks, mainly through building and maintaining close working relationships with the governments, which is an encouraging sign. The program partner institutions in Myanmar and Vietnam highlights ADPC’s facility to engage in high-level dialogue with the central governments, which results in raised awareness about DRM and related issues, thereby facilitating the work of the partners.

It is positive that ADPC has considered risks on institutional level, and although this type of risk cannot be understated, ADPC faces various other risks both programmatically and contextually that should be considered while planning various program activities. For instance, most ADPC activities under this program are aimed to enhance and strengthen the capacity of government and local officials in DRM include ToT to ensure that the workshops and trainings provided can be replicated and rolled out for further dissemination. However, a common challenge is the lack of financial and organizational support from the government agencies to help the ADPC trained officials to organize and implemented similar training and exercises at the regional and local levels. It would have been prudent for ADPC to consider such a risk with potential mitigation strategies before the implementation of the activities.

Furthermore, programmatic risks vary between the three countries and consideration for these risks can have significant effect on the design of the activities. For instance, one factor that has played an important role on the sustainability of many of the program activities is the turnover rate among government officials who are trained under the program. While in Bangladesh, in general, a government position, for example at the Department of Meteorology (BDM), is considered to be a very stable and long-term position, the same cannot be said about such positions in Myanmar. The turnover rate for BDM has been minimal, increasing the effectiveness and sustainability of the program, while the turnover rate in Myanmar has been significant, reducing the effectiveness of the program and jeopardizing the sustainability of it. One mitigation tool to reduce this risk would be to implement strict selection criteria for workshop and training participants to ensure that officials enrolled to benefit from these activities would remain in their respective organizations.

One risk for the outcome of the program “strengthened national capacity ...” is the possibility that participants from several countries see a trip to a regional seminar (often in Bangkok) as an alternative holiday, and don’t spend enough time in the learning sessions. To mitigate this risk ADPC has introduced a system where the participants have to sign in three times per day (morning, noon, end of sessions) to control their presence, and they will not get the certificate of attendance without sufficient participation. This has shown to be an efficient measure for medium to high technical level, but not so much for executive level where the participants use trip as an opportunity to also attend other tasks.

ADPC informs that the organization’s risk management has changed from January 2018, and that it is now more structured.

A completely different aspect of risk mitigation is that ADPC has helped the three priority countries develop their disaster risk mitigation and emergency approach. As an example, ADPC’s analysis shows that in case of a major earthquake in Dhaka 72,000 buildings could collapse. To mitigate a possible major disaster for this city, two important initiatives are promoted: (i) Retrofitting of hospitals; and (ii) Strengthening of industries and government buildings. The program has also supported the focus countries in capacity building on developing city plans, including the aspect of DRR.

4.7 Relevance

Relevance: *The extent to which the objectives of the program are consistent with beneficiaries’ requirements, country needs, global priorities, ADPC/partners’ and Norad’s priorities.*

ADPC shows a good technical level and is well respected in the region, on both technical and political level. It is in the process of changing from formally being an NGO to an International Organization such as the Asian Development Bank. However, to maintain its relevance as an important partner, the organization has to continue to recruit high-level technical staff with the salary level that requires. The staff should also get the necessary in-service training to be in the forefront of technical and organizational development on DRM.

The program has been less relevant than what it could have been with the same budget, for several reasons: (i) The program priorities in each country have not been based on a defined sector strategy, but more on what the executives of partner organizations thought were important; (ii) The people trained is a relatively low number compared with the need; (iii) There is high turnover of staff in the partner organizations, reducing the impact and relevance of training received.

To improve relevance of capacity building in a possible new phase, important measures would be: (i) New focus on how to support the governments’ inter-sectorial dialogue, to achieve coherent national DRM strategies; (ii) to give emphasis on training in the areas given priority in the national strategies; and (iii) to give more emphasis on training-of-trainers.

4.8 Coordination, coherence and complementarity

How the Norwegian support complements and is coordinated with the other sources of financial and technical support to ADPC, if it provides value-added, avoids duplication of efforts, improves effectiveness and efficiency, and reduces overall transaction costs.

Asia is a large region with huge natural disaster challenges, where the situation is gradually getting worse due to climate change. ADPC has efficiently been able to obtain financing from major donors like the World Bank and USAID, but these are parallel initiatives, and during the previous years there has not been any clear donor coordination. There are some examples of donor co-financing for ADPC seminars, and for publications like e.g. a series of six publications called “Integration of Gender into Humanitarian Action: Good Practices from Asia-Pacific”, published by ADPC with Norwegian program financing in collaboration with OCHA and UN Women.

ADPC has since a year ago a Swedish Director who promotes stronger donor coordination. ADPC has also just initiated (2018) a new 5-year Swedish-financed program with a budget of USD 5.9 million, with the objective of “Strengthened regional cooperation to protect development gains and build resilience of people in Asia-Pacific to disaster and climate risks through inclusive and gender-responsive risk reduction measures”. ADPC will also initiate negotiations of possible financing from Germany (GIZ) and Switzerland, possibly also South Korea.

5 Possible new Program Phase

The program reviewed is the third phase of Norwegian support to ADPC, and the first phase to be evaluated. The Consultants consider that the objectives, activities and techniques developed have been relevant and adequate to comply with the needs of the countries, institutions, and important stakeholder groups, considering the regional context and situation in the target countries. ADPC is a solid institution that has the technical and administrative capacity to implement programs and projects with good results. The limitations found during the review have mostly to do with the origin of the Norwegian-funded program, where the donor did not require very concrete outputs. If this is resolved, a possible new phase would probably give improved effectiveness, and positive outcomes and impact.

Important lessons learned have been that:

1. The Program design includes important priority areas, but the content of each component has been improvised and mainly based on short-term priorities defined by the executives of partner organizations in the focal countries, instead of clear long-term national strategies.
2. The program started in 2009 as a summary of the wish list from the participating countries, without any program document or logframe. For each new program phase, the lack of clear strategy was extended without any evaluation of results, efficiency, impact and sustainability, which has been a weakness.
3. The lessons learned from previous phases included need for follow-up of individual participants and in-country training due to different level of participants in regional events; and achieving more program impact through strong political relationships and priority to the most vulnerable regions.
4. The phases have been too short to consolidate lasting results. A program of only 27 months (last phase) is not efficient because there is often a pause between phases, a learning curve for a new phase on regional and national level, and no possibility for long-term planning.

According to UN 2016 World Risk Index, many of the world's most risk-prone countries are situated in the Asia-Pacific region, and there are clearly strong needs in all the program focus countries. For the possibility of continued Norwegian support, it is important to consider that ADPC's work is in line with Norway's priorities for international development. The revised ADPC Strategy 2020 that came out in 2016¹ is aligned with the Paris Agreement on Climate Change (2015). The strategy also guides ADPC's work to achieve the targets in the Sendai Framework for Disaster Risk Reduction, "Transforming our World: the 2030 Agenda for Sustainable Development" and the 17 Sustainable Development Goals (SDGs). It is also shaped by the results of the World Humanitarian Summit 2016.

The review team considers that institutional strengthening including training on DRM should continue to be the main priority area in a possible new phase, but that a solid program document with a clear results framework should be prepared based on local consultations in dialogue between ADPC and Norad. According to indications from Norad the next phase could be at the same financing level as the current phase or a bit lower. The consultants would propose financing of a new 5-year phase, so as to provide more time for implementation and hence increased likelihood of impact and sustainability.

The content of a new program phase should consider both country needs and funding from other donors. An assessment in 2016 regarding needs of ADPC support gave as results that Bangladesh needs (i) Understanding Risk, Climate Risk Management, and Resilient Urban Development; while Myanmar needs DRR and health systems. Vietnam was not included in this analysis, however the

¹ ADP Strategy 2020 (2016 Revision). Towards a Safer Asia and the Pacific Building Resilience through Innovation and Partnerships. 69 pp.

Consultants consider that the successful training on flood and storm prevention and mitigation plans in Vietnamese coastal areas should be scaled up, and replicated both in Vietnam and neighbouring countries.

The review team proposes that a possible new Norad-financed program should be based on a review of the current support to ADPC and also consider new projects under preparation and negotiation. The optimal situation would be to establish a common program strategy in strong dialogue between ADPC and all major donors, or at least all agencies that are planning or financing new programs, including Sida. The goal should be to establish a Sector-wide Approach (SWAP) with common main objectives, where the division of areas to finance would be according to countries and main thematic areas. To achieve coherence and avoid duplication, different donors should not finance the same topic in the same country, and destination of funds should to a stronger degree be based on the needs in the region. Even though many donor governments might have the same priority countries to support, a dialogue between the agencies should have the goal to distribute financing, avoiding too much funding to some countries while other (often poor) countries might receive very little. The countries and topics to focus on in a new phase should be discussed between MFA/Norad, other donors, and ADPC, to assure the best joint effectiveness possible. That could potentially even mean change of some focus countries for the Norwegian financing.

6 Conclusions and Recommendations

6.1 Conclusions

1. ADPC is a solid and effective organization for program and project implementation. ADPC maintains high-level dialogue with the governments, and is also able to connect with relevant partners. The dialogue with governments on central level creates stronger awareness of DRM issues and facilitate the work of partners.
2. Key achievements of the 2015-17 program in the focal countries have been (i) Improved future climate projection capability in Bangladesh; (ii) Integrated ADPC's mental health and psychosocial program into university curriculum in Vietnam; (iii) enhanced capability to forecast climatic events and issue early warnings in Myanmar; and (iv) earthquake information disseminated to the public in Myanmar.
3. The most important achievements on regional level have been the building and maintenance of a regional network of technical agencies on landslide risk management; and institutionalized disaster resilience leadership in ASEAN member countries and in the Asia-Pacific region in general.
4. ADPC works with the Norwegian Institute of Meteorology (MET) through a separate agreement, and with Norwegian Geotechnical Institute (NGI), University of Bergen (UiB), and the Norwegian Center for Crisis Psychology, for services contracted by ADPC with funds from the Program. The national partner institutions are in general satisfied with this technical cooperation. It provides high-level support for a relatively low cost, because some of the Norwegian institutions combine program financing with their core funding, especially for time spent on planning/monitoring in Norway.
5. The three focus-countries for the Norwegian program that have received most budget resources are Myanmar, Vietnam and Bangladesh. However Norwegian funds have also been used in Nepal, Bhutan, Philippines and the Maldives, as well as for regional events.
6. The program was implemented through key and relevant institutions in the priority countries, and this approach should be maintained.

6.2 Recommendations for a new program phase

1. A new program phase should continue to give the highest priority to training and institutional capacity building on DRM.
2. To assure long-term impact of Norwegian funded components, it should concentrate on a few areas to be scaled up, but be implemented during a longer period to assure impact and improve sustainability. Sustainability of the program results would also influence a future decision on when Norway could begin reducing its financing.
3. Activities supported through the program should continue to promote ownership and be institutionalized at country level. This should additional to political dialogue on DRM also include training at executive and political levels.
4. For the possible next phase it is important to consider support to ADPC from other donors like the World Bank, USAID, JICA, Melinda & Bill Gates Foundation, UN organizations, and bilateral agencies like Sida, to avoid duplication and concentrate on countries and components where Norwegian funding is most needed. Possible new donor countries like Germany, Switzerland and South Korea should also be included in a potential donor SWAP.
5. If there is a new phase, this should be designed with a clear results framework and specific indicators, to assure accountability and improve effectiveness of funding.

Annex A: Terms of Reference

End review of RAF-2767 RAF-15/0024 Contract between the Norwegian Ministry of Foreign Affairs (MFA) and the Asian Disaster preparedness center (ADPC) on Disaster Risk Reduction Initiatives on National and Regional Level in Asia in the period October 2015-December 2017, Case no. 1700380.

Background

Norway has supported the Asian Disaster Preparedness Center (ADPC) through three agreements since 2009. A total allocation of NOK 24 mill has been allocated through the latest agreement, which runs from October 2015 throughout December 2017.

The support has been allocated to preparedness and risk reduction related to natural disasters. The impact goal has been to strengthen knowledge and capacity among experts and in national institutions. Underlying outcomes are related to topics related to needs of the three identified countries Vietnam, Myanmar and Bangladesh.

The outcome Technical capacity building of national governments has included strengthening of seismic monitoring and hydro-meteorological services, building capacity in gender-inclusive disaster risk reduction, strengthen landslide risk management practices, building capacity related to resilient development in at-risk coastal areas and strengthen capacity in providing health support to victims in the targeted area.

Through Strengthen ADPC's communication capacity and media engagement ADPC intended to contribute to bring messages of preparedness and warnings to people in the region.

Further, ADPC intended to increase knowledge about systems and needs in the target countries, strengthen disaster leadership and upgrade Internet information through the outcome Knowledge dissemination and building partnerships,

Norwegian Geotechnical Institute (NGI) and NorwayMet (MI) have contributed to the programme through additional agreements.

The managerial responsibility for the agreement was transferred from the Norwegian MFA to Norad in June 2017. The last payment was effectuated in October 2017.

ADPC has signaled that they will apply for a new phase of the activity from 2018. Norad has therefor decided to facilitate a near-to-end review of the ongoing phase, which will be an important background for an assessment of an eventually new application in 2018.

Purpose, Context and Intended Use

The purpose of the review is to assess outcomes and impacts of the programme. The report will create an informed basis for an eventually continued support.

Objectives:

1. Assess effectiveness, efficiency, impact, sustainability and risk management of the programme, based on the guiding questions in scope of work below.
2. Assess how the activities are likely to contribute collectively and effectively to the impact goal of the programme.
3. Identify and give a brief assessment of to which extent ADPC has utilized contributions from other donors in the same programme and to which extent the programme has supported or overlapped similar efforts in the region.

Scope of Work

EFFECTIVENESS

- Assess to which extent the activities have led to, or are likely to lead to, the planned purpose, and the expected outcomes and outputs of the programme, with reference to the Programme Work Plan of 2015.
- Assess how the activities have dealt with the cross cutting issues of environment, gender and anti-corruption
- Assess the effectiveness of the monitoring and reporting systems of the programme.
- Assess if there have been, or is likely to occur, any unexpected results/impacts (positive or negative) of the programme.

EFFICIENCY

Describe how the budgets of the programme have been spent and assess whether the expenditures are justifiable when compared to the plans, progress and outputs, or whether they could have been achieved with fewer resources.

IMPACT

Assess to which extent the main goal is or is likely to be achieved, and what the programme has put in place that might lead to positive impacts over time.

SUSTAINABILITY

Assess the probability for long-term effects among the beneficiaries in the targeted countries, and sustainability of the institutional capacity building.

FINANCIAL MANAGEMENT

Assess the capacity and capability of the financial management and audit systems of the programme including timeliness and efficiency in formal administrative requirements (e.g. work planning, budgeting, financial and administrative reporting).

RISK MANAGEMENT

Assess how the programme has addressed risk management.

RECOMMENDATIONS

Give recommendations for an eventually new phase of the programme, based on the assessments above. An eventually new phase should be relevant for needs in the targeting countries and for Norwegian development policy and avoid overlaps with ongoing or planned program by other donors

Implementation of the Review

Methodology

The consultant(s) shall undertake, but not be limited to, the following activities in order to reach the main objectives of the assignment:

- Meet with Norad to discuss the methodology for the review and expectations for the assignment.
- Prepare an inception report including methodology outline and stakeholder analysis to be reviewed by Norad and ADPC to ensure that relevant stakeholders are included. The consultant(s) is expected to propose an effective methodology to undertake the assignment. The methodology should reflect activities towards both institutions and end beneficiaries.
- Interview the responsible programme officer in ADPC, key personnel at institutions that have received support under the programme and end beneficiaries.

- Review all technical documentation related to the programme (Project Document, Agreement, Progress Reports, Work plans, M&E Framework, Formal Meeting Minutes, and technical outputs), as well as other relevant literature from related projects and financial documentation as required.
- Analyze and synthesize data/information.
- Prepare draft report and present it to Norad. It will also be sent to ADPC for comments.
- Submit final report, incorporating comments from stakeholders.

Responsibilities

The division of responsibility for the review is defined according to the following table:

Stakeholder	Responsibilities
Consultant (team)	Full implementation of the Review including practical arrangements such as: organizing appointments; lead development and implementation of review methods and write-up; verification of findings; ensure timely submission of outputs and timely incorporation of review comments.
Norad and ADPC	Assist in providing contact details for persons to be consulted; provide inputs and documentation to the consultancy team; review inception report and draft review report.
ADPC and supported national institutions	Provide inputs and any required documentation to the consultant (team); logistical assistance with field trips.

Scheduling and resourcing

The following table suggests the timing of the review and delivery of outputs.

Activity	Date
Signing of Contract	01.02
Inception meeting Norad	01.02
Submission of Inception Report	14.02
Field travel to Asia	20.02-06.03
Submission of Draft Report for Comments	20.03
Presentation meeting draft report	21.03
Final Comments from Norad	27.03
Deadline for submission of Final Report	06.04

The right is reserved to make changes to the schedule (except for submission of final report).

The team might include up to two persons.

Reporting

An Inception Report, not exceeding five pages, within two weeks of signing the contract. The Inception Report should include preliminary findings from review of documentation and literature as well as from initial interviews and discussions with stakeholders. The report should include brief description of the approach and methodology of the review. The inception report shall be discussed with Norad.

A Draft and Final Report of 15-30 pages exclusive annexes, with following sections:

- Summary of key findings
- Introduction and background
- Methodology
- Review Results
- Conclusions and recommendations

Reports should be delivered in English and submitted to Norad in soft copy.

Annex B: Documents reviewed/Consulted

Formal Agreements:

“Grant Agreement RAS-15/0024: Contract between MFA and ADPC on Disaster Risk Reduction Initiatives on National and Regional Level in Asia in the period October 2015-December 2017”

“Addendum No. 1 to Contract between MFA and ADPC”

“Memorandum of Understanding between MFA and ADPC, 29, May 2009”

“Memorandum of Understanding between MDA and ADPC, on DRR initiatives on national and regional level in Asia, 15 February 2011”

“Grant Agreement RAS-16/0010: Contract between MFA and Norwegian Meteorological Institute on Meteorological Capacity building in Bangladesh, Myanmar, and Vietnam”

“Grant Agreement RAS-2820 RAS-17/0009: Meteorological Services in Bangladesh, Myanmar and Vietnam 2017-2019”

“Memorandum of Understanding for Framework Cooperation between Vietnam Instituted of Geoscience and Mineral Resources and ADPC, 19 April 2015”

ADPC Annual Progress Reports:

“2016 Annual Progress Report for Grant No. RAS-15/0024”

“2015 Annual Progress Report for Grant No. RAS-15/0024”

“2014 Project Completion Report for Grant No. RAS-12/0019”

“Jan-July 2014 Progress Report for Informal Meeting for Grant RAS-12/0019”

“2013 Annual Progress Report for Grant No. RAS-12/0019”

“Jan-June 2013 Bi-Annual Progress Report for Grant No. RAS-12/0019”

“2012 Annual Progress Report for Grant No. RAS-12/0019”

“Final Report Phase I”

“Project Briefing Note from DMH Myanmar, October 2015-December 2017”

ADPC Annual Work Plans and Budget reports:

“Agreement ADPC-MFA 2015-2017: Work Plan 2017”

“Agreement ADPC-MFA 2015-2017: Annual Budget 2017”

“Agreement ADPC-MFA 2015-2017: Work Plan 2016”

“Agreement ADPC-MFA 2015-2017: Annual Budget 2016”

“Program Work Plan 2015-2017”

“Agreement ADPC-MFA 2012-2014: Work Plan 2014”

“Agreement ADPC-MFA 2012-2014: Annual Budget 2014”

“Agreement ADPC-MFA 2012-2014: Revised Budget for Aug-Dec 2014”

“Agreement ADPC-MFA 2012-2014: Work Plan 2013”

“Agreement ADPC-MFA 2012-2014: Annual Budget 2013”

“Implementation Plan and Budget for 2018 for Institutional Support and Capacity Building for Mitigation of Weather and Climate Hazards in Bangladesh, Myanmar and Vietnam”

“Statement of Budget vs. Actual Expenditures 2015-2017”

Financial Reporting and Audits:

“ADPC Grant RAS-15/0024: Statement of Cash Receipts and Disbursements for the Period from 1 January 2017- September 2017”

“Financial Statement and Independent Auditor’s Report for the Year ended 31 December 2017”

“Financial Statement and Independent Auditor’s Report for the Year ended 31 December 2016”

“Financial Statement and Independent Auditor’s Report for the period from 1 October 2015 to 31 December 2015”

“MFA Approval of the Financial reporting from 2015”

“Supplementary Document to the Audit report, 25 January 2013”

Meeting Minutes and Reports:

“Agreed Minutes of the Annual Progress Review Meeting: 28 August 2017”

“Agreed Minutes of the Annual Meeting: 25-26, February 2016”

“Minutes of the Annual Meeting: 6 March 2014”

“Minutes of the Annual Meeting: 26 February 2013”

“Minutes of the informal meeting between ADPC and MFA: 31 October 2013”

“Cooperation between DMH Myanmar and Norway MET on Capacity Building, 8th Project Meeting, 9, March 2016”

ADPC Strategies and Policies:

“ADPC Strategy 2020: Towards a Safer Asia: Building Resilience through Innovation and Partnerships”

“ADPC Operational Policy Paper No. 1: ADPC Project Cycle”

“ADPC Operational Policy Paper No. 2: Monitoring and Evaluation Policy”

“ADPC’s Impact and Future Plans”

Outputs and Outcome Reports:

“Training Workshop on Climate Change Project Development for Bangladesh using NASA Earth Exchange Global Daily Downscaled Projections, BMD, 19-21 December 2016”

“Training Workshop on Climate Change Scenario Development for Myanmar using NASA Earth Exchange Global Daily Downscaled Projections, DMH, 13-15 July 2016

“Community Flood and Evacuation Mapping Workshop for Kalay Township of Sagaing Region, 21 2017”

“Improving Seismic Monitoring and Data Integration Capability in Myanmar: Evaluating the current status of seismic monitoring network and future plans of DMH, 5 May 2016”

“Improving Seismic Monitoring and Data Integration Capability in Myanmar, Department of Earth Science, University of Bergen”

“Workshop on Improving Current Management Practices and Routines for Seismic Monitoring, 18 May 2016”

“Integrating Gender into Humanitarian Action: Good Practices from Asia 1-6”

“Proceedings of the National Workshops on “Landslide Early Warning” and “Landslide Disaster Risk Management”, 18-19 December 2017, May Pyi Taw, Myanmar”

“Landslide Risk Management Practice and Appropriate Technology Applications” 6-10 November 2017, Chiang Rai, Thailand”

“National Training on Building Coastal Community Resilience in Vietnam, 28-30 November 2016, Hanoi, Vietnam”

“Resilient Development of Coastal Town in Vietnam” December 2017

“Report on the 3rd Regional Conference on Bridging the Gaps in Mental Health and Psychosocial Support in Emergencies in Asia”

“Beating the Fear: Helping Disaster Survivors overcome Trauma”, Dhaka Bangladesh, November 2017

“The Provincial Mental Health and Psychosocial Support (MHPSS) in Emergencies Training Program in Central Provinces Vietnam” Nha Trang, Vietnam March-April 2016

“Fighting the Invisible: Enhancing coping abilities of disaster survivors through mental health and psychosocial support (MHPSS)”, Dhaka, Bangladesh

“Strengthening Public Health Emergency Management in Sri Lanka”, January 2018

“Bangladesh Disaster Risk Management Status Report 2016” April 2017

“Bhutan Disaster Risk Management Status Review: Towards identifying national and local priorities for the implementation of the Sendai Framework for Disaster Risk Reduction”

“Vietnam Disaster Risk Management Status Report”, April 2017

“Asia Leadership Forum for Business Resilience”, Bangkok, Thailand, 18-19 December 2017

“Launching of the National Mental Health and Psychosocial Support (MHPSS) in Emergencies Training Program and Conduct of the MPHSS-101 Course on Psychological First Aid in Myanmar”, Nay Pyi Taw, Myanmar, 28 November-2 December

“BRAC Experiences on Psychosocial Counselling”, Disaster Management and Climate Change, BRAC.

Annex C: Review Schedule and Persons Interviewed

Meeting with ADP's Norwegian Partners February 8-15

Time	Item	Participants
Thursday, 8 February 2018		
1430-1530	Information about the project during 3 phases. Strengths and weaknesses of ADPC and the partner organizations in the three focus countries.	Mr. Oddvar Kjekstad, previous Advisor to MFA for the ADPC project
Tuesday, 13 February 2018		
1430-1530	Discussion with Norwegian Geotechnical Institute officials about their contribution towards Strengthening of Landslide Risk Management practice in Nepal and Myanmar.	Dr. Rajinder Kumar Bhasin, Regional Manager Asia / Technical expert Dr. Jose Cepeda, Senior Advisor
Wednesday, 14 February 2018		
1400-1500	Discussion with MET Norway regarding their program to assist Bangladesh Meteorological Department.	Dr. Reidun Gangstø Skaland, Researcher, Department of Climate Services
Thursday, 15 February 2018		
1300-1400	Discussion with UiB officials regarding their provision of technical assistance through ADPC trainings and workshop to improve seismic monitoring and data integration capability in Myanmar.	Dr. Lars Ottemøller, Professor, Department of Earth Science Mr. Mr. Hasbi Ash Shiddiqi, Department of Earth Science

Agenda for the Review Meeting of The Program "Disaster Risk Reduction Initiatives on National and Regional Level in Asia" Supported by the Royal Norwegian Government at ADPC, 19-20 Feb 2018

Agenda for meetings in the ADPC Headquarters, Bangkok

Monday 19 Feb 2018

Time	Item	Participants
0930-0940	Welcome remarks by ADPC Board and Executive Directors	ADPC Board representative, Executive Director, Deputy Executive Director, Directors, project managers, country managers (dial-in), Arambepola (dial-in), and the Scanteam reviewers
0940-0950	Self-introduction	
0950-1000	Presentation on ADPC's strategy and vision	
1000-1010	Introduction of the review	
1010-1030	Presentation on the program	
1030-1200	One-on-one session on the components: - Improving seismic monitoring and data integration	Peeranan Towashiraporn, Arambepola (dial-in), Anggraini Dewi, and the Scanteam

	<p>capability in Myanmar</p> <ul style="list-style-type: none"> - Strengthening of landslide risk management practices - Increasing technical capacity of national and local governments in utilizing satellite technology to enhance disaster preparedness 	reviewers
1200-1330	Lunch break	
1300-1500	<p>One-on-one session on the components:</p> <ul style="list-style-type: none"> - Strengthening national capacities in providing psychosocial support to victims and managing health risks in emergencies in the Asian region 	Janette, Yvonne, and the Scanteam reviewers
1500-1630	<p>One-on-one session on the components:</p> <ul style="list-style-type: none"> - Building capacity in gender-inclusive disaster risk reduction in policies and practice - Organization of national-level dialogues 	Irfan Maqbool, Napapan, Izzy, and the Scanteam reviewers
1630-1700	Wrap-up of day 1	ADPC Executive Director, Deputy Executive Director, and the Scanteam reviewers

Tuesday 20 Feb 2018

Time	Item	Participants
0930-1030	<p>One-on-one session on the components:</p> <ul style="list-style-type: none"> - Building capacity in resilient development in at-risk coastal areas 	Aslam Perwaiz, Anisur Rahman, Anggraini Dewi, and the Scanteam reviewers
1030-1200	<p>One-on-one session on the components:</p> <ul style="list-style-type: none"> - Strengthening ADPC's communication capacity and media engagement - Upgrade of ADPC website 	Bill Ho, Vidya, and the Scanteam reviewers
1200-1300	Lunch Break	
1300-1430	<p>Plenary session</p> <ul style="list-style-type: none"> - Immediate reflection from the reviewers - discussion, Q/A - plans for country visits - conclusion 	ADPC Executive Director, Deputy Executive Director, Directors, project managers, country managers, and the Scanteam reviewers
1430	Departure for Suvarnabhumi airport	

21-23 FEBRUARY 2018 - NAY PYI TAW, MYANMAR

DATE/TIME	ACTIVITY	AGENCY CONTACT PERSON	ADPC FOCAL PERSON/ Remarks
Tuesday, 20 February 2018			
7:20 pm	<ul style="list-style-type: none"> Arrival of Norheim and Hakim in Nay Pyi Taw, Myanmar 		Than Than Myint , Myanmar Country Representative
Wednesday, 21 February 2018			
9:30 am – 12:00 noon	<ul style="list-style-type: none"> Discussion with ADPC Myanmar Country Representative and a Technical Staff from ADPC-Bangkok 		Than Than Myint , Myanmar Country Representative Anisur Rahman, Sr Project Manager
12:00 – 2:00 pm	Lunch Break and Travel		
2:00 pm – 4:00 pm	<ul style="list-style-type: none"> Meeting at Department of Disaster Management 	Dr. Min Thein , Director, Training Division, Department of Disaster Management	Than Than Myint , Myanmar Country Representative
Thursday, 22 February 2018			
10:00 am – 12:00 noon	<ul style="list-style-type: none"> Meeting at Department of Meteorology and Hydrology Meeting with Seismology Division of the Department of Meteorology and Hydrology Meeting with Meteorology Division of the Department of Meteorology and Hydrology 	Mr. Hla Saw , Deputy Director, Mr. Kyaw Kyaw Lin , Assistant Director, Ms. Pa Pa Tun , Staff Officer Mr. Hla Tun , Deputy Director Dr. Tin Mar Htay , Staff Officer	Than Than Myint , Myanmar Country Representative Anisur Rahman, Sr Project Manager
12:00 – 2:00 pm	Lunch Break and Travel		
2:00 pm – 4:00 pm	<ul style="list-style-type: none"> Meeting with Hydrology Division of the Department of Meteorology and Hydrology Visit to the Department of Meteorology and Hydrology's Early Warning Center and Seismic Monitoring Division Meeting at Department of Meteorology and Hydrology 	Ms. Htay Htay Than , Director Dr. Kyaw Moe Oo , Director General, Department of Meteorology and Hydrology Ms Tin Yi , Director	Than Than Myint , Myanmar Country Representative Anisur Rahman, Sr Project Manager
Friday, 23 February 2018			
10:00 am – 11:00 am	<ul style="list-style-type: none"> Call with Dr. Nyo Nyo Aung, MHPSS participant 	Dr. Nyo Nyo Aung , Senior consultant and Psychiatrist, Associate Professor, Department of Medical Services, Disaster & Public Health Emergency	Than Than Myint , Myanmar Country Representative Anisur Rahman, Sr Project Manager

12:00 – 2:00 pm	Lunch Break and Travel		
2:00 pm – 4:00 pm	<ul style="list-style-type: none"> Meeting at Department of Social Welfare (MHPSS participants) 	Ms Su Thwe Win , Department of Social Welfare, Ministry of Social Welfare, Relief and Resettlement	T Than Than Myint , Myanmar Country Representative Anisur Rahman, Sr Project Manager
Saturday, 24 February 2018			
10:00 am – 11:00 am	<ul style="list-style-type: none"> Meeting with the Participant from Youth Leadership on Disaster Resilience Training 	Mr. Kyaw Kyaw Tun , General Administration Department, Mingaladon Township,	Than Than Myint , Myanmar Country Representative

25-27 FEBRUARY 2018 - Dhaka, Bangladesh

DATE/TIME	ACTIVITY	AGENCY Focal PERSON	Persons met by the Evaluator / Remarks
Saturday, 24 February 2018			
6.00 pm	<ul style="list-style-type: none"> Mr Zubair Hakim arrives in Hazrat Shahjalal Int'l Airport, Dhaka Bangladesh by BG61 and arrives at Asia Pacific Hotel Baridhara, Dhaka 		Dr. Noor Ahmed Country Manager, ADPC Bangladesh Office Email: noor@adpc.net Cell phone: (+88) 0-1727-615234
Sunday, 25 February 2018			
09:00 am- 12:30 pm	<ul style="list-style-type: none"> Meeting at Bangladesh Meteorological Department (BMD), Sher-e-Bangla Nagar, Dhaka-1215, Bangladesh 	Shamsuddin Ahmed, Director, Bangladesh Meteorological Department (BMD)	<ul style="list-style-type: none"> Shamsuddin Ahmed Director, BMD Mossammat Ayesha Khatun, Deputy Director Md. Shadukul Alam, Assistant Director Md. Abdul Mannan, Meteorologist S.M. Quamrul Hassan, Meteorologist Mohammad Abul Kalam Mallik, Meteorologist
1:00 –2:00 pm	Lunch Break	ADPC Bangladesh Office	
2:00-4:00 pm		Meeting with ADPC Bangladesh Staff	
Monday, 26 February 2018			
09:00 am- 12:00 pm	<ul style="list-style-type: none"> Meeting at Bangladesh Rural Advancement Committee (BRAC) BRAC Center 75 Mohakhali, Dhaka Bangladesh 	Ratan Chandra Biswas, Senior Sector Specialist, DMCC, BRAC	<ul style="list-style-type: none"> Dr. Nishat Fatima Rahman, Assistant Professor, Coordinator of Mental Health and ECD, BRAC University Shamima Sultana, Psychosocial Specialist, HR-BRAC Moyen Uddin Ahmmed, Programme Manager, DMCC, BRAC Bithun Tasnuva Mazid, Senior Manager, DMCC, BRAC Ratan Chandra Biswas, Senior Sector Specialist, DMCC, BRAC Md. Bayezid Bostami, DMCC, BRAC
1:00 –2:00 pm	Lunch Break		
02:00-3:30 pm	<ul style="list-style-type: none"> Meeting at Dhaka University (DU) 	Prof Shaheen Islam, Dept of Educational and Counseling Psychology, University of Dhaka, Executive Director, Heal Bangladesh Foundation Email: shaheeni@du.ac.bd	The evaluator met only with Prof Shaheen Islam
Tuesday, 27 February 2018			

10:00-11:30 am	<ul style="list-style-type: none">Meeting at Norway Embassy	Morshed Ahmed , Senior Adviser (Development Affairs) Email: Morshed.Ahmed@mfa.no	The evaluator met only with Morshed Ahmed
11:30 am	Return to hotel		
6.00 pm	Mr Hakim leaves Dhaka		

25-28 FEBRUARY 2018 - HANOI, VIET NAM

DATE/TIME	ACTIVITY	AGENCY CONTACT PERSON	Other participants
Sunday, 25 February 2018			
6:35 pm	- Arrival in Hanoi, Viet Nam of Dr. Trond Norheim Evaluation Team Leader Scanteam		
9:00 am – 12:00 noon	Meeting at Hanoi University of Public Health (HUPH)	Assoc. Prof. Ha Van Nhu, MD., PhD , Head Faculty of Basic Medicine Department of Disaster Management Hanoi University of Public Health (HUPH)	Participated <ul style="list-style-type: none"> Ms. Do Thi Hanh Trang. Deputy head of Department of Disaster Management . Last year PhD student in Australia, focus topic on Psycho – social support in disaster management Ms. Tran Thi Tuyet Hanh (PhD). Lecturer, Department of Environmental health. Climate change team leader
12:00 – 1:00	<i>Lunch Break and Travel</i>		
1:00 pm – 5:00 pm	Meeting at National Hydro-Meteorological Service (NHMS)	Lead: Dr. Dinh Thai Hung Director, Science - Technology and International Cooperation Department, National Hydro-Meteorological Service of Viet Nam Ministry of Natural Resources and Environment	<ul style="list-style-type: none"> Ms. VU Thi Phuong Thanh, Science-Technology and International Cooperation Department, National Hydro-Meteorological Service of Viet Nam
9:00 am – 12:00 noon	Meeting at Center for Research, Information and Service Psychology, Vietnam National University (CRISP-VNU)	Lead: Assoc. Prof. Dang Hoang Minh, PhD , Director Center for Research, Information and Service Psychology, Vietnam National University (CRISP-VNU)	<ul style="list-style-type: none"> Ms. Doan Huong, Lecturer of the school of Education
12:00 – 1:00	<i>Lunch Break and Travel</i>		
1:00 pm – 5:00 pm	Meeting at World Health Organization (WHO) Country Office	Dr. (Mr.) Vu Quang Hieu , Technical Officer, Emerging Disease Surveillance and Response (ESR) Team, WHO Country Office	
9:00 am – 12:00 noon	Meeting at Viet Nam Institute of Geoscience and Mineral Resources (VIGMR)	Dr. Nguyen Thanh Long Head of Remote Sensing and Geomatics Department Viet Nam Institute of Geosciences and Mineral Resources (VIGMR)	Lead: Dr. Trinh Hai Son , Deputy Director of the VIGMR Participated <ul style="list-style-type: none"> Dr. Nguyen Dai Trung, Head of Department of science technology, education and international collaboration Ms. Nguyen Thi Thuy, Officer, Department

			<p>of science technology, education and international collaboration</p> <ul style="list-style-type: none"> • Ms. Nguyen Phi Phuong, Officer, Department of science technology, education and international collaboration • Dr. Nguyen Quoc Dinh, Head of Economic Geology • Dr. Nguyen Thanh Long, Head of Department of Remote Sensing, Geological mathematics
12:00 – 1:00	<i>Lunch Break and Travel</i>		
1:00 pm – 2:00 pm	Courtesy Call at Royal Norwegian Embassy	<ul style="list-style-type: none"> • Ms. Kari Eken Wollebæk, Deputy Head of Mission 	<ul style="list-style-type: none"> • Mr. Vu Duc, Development Adviser
5:25 pm	Dr. Trond's departure from Hanoi to Bangkok with Qatar Airways		
7:25 pm	Arrival in Bangkok		

Asian Disaster Preparedness Center (ADPC) Team

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Annex D: Results Frameworks

Targets and Achievements according to the End Review

Descriptive Summary	Indicators	Results achieved	Assumptions
Goal: Improved disaster resilience in the target countries through improved capacity for natural disaster risk management (DRM) in national organizations	Capacity of National Organizations in charge of DRM	Disaster resilience has improved through improved strengthened capacity for DRM in national partner organizations in the program focus countries	The national organizations visited during the mission are representative for the partners in the focus countries
Purpose: Enhance competencies of experts and national organizations in the target countries to deal with various aspects of DRM	Improved DRM competencies of experts and national organizations in the target countries, based on results and impacts of ADPC training events	1499 staff members participated in DRM training, 51% women	High % of staff trained maintain employment in the same or complementary public organizations
Outcome Level			
Component 1: Technical capacity building of national governments Outcome 1. Seismic monitoring and hydro-meteorological services of national agencies improved	1.1.1 The general public in Myanmar has access to processed earthquake information 1.1.2 Improved accessibility to weather and climate information, and early warning in Myanmar 1.1.3 An online climate and weather information portal established in Myanmar	The general public in Myanmar has online access to processed earthquake information Accessibility to weather and climate information, and early warning in Myanmar has improved through improved hardware, software and training An online climate and weather information portal was established in Myanmar	Personal or collective access to Internet
Outcome 2. Technical capacity of national and local governments increased for use of satellite technology in disaster risk preparedness	1.2.1 Government partners in priority countries have the capacity to use satellite technology in DR preparedness	Governments in Myanmar (pilot project), Bangladesh and Vietnam have been trained on use of satellite technology and apply it for risk assessment and other DM purposes	
Outcome 3. Capacity for gender-inclusive DRR built in policies and practice	1.3.1 Gender-inclusive DRR integrated into policies and practice	<ul style="list-style-type: none"> Action plans for all the countries on training and guidelines for integrating gender into planning (<i>practice in progress</i>) “Gender and Diversity” added in ADPC Strategy 2020 	Action plans on Gender-inclusive DRR will be reflected in DRM policies. Practice on applying gender-inclusive DRR is gradually improving
Outcome 4. Landslide risk management practices strengthened	1.4.1 Landslide risk management measures implemented in priority country	<ul style="list-style-type: none"> National landslide risk management strengthened in Bangladesh, Myanmar and Nepal. Regional trainings for more countries 	
Outcome 5. Capacity for resilient development built in at-risk coastal areas	1.5.1 100 local stakeholders in at-risk coastal areas trained on resilient development	110 people (39 female) in at-risk coastal areas trained on resilient development	Implementation in the target country Vietnam will be smooth and normal
Outcome 6. National capacities in psychosocial support to victims and managing health risk in emergencies strengthened in the region	1.6.1 100 health professionals trained in psychosocial support in relation to natural disasters	195 health professionals (108 female) trained in psychosocial support in relation to natural disasters	Target of 100 estimated based on comparable training components and budget
Component 2: Strengthened ADPC’s Communication capacity and media engagement Outcome 1. ADPC’s communication capacity and media engagement	2.1.1 200 outreach products including impact stories, fact sheets, knowledge products, and web articles published 2.1.2 Branding style guide produced and used to send a consistent messages	More than 200 outreach products including 150 web articles, 35 impact stories, fact sheets, and other knowledge products ADPC Branding style guide produced and used in	

strengthened	2.1.3. 90 journalists trained on disaster reporting	publications and events More than 90 journalists trained on disaster reporting	
Component 3: Knowledge dissemination and building partnerships Outcome 1. National-level dialogues on DRM	3.1.1 National-level dialogues on DRM carried out in at least 3 countries	National-level dialogues (Bangladesh, Bhutan and Vietnam) conducted as part of process to finalize outputs of the National DRM Status reports	
Outcome 2. ASEAN Disaster Resilience Leadership training program	3.2.1 ASEAN Disaster Resilience Leadership training program implemented with at least 3 events	ASEAN Disaster Resilience Leadership training program implemented with 4 events (incl. 2 for Youth Leadership)	
Outcome 3. ADPC website upgraded	3.3.1 ADPC's website upgraded	ADPC's website upgraded and with increased engagement: Returning visitors at program start 16.3%; Feb 2018 30.6%.	
Output Level			
Component 1 Outcome 1 1.1.1 Day-to-day weather forecasting capacity improved with state-of-the-art numerical models/tools	Longer lead-time for weather forecasting through state-of-the-art models/tools	Increased daily weather forecast lead-time improved from 1-2 days to 3-4 days with Weather Research Forecasting (WRF) modelling system and DIANA visualization system	
1.1.2 Coastal hazard early warning system strengthened with state-of-the-art numerical models/tools	New state-of-the-art numerical models/tools introduced for coastal hazard early warning	Increased cyclone forecast lead-time from 2-3 days to 5-6 days with reduced landfall uncertainty to almost half (50%)	
1.1.3 Drought forecasting system strengthened with accessible techniques/tools	Improved quality and accessibility of drought forecasting	Improved quality of and accessibility to drought forecasting with seasonal scale forecasts	
1.1.4 Climate services improved with user friendly tools/models to support sector specific planning and sustainable development	User friendly tools/models introduced to support sector specific planning and sustainable development	Online accessibility for weather and climate information in Bangladesh and Myanmar through climate data portals	
1.1.5 Flood forecasting and monitoring capacity improved, to strengthen flood Early Warning System in Myanmar	Flood Early Warning System in Myanmar improved with increased lead time At least 100 people trained on flood forecasting and flood early warning system	Lead-time of flood early warnings for riverine floods in Chindwin river basin (Kalaywa area) increased from 1 day to 2-3 days. 368 people trained on flood forecasting and flood early warning system (311 local)	Target of 100 people trained is estimated based on comparable training components and budget
1.1.6 Seismic monitoring and data integration capability in Myanmar improved	10 people in Myanmar trained on seismic monitoring	88 people in Myanmar trained on seismic monitoring	Only 1 got complete technical training, the rest only participated in seminars
1.1.7 Departmental Protocol or Standard of Procedures (SOP) developed	Departmental Protocol or SOP finalized and endorsed by Government of Myanmar	SOP finalized and handed over to Government of Myanmar in December 2017	
Outcome 2 1.2 Increased national technical capacity on GIS and satellite technology for DRM through a pilot project and pilot areas in a priority country	Pilot project on GIS and satellite technology implemented in pilot areas of priority country	Pilot project on GIS and satellite technology for DRM with 50 people trained	
Outcome 3 1.3.1 Training modules on gender and DRR	At least 2 training modules on gender and DRR developed	7 training modules on gender and DRR developed	Compliment with the existing ADPC training programme on gender, DRR and humanitarian issues

			of other agencies (i.e. UNOCHA, UN Women, UNFPA)
1.3.2 ADPC staff and selected NDMO representatives in target countries trained on gender and DRM	At least 80 ADPC staff and 10 selected NDMO representatives in target countries trained on gender and DRM	126 participations in training events on gender and DRM (at least 80 different staff members). 21 NDMO representatives in target countries trained on gender and DRM	Linked to 1.3.8. NDMO representatives might be re-deployed in other departments or sectors due to staff turnover in public administration
1.3.3 Advocacy materials on gender in humanitarian action and DRR	6 advocacy publications/materials on gender in humanitarian action and DRR	6 advocacy publications/materials on gender in humanitarian action and DRR (different from 1.3.4)	Complementing existing advocacy workplan of ADPC's Communication section
1.3.4 Information booklet on best practices for gender and humanitarian response (jointly with UNOCHA)	Information booklet on best practices for gender and humanitarian response	5 information booklets on best practices for gender and humanitarian response (most with UNOCHA)	Complimenting existing advocacy workplan of ADPC's Communication section and Gender in Humanitarian Action (GiHA) IASC
1.3.5 Gender specific data and statistics on the impact of low impact high frequency disasters	A record of gender specific data and statistics on the impact of low impact high frequency disaster	Activity through Gender stakeholder Group and GiHA (co-chaired by ADPC). Gender specific data includes also disability and age data to underpin capacity and facilitate vulnerability analysis	Complementing the existing data collection under the Risk Governance Department
1.3.6 Results of country consultations to follow-up actions	3 reports of country consultations	Reports from 30 country consultations (most in the three project focus countries)	See component 3, Outcome 1. Activity to be revised for meeting of pilot countries and ADPC Strategic Approach
1.3.7 Vulnerability risk and capacity assessments at national level measured by gender sensitive indicators	1 set of gender sensitive indicators developed for reports of vulnerability risk and capacity assessments at national level	Gender sensitive indicators developed (related to 1.3.5)	Complement with the on-going GiHA work plan and ADPC Strategic Approach
1.3.8 Capacity and tools to mainstream gender and DRR institutionalized	Capacity building tools for gender and DRR to mainstreamed in 3 institutions	Capacity building tools for gender and DRR to mainstreamed in at least 3 national institutions and ADPC	Linked to 1.3.2, Same as 1.3.7
Outcome 4			
1.4.1 Pilot project studies on historical evidence and planning of field investigation identified	At least 3 pilot project studies with historical evidence and field investigation identified	[lack of information]	
1.4.2 Reports - field investigations on landslide management	At least 3 reports on field investigation on landslide management	Reports on field investigation on landslide management submitted to Myanmar Gov.	
1.4.3 Instrumentation and monitoring of critical landslides for EW	1 site in Myanmar instrumented with equipment to monitor landslides	[lack of information]	
1.4.4 Experience sharing meetings of regional capacity enhancement for landslide impact mitigation (RECLAIM) network partners	At least 3 experience sharing meetings for RECLAIM network partners	Building and maintenance of the regional network RECLAIM of technical agencies on landslide risk management through information and experience exchange	
1.4.5 Landslide EW	1 landslide EW established in target countries	1 landslide EW established in Bangladesh	
1.4.6 National level training sessions on landslide risk management	At least 3 national training sessions on landslide risk management	3 national training sessions on landslide risk management with total of 40 people trained	

Outcome 5 1.5.1 City level risk profiles	At least 1 City Risk Profile Developed	Flood risk profile for the City of Kalay, Myanmar.	
1.5.2 Guidelines for safer development planning & DRR into LUP in City Context	At least 1 guideline prepared for planning & DRR into LUP in City Context	Guideline for safer development Planning and DRR into Land Use Planning at City Context prepared for Cua Lo Town in Vietnam.	
1.5.3 Community Contingency Plan (CP) and simulation exercise	1 Contingency Pla6 Prepared and simulation exercise done in the communities covered	1 Contingency Plan was prepared at City Level for Cua Lo, Vietnam. Simulation exercise with 22 participants in Vietnam and 311 participants in Myanmar (40.5% women)	
1.5.4 People trained on DRM, LUP, CP and CCA at City level	50 People Trained on DRM, LUP and CCA	26 people at city level trained on DRM, LUP and CCA. Other 141 people trained on same topics during events on national and regional level	
1.5.5 People trained on Community Resilient Planning	20 People Trained on Community Resilient Planning	22 People Trained on Community Resilient Planning	
1.5.6 People trained on DRR CP at Community level	20 People Trained on DRR CP at Community Level	22 People Trained on DRR CP at Community Level	
Outcome 6 1.6.1 Program on Mental Health and Psychosocial Support (MHPSS) in Emergencies	90 teachers, social workers, psychologists, and medical professionals trained on mental health & psychosocial support in emergencies (MHPSS) in the 2 target countries.	195 teachers, social workers, psychologists, and medical professionals trained on MHPSS in Vietnam and Myanmar. Of these, 10 Master Trainers on MHPSS	
1.6.2 Program on Public Health Emergency Management in Asia & the Pacific (PHEMAP)	35% of government organizations (Ministries of Health), academic partners have institutionalized mechanisms (e.g. policies, academic documents, advocacy initiatives, etc.) as product of Public Health Emergency Management in Asia and the Pacific (PHEMAP) program in 21 target countries.	Ministries of Health and partners in Myanmar institutionalize DRM through PHEMAP with Policies (e.g. Republic Acts, Administrative Orders) passed, approved and implemented. [Not enough information to define %]	
	40% of government organizations (Ministries of Health), academic partners adapted/applied PHEMAP learning in actual emergencies and integrated PHEMAP training in their university curriculum in the 21 target countries.	PHEMAP network increased. Documents prove evidence on integrated initiatives shared by different stakeholders (e.g. National Disaster Mgt. Offices, Min. of Health, Universities) [Not enough information to define %]	
Component 2 2.1 Media in 3 Focus countries trained on DRR	Component 2 90 journalists trained on disaster reporting	Component 2 More than 90 journalists in Vietnam, Myanmar and Bangladesh trained on disaster reporting	
2.2 DRR Handbook for journalists in Bangladesh	2.2 DRR Handbook for journalists in Bangladesh	2.2 DRR Handbook for journalists in Bangladesh	
2.3 Awareness raising campaign [on DRM] in Myanmar	2.3 Awareness raising campaign [on DRM] in Myanmar	2.3 Awareness raising campaign [on DRM] in Myanmar	
2.4 Brand Style Guide	Branding style guide produced and used to send a consistent messages	ADPC Branding style guide produced and used in publications and events for consistent ADPC message	
2.5 Impact stories, corporate videos, animations and photography	200 outreach products including impact stories, fact sheets, knowledge products, and web	More than 200 outreach products including 150 web articles, 35 impact stories, fact	

	articles published	sheets, and other knowledge products	
2.6 Research reports on social media utilization in DRR	Research reports on social media utilization in DRR	No information on such research reports, but ADPC achieved 3,533 followers on Facebook, 11,000 closed group members on Facebook, 2,657 followers on Twitter, and live streaming of events.	
2.7 Strengthened communication capacity and media engagement internally in ADPC	Strengthened communication capacity and media engagement internally in ADPC	Strong ADPC media team; Internal events and training on communication and branding	
Component 3 Outcome 1 3.1.1 Desk review of disaster risk profiles of selected countries and losses 2005-2015	3 desk reviews on disaster risk profiles of selected countries and losses 2005-2015	3 disaster risk profiles in country status reports (Bhutan, Bangladesh and Vietnam) Desk reviews conducted as part of the process to develop these reports.	
3.1.2 Desk review on previous progress on the implementation of Hyogo Framework for Action (HFA) 2005-15 in the selected countries, in line with SFDRR priorities	3 desk reviews on previous progress on the implementation of Hyogo Framework for Action (HFA) 2005-2015 in the selected	3 desk reviews on HFA included in the Country Status reports (Bhutan, Bangladesh and Vietnam)	
3.1.3 Primary and secondary data on current DRM status in selected countries, in line with SFDRR priorities	3 records of current DRM status in selected countries	Primary and secondary data in relation to the SFDRR is available in country status reports (Bhutan, Bangladesh and Vietnam)	
3.1.4 Analysis of primary and secondary data on current DRM status in selected countries	3 reports on the current DRM status in selected countries	3 reports with analysis of DRM in country status reports (Bhutan, Bangladesh and Vietnam)	
3.1.5 Stakeholder consultation meeting in each selected country based on findings	3 reports of stakeholder consultation meetings	3 stakeholder consultations (Bhutan, Bangladesh and Vietnam) were conducted to present the draft of the country status report for further inputs from key stakeholders	
3.1.6 Report on national level dialogues (presented in AMCDRR)	1 report on national level dialogues	3 reports (Bhutan, Bangladesh and Vietnam) were developed, 1 report from Bhutan was presented in the AMCDRR	
Outcome 2 3.2.1 Annual Disaster Resilient Leadership training courses for senior executive leaders from ASEAN member states	ASEAN Disaster Resilience Leadership training program implemented with at least 3 events	ASEAN Disaster Resilience Leadership training program implemented with 4 events	
3.2.2 Young Disaster Resilient Leadership (yDRL) program in Myanmar	Young Disaster Resilient Leadership (yDRL) program in Myanmar	ASEAN Disaster Resilience Leadership training program implemented with 4 events (incl. 2 for Youth Leadership)	
Outcome 3 3.3.1 ADPC website developed and launched	1 website developed and launched	ADPC website developed and launched	