

# Terms of reference



## I. Position Information

**Title:** Consultant - Lessons Learned Documentation

**Department/Unit:** CPRU

**Reports to:** NPM SCDRR a.i.

**Duty Station:** Jakarta

**Expected Places of Travel (if applicable):** possible travel to selected provinces

**Duration of Assignment:** From Mid Oct 2012 To: Mid Nov 2012 (10 working days within 1 month contract duration)

### Need for presence of IC consultant in office:

partial (explain) – upon request from the supervisor

intermittent (explain)

full time/office based (needs justification from the Requesting Unit)

### Provision of Support Services:

Office space:  Yes  No ✓

Equipment (laptop etc):  Yes  No ✓

Secretarial Services  Yes  No ✓

If yes has been checked, indicate here who will be responsible for providing the support services: < Enter name >

Signature of the Budget Owner: NPM SCDRR a.i.

## II. Background Information

The project “Safer Communities Through Disaster Risk Reduction in Development” (SC-DRR) is designed to make disaster risk reduction a normal part of the development process established in core functions of government and its public and private partners at all levels especially local communities where the most effective actions can be taken to reduce the physical, economic and social vulnerability to disasters. The ultimate aim of this project is to ensure that, over the long-term, development takes place in a way that disaster risks are considered and accounted for so that over time, a culture of safety becomes the norm in Indonesia leading to sustainable development and poverty reduction in Indonesia - one of the most disaster prone countries in the world. It is intended to attain four key outputs: 1) establishment of a disaster risk reduction policy, legal and regulatory framework, 2) establishment and strengthening of institutional systems that support decentralized disaster risk reduction integrated with local level development, 3) education and awareness programs established and strengthened to make development/disaster linkages understood and 4) the demonstration of disaster risk reduction initiatives that make communities safer.

Led by Bappenas and worked closely with BNPB (National Agency for Disaster Management) and Ministry of Home Affairs in increasing the awareness and understanding of the local government and BPBDs (Local Agency for Disaster Management) on prevailing regulations concerning disaster

management and disaster risk reduction, SCDRR also worked at local level – in 8 (eight) provinces and 1 (one) city – and successfully supported the development of a legal framework for Disaster Management and Disaster Risk Reduction. With the technical and funding support from SCDRR, the local regulation on disaster management have been prepared and endorsed in Central Java, Yogyakarta, Bengkulu provinces, and Palu City whereas the drafts of the local regulation on disaster management have been formulated in other provinces; North Sulawesi, Maluku, and Bali which are expected to be endorsed before end of 2012. Local DM Plan and Local Action Plan for DRR in Palu city have also been endorsed in 2011.

### III. Objectives of Assignment

This consultancy is a short term assignment to extract and document the lessons learned and best practices of the SCDRR in assisting local government in developing DM Plan and other DM related local regulations.

### IV. Scope of work

Under direct supervision of the NPM SCDRR a.i the consultant should develop the main deliverables as follows:

Documenting the best practices and lessons learned on project areas (selected provinces and a city) with SCDRR's support for formulation and endorsement of local DM Plan and other local DM related policy and regulations taking example from Bengkulu, Central Java, Yogyakarta provinces and Palu City.

To achieve the expected result and deliverables, the Consultant will perform the duties with detailed scope of work as follow:

#### 1. Desk Review:

Conduct desk review over the existing documentations that provide information on the current project status. Documents to be review might include but not limited to:

- a. Project Document for SC-DRR;
- b. Quarterly Reports of SC-DRR Project;
- c. Activity Reports;
- d. Relevant Policy products

#### 2. Interviews:

To obtain more detail information on the report, conduct interview and/or correspondence with:

- a. Head of CPRU
- b. DRR Programme Team
- c. Beneficiaries (Government Officials at national and sub-national levels)
- d. Other relevant partners (please specify)

#### 3. Document writing

Compile and synthesize all information gathered from desk review and interview in a consolidated report using UNDP standard format and template for lesson learned document as explained on annex 1

### V. Expected Results / Deliverables / Final Products Expected

Review/approval time required to review/approve the outputs prior to authorizing payments:

No	Deliverables	Payment	Due Date
1.	Lessons learned document and best practices DRAFT	50%	Mid Oct
2	Lessons learned document and best practices FINAL	50%	End of Oct

Submit the expected written outputs above in printed and soft versions; MS Word (.doc) format including power point presentation when necessary.

## VI. Requirements

- Familiarity in-depth interview technique
- Advance proficiency in operating Microsoft office applications
- Strong analytical skills and excellent writing skills.
- Experience in working with government agencies (central and local), civil society organizations and international organizations is an asset.
- Good interpersonal and cross-cultural communication skills
- Ability to work efficiently and independently under pressure, handle multi tasking situations with strong delivery orientation
- A good team player committed to enhancing and bring additional value to the work of the team as a whole

## VII. Recruitment Qualifications

Education: Minimum Master degree in Public Administration, Public Policy, or other relevant fields

Experience: Minimum 5 years of experience in writings, development programme, or project management.

Language Requirements: Proficient in English language, spoken and written. Knowledge of Bahasa Indonesia is essential. Ability to write, review, and edit reports. Also ability to prepare and conduct presentation.

## ANNEX 1:

### Lessons Learned Paper

What it is: Reflections on past practice and concrete recommendations for improving UNDP's performance in the future.

When to write it: Lessons learned should be produced at the end of each project, at a minimum. Ideally the collection of lessons learned should take place at regular intervals in the project cycle, or when completing a major milestone.

When to consult it: When designing new projects and seeking experience from elsewhere in UNDP to learn from best practice and avoid repeating mistakes.

Steps:

1. **Research:** There are occasions when the research for a Lessons Learned paper can be done by individuals alone. Often, however, it is worth involving others in the process in order to bring in new ideas, critical ideas, and fresh perspectives. This may mean, for example, meeting with colleagues to draw out lessons learned through a facilitated discussion or

conducting an After Action Review, and then writing up the main conclusions in the form of a Lessons Learned paper.

- 2. Drafting:** Consider who is best placed to draft a Lessons Learned paper – often it is the person who was most involved in the project or activity. Thus, Lessons Learned papers can be drafted by both country office and HQ staff, depending on the activities that they are describing. UNDP HQ staff should include knowledge codification as part of the support that they provide to country offices, making lesson learning an integral part of the design and implementation of projects and processes, rather than a one-off exercise carried out from a distance at HQ. On the other hand, there are times when an outside eye has its advantages. For example, it may be difficult for project managers to be critical when writing about their own projects; someone less directly involved may be better placed to highlight and discuss both the negative and the positive impacts of the work.

**Lessons Learned Papers should be no longer than 10 pages**

- 3. Reviewing:** Ask a few selected colleagues to review the Lessons Learned paper in its initial draft, and to focus their comments on its scope, readability and usefulness. The drafter can request review from a colleague or peer in the CO, any regional centre or HQ unit.
- 4. Dissemination:** Lessons Learned papers should be shared as widely as possible within and beyond the organization to encourage others to learn from your successes or avoid repeating the same mistakes. You can use the Knowledge Networks, workshops and practice workspaces for this; and/or feed components of the Lessons Learned paper into wider studies and reports on issues, countries/regions, projects/activities, etc. On the other hand, there are times when limiting your audience will encourage participants to be more candid during the process of reflection. Make sure that all those involved in the process are clear about who the lessons learned are intended to reach.
- 5. Follow-up:** Lessons-Learned papers, and particularly the section on follow-up recommendations, should be reviewed and updated as circumstances change.

## STRUCTURE: Lessons Learned Paper

### Title Page

### Contents

### Acroyms

### Executive Summary

### Introduction

This section sets out the parameters of the paper, indicates the target audience, and suggests how this summary of lessons learned may be incorporated into other processes and products.

### Context/Challenges

Start by outlining the specific circumstances of the work: the country context, including political, security, socio-economic and environmental factors; as well as the main factors involved and the dynamics between them.

- Briefly describe the specifics of the activity, event, task, project or process: who was involved, the urgency, human resource or financial constraints, etc.
- Outline what was supposed to happen, what actually happened, and what were the differences: the initial objectives of a policy/strategy, project, activity, event or task versus the actual results. Be as specific as possible from this point on – giving examples from your own or the team’s actual experiences.
- State what were the consequences or results – both direct and indirect, desired and undesired.

### **Lessons Learned**

This section should be based on an analysis of the experience and context above. It should answer the following questions: ‘if you could do this all over again, what would you do differently?’ or otherwise ‘what is worthwhile repeating elsewhere?’ Lessons learned should be concrete and to the point. Wherever possible, lessons learned should be either be phrased as specific, actionable recommendations; or they should be accompanied by concrete recommendations explaining what should be done, by whom, and by when. This section can be structured by themes, each with a clear and descriptive heading, to allow the reader to easily capture the main issues.

### **Follow-up**

This section outlines who might be interested in learning from this experience. It indicates how the lessons learned will be shared and how they can best be incorporated into future practice. It suggests parallel projects, activities or processes to which the lessons learned could be applied.

### **Additional Resources**

This section might include:

- A. A concise summary of the lessons learned which can be easily incorporated into future reports on the country/process/project/issue, ToRs of personnel conducting follow-up missions, or form part of a presentation to a wider group of colleagues for example.
- B. Checklists to facilitate the process of building lessons learned into future practice.
- C. Related references
- D. Resource people who have experience of the activity, or who participated in the lessons learned exercise, and can provide further information and advice.