

FINAL EVALUATION



From shabby at start to resilient after the V2R intervention

VULNERABILITY to RESILIENCE (V2R) PROJECT IN BANGLADESH 2012 - 2016

Conducted by:
John Vijghen
Shahana Jannat

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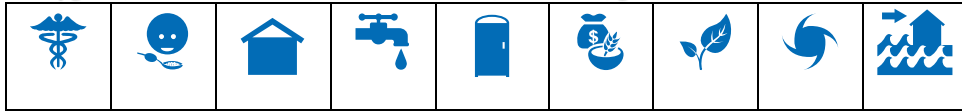
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RESULTS AT A GLANCE¹ ...

Intervention aspects:

hygiene, nutrition, shelter, water, sanitation, livelihood, garden, disaster risk reduction



Project target reached in Barguna and Patuakhali districts: 58,012 people, including children in 27 most affected communities by cyclones and floods. The Vulnerability to Resilience (V2R) project was implemented by the Bangladesh Red Crescent Society from 2012 – 2016 **financed** by a consortium of the British, Swedish and German Red Cross.

Main Results per Project Intervention Area



At Baseline 20% and at Endline 3% of beneficiaries reported diarrhoea cases



At Baseline 78% and at Endline 92% of beneficiaries have access to sanitary latrines



At Endline 8% more households than at baseline had sustainable income sources



At Endline **all community members** are better prepared for natural disasters than at baseline.

Gender

Women who got livelihood support (991 or 8%) said that they now do have a better status in the household and community as they bring in household money

Unintended Outcomes

More Schooling

The V2R Project enabled families to send their children to primary and secondary school through additional income generation.

Less DV, CL, CM

The V2R project contributed to a reduction of domestic violence, fewer children working and a virtual end to child marriage.

Major Findings

Relevance & Appropriateness: The Project responded to evidenced needs and selected beneficiaries through a rigorous process

Impact: Project expected outcomes have been realized to a very high extent

Sustainability: One year after project closure WASH and Livelihood benefits still remain and communities are resilient and prepared to deal with disasters.

Replicability: Extension projects are ongoing modeled to the V2R approach

¹ References to sources or methodology are included in the Executive Summary or in the report narrative.

Executive Summary

PROJECT BACK GROUND

The Vulnerability to Resilience (V2R) Project started in May 2012 with an inception phase of eight months and ended 31st April 2016. The Project was implemented by the Bangladesh Red Crescent Society (BDRCS) in 27 communities in two Districts covering around 450 to 500 households per community.

The V2R project is made up of two specific components:

- the V2R approach is the way the interventions are delivered through the National Society with the Consortium of British, Swedish and German Red Cross offering technical support and capacity building in a close cooperative manner;
- the V2R model is the actual intervention, which has three components, namely Disaster Risk Reduction (DRR), Livelihoods Support (LLH) and Water, Sanitation and Hygiene promotion (WASH) implemented through a community-based strategy.

THE EVALUATION METHODOLOGY

The Final Evaluation was commissioned in February 2017, thus about eight months after closure of the Project². One international male and one national female consultant made up the Evaluation Team.

The objectives of the evaluation were to:

- assess the relevance and appropriateness, efficiency and effectiveness, coverage, impact/potential impact, coherence, sustainability and connectedness, and value for money of the Vulnerability to Resilience (V2R) project, and the role of BDRCS/BRC and Consortium partners in its implementation, with a particular focus on capturing unintended outcomes and impacts/potential outcomes (both positive and negative);
- capture learning and identify recommendations in a practical way, enabling us to improve our future programming under V2R and beyond, and share this learning with the wider Movement and sector, which will ultimately enable BRC to more effectively achieve its mission; and
- enhance the Planning Monitoring Evaluation Accountability and Learning capacity of BRC/BDRCS staff.

Preparation

During the inception phase of the evaluation project documents were reviewed, the evaluation analysis framework and interview topic lists were devised (see annexes D1-4), and an inception report prepared. In Bangladesh the Evaluation Team met with the V2R Country Manager and project team in Dhaka to finalise the workplan and the arrangements for the field work phase. The Country Manager briefed the Evaluation Team extensively about the V2R approach and model, and about the philosophy of the Red Cross and Red Crescent movement. The V2R project team briefed the Evaluation Team about the project objectives and the process of implementation.

² The security situation in the country did not allow foreigners safely visiting the country by end of project (April 2016); furthermore, the project managers discussed with BRC to postpone the evaluation so that impact and sustainability better could be assessed.

Qualitative Data Collection

The evaluators, accompanied by senior V2R staff of BDRCS and BRC, commenced with the qualitative field work phase from 20 till 26 January 2017 in four communities in Barguna and in three communities in Patruakhali districts. The communities were selected by the V2R staff in each district taking into account that they had not been visited by a formal mission during the past two years (this to avoid any bias or duplication) and that they represented weak and strong Community Disaster Management Committees (CDMC) as perceived by the local project staff. Individual or group interviews were held with CDMCs, beneficiaries, community organisers and other key informants at community level. Transect walks were made to observe vegetable gardening, livelihood generation activities, drinking water sources and latrines. In two communities secondary schools were visited and interviews held with teachers and members of child clubs. In two Unions local officials were met who explained their involvement in the project. At Upazila and district level government service providers were interviewed. Meetings or focus group discussions (FGD) were held with project staff, Red Crescent Unit staff, Red Crescent Youth Volunteers and members of the Project Implementation Committees.

Quantitative Data Collection

Although a baseline survey was conducted in 2013 in relation to the WASH component no endline survey was conducted. Therefore, in order to measure changes in WASH related indicators by the end of the project, monitoring data on drinking water sources, latrines and rate of illnesses was used to compare with the baseline survey data. The endline monitoring data was last updated during the first quarter of 2016. No statistical baseline and endline data was available for the DRR and Livelihood Support components.


Interpretation of Field-based Data

After return from the field the data was analysed by the Evaluators with input from the BRC V2R Monitoring & Evaluation Officer, using the evaluation framework tools (see annexes D1-4). During a two-day session facts and findings found during the field work phase were reviewed and their meaning analysed in view of the expected outcomes and the IFRC's resilience characteristics. The findings were then presented through a Power Point Presentation to the complete V2R BRC team in Dhaka. BDRCS staff could not participate due to the imminent Partnership Meeting which required the attention of all V2R BDRCS staff.


THE EVALUATION FINDINGS

The findings are reported according to the evaluation criteria defined by the BRC with the extent to which the four expected outcomes have been achieved covered under 'effectiveness'.

Relevance and Appropriateness

 The project design is well-thought through and the intervention logic is relevant and clear. The target community and individual beneficiary selection process was rigorous and adequate. Red Crescent Youth volunteers who were tasked with the needs assessment of households reported that the beneficiary selection was fair and just.

Coverage

 The project implemented the interventions as they were designed and further developed them through studies and consultations from conception in 2011 to the start of implementation in 2012. The project aimed at inclusion of '*excluded, marginalized and/or disadvantaged*' people', and achieved this by prioritising these population categories. 8.4% of beneficiary households was headed by or included an elderly (60+ year old) member (in comparison with national statistics of 2-3%); 6.9% of beneficiary households included disabled members (in comparison with national statistics of 4%). This data is collected by the project in its monitoring database, lastly updated during the first

quarter of 2016 and both categories did not overlap. This means that about 15% of beneficiary households included one or more disadvantaged members.

The project covered 27 communities in remote coastal areas which are hard to reach during most of the year. The need to use a combination of vehicles and boats, and the 2 to 4 hours travel time to reach most of the communities has obviously put a heavy drain on the project's resources. While this was anticipated it is still an achievement that all planned activities could be implemented, be it that some activities were delayed not only because of the travel difficulties, but also for other reasons (security, contractor's failure to comply, late finance disbursements etc.).

Efficiency and Value for Money

Annual reports mention a consideration of 'value for money' (VfM) when designing and implementing approaches and activities. For example:

- the community-level needs assessments and household surveys were conducted by RC Youth Volunteers;
- local roads were upgraded or repaired using local resources and cash-for-work payments;
- The Community Organiser was hired from the community s/he worked in so that work-related costs were minimal.
- Various training courses were provided by government officials at expenses only basis.

➤ The project 'V2R approach' also employed a cost-efficient strategy. The established BDRCS infrastructure saved funds for project staff and means (offices, vehicles, etc.). Under the BRC VfM measurement tool the project scored 'good to very good' across a majority of criteria (see annex D1).

Effectiveness

Outcome One (DRR): *Through improved organisation, connectedness and infrastructure, target communities are better able to assess, monitor and manage their risks through community and household preparedness and small-scale mitigation and management measures including natural resources management.*

➤ Community Disaster Management Committee (CDMC) members, several local elected officials, Red Crescent Youth Volunteers and Red Crescent Unit staff all said that overall the preparedness and resilience to cope with crises and natural disasters of local people was maintained. Several CDMC members explained in great detail how villagers would be warned and what measures would be taken to avoid casualties and damage to both humans and livestock.

Outcome Two (Livelihood): *Target communities have improved access to income generating opportunities, improved organisation and participation in markets, and increased capacity to invest in income generating activities.*

➤ The component of the project that got the most attention in terms of time and efforts by project staff was also the most appreciated component by CDMCs and beneficiaries. The purpose of this component was to increase the resilience of households to cope with shortages due to loss of crops, livestock or stockpiles – or lack of opportunities to earn daily wages when areas are flooded. Livelihoods activities included skills training in income generating activities and, vegetable gardening and cash for work payments.

The project concluded after ample data collection and analysis that: '*Households and communities are resilient already, with a wealth of capacity*' (Livelihood Discussion report 2013 p.5)³. This report also identified the gaps that still existed despite 'the wealth of capacity'. The project has focussed on ad-

³ The report meant by 'already' that it was found that people were prepared for cyclone disaster after years of activities. Notwithstanding this, a large number of households were still in need of livelihood support to increase their income and stabilise their food security.

addressing these gaps, which included enabling all beneficiary families (25% of the community) through providing a grant of 3,000 Taka (GBP 30) to grow their own vegetables so that nutrition would improve in quantity and diversity; and providing training on livelihood generation activities. In addition, the project provided a grant of 12,000 Taka (GBP 120) to 991 or 8% of the beneficiary households. Beneficiaries indicated that as a result of the livelihood support women's status in their family often was strengthened. This increased status and a better family income did in some cases reduce domestic violence, child labour and child marriage. The project also enabled other beneficiaries who were not selected for the livelihood support to earn extra cash through Cash for Work – this improved part of the infrastructure of the communities (roads, embankments).

Outcome Three (WASH): *Target communities have improved knowledge of and access to health care and safe water and sanitation, including in the event of an emergency.*

➤ **Safe drinking water** from a tube well within 500 meters was available for 78% during the dry season and 82% during the wet season of the households at the start of the V2R project (September 2013). The project installed two new tube wells and repaired a number of existing wells in each community. According to the endline monitoring data the access rate has been increased to cover 99% households (target 90%) through access to nearby community tube wells by January 2016.

➤ **A private latrine** was owned by 87% of the households in the community at the start of the project, but only half of these were functional. Only 1% of latrines were constructed to withstand flood or storms at baseline. By the end of the project, **92% of all households** had access to sanitary latrines (target 90%), many provided by the project (to 39.6% of households) or by the government. However, the monitoring data also indicates that 28% of these latrines need repair or an upgrade.

➤ **Hygiene practices** were promoted by the project. At baseline, **diarrhoea** was reported to have occurred in 20% and fever in 44% of households during the past 3 months. The endline monitoring database – updated until January 2016 - reported only **3% of diarrhoea and 21% fever cases**.

Outcome Four (Capacity Building): *BDRCS are better connected – internally, with communities, and with local government – resulting in enhanced capacity to support communities in preparing for, responding to and recovering from the impact of multiple hazards.*

One indicator to measure enhancement of capacity at BDRCS is: 'Units are better connected to local government and service providers'.

➤ The field visits to government service providers, like agricultural or livestock office, and to local elected officials indicated that the Red Crescent Units in both Districts have built very good connections.

➤ The only exception is with the District Departments of the Cyclone Preparedness Programmes (CPP) – the Department Heads expressed displeasure with the Red Crescent Units and with the V2R project, mainly about limited communication and not sharing of resources in their opinion. However, CPP team leaders cooperated well with the project at community level when training or exercise drills needed to be conducted.

Unintended/Unanticipated Outcomes

The project has according to CDMC members, child club members, beneficiaries and other key informants in all visited communities contributed to increasing the number of children who go to school, especially secondary school, through increasing the family income. This seems also to have had a positive effect on reducing the rate of domestic violence, child marriage or child labourer according to these sources.

Impact

The project fits well with five of the six Resilience Characteristics as defined by the International Federation of the Red Cross and Red Crescent (IFRC). The project had not designed structural activities for natural resource management and indeed little positive change could be observed for this characteristic – (see the complete matrix in annex D3). Basic needs are properly assessed, women and disabled people are included in economic opportunities, activities are organised to enhance the social cohesion and links are made with local government and service providers or parents encouraged to connect with the school where their children are studying.

Sustainability

Outcome one (DRR):

➤ According to the group interviews with CDMCs, and interviews with community people and local officials is the community preparedness for cyclone impacts sufficient to cope with expected disasters. The measures are in place and people know what to do when various levels of alarm are raised. However, not all communities have cyclone resistant buildings and where they are there is not enough place to house all residents. Project activities focused on awareness raising, exercise drills and preparation of community wells to withstand floods.

Outcome two (LLH):

➤ Observation of livelihood generating activities and interviews with recipients of livelihood support grants have demonstrated that a number of beneficiaries have not only increased their income but also diversified their income sources. The project does not have statistical base and end-line data on the increase of incomes. However, interviews with CDMCs indicate that most livelihood grant recipients succeeded in raising their income and securing their food intake and that they would likely continue to do so in the future. However, the projects' exit strategy did not include follow-up on the livelihood activities or continued but gradually diminishing support to the CDMCs. That is likely the reason that CDMCs are not actively promoting economic activities and remain stuck in a planning stage for funding of their future activities.

Outcome three (WASH):

➤ The endline data gathered from the monitoring database of the WASH component points to a very high level of access to safe drinking water and sanitary latrines, and also a good level of hygienic behaviour. Although this data is from the end of the project, thus 8 months old, the field observations have confirmed that still these achievements remain. Communities are able to make their own repairs on water wells and replace non-functional latrines. It is thus very likely that these accomplishments will sustain for a longer time, if not permanently.

Outcome four (OD):

➤ The BDRCS at the district level has built capacity through training and implementation of project activities. The Units have established and fostered relationships with government service providers. The Units are also well-structured with a capable Project Implementation Committee and a force of experienced Youth Volunteers. This capacity building has been effected by the V2R approach through the support of the Consortium. It is highly likely that these capacities will remain and even will be strengthened in the future. The BDRCS has gained experience at headquarter level with project financing issues, like timely disbursements and procurements, and with project management aspects. However, in view of the recent shifts in BDRCS director positions it is not sure whether the newly appointed directors who will be in charge of V2R projects will have acquired these skills and be able to sustain the gained capacity in their departments.

Conclusions

The project has achieved all its expected outcomes to a high extent and in particular realized the goal of the project, namely a **Reduced Vulnerability and Increased Resilience of the Target Communities**. The project has also contributed to an **empowerment of women and girls** through its implemen-

tation strategies. Finally, the project has been able to transfer **ownership of the project results to the CDMCs** which will facilitate the sustainability of the achievements. However, the CDMCs still need encouragement and support in acquiring funds in order to maintain community infrastructures and further economic opportunities for community members. Without funds the CDMCs will likely continue to prepare for cyclone disasters but not maintain the WASH and economic benefits in the long run.

Summary of Recommendations

Recommendations are here listed per evaluation criterion. See for reasons to make these recommendations the final chapter on Conclusion and Recommendations.

Efficiency: Make sure that baseline data captures data important for endline comparison



It is recommended to include in the project exit activities an endline survey or the preparation of endline data using the monitoring databases based on outcome-oriented indicators.

Effectiveness: Include the BRC policy of waste management in new project designs or activities⁴



It is recommended to include a community waste removal system to the project activities, including training on collecting and disposal in ecological proper ways.

(Potential) Impact: Higher Proportion of Households for Livelihood Support



It is recommended to conduct a study in the V2R phase II projects to determine at which proportion of the population livelihood and other support will have a lasting progressive effect on the economy of the community and to allocate enough funds to allow this to happen.

Sustainability: Follow-up and Support (Re)activation of V2R phase I CDMCs



It is recommended to facilitate and motivate the concerned RCS Units to revisit all CDMCs, and to continue doing so for the next ten months with gradually reduced frequency, until there is evidence of either complete collapse or fully independent functioning of the committee.

Replicability: Exit Strategy for Extension and New V2R Projects



It is recommended that detailed exit plans are included in extension or new V2R projects, and that the Consortium encourages the BDRCS to allocate the necessary funds to the Units for this purpose and organise training to the Unit's staff on the follow-up approach if required.

⁴ The reason that the V2R project design did not include a waste management or natural resource management paragraph could not be ascertained.

Acknowledgements



At first we thank the Community Disaster Management Committee members, beneficiaries and other people in the target communities who provided input to the Final Evaluation. In particular we thank the participants of Focus Group Discussion (FGDs) and home owners who provided access to their compounds to observe water sources, latrines and livelihoods/income generation activities. Without their information and willingness to cooperate the evaluation would not have been possible.



We thank especially the volunteers of the BDRCS who conducted the household surveys and whom we met at Unit offices and who participated in extensive focus group discussions about among other topics the beneficiary selection procedures. Also the senior Volunteers acting in the Project Implementation Committee should receive our thanks. National Society staff at Unit level were very cooperative and supportive. Their input has contributed much to the insight needed to understand how the project was initially established? and how it still affects the beneficiaries and communities.



The management of the BRC and BDRCS are thanked for the assignment to conduct the Final Evaluation and their intention to use the lessons learned in current and future project activities. We thank especially the Country Manager of the BRC in Bangladesh for his extensive and repeated explanation of the Approach – Model formula and the principles of the Red Cross Movement. The V2R project manager and staff deserves thanks for their support and cooperation.



A special word of thanks is directed to the National Consultant Mrs. Shahana Jahan, and the Technical Officers and HQ BDRCS and BRC V2R project staff, and the District-level field staff of the V2R project without whom this whole study not could have taken place. They have provided essential background information and challenged the waterways for many hours - sometimes walked many miles to accompany the Evaluation Team in the seven visited communities. They also endured stress to cope with the many requests for data by the Lead Consultant but provided all information needed to conduct the study. Without Mr. Manik Shaha, Senior Program Manager; Mr. Harun ur Rashid, Senior Program Officer; Mr. Joynal Abedin, Project Manager (V2R extension); Mr. Saiful Islam, Senior Logistic Security & IT Officer; Mr. Md Osman Goni, Senior Program Officer and of course Mr. Paul Davenport, BRC Country Manager the study would not have yielded a report at all.

John Vijghen,
Lead Consultant

List of Abbreviations and Icons

BBS	Bangladesh Bureau of Statistics
BDRCS	Bangladesh Red Crescent Society
BRC	British Red Cross
CDMC	Community Disaster Management Committee
CBO	Community-based Organisation
CL	Child labour
CM	Child Marriage
CfW	Cash for Work
CO	Community Organiser
CPP	Cyclone Preparedness Programme
DDMC	District Disaster Management Committee
DPHE	Department of Public Health Engineering
DRR	Disaster Risk Reduction
DV	Domestic Violence
FA	First Aid
FGD	Focus Group Discussions
GBP	Great British Pound
HHD	Household
HQ	Head Quarter
H&H	Health and Hygiene
H2R	Hard to Reach
II	Individual Interview
IFRC	International Federation of the Red Cross and Red Crescent Societies
KII	Key Informant Interviews
LLH	Livelihood
MSC	Most Significant Chance
MTS	Mid Term Survey
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organisation
OD	Organisational Development
ORS	Oral Rehydration Solution
PHAST	Participatory Hygiene and Sanitation Transformation
PIC	Project Implementation Committee

PoA	Plan of Action
PPP	Power Point Presentation
RCM	Red Cross and Red Crescent Movement
RCY	Red Crescent Youth
RFL	Restoring Family Links
SAR	Search and Rescue
SL	Sustainable Livelihood
SP	Service Provider
TBM	Technical Backstopping Mission
ToC	Theory of Change
ToR	Terms of Reference
ToT	Training of Trainers
UDMC	Union Disaster Management Committee
UP	Union Parishad (local council)
UzDMC	Upazila Disaster Management Committee
VDC	Village Development Committee
VfM	Value for Money
V2R	Vulnerability to Resilience
WASH	Water, sanitation and hygiene promotion



Positive outcome or result



Outcome that needs attention or is a lesson learned



Negative outcome or result that indicates a weakness in the implementation

1. BACKGROUND OF THE PROJECT

The £2.5 million (approx.) Vulnerability to Resilience (V2R) project targeted 58,012 people, including children (male: 30,014 female: 27,998) living in coastal areas of Barguna and Patuakhali Districts, taking a holistic approach to address the risks associated with multiple hazards, including cyclones and tidal surge. The Project started May 2012 with an eight months inception period and ended 31 April 2016 after a four months exit phase⁵.

1.1 Approach and Model

The V2R is made up of two specific components, described as the “approach” and the “model”:

- ✚ The V2R Approach is the way the interventions are delivered through the National Society with the British Red Cross offering technical support and capacity building in a close cooperative manner.
- ✚ The V2R Model is the actual intervention with three components, namely Disaster Risk Reduction (DRR), Livelihoods Generation (LLH) and Water, Sanitation and Hygiene promotion (WASH) based on the resilience framework of the International Federation of the Red Cross and Red Crescent (IFRC). The intervention used a community-based strategy, with a Community Disaster Management Committee as the participatory element responsible for local involvement and decision-making.

1.2 Resilience Approach

Resilience is defined as “the ability of individuals, communities, organizations, or countries exposed to disasters and crises and underlying vulnerabilities to anticipate, reduce the impact of, cope with, and recover from the effects of adversity without compromising their long term prospects”. The project is designed according to the IFRC resilience framework⁶ which is comprehensive and integrated to reduce risks and strengthen capacity. It is understood that the level of vulnerability to disasters and shocks is often determined less by the scale of a disaster or a shock but more by the underlying vulnerability, caused by a set of inter-related risks. The project seeks to address vulnerability to threats through sustained engagement that is explicitly participatory, inclusive and accountable. As such, it retains a strong connection to vulnerability reduction and alleviation of suffering. Looking at the poor development indicators and needs for interventions, the project has identified activities which refer to the overall development, but the focus of those aspects will also be on strengthening the capacity of people and communities to build their resilience (V2R Proposal p.19).

1.3 Cross-cutting Issues

These were identified in the project proposal as children, gender, people with disabilities, older people and climate change. The following measures were planned to ensure that they were considered in the project:

- Interventions were planned that ensure equitable access of services to all vulnerable groups
- To ensure that specific vulnerabilities of the groups are considered, data collection was age, gender and disabled friendly
- Consultations were organized with all vulnerable groups to ensure their views and concerns are also considered
- Where possible, participation of the vulnerable groups will be ensured

⁵ There were two reasons: at that time the country security situation was bad and IFRC security measures did not allow foreigners to visit (e.g. Islamic fundamentalist attacks, continuous public protests). Secondly, in consultation with BRC PMER Advisor the project team decided to postpone the evaluation in order to have more opportunity to look at impact and sustainability of the project (source: Project Manager).

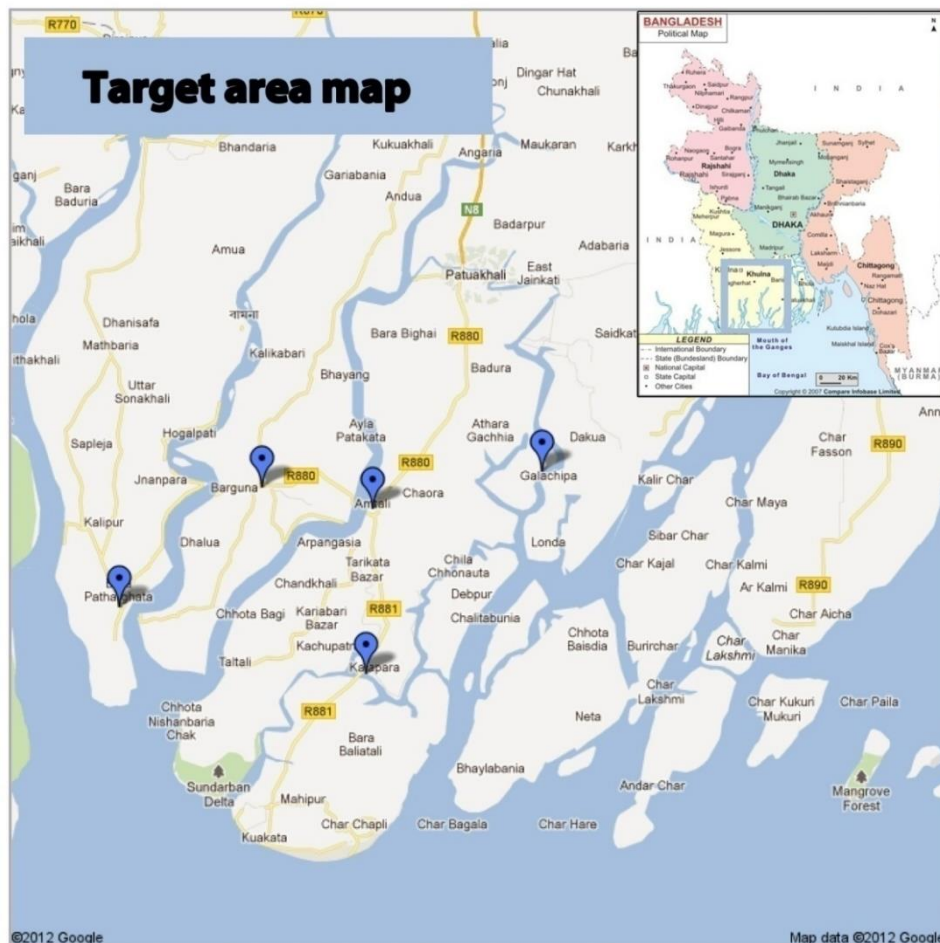
⁶ <http://www.ifrc.org/Global/Documents/Secretariat/201501/1284000-Framework%20for%20Community%20Resilience-EN-LR.pdf>

- During needs assessment and VCAs specific vulnerabilities of children, women, older people and people with disabilities were documented, and plans were made to ensure their inclusion for risk reduction
- Special focus was given to selection of vulnerable people, for group and individual support
- While designing, plans and activities were looked from the lens of environmental protection and climate change adaptation (V2R Proposal p.34).

1.4 Goal and Expected Outcomes

The goal of the project was: “to reduce vulnerability and increase resilience of target communities by supporting strategies that enable them to prepare for, mitigate and respond to multiple hazards”. It should be noted that this goal was also one of the BDRCS’s strategic goals under their 2011-2015 strategies.

- Outcome 1: Through improved organisation, connectedness and infrastructure, target communities are better able to assess, monitor and manage their risks through community and household preparedness and small-scale mitigation and management measures including natural resources management.
- Outcome 2: Target communities have improved access to income generating opportunities, improved organisation and participation in markets, and increased capacity to invest in income generating activities.
- Outcome 3: Target communities have improved knowledge of and access to health care and safe water and sanitation, including in the event of an emergency.
- Outcome 4: BDRCS are better connected – internally, with communities, and with local government - resulting in enhanced capacity – to support communities in preparing for, responding to and recovering from the impact of multiple hazards.



2. METHODOLOGY

2.1 Objectives of the Evaluation

The objectives of the End of Project Evaluation were to:

1. assess the relevance and appropriateness, efficiency and effectiveness, coverage, impact/potential impact, coherence, sustainability and connectedness, and value for money of the Vulnerability to Resilience (V2R) project, and the role of BDRCS/BRC and Consortium partners in its implementation, with a particular focus on capturing unintended outcomes and impacts/potential outcomes (both positive and negative);
2. capture learning and identify recommendations in a practical way, enabling us to improve our future programming under V2R and beyond, and share this learning with the wider Movement and sector, which will ultimately enable us to more effectively achieve our mission; and
3. enhance the Planning Monitoring Evaluation Accountability and Learning (PMEAL) capacity of BRC/BDRCS staff

2.2 Evaluation Approach/Framework

The overall evaluation approach was designed during the inception phase and is based on the OECD/DAC evaluation criteria for humanitarian interventions. However, to the five customary OECD criteria of relevance, efficiency, effect, impact and sustainability were added Appropriateness (linked to relevance), Coverage, Coherence, Connectedness (linked to Sustainability) and Value for Money (linked to efficiency) – this to comply with the criteria outline of the ToR.

The evaluation approach included also capacity building through inclusion of Head Quarter BDRCS and/or V2R project staff members as part of the Evaluation Team during the analysis phase. The approach was designed to ensure that the evaluation would be carried out in a participatory and transparent manner, making sure that all relevant stakeholders would be able to provide information. This was accomplished by selecting Community Disaster Management Committees, Recipients of project benefits, Red Crescent Youth Volunteers and the district Project Implementation Committees but also other key informants. The design also included focus group discussions with children and young people in the communities but regrettably this could not be facilitated by the Red Crescent Units due to time constraints and unavailability of child club members who attend school.

A framework or matrix form was developed with each evaluation question of the ToR reformulated to fit with one or more respondent categories and/or methods (called the Evaluation Questions matrix, see annex D4). An Analyse Outcome framework was developed with facts found during the evaluation linked to findings and conclusions for each evaluation criterion. Data sources would be project documents, such as proposal and progress reports, baseline and endline data (both qualitative and quantitative) and information obtained during the field visits of the Evaluation Team.

2.3 Methods

The key methodological steps were developed by the Evaluators during the inception phase of the Final Evaluation as documented in the Inception Report. These steps are listed in the following table:

Table 1: Key Methodological Steps

period	Methods	Outputs
9-11 January	Desk study of project-related documents	Annotated Document Review
	Development of Analytical Tools	Evaluation Questions matrix; Analysis Outcome framework; Fit to Resilience matrix (see annexes D3,4)
11 January	Draft of Inception Report	Inception report
17-19 January	Briefing/orientation by Country Manager	
	Development of Interview Tools in consultation with V2R staff	Interview Topic Lists for CDMC, Beneficiaries and Government Service Providers.
	Logistical planning and visit site selection	List of communities selected for visit
19 January	Meeting with BDRCS Director of DRM department	Orientation of BDRCS V2R implementation
20 – 26 January	Continued/in-depth document study	Specific understanding of project implementation
	Fieldwork at communities: - Group Interviews ⁷ with CDMC and Individual Interviews with Beneficiaries. - Observations of water sources, latrines, vegetable gardens and livelihood generation activities through transect walks in communities. - Beneficiaries were selected for interviews during the transect walks based on observed activities or housing conditions (elevated, poor or very good etc.).	Field notes
	Individual Interviews with UP Chairmen, school directors, Union government Service providers.	Field notes
	Group Interviews with members of child clubs at schools.	
	Individual Interviews with heads of government Service Provider Departments at Upazilla or District levels. Project staff made appointments with relevant departments (Fishery, Agriculture, Livestock, CPP and Welfare Affairs) in each District.	Field notes
	Focus Group Discussions with Youth Volunteers ⁸ ,	Field notes
	Meetings with Project Implementation Committees, conversations with RC Unit staff, V2R Technical Officers and V2R Project staff.	
27 January	Individual Interview with V2R regional Monitoring & Evaluation Officer in Barisal about monitoring data	Field notes
29 – 30 January	Review of and Organising Field notes by Consultants for Analysis sessions	Preliminary Analysis

⁷ Group Interview is asking questions to a group, such as the CDMC, and prompting confirmation from several members if replies are given by one or two dominant members, such as chairman or secretary. Group interviews are customary in fieldwork conditions without opportunities to control the selection of respondents and interview conditions (e.g. attendance of other people). Group interviews should not be considered similar to focus group discussions (FGDs) whereby issues freely are discussed by the group members.

⁸ During the fieldwork it was only possible to arrange for Focus Group Discussions (FGD) with a group of about 10 to 12 Red Crescent Youth Volunteers – who have been conducting the needs assessments in the target communities – because group members were more or less equal in status (no hierarchy) and the group accepted the idea to discuss a given issue among themselves. Issues discussed were for example the relative need of the communities compared to other communities, the fairness of beneficiary selection in the communities and the functioning of the CDMCs.

31 January – 1 February	2-day Analysis sessions with participation of V2R M&E Officer	- Fit to Resilience Characteristics matrix, - Power Point Presentation (PPP) with Findings and Conclusions
	Preparation of endline monitoring data as proxy endline survey data prepared by V2R M&E Officer	Tabulations of endline data by V2R staff as requested by Consultant
	Analysis of endline monitoring data and comparison with baseline and mid-term survey data.	Tabulation of comparative frequency data for use in PPP and report
2 February	Presentation of PPP to V2R staff for Feedback	Feedback notes
February - April	Review of project documents in line with baseline – endline data comparison, field-level facts and findings	Report notes
	Drafting evaluation report	Draft evaluation report
	Drafting revised evaluation report incorporating feedback comments	Revised evaluation report



2.3.1 Document review

The project team provided a number of documents for review (see Annex 2). The most relevant and pertinent documents, which informed the evaluators to prepare the evaluation questions, analysis framework, the development of tools and the planning of the fieldwork, were reviewed before going to the project areas. These and additional documents obtained during the field evaluations have been studied more in-depth during the analysis phase to provide input to the draft and final reports.



2.3.2 Primary Data Collection

A qualitative approach for the primary data collection was chosen because it would enable the Evaluation Team to explore in-depth the results of the project and the experiences of the stakeholders.

Sampling of communities

The project targeted communities⁹ of approximately 500 households in 27 villages (16 communities in Barguna and 11 communities in Patuakhali districts). These communities are part of local administrative centres (Wards) of Unions (the lowest formal administrative level). As instructed by the Evaluation Team, the project ranked these communities in order of assumed strength to sustain the community structures (CDMCs) in three categories (weak, mediocre and strong). Communities which had been visited by formal missions (e.g. Technical Backstopping Missions or studies) during the last two years were excluded. From the remaining list, the BDRCS Unit Office selected several locations at random from each category for visiting.

Community level interviews and transect walks

During the three days in each district, the first meeting was with the Unit Office staff for orientation and final field visit planning. Consequently four communities were visited in Barguna district (4 out of 16 representing 25%) and three communities at Patuakhali district (3 out of 11 representing nearly 25%). In the latter case only one community was visited on the second day to allow enough time to visit officials at Union and Upazila level, such as the Union Parishad Chairman and Livestock Officer.

In every selected community, except for one, its (nearly) complete Community Development Management Committee (CDMC) were interviewed using a focussed interview technique; the Community Organiser (CO) was interviewed if still available¹⁰; and beneficiary households, who received various benefits and also non-beneficiaries were visited during a transect walk, and household members ques-

⁹ These communities are not administrative government units, such as Unions but villages or often parts of villages, like hamlets.

¹⁰ The CO was always living in the community she (majority was female) was working. The evaluators met with four COs.

Final Evaluation of the V2R project implemented by Bangladesh Red Crescent Society, commissioned by BRC
 tioned about their experiences. In two communities several lead producers¹¹ were interviewed with a focus on copying behaviour of neighbours.

In two communities the Evaluation Team had the opportunity to interview child club members and several teachers at a secondary school. Although it was intended to meet with other key informants, like imams or health workers there were no opportunities for such meetings (travel to arrive in the communities was often long which prohibited timely appointments while time in the communities was often limited to less than 2 hours).

Although it was intended (as outlined in the inception report) to ask children and youngsters from the project to respond to outcome hypotheses and to verify preliminary field-based findings during group meetings this was not feasible (Red Crescent Unit staff had no longer regular contact with these communities after closure of the project and they lacked the contacts to make arrangements for FGD with school children).

Interviews with Upazila and District-level stakeholders

The third day at each district visit was used to meet with Upazila or District-level stakeholders, such as government service providers and national society volunteers, and to conduct a lengthy discussion with the Unit Office staff to verify findings and obtain project specific data. Each District visit was concluded with a meeting with the Project Implementation Committee. The field visit was finally concluded with a 1½ hour meeting with the BRC M&E Technical Officer in Barisal city whose input and clarification of several aspects of the project implementation was very useful for a full insight in the project activities and achievements.

Overview of Data Collection Methods

nr	Method	Description
14	Meetings	A meeting is where the respondent decides which information to share with the Evaluators (e.g. Orientation, Briefing, etc.)
43	Individual Interviews	An individual interview is where one respondent answers questions asked by the Evaluators
16	Focus Group Interviews	A FGI is where a group answers questions on particular issues asked by the Evaluators
2	Focus Group Discussions	A FGD where a group discusses an issue given by the Evaluators and after the discussion comes up with a majority and minority opinion
7	Transect Walks	A transect walk is walking through a community to observe houses, compounds, drinking water sources, latrines and IGA



2.3.3 Baseline versus Endline Data

Various surveys and studies provided data on the condition and circumstances of the target communities and beneficiaries at the start of the project, which together formed the baseline for the final evaluation (e.g. Watsan and Health and Hygiene (H&H) baseline surveys, Livelihood Review report)¹².

At mid-term a sample survey was conducted to measure the WASH results (February 2015). At the same time a workshop was conducted to discuss the experiences with the Livelihood component (Livelihood Review).

The project did not conduct an endline survey (mainly because there was no budget allocation). In order to have endline data for comparison with the baseline on WASH and H&H the evaluators made

¹¹ Those recipients of livelihood generation grants who were very successful were asked by the project to demonstrate their success and their manner to other community members. These persons were described by the project as lead producers. Although there were 3 to 5 lead producers in each community the evaluators could only interview two producers as most were not available during the evaluation visit.

¹² No statistical data was collected on DRR or livelihood generation during baseline, mid-term survey or endline.

Final Evaluation of the V2R project implemented by Bangladesh Red Crescent Society, commissioned by BRC use of monitoring data collected throughout the project and stored in the project database. On request by the evaluators monitoring data which was updated till the end of the project implementation period (December 2015) was used to tabulate WASH and H&H data in order to compare with the baseline data. This data enabled measurement of changes from start to end of project, such as frequency of sanitary latrines or reduction of diarrhoea incidences, but it was not possible to undertake a complete statistical analysis as baseline and endline data was not collected through a similar statistical method.

2.4 Analysis



2.4.1 Participatory Analysis

After return from the field, the Lead and National consultant, and the V2R HQ M&E Officer reviewed the data over a two-day period using the analysis tools developed during the inception phase.

The presence of the M&E Officer facilitated the verification of findings as he had a sound understanding of the project interventions and results, but it also fitted with the capacity building objective of the evaluation. During these sessions preliminary conclusions were drawn and tentative recommendations were made. A Powerpoint Presentation was also prepared for the planned Validation workshop¹³.

In order to facilitate the data collection and analysis, three tools were designed during the inception phase (see Annex D).

- The first tool is a form (Evaluation Questions matrix) which translates the evaluation questions from the ToR and other sources into field-applicable questions¹⁴.
- The second tool is the Analysis Outcome framework, which was used to link topics under each evaluation criteria (appropriateness, efficiency etc.) with evidence found in documentation, survey and/or monitoring data and through field work.
- The third tool for the analysis is the matrix form which linked the evaluation criteria (appropriateness, efficiency, etc.) to the IFRC Framework for Community Resilience (See also section 1.3 above which includes the projects' definition of resilience).
- A fourth tool was used to measure Value for Money (this tool was made available by the BRC – see the completed tool in Annex D1).



2.4.2 Findings Presentation

As explained above the validation workshop did not take place as no BDRCS staff could attend. Instead, a Findings Presentation was held on the afternoon of 2 February 2017 immediately after the conclusion of the fieldwork and preliminary analysis. While the complete V2R BRC team participated no BDRCS management or staff attended due to commitments for the Partnership Meeting. The presentation was followed with a Question and Answer session. Several questions were asked to clarify the Power Point Presentation but all findings and conclusions presented were accepted.

2.5 Limitations

¹³ The Validation workshop did not take place as BDRCS staff were not available to participate; instead a Findings Presentation Meeting was conducted with BRC V2R staff followed by a Question & Answer session. The BDRCS M&E Officer who was invited to join the analysis sessions as part of the capacity building objective of the Final Evaluation could unfortunately not attend after the first hour due to commitments for the Partnership Meeting.

¹⁴ These 'derived' field questions were used to guide the evaluators, to remind them about what information was needed to be obtained from which sources in the field. At the field level, specific questions were used during interviews and group discussions adapted to the respondents; although prior to the field work topic lists were prepared in consultation with V2R staff, in the majority of cases, questions were asked on an ad-hoc basis, in response to answers of respondents. These questions and answers are included in the fieldnotes and extensively used as input during the analysis sessions, but these are not available for review due to confidentiality reasons.

One key methodological limitation was that no endline survey was conducted. Monitoring data which was updated until end of project was used as a proxy to compare with the baseline survey data. Interesting demographic data, such as on children going to school and income levels, were not collected in the baseline survey and thus could not be compared at endline.

The final evaluation took place about nine months after the closure of the project, but this did not affect the evaluation because an extension project was implemented in the same Districts by the same BDRCS Units and many of the former project staff were still involved in the extension project and were made available to the evaluation team.

Limiting factors during the fieldwork were the relatively short visit times at communities – two days in each target area was allocated to visit communities, but due to long travel times, the actual time spend in villages was only a few hours. Another factor limiting the quality of data collected was that the respondents tended to directly respond to questions, instead of discussing among themselves before answering. Also, due to the existing hierarchy mostly the male CDMC chairman or secretary answered questions even if questions were directed to female members. This has been mitigated to some extent by using prompting techniques.

3. Findings

The findings are structured by the questions per evaluation criteria as listed in the ToR (see the list on the right). Although the evaluation focused on the DRR, WASH, Livelihood and National Society's Capacity Building outcomes of the V2R project (i.e. the intended outcomes), it was possible to obtain additional information about several other unintentional outcomes, in particular related to women's empowerment, child education and child protection.

Relevance and Appropriateness
Coverage
Effectiveness
Efficiency
Impact
Coherence
Sustainability and connectedness
Value for Money

The findings presented in this chapter for each or a combination of the Main Evaluation Questions under each of the Evaluation Criteria are based on data from different sources, such as baseline survey and endline monitoring data, project reports and the evaluation fieldwork (individual and group interviews, focus group discussions, observations). The achievements by the project are indicated with a green arrow for high, a yellow arrow for questionable or mediocre and a red arrow for low achievement levels (see colour coding p. xiv).

3.1 RELEVANCE and APPROPRIATENESS

3.1.1 Ensuring Relevance and Appropriateness

The project design is well-thought through and the intervention logic is relevant and clear. The Project has no defined Theory of Change (ToC) but the design document and logical framework list the following intervention logic:

Goal:	To reduce vulnerability and increase resilience
Outcome 1:	Through improved organisation, connectedness and infrastructure, target communities are better able to assess, monitor and manage their risks;
Outcome 2:	Target communities have improved access to income generating opportunities, improved organisation and participation in markets and increased capacity to invest in income generating activities;
Outcome 3:	Target communities have improved knowledge of, and access to, health care, safe water and sanitation;
Outcome 4:	BDRCS are better connected resulting in enhanced capacity to support communities in preparing for, responding to and recovering from the impact of multiple hazards.

The project included an inception phase of about eight months to prepare the project and consult with the BDRCS (who implemented the project). This inception period included:

- a needs assessment in the project area and selection of the communities,
- conducting a baseline household survey to identify beneficiaries,
- discussion of the most appropriate manner to provide livelihood support, and
- building capacity of the BDRCS Unit staff to implement the project and the Youth Volunteers to carry out the needs assessments and household surveys.

While in the opinion of the evaluators the baseline survey should have been designed to capture more demographic data (e.g. on literacy, child education, food security, exclusion and/or disadvantages, etc.), this has not affected the implementation¹⁵.

¹⁵ The Project was very diligent in the approach to select communities and beneficiaries who were most in need of the project services. Very detailed baseline data was collected for the WASH component and detailed specialised reports were prepared for the Livelihood component.



Information about the intended selection of communities was documented in significant detail in the proposal, but the actual selection was not documented in any other available document. Respondents were in agreement that the selection procedure was followed, and that it was fair and adequate. There is no indication that beneficiaries have been involved in the project design; in fact, the design was formulated about two years prior to introduction to the target communities. Respondents from committees or project staff were not clear about how decisions were made or by whom. However, communities, through their Community Development Management Committees (CDMC), have been included in consultations regarding the implementation and exit activities.

All respondents, in particular the senior volunteers of the BDRCS and project staff, were convinced that the communities selected for the project were affected by previous floods and cyclones. However, no convincing and independent documents could be offered to back up these claims – such as the lists of all communities linked to the selection criteria – to demonstrate that none of the other communities were more eligible for receiving benefits. In one instance, one respondent indicated that, besides the selection criteria, influence from local important people had contributed to the final selection.

Overall, although no independent and reliable sources could validate that the most appropriate selection had been made, the field visits and project reports on field visits to other project communities clearly show that the selected communities were in need of the project interventions. This is also evidenced by the observed fact that all 7 visited communities fit with the five main, and at least 75% of the six secondary, selection criteria.

Table 2: Criteria for Target Community Selection

Primary	Secondary
• High level of exposure to multiple hazards ✓	• Accessible for BDRCS units to work ✓
• Coastal communities with high geo-physical vulnerabilities ✓	• Other agencies (NGOs & CBOs) have not implemented preparedness projects ✓
• Have faced cyclones SIDR and AILA ✓	• Low or difficult access to markets (5 of 7 ✓)
• Communities have high percentage of households with fragile livelihood and food insecurity (26% were daily wage earners) ✓	• Not very far from each other or close proximity of villages (clusters in each Union except for one)
• Low access to basic services ✓	• Positive attitude of communities and local authorities towards implementation of project ✓
• <i>See remark below!</i>	• Low literacy levels (34% heads no education) ✓
Source: Project Proposal	

The evaluators were not able to find baseline data on the sixth primary criterion for community selection ‘*High percentage of socially excluded, marginalized, disadvantaged community members*’. Also, none of the respondents interviews who were involved in selection mentioned this criterion in any way.

3.1.2 Accountability to Beneficiaries

The field visits demonstrated that the project had taken various measures to ensure accountability, such as placing a billboard with relevant information about selected beneficiary households at the community centre, or a complaint box where people could deposit notes about perceived errors or wrong choices. These notes were collected by project staff and the validity of the complaints was checked by independent stakeholders. In a few cases, corrections were made; for example, to include eligible households which were omitted from the beneficiary list.

Fair beneficiary and needs selection




Youth Volunteers who had been involved in the household assessments in both districts were adamant that the selection of approximately 25% of the community population to become beneficiaries was actually based on need for support to strengthen their resilience to cope with disas-


However, specific demographic data which would enable an assessment of the validity of the community selection is missing, such as the proportion of households with food insecurity or which are socially excluded, marginalised or disadvantaged.

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ters. Evidence collected during focus group discussions (FGDs) with community members and volunteers, Key Informant Interviews (KIIs) with committee members and local elected officials, and observations during transect walks and house visits clearly demonstrated that the project needs assessment did fit with what people in the selected communities perceived as their urgent and real needs, especially regarding access to safe drinking water, sanitary latrines nearby their houses, livelihood income generation activities and disaster preparedness measures.


Tube wells and latrines

 The baseline survey found that, on average, 17.3% of respondents from 26 communities were using drinking water taken from a pond. The decision by the project to install 2 new tube wells and repair in average 12 to 15 existing water points in each community so that almost all residents could enjoy clean and safe drinking water seems thus relevant and appropriate. The baseline survey also found that, on average, 43.7% of respondents from 26 communities had a pit latrine with slab. National data reflects a much lower average of households with pit latrines with slabs (25%) than in the project areas¹⁶. Still 56% of households in the project areas did not have access to a sanitary toilet at baseline (22.5% reported no slab, 20.8% with hanging toilet and 12.7% without a toilet). Thus, providing part of the community members with materials to build such a latrine seems equally relevant and appropriate.

Cultural perceptions


 The evaluators did not find any document from the project design period to inform about whether cultural perceptions had been taken into account. Only one phrase in the proposal points to this consideration: *it is important that specific needs and solutions which are culturally and technically accepted are taken into consideration. To ensure this the project follows a responsive approach ...* (p.20). However, the descriptions by respondents of how the project was conceived and how beneficiaries were selected seem to indicate that indeed customs and cultural perceptions have been taken into account. For example, in one community, the whole ethnic minority population was included, and livelihood generation options included the breeding of pigs, an animal that is abhorred by the majority Muslim population.

3.1.3 Local Technology

 Latrine slabs were produced inside the communities, so that no transport was needed. Live-stock provided were local breeds and vegetable seeds were local varieties. The kind of tree saplings distributed to all community members were chosen by the recipients. Therefore we conclude that the technologies used were appropriate for the local contexts. To the question of whether **the project has shown adaptability in relation to different contexts within the target area/population, and shifting external circumstances**, project staff at headquarter and field level replied that ‘no shifting external circumstances occurred’. Adaptability to different conditions at communities or households was included in the design of activities, such as diversification of livelihood generation options. However, the Evaluators found that the flat rate for beneficiary selection (25%) and for livelihood grant support (8%) did not take into account the differing needs and conditions in the various communities. Project Implementation Committee (PIC) representatives mentioned that such a flat rate was necessary to avoid conflicts and accusations of favoritism.

¹⁶ National data in rural area: latrine with slab 25% (source: Bangladesh National Hygiene Baseline Survey 2014, Ministry of Local Government)

3.1.4 Appropriate Scale and Nature of the Project¹⁷

 The overall high level of achievement across each of the projects' components, the perception of accomplishment among BDRCS Unit staff and PICs, and the satisfaction among the CDMCs and beneficiaries found during the final evaluation mission point to a sufficient level of capacity, experience and mandate of the project's implementing agency and the supporting agencies (the Consortium). Limiting the project in scale – to 16 communities in Barguna district and 11 communities in Patuakhali district – has, according to respondents, such as members of PICs or local officials like Union Parichad chairmen, enabled a gradual and in-depth process of implementation and 'on-the-job' capacity building. The project model – linking disaster risk reduction with improving the sanitary and livelihood conditions – was already a concept known to BDRCS and the concerned communities. The conclusion is thus that scale and nature of the project were appropriate and proportional.

3.1.5 Relevance Fit with Resilience Characteristics

The evaluators used an analysis matrix to link evaluation criteria, such as Relevance and Appropriateness and topics under these criteria, like needs and coverage, with the six resilience characteristics in the IFRC Resilience Framework.


Table 3: Relevance versus Resilience

resilience characteristic 1	resilience characteristic 2	resilience characteristic 3	resilience characteristic 4	resilience characteristic 5	resilience characteristic 6
knowledge, health, basic needs	infrastructures & services	economic opportunities	social cohesion	management of Natural Resources	connected
vuln communities; fam with disabled mbrs; female headed	poor infrastructure	remote from markets	micro-groups, CDMC		H2R communities

The finding by the evaluators was that in terms of relevance and appropriateness the project fits well with all characteristics, except with the Management of Natural Resources – the Project has no activity or policy related to this characteristic (see the complete matrix in Annex D).

3.2 COVERAGE

3.2.1 Coverage versus Plans

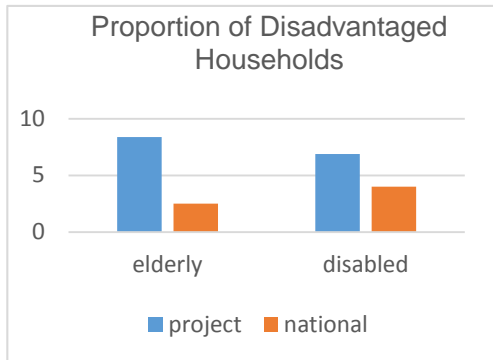
 The project implemented the interventions as they were designed and further developed them through studies and consultations from conception in 2011 to the start of implementation in 2012¹⁸. The project aimed at inclusion of 'excluded, marginalized and/or disadvantaged' people', and achieved this by prioritising these population categories. Although information obtained during the fieldwork indicated that the project did include these groups adequately in its activities, specific monitoring documentation evidencing this was not found.

¹⁷ The second question under Coverage listed in the ToR is similar and therefore not again answered: 'To what extent has there been an effective balance between project coverage and quality of implementation?'

¹⁸ The DRR Baseline Comments document (2012) states that: *the needs assessment looked at a number of aspects of vulnerability. Some of these can form part of the baseline for DRR and are useful indicators of how well the community is applying knowledge and information to assess, monitor and manage risks.* The Livelihood Discussion document (2013) states that the purpose of the analysis was among others to: *Mainstream gender, migration, environment, and climate change into the analysis and programme design.*

The evaluators requested the HQ-based BRC M&E Officer to produce the demographic data of one community to illustrate the proportion of various population categories selected for the project. This example from Londa community in Dhankhali Union of Kalapara Upazilla showed that among the 403 beneficiary households:

34 (8.4%) Beneficiary households were headed by or included an elderly (60+ year old) member (in comparison with national statistics of 2-3%); 6.9% of beneficiary households included disabled members (in comparison with national statistics of 4%). This data was collected by the project in its monitoring database lastly updated during the first quarter of 2016; the elderly and disabled categories did not overlap. This means that about 15% of beneficiary households included one or more disadvantaged members.




The project did not compile or make available comparative data from other communities in the project area. In order to get a better idea of how the proportions of households with elderly or disabled members found in the example community relate to national figures, we have used statistical data from other sources¹⁹. It seems that the proportions for both elderly and disabled are high if compared to the national averages.

The project covered 27 communities in remote coastal areas which are hard to reach during most of the year. The need to use a combination of vehicles and boats, and the 2 to 4 hours travel time to reach most of the communities has obviously put a heavy drain on the project's resources. While this was anticipated it is still an achievement that all planned activities could be implemented, be it that some activities were delayed not only because of the travel difficulties, but also for other reasons (security, contractor's failure to comply, late finance disbursements etc.).

3.3 EFFICIENCY

3.3.1 Deliverance of Planned Outputs

 The project prepared annual Plans of Action (PoA), which were adjusted to changing conditions if needed. However, a review of the three annual plans did not indicate major changes from the original plans, although sometimes plans were delayed because of security reasons or because progress was slow (e.g. beneficiary selection).

Delays were also caused by the '*lengthy internal approval process*' during the first year of implementation. This was partly a consequence of the new V2R approach whereby BDRCS implement the project activities supported and mentored by the BRC V2R team. Both agencies had to get accustomed to this modus operandi. Gradually the internal approval process was streamlined and delays were avoided.

For the year 2014, only one activity was not achieved to the extent planned: access to safe water and sanitation was targeted for 90% of beneficiaries, but only 79% was achieved. This was due to delays in construction and distribution of sanitary latrines or for the installation of water points by a slow performance of the contractors and suppliers²⁰. However, by end of the project early 2016, all planned activities had been conducted and targets had been achieved within the implementation period, except for the final evaluation, which was moved from April 2016 to January 2017, due to security issues in

¹⁹ The statistical data for Bangladesh on elderly over 60 years was 3.1% (Elderly BBS 2015, p.46). A study in coastal districts done by Save the Children found 2.2% of households were headed by 60+ years olds (Shiree, 2013 p. 15). Data on disability was found to be uncertain but varying from 0.5% to 1.2% to 1.5% of the total population (Disability BBS, 2015, p.13). This means that to get the proportion per household these proportions need to be linked to the average household size which was 4.36 for rural areas (Population and Household Census 2011, BBS p.xi). Thus 0.5% equals to 2.2% households with disabled members and 1.5% equals to 6.5%. The mean would be 4%.

²⁰ Beneficiaries dug the latrine pit, placed the concrete rings and slab, and constructed the cabin walls.

3.3.2 Value for Money

In this paragraph we will address the efficiency of the Project in using its available resources at the least costs (cost-efficiency) and how the Project managed to make the most effective use of its financial, material and human resources (cost-effectiveness).



The annual reports mention a focus on ‘value for money’ (VfM) of approaches and activities. For example:

- the community-level needs assessments and household surveys were conducted by Youth Volunteers of the local BGRCS Unit in cooperation with the CDMCs;
- local roads were upgraded or repaired using local resources and cash-for-work payments, which had the advantage that poor families who were not selected for livelihood support, but who had able family members, could earn equal amounts of money as the livelihood grants.
- The community organiser was hired from the community s/he worked in so that work-related costs were minimal.
- Various training courses were provided by government officials at expenses only basis and local government training venues were used at no cost.

The project ‘approach’²¹ also employed a cost-efficient strategy by using the established BDRCS infrastructure as delivery vehicle for project interventions, which saved funds for project staff and means (offices, vehicles, etc.). The evaluators applied the BRC VfM assessment tool and measured an ‘excellent to very good’ overall score for the project (see Annex D1).

3.3.3 Efficiency Fit with Resilience Characteristics

The evaluators found that in terms of efficiency the project fits well with all characteristics. Basic needs are properly assessed, infrastructure is improved, Community Organisers are recruited from the communities, trees are planted and government trainers and training facilities are used at expense-only compensation (see the complete matrix in Annex D).

Table 4: Efficiency versus Resilience

resilience characteristic 1	resilience characteristic 2	resilience characteristic 3	resilience characteristic 4	resilience characteristic 5	resilience characteristic 6
knowledge, health, basic needs	infrastructures & services	economic opportunities	social cohesion	management of Natural Resources	connected
Community Needs Assessment by CDMC + volunteers	Cash for Work, local latrine & well construction	Community Organiser from community, Volunteers	Community Organiser from community	tree planting at embankments & roadsides	Training facility by UP, training by Gov.SP

²¹ The V2R project defines ‘approach’ as the manner in which BRC and BDRCS work together to implement the project activities.

3.4 EFFECTIVENESS & IMPACT

The content of this chapter represents the findings from documentary sources – in particular, the Technical Backstopping Mission reports, the Most Significant Change (MSC) report, the endline versus baseline monitoring data - and from the field visits, which mainly functioned to validate secondary source findings and to explore unanticipated outcomes. Indicators listed in the logical framework that have been measured by the mid-term survey or through the endline monitoring data are included, to evidence the achievements made under each expected outcome. These two evaluation aspects are combine here because this evaluation took place about one year after the ending of the intervention activities, thus the project's outcomes and its longer-term impact are already merged to some extent at this time.

3.4.3 Use of Project Monitoring Data

A project monitoring and evaluation (M&E) plan was designed, but the instructions for use and how to measure which indicators are limited. One project document judged negatively about this plan (not being a full plan) but there have been no efforts made to improve the M&E Plan during the remaining lifetime of the project.

The V2R monitoring and evaluation plan is awkward and incomplete. Output tracking is the most advanced .. (Livelihoods Review, 2014, p.15)

The project's logical framework include indicators at goal and outcome level, in total 27. However, a number of outcome indicators are actually output based (in the opinion of the evaluators).

The following table lists the 12 outcome indicators which have been used by the evaluators to measure achievement under each of the project outcomes as described in the paragraphs below.

Table 5: Indicators used by the Evaluation

	Outcome	Indicator
1	Through improved organisation, connectedness and infrastructure, target communities are better able to assess, monitor and manage their risks through community and household preparedness and small-scale mitigation and management measures including natural resources management	<ul style="list-style-type: none"> ✚ 27 CDMCs actively managing community disaster management plans ✚ 90% HHs in target community taking three or more disaster preparedness measures in-line with their community disaster management plan ✚ 100% target communities have implemented small scale mitigation or environmental protection initiatives as identified in Community Disaster management plan. ✚ 100% of target communities include infrastructure and services in their community disaster management plan and CDMCs take this forward with concerned line departments
2	Target communities have improved access to income generating opportunities, improved organisation and participation in markets and increased capacity to invest in income generating activities.	<ul style="list-style-type: none"> ✚ All producer groups have gained skills and received technical & market information and training on their particular specialism ✚ All producer groups have access to Union level line departments for technical information sharing
3	Target communities have improved knowledge of, and access to, health care, safe water and sanitation including in the event of an emergency	<ul style="list-style-type: none"> ✚ 90% of all households in target communities have access to safe water and sanitation ✚ 90% of all households have at least one member with knowledge of 3 critical moments for hand washing ✚ 90% of all households have at least one member with knowledge of 2 measures to treat diarrheal disease ✚ % of people practicing safe water and sanitation rules
4	BDRCS are better connected – internally, with communities and with local government resulting in enhanced capacity to support communities in preparing for, responding to and recovering from the impact of multiple hazards	<ul style="list-style-type: none"> ✚ Units of Patuakhali & Barguna have management plans identify clearly the Unit role in DDMC, UzDMC and UDMC meetings and report monthly to Unit affairs Department on attendance. ✚ Units are better connected to local government and service providers in terms of communication and coordination to provide services to beneficiaries.

The extent to which the project goal has been achieved is discussed in chapter 4 (Conclusion and Rec-

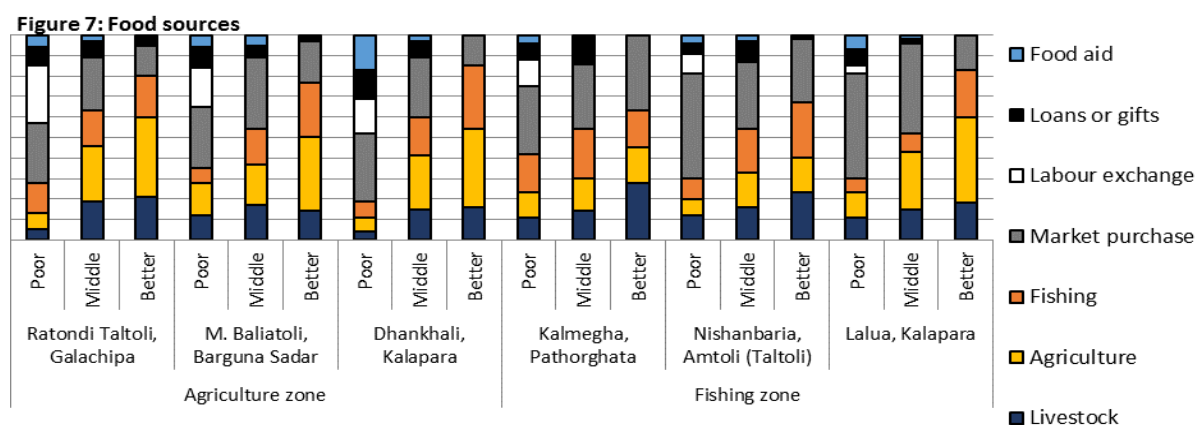
The extent to which the project has achieved each of the four outcomes (see paragraphs 3.5 onwards for discussion of this) is mostly demonstrated by using survey or monitoring data and findings found during the field work, and less by trying to measure outcome level indicators. The main reason why the evaluators choose this approach is that, with the exception of outcome 3 on WASH, many of the ‘outcome level’ indicators do not actually measure achievement of intended outcomes, but are actually output level indicators (e.g. ‘100% target communities have implemented small scale initiatives’). The related outcome is: ‘Through improved organization, connectedness and infrastructure’, thus the extent to which these strategies have realised better risk management should be measured instead²²).

Despite lacking a complete M&E Plan, the M&E Officers conducting the monitoring were very skilled and could interpret the monitoring data well at the output level. A well-designed database has been developed, including all beneficiary level data across all target communities. Data was regularly uploaded in this database until the last project quarter (Jan-April 2016). This has enabled the project to produce endline data for the final evaluation (needed as no endline survey was conducted). However, the fact that such endline data was not available at the start of the end-of project evaluation indicates that this data had not been used to measure achievements at the outcome level by the project management.

➤ The monitoring data, including the mid-term household survey data (which only covered WASH and H&H), has reportedly been used by management to follow-up on progress and to report to donors, but no specific evidence was found in project documentation or through interviews that this monitoring data was used for analysis and adjustment of strategies or activities.

➤ At the inception stage and beyond, the project used a number of technical studies to design income generating activities. Several reports show the extent of studying the material by project staff and the depth of consultations with project stakeholders and representatives of the beneficiaries (e.g. see Livelihood Discussion 2013; DRR Baseline Comments 2013; Livelihood Review 2014). This has obviously cost much time and effort.

➤ In hindsight such an in-depth and rigorous study approach seems excessive; for example, the level of analysis in the food source table (see below) seems a bit too much for committee members and field-level project staff to apply in the communities. There is little evidence that this detailed technical approach has improved the overall effectiveness of the project. Nevertheless, the learning from these studies and consultations has clearly contributed to the capacity of the in-



involved project staff and the BDRCS Unit staff, which will be an advantage for replicating the V2R model and approach in other areas. For example, project and Unit staff has gained new ideas from the livelihood discussion workshop about income generation opportunities; another example was the introduction of a complaint mechanism for the beneficiary selection.

²² An alternative indicator to measure the level of risk management is the preparedness of the CDMC to cope with potential natural disaster threats.

3.4.4 Fit with Resilience Characteristics

The evaluators found that in terms of effect the project fits well with four characteristics. Basic needs are properly assessed, women and disabled people are included in economic opportunities, activities are organised to enhance the social cohesion and links are made with local government and service providers or parents encouraged to connect with the school where their children are studying (see the complete matrix in Annex D).

Table 6: Effectiveness versus Resilience

Evaluation Topics	knowledge, health, basic needs	economic opportunities	social cohesion	connected
Gender	women home gardening	home gardening for women	courtyard sessions (for women)	Welfare Affairs dpt, UP
Education	WASH, DRR promotion at schools	more children to school		parents linked to school; child club
Disability	priority for latrine	priority for cash grant	4.8% of Ben. Families	

A good fit was found with the (potential) impact for each outcome and the resilience characteristics. For example, under outcome 2 on Livelihood the project provided 25% of the community households with a grant to start vegetable gardens, travel to local markets was facilitated, 8% of households got economic opportunities and links with government service providers were strengthened (see complete matrix in Annex D).

Table 7: (Potential) Impact versus Resilience

Outcomes	knowledge, health, basic needs	Infrastructure & services	Economic opportunities	Social cohesion	Connected
outcome 1 DRR	DRR preparedness	road improvements; tools & equipment	Protection of assets, houses need more strengthening	CDMC, CDRT	CPP, Loc.gov, RCS
outcome 2 LLH	25% veg gardening; 16.4% CFW	travel to markets, vendors to village	8% LLH IGA; vendor & market; model of lead producer		to Gov. SP
outcome 3 WASH	92% access to san. Latrine; 99% safe drinking water; 3% down from 20% diarrhoea	Schools have latrine & drinking water	latrine & well construction	sharing wells; communal promotion hygiene	DPHE
outcome 4 OD	Knowledge on Community development & project implementation	V2R built training rooms, repair of office building, provided equipment	V2R needed field staff, volunteers	understanding CD intervention	improved links w Local Gov, Gov SP

3.5 Achievements under Outcome One (Disaster Risk Reduction)

Outcome 1: *Communities are better prepared to predict, prepare for and respond to natural hazards through community and household preparedness and small mitigation measures* (Proposal p.12).

Household level indicators: One indicator in the logframe measures the proportion of households that follow the Community Disaster Management Plan (CDMP). However, many of the disaster preparedness measures listed in the community plans were already part of people's response before the project formed the CDMCs. For example, the 2014 Annual Report states: *High levels of sampled households in a number of communities indicated good knowledge of basic measures, such as knowing where to seek shelter and how to get there.*


The Annual Reports list that the Project conducted the following activities in two successive years:

Table 8: CPP Activities by the project

2014	2015
436 Cyclone Preparedness Programme volunteers (Male 398 Female 38) received training on DRR	
27 mock/simulation exercise and events on early warning dissemination, evacuation to shelter, first aid and search and rescue operation around cyclone shelters were conducted. 1,237 BDRCS volunteers and community people participated in the simulation act and approximately 35,757 people have observed it.	27 mock exercises were completed on cyclone early warning dissemination, evacuation to shelters, search and rescue operations and first aid emergency services. 1,356 BDRCS volunteers (Youth & CPP) and community people participated in mock exercises and approximately 34,208 people observed it.
22 workshops have conducted with District, sub district and union level disaster management committee for strengthening linkages between disaster management committee and community people. Total 586 participants (male 520, female 66) participated in the workshop.	Workshops with district sub-district and union level disaster management committees were completed, strengthening linkages between disaster management committees and community people. 574 participants (including 63 female) participated.
324 Community Disaster Response Team members (Male 219, Female 105) received training on First Aid, Search & Rescue and early warning besides the training each members received the equipment.	
School peer group has been formed at selected 21 higher secondary schools in order to pass through disaster management message among students and families. Class sessions of DRR have been conducted in schools along with the regular curricula of schools. 2,503 Boys and 2,617 Girls and 44 teachers were involved in the session.	Through Youth Peer Education activities a total of 6,095 students (including 3,053 girls) from secondary level schools learned about disaster preparedness and awareness to reduce risk in future disasters. From programme schools, 46 teachers (male: 35, female: 11) participated in refreshers' training for teacher that increased their knowledge to pass their learning into students to be aware of disaster risk reduction.
402 Community Disaster Management Committee members (Male 235, Female 167) received training on contingency planning.	
	Courtyard sessions were conducted with 31,071 people in attendance including 24,109 from 27 targeted communities. Household level disaster preparedness, response and mitigation activities have been strengthened.
	124 representatives (male: 109, female: 15) from Government and Non-government organisations took part in advocacy and linkage workshops to be better aware of disaster risk reduction and public health at community level.

Community level indicators: Five of the six indicators in the logical framework measure the exist-

Final Evaluation of the V2R project implemented by Bangladesh Red Crescent Society, commissioned by BRC
ence and actions of the Community Disaster Management Committees (CDMC). In all communities, CDMCs still exist, which fully supported project activities during the project lifetime, representing communities at Union Parishad (lowest administrative level with an elected council), managing disaster plans and communicating with government service providers. In the seven visited communities - and reportedly in all other project communities - these committees still exist and continue to prepare plans for disaster management, although in all visited communities, plans were put on hold, awaiting financing. The evaluators found that some of the visited communities benefitted from other programmes which provided drinking water sources or sanitary latrines to households (e.g. World Bank clean water or Governments' sanitation programmes). However, also some individual households built or repaired sanitary latrines when they had the money.

 **Good Awareness:** The Evaluation Team was informed by CDMC members, by several local elected officials, by Youth Volunteers and Unit staff that overall the preparedness and resilience to cope with crises and natural disasters of local people was maintained, in particular in the **target** communities, which are most vulnerable to floods and storms. Several CDMC members explained in great detail how villagers would be warned and what measures would be taken to avoid casualties and damage to both humans and livestock. In some communities, cyclone shelters were visited by the Evaluation Team - these were two-story school buildings. When asked how these relative small buildings could house more than 500 households and their livestock, CDMC members responded that only a small proportion of villagers would flee to those centres – those who lived close and had not strengthened their houses. The others would try to reach higher ground.

The report by the Technical Backstopping Mission in August 2016 (p.4) found similar evidence regarding the awareness and preparedness of communities and households:





'While visiting communities it was easy to recognize high levels of knowledge in the communities on number of subjects including disaster risk reduction, sanitation and hygiene and livelihoods. Although the program did not directly measure health outcomes, anecdotal evidence and observations allude to improved health and well-being in the communities, with basic needs being met. Beyond the knowledge transfer, behaviour change was also observed.'

Households Preparedness for Cyclones and Floods:

During the transect walks in the seven communities, the evaluation team did not find that a majority of houses and compounds were ready to withstand floods and storms. Only a few were raised above the flood level of the last cyclone in the area. Many house owners remarked that they had gained extra income through the project (cash grant for livelihood generation, cash for work), but that they did not invest those extra earnings in strengthening of their houses. Instead, many families had invested the extra earning in livestock or to cover the costs of sending their children to school.

3.6 Achievements under Outcome Two (Livelihoods)

Excerpt from Technical Backstopping Mission report 2016

-  All community members asked to describe their preparedness activities for cyclones were able to describe how they would prepare their home, when and where they would evacuate, and what they would bring with them. Everyone interviewed, was able to show their preparedness measures, including the storing of seeds.
-  All communities had displayed hazard maps, and community members were knowledgeable about the hazards in their communities, communities through the CDMC were taking actions and advocating to ensure maintenance on the embankments.
-  The CPP Early Warning System, was understood by everyone who was interviewed, and was drawn by school children in their art competition. First aid skills learned through the DRR trainings had been put into practise during a motor vehicle accident in the community of Londas, while others were using their first aid skills at the household level.
-  The imam used his knowledge to disseminate disaster preparedness messages in connection to Friday's prayer. Some belief that disaster is a natural calamity and some that it is a punishment from God.

Outcome 2: *Strengthened and diversified livelihoods for resilience building* (Proposal p. 12).

The livelihood component of the project got perhaps the most attention in terms of time and efforts by project staff and was also most appreciated by CDMCs and beneficiaries (as highlighted through individual and group interviews). The purpose of this component was to increase the resilience of households to cope with shortages due to loss of crops, livestock or stockpiles – or lack of opportunities to earn daily wages when areas are flooded. Livelihoods activities included skills training in income generating activities, **such as livestock rearing or crop production**, vegetable home gardening and cash for work payments.



The Livelihood Discussion report of July 2013 concluded after ample data collection and analysis that: ‘*Households and communities are resilient already, with a wealth of capacity*’ (p.5). The report also identified the gaps that still existed despite ‘the wealth of capacity’.

The table below is taken from the Livelihood Discussion report (p. 5) which lists capacity and gaps across the characteristics of resilience in the IFRC resilience framework at the time of baseline. Further down, we address the extent to which the project has been able to fill the gaps in these areas.

Table 9: Community Capacity and Gaps at Baseline

Resilience outcome	Existing capacity	Gaps
Knowledgeable	There is substantial knowledge on diverse livelihood activities, especially: rice, vegetables, fish, poultry, livestock, handi-crafts, and small business.	Improved rice and vegetable cultivation, for example: land use management, pest management, soil conservation, seed selection, aquaculture and pond management, poultry diseases, etc.
Organised	Many existing groups and societies at community and union level, especially microfinance but also VDC, agriculture groups, CBO and NGO groups and committees, religious leaders, school committee, CPP volunteers, BDRCS volunteers, fisher groups, et al.	<ul style="list-style-type: none"> - Could be more organised, with better linkages and coordination between groups. - Leadership often overlaps across multiple groups, with the same people in key roles. - Groups are formed primarily by NGOs rather than spontaneously, which questions sustainability. - Aside from microfinance, there are no groups specifically for women related to food, income, or anything else.
Connected	Existing connections with local traders, markets, CPP, UP, banks, CBOs/NGOs, schools, and existing groups.	<ul style="list-style-type: none"> - Sectoral connections with government Departments providing training and inputs: Agriculture, Fisheries, Livestock, or Women’s Affairs. - Middle and better off are better connected with market systems at higher levels; poor connected mostly at local level. - Middle and better have better financial access to banking; poor confined to microfinance and moneylenders. - Potential coordination gaps between BRC, IFRC, and BDRCS come at beneficiaries’ expense.
Infrastructure and services	School, UP, cyclone shelter, mosque, local market, mobile phone network, multiple transportation options, CBO/NGO activities, embankments, roads to union centre, bridges, culverts, dams, mills, etc.	<ul style="list-style-type: none"> - Cyclone centres are limited. - Roads become seasonally difficult or impassable by motorised or manual vehicles. - Embankment damage. - Not all housing is constructed on high plinths. - Local market places not well protected from storms. - Poor households typically living outside embankments. - Insufficient switch gates at community level. - No cattle shelters. - Seed bank, storage, or preservation systems lacking.
Economic op-	- Land, river, ponds, markets,	- Limited income earning opportunities for women, limited to fewer

Resilience outcome	Existing capacity	Gaps
portunities	<p>trees, mangroves are all present.</p> <ul style="list-style-type: none"> - Extensive network of exchange and support relationships between poor, middle, better off households. - Small and large loans available. - Skills and livelihood assets available. - Migration for garment work or labour. 	<p>activities yielding smaller amounts than those of men.</p> <ul style="list-style-type: none"> - Poor households confined to local markets and consequently lower sale prices for their (limited) production. - Poor households own fewer productive assets (land, livestock, ponds, and related assets). - Technical gaps in productive skills, management, or marketing. - Financial management often lacking, both for poor household microfinance and middle/better household investment. - Limited producer groups reduce collective income generating power. - Limited financial liquidity and investment capital; annual gaps between income and expenditure; microfinance dependence. - Inputs generally unavailable at union level.
Natural asset management	<p>Land, rivers, sea, mangroves, reeds, and trees are all exploited for food and income opportunities.</p>	<ul style="list-style-type: none"> - Government owned land not always leased to households, prohibiting increased cultivation. - Fishing systems to release fry or pregnant females not adhered to. - Common goods like trees not managed and therefore subject to uncontrolled felling. - All agriculture is rainfed. Limited rainwater harvesting at household level. Pathorghata groundwater infused with saltwater.
Vulnerability reduction	<ul style="list-style-type: none"> - Household exchange systems and support networks. - Food and cash loans. - Some expandable coping strategies (labour, migration, credit, and aid in particular). - Experience with prevalent hazards. - Early warning systems and cyclone shelters. - Government and nongovernmental aid. 	<ul style="list-style-type: none"> - Potential increase in frequency and intensity of hazards resulting from climate change. - The major food and income sources (agriculture, fishing, livestock) are all heavily impacted by recurring hazards. - Fishers can miss early warning signals. - Limited awareness of appropriate behaviours in disasters, especially women. - Human lives often protected but livestock and household productive assets are vulnerable to disaster impact. - Limited expandability of food and income sources from own production, in normal and disaster times. - Limited opportunities for diversification of livelihood activities.

3.6.1 Filling the Community Capacity Gaps

The extent to which the project has been able to fill the gaps in capacity at communities seems to be a better indicator for strengthening resilience than those listed in the logframe (see Table 5 above for these indicators). The 2013 Livelihood Discussion report made 21 recommendations for improvement by the project (p.7). A selection of one recommendation for each resilience characteristic with evidence of compliance is listed below:

KNOWLEDGE

Recommended: *Mobilise 'lead producers' as community demonstration centres in livelihood generation.*

Evidence: About ten to eleven lead producers were mobilised in each community in fish breeding, poultry raising or cattle rearing. These lead producers were provided training and support. The number of total lead producers was 284 (73% male and 27% female). The Evaluators interviewed two lead producers and they said that the relatively small input by the project had made the difference – they now produced large amounts and were directly linked to the market. One lead producer who keeps fish in a pond he dug himself and raises poultry said that sometimes other people came to him for advice. Other producers highlighted that some people who were not beneficiaries under the project copied their garden or livelihood activity. However, this replication seems not to have happened in large numbers.

ORGANISATION

Recommended: *Mobilise community level producer groups to strengthen production, sales, market linkages, and profits in ventures that they select independently.*

Evidence: Throughout all project reports references are to 'producer groups' as the main vehicle to increase production and access to markets. However, the evaluators failed to meet with any leader or member of such producer groups in any of the visited communities. When project staff were asked how this could be, they said that groups were never formed, but that individual producers of certain products were brought together for skill and market access training.

CONNECTEDNESS

Recommended: *Establish sectoral linkages with Departments of Agriculture, Fisheries, Livestock, and Women's Affairs to provide tailored skill training for producer groups and lead producers.*

Evidence: Project and Technical Backstopping Mission reports emphasised the accomplishments in relation to sectoral linkages: 'Every community visited was connected to external stakeholders such as the local government authorities and respective ministry line departments such as agriculture, fisheries and the Department of Public Health through the CDMC, micro groups and lead producers- the Unit was supporting department line officers to visit communities (TBM report 2016).' The Evaluation Team explored the actual linkage with government service providers at Upazila and District levels, and indeed found ample evidence for motivation to help people and easy communication with service providers from community members in need of advice or support. The V2R project and the Red Crescent Unit staff also demonstrated such good linkages, except with the CPP departments, with seriously constrained relations in one district, and a superficial relationship in the other district.

INFRASTRUCTURE AND SERVICES

Recommended: *Cash for work for community access road rehabilitation and longer term collective benefits in access, transportation, markets, and health.*

Evidence: The project's Cash for work (CfW) programme supported 1,997 beneficiaries, with an average amount of US\$155 (GBP 124), which is roughly equal to the CfW payment. CMDC members said that this opportunity was very helpful for the households involved, including in some cases elderly or disabled people (they were given light work, like bringing water to the workers). But it was also very essential to repair or built roads and embankments in the communities.

The 2016 TBM report noted similar achievements: 'Every community visited was connected to external stakeholders such as the local government authorities and respective ministry line departments such as agriculture, fisheries and the Department of Public Health through the CDMC, micro groups and lead producers- the Unit was supporting department line officers to visit communities' (2016, p.9).

The evaluators were not able to find substantial evidence that access to markets or transportation was improved as a result of the project. However, it is questionable whether this has had a negative effect on people's income. A number of producers told the Evaluation Team that vendors came to their villages more often to buy their products than that they went to the nearby market, which was still hours travel away, even in the dry season. They also said that it did not make much difference on the sale price, as they were not producing in large enough amounts to demand better prices. None of the producers met during the field work produced such amounts that it would exceed 'the carrying capacity' of the local market. Regardless, it also became clear that people know well the current price for their products and were able to demand it.

ECONOMIC OPPORTUNITIES

Recommended: *Cash grants to producers to strengthen or diversify food or income sources, with conditionality and instalments pegged to business plan milestones*

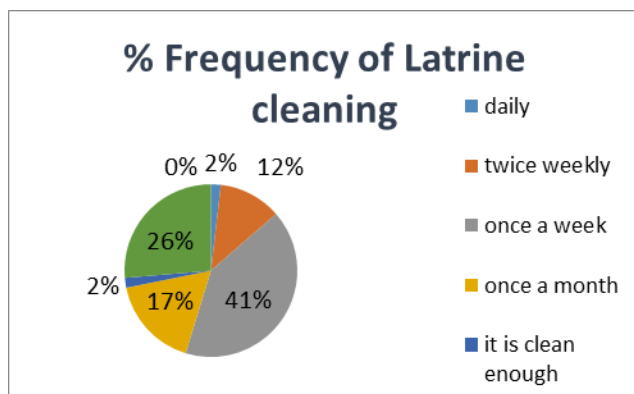
Evidence: The project provided 991 households (8.1% of all beneficiaries) with a cash grant of 12,000 Taka (equal to GBP 120) for a livelihood activity based on a business plan. The Evaluation Team met with many financially comfortable producers, who all said that their current good condition was due to the cash grant received for vegetable gardening and for a livelihood activity. This finding was confirmed by various missions, by V2R project and Red Crescent Unit staff and included in the MSC report. A 2016 study undertaken in two communities found that ‘Twenty-five percent of households borrow money from micro-finance institutions compared to 62.3% in 2013. The borrowers are mostly (90.9%) dependent on one MFI and they use it for investing in businesses (44.1%), family maintenance (24.7%) and to repay old debts (18.8%). The reduction in borrowing money from MFIs suggests that the households are now better off than before and have other or better sources of income for meeting basic needs (Community Resilience to Cyclone Disasters in Coastal Bangladesh, 2016 by Bayes Ahmed et al, p.9).

3.7 Achievements under Outcome Three (WASH)

Outcome 3: *Improved health status through improved access to health services and reduced incidences of water-borne diseases, especially during emergencies* (Proposal p. 12).

➤ **Safe drinking water** from a tube well within 500 meters was available for 78% during the dry season and 82% during the wet season of the households at the start of the V2R project. According to the endline monitoring data, this has been increased to cover **99%** households (target 90%) through access to nearby community tube wells²³. A mid-term survey on WASH was conducted in February 2015 which found that 17% of households still had to travel more than 500 meters to reach a safe drinking water point. The mid-term survey report recommended to install additional water sources in communities where people had to travel far. It is known that the project installed two new tube wells in each target community, which are constructed in such a manner that floods or storms would not contaminate them. Also a number of existing wells were repaired in each community. The plans of action, however, do not indicate that additional water sources were installed after the mid-term survey (the 2015 PoA includes ‘rehabilitation of water sources’ during the first two quarters). This indicates that the existing conditions of drinking water wells beyond 500 meters for some households were not addressed. The project promoted the quality testing of drinking water sources by the relevant government agency, but did not engage in any testing itself.

➤ **A private latrine** was owned by 87% of the households in the community at the start of the project, but only half of these were functional. Only 1% of latrines were constructed to withstand flood or storms. By the end of the project, **92% of all households** had access to sanitary latrines²⁴ (target 90%), many provided by the project (to 39.6% of households) or by the government. However, the monitoring data also indicates that 28% of these latrines need repair or an upgrade.



Data from the mid-term survey conducted in 2015 gives a less positive picture, which is not surprising

²³ The Evaluation Team could not prepare a statistical analysis because no endline survey was conducted. The evaluators used instead monitoring data as proxy endline data but sample sizes and indicators are not comparable.

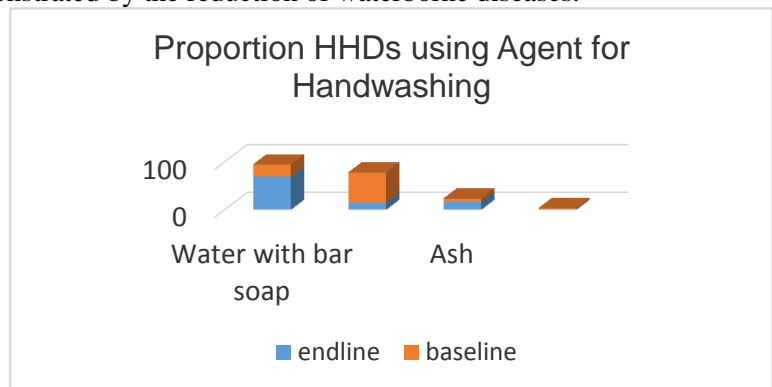
²⁴ Sanitary latrines is project term for latrine with rings, slab and seal.

as latrine construction was not yet completed at time of this survey. 73.5% of households did use a sanitary latrine, which indicates an 18.5% improvement in the third year of implementation. Among the indicators for outcome 3 is ‘% of people practicing safe water and sanitation rules’. The mid-term survey (MTS) data is indicative of the practice of latrine cleaning. The MTS report states: *Among all household using latrines, the majority (41.1%) of them cleaned their latrine once a week, 17% cleaned their latrine once a month, while 26.3% never cleaned it, and 1.8% did not think cleaning is necessary. Only 50% of household were observed to have a clean latrine (p. 15).* The baseline data showed that 57% never cleaned their latrine - if compared to the 26% at mid-term, at least half of these households had changed their behaviour in this respect by endline.

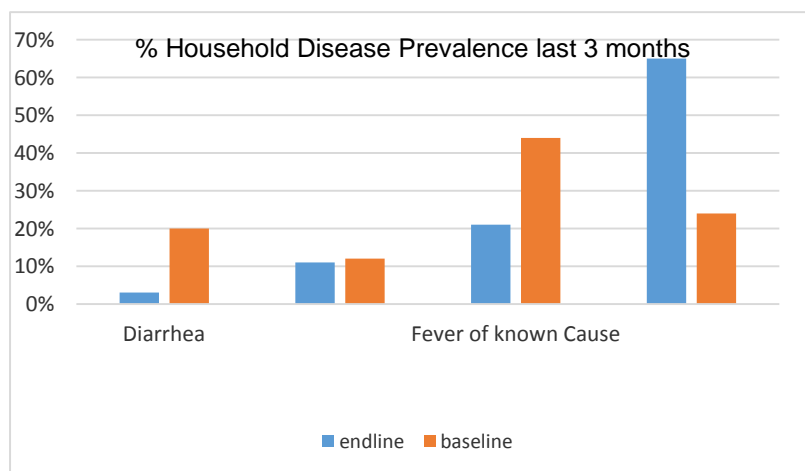
Waste disposal using a pit was done at baseline in 32% of households, while 57% burned or buried waste and 20% disposed of it in the bush. At endline, using the refuse pit increased to **54%**, but throwing it away in the bush also increased, to 43%. Burning or burying waste reduced to only 4%. It seems thus that the project’s messages about waste disposal were not well understood or not well delivered. This was also found during the field visits.

Knowledge of three critical times to wash hands was present in 21% of households during the baseline survey²⁵. This increased to **43%** of respondents at endline, while the project target was 90%. At baseline, 26% of households **used soap**, which increased to **68%** by the end of the three-year project. However, the effect of the behavioural change to which the project contributed with its hygiene promotional activities is demonstrated by the reduction of waterborne diseases.

At baseline, **diarrhoea** was reported to have occurred in 20% of households during the past 3 months, with the equivalent figure for fever being 44%. The endline monitoring reported only **3% of diarrhoea and 21% fever cases**, thus indicating a huge reduction. Responses by beneficiaries interviewed during the field work verified the absence of diarrhoea.




Another indicator formulated for outcome three is that *90% of all households have at least one member who knows two measures to treat diarrheal disease*. The baseline found that 90.4% of households knew how to make and administer Oral Rehydration Solutions (ORS) or similar fluids.



The Mid-Term Survey found 94.3% of households with this knowledge. However, almost all these households (90.4%) were already aware of and practicing proper disease treatment measures at time of the baseline survey (Report on (Mid Term) Water, Sanitation, Hygiene Promotion Impact Assessment, 2015 p. 22).

It would appear that the improved hygienic practices and access to sanitary latrines or safe drinking water have contributed to this huge reduction in water-borne diseases.

²⁵ Critical times to wash hands are: before and after meals, after toilet visits or cleaning a baby’s bottom and before preparing food.

 **Presence of a clean and sanitary environment in communities:** It was observed that, while house environments were clean, along paths and roads and in school yards, plastic and other waste was abundantly visual and seemingly no efforts were made to clean this up. The project has no action included in its plans on waste removal, but also seems not to have a policy or did not enforce the promotion of proper waste management by staff. The Evaluation Team noticed during the field visits that some V2R project staff disposed of plastic food wrappers in the water or on the road, thereby giving a bad example to others (refer to the Environmental and Carbon Reduction Policy of the British Red Cross, p. 5):

‘Management and all those in a supervisory role have the responsibility for implementing the policy and should ensure that environmental issues are given adequate consideration in the planning and execution of operations’.

3.8 Achievements under Outcome Four (Capacity Building of BGRCS)


Outcome 4: *BDRCS and its target units are better represented and have enhanced capacity to predict, respond to and reduce the risk of emergencies* (Proposal p. 12).

3.8.1 Units Better Connected

The indicator in the logframe to measure ‘connection by BDRCS Units’ under outcome 4 is: ‘Units are better connected to local government and service providers in terms of communication and coordination to provide services to beneficiaries’. The term ‘better’ implies an improvement from the starting point, and a measurement requires verifiable data about the level of communication and coordination at baseline and endline. The evaluators looked at the Livelihood Discussion document prepared by the project prior to implementation in 2013 as a source for the existing connection at the starting point.


CPP Connection: The Livelihood Discussion report mentions:

‘BDRCS has previously worked in the target area, and has been working on a Cyclone Preparedness Programme (CPP) in collaboration with the Government of Bangladesh. This will help the V2R programme introduce risk reduction approaches and create linkages with CPP so that it can better meet the needs of communities living in cyclone prone areas (2011, p.12)’.

 The evaluators found, however, that relations with the CPP departments in both districts were constrained, and that both communication and coordination between the Red Crescent Unit offices and the Government CPP departments were limited²⁶. Such strained relations seemingly did not exist at community level, where the V2R project cooperated well with CPP team leaders and volunteers (Source: interviews with 3 Union CPP team leaders). This better communication is also evidenced by the DRR training at community levels which are delivered by CPP volunteers.

Better Connection with Line Departments & Local Governments: The first TBM report mentions:

‘The BDRCS Units and the CDMCs have already started to work closely with local government, line departments and NGOs. A series of workshop have been organized with local government and different committee’s e.g. Disaster Management Committee at Union and Upazila²⁷ level as well as WATSAN Committee at Union and Upazila level (2013 p.7)’.

 This finding implies that, before the workshops, the connection with these line departments

²⁶ The Unit staff and the Project Implementation Committees were reluctant to discuss this observed constraint relationship with the heads of the CPP in both Districts and pointed to the characters of the functionaries to explain it, while emphasising that they had done all that was possible to foster a good relationship.

²⁷ Union is the lowest administrative level with about 8 or more Unions forming the next level of the Upazilla.

Final Evaluation of the V2R project implemented by Bangladesh Red Crescent Society, commissioned by BRC and local government was not optimal and needed to be further developed. The evaluators found, after meeting with almost all relevant heads of district service providing departments and/or Upazila-level service providers in both districts, that the communication with the Red Crescent Unit offices is good and regular. It was more difficult to explore the level of coordination, but the impression is that when the V2R project needed the involvement of service providing officers for training or services, such as those from agriculture, fishery, livestock or forestry departments, the departments cooperated, if it did not conflict with other commitments and when staff were available (many departments complained about staff shortages). The evaluators also met with several Union Parishad or council Chairmen who, without exception, were very pleased with the benefits the V2R project had brought to their communities. They highlighted the close communication through mobile phone in case a CDMC needed their support or advice.

The 2016 TBM also concluded that Red Crescent Units are ‘better connected’ to line departments and local government: *‘Both the BDRCS units now have improved relationships and connectedness to external government departments compared to pre-V2R. They have also formed new relationships that they previous did not have, for example with government line departments such as agriculture and fisheries. The units also mentioned to a greater extent being invited to different kinds of meetings organized by the government (p.10)’.*


3.8.2 Enhanced Capacity to Support Communities

The second element of the indicator for the capacity building outcome is *‘enhanced capacity to support communities in preparing for, responding to and recovering from the impact of multiple hazards’*. Achieving this requires not only better connectedness by the Units, but also a work force that is able to support the communities. The logframe indicator for this element of the outcome is: *% of existing CPP volunteers are actively involved in project activities (target 70%)*.

However, this indicator does not seem appropriate to measure this achievement. First, CPP volunteers are not all Red Crescent district level Youth Volunteers or members of the community level Brigades (Red Crescent Youth Volunteers). Secondly, it is virtually impossible to count the actual number of CPP volunteers involved in project activities, as both the Red Crescent Unit and the Government CPP Department claim to mobilise these volunteers for cyclone preparedness activities. The CPP Department head in Barguna District estimated that more than 9,000 CPP volunteers were part of the DRR exercises organised by his department. Therefore, a more appropriate and realistic indicator to measure the extent to which the project achieved this part of the outcome, although qualitative, would be measuring the increased capacity and motivation of Red Crescent Unit staff and Youth Volunteers.

Capacity of Youth Volunteers and Unit Staff: The 2013 TBM report mentions:

‘Through the V2R project, the RCY (Red Crescent Youth Volunteers) have been provided with training of trainers (ToT) on First Aid, VCA and PHAST. The Volunteers have got an opportunity to visit the communities and provided training at community level. Through this they have established a good relation with community volunteers and the CDMC. The RCY’s are an important linkage between CDMC’s and BDRCS units (p.7)’.

 The evaluators made considerable effort to explore the role and strength of the volunteer force in implementing the V2R project activities. In-depth Focus Group Discussions (FGDs) were held with Youth Volunteers in each district, many of whom had been involved since the start of the project. The volunteers expressed strong views about the validity with which they conducted the household survey or the fairness with which the beneficiaries were selected by the CDMCs. They were adamant that the needs assessments and beneficiary selection were adequate and appropriate, also because they themselves had gained good skills through the project. This finding was corroborated by the most recent TBM report, which mentions that:

‘units now have well trained and active volunteers and mentioned that it is easier to recruit and retain volunteers with activities to offer for them to participate in. The volunteers have received

Final Evaluation of the V2R project implemented by Bangladesh Red Crescent Society, commissioned by BRC *training on SAR, PHAST, VCA, FA, RFL and drama. They are also able to do assessments, surveys, distributions and beneficiary selection. The units now have a pool of trainers and master trainers that can train others. The volunteers are also active in the co-curricular school programme and the units have increased their outreach within this programme*’ (2016, p.11).

Interestingly, one group of volunteers claimed that in the communities they surveyed, many more households were in need of livelihood support than the approximately 8% of the 25% selected beneficiary households which received a grant. In their opinion they estimated that all selected beneficiary households or 25% of the population should have received livelihood support in order to make a lasting impact on the economy of the community.

Capacity at work

Supervision by the Project Implementation Committees: The Project Implementation Committees (PIC) form a new structure which was established at start of the project. The members include the Secretary of the BGRCS Unit and other senior Volunteers.

➤ The Evaluators met with members of the PIC in each District and were impressed with the motivation and ambition of these committees to make the V2R project a success. They clearly understand what needs to be done and gave examples of how they supported the activities. For example, they said that they regularly visited communities during the project implementation period to motivate the CDMC or to see the sanitary improvements with their own eyes. One Red Crescent Secretary (Head of RC Unit) who was also the chairman of the PIC told how he had visited one target community at the seaside and spent the night there as it was not possible to make the visit and return the same day due to the long travel time by speedboat.

3.9 Unintended/Unanticipated Outcomes

The ToR for this final evaluation includes the request to ‘look for unintended outcomes’. To explore this, the Evaluators did discuss with project staff potential unanticipated outcomes prior to going to the field. The following topics came up: reduction of domestic violence, child labour and child marriage. While in the field, the Evaluation Team explored these topics and tried to identify other unintended negative or positive outcomes arising from the project activities. However, in the field, respondents were in agreement that no negative outcomes or impacts due to project activities could be detected, and that the project had indeed contributed to reduced domestic violence (DV), to less child labour (CL), and possibly to lower rates of child marriage (CM).

The project had no specific activity to reduce these problems but they encouraged CDMCs to inform people about the negative consequences of DV, CL or CM. Female beneficiaries informed the evaluators that their economic advancement affected positively their status in the household leading to lesser DV, sending children to school instead of working or early marriage. Members of two child clubs said that programmes from other organisations focused on reduction of these problems.

➤ **Reduction of Domestic Violence:** Although committee members or project staff (including the Community Organisers²⁸ who likely are best informed) could not provide any figures to evidence their statements, all said that domestic violence has decreased over the past few years. They

²⁸ Community Organisers (CO) are activity facilitators hired by the Project from the communities.

Final Evaluation of the V2R project implemented by Bangladesh Red Crescent Society, commissioned by BRC attributed this reduction at least in part to the increased income generating capacity of women, especially those who were very poor. It seems that lack of money in those households is often a cause for violence towards wives and/or children. Interviews with women led to the finding that earning their own money to support their household enhances their confidence and makes their position in the household stronger in relation to their menfolk.

➤ **More Children going to School:** CDMCs pointed out that now almost all children go to primary, and many to secondary school, which reduces the chances that children have to work for income. In a majority of interviews with beneficiaries they said that the economic advancement made possible by the project enabled them to send their children to school. However, the evaluators met in one community a woman who claimed that her two adolescent children did work (fishery and farming) instead of going to school. She said that when her oldest son was younger, she lacked money to buy school materials and that anyway he did not like to go to school. This household was not selected as a beneficiary of the V2R project, mainly because the family did not live close to the river embankment. When asked about this example, the local CDMC chairman knew about this case but said that they could not select the family as beneficiary, as they did not fit the criteria. The chairman said further that this example was not representative of the community as a whole, where most families were eager to send their children to school. That most school-age children went to school was indeed confirmed by the local secondary school director.

➤ **Ending Child Marriage:** Various sources, such as officers from the District Welfare Department and several CDMCs, informed the evaluators that the rate of child marriages had declined considerably over the past years. This reduction is mostly a consequence of strong efforts by government agencies and civil society organisations to end child marriages. However, CDMCs told the Evaluation Team that increased incomes helped families to raise their children and send them to school without a need to arrange marriages at young ages. The CDMCs said to promote the abolition of child marriages in their communities.

3.10 Investment in (potential) Impacts for Future Projects

The ToR requested the evaluators to explore ‘what impacts/ potential impacts could future projects look to further invest in?’ In paragraph 4.2.3 describing the achievements under Outcome Two was found that 8% of all households received a livelihood generation grant of 12,000 Taka (GBP 120). Not only several CDMCs but also Youth Volunteers who conducted the needs assessments concluded that many more households were in need of such support (see text box ‘capacity at work’ above).

Considering that the cash grants form a large proportion of the project budget increasing the number of households with livelihood support will require a larger budget allocation than allocated under the V2R first phase project. However, with more households producing crops or raising fish or keeping livestock it would be more feasible to form ‘producer groups’ in the actual sense of the word.

Under the first phase V2R project producer groups were defined as people who had chosen the same livelihood activity and were provided skill training, but no efforts have been made to group same producers in the communities together for joining forces to increase production, purchasing fertilizer, transporting products to markets and/or demanding higher prices. With a higher proportion of producers of same crops, fish or livestock in a community it will become more feasible to arrange for actual ‘producer groups’ which could gradually grow to include non-beneficiaries. Future projects should therefore consider to invest more in individual livelihood support and in producer group formation.

3.11 COHERENCE

3.11.1 Fit of the V2R Approach and Model with the Fundamental Principles of the RCM

The V2R Approach and Model fits fully with the Fundamental Principles of the Red Cross and Red Crescent Movement, and in particular with the seventh principle of Universality: The International Red Cross and Red Crescent Movement, in which all Societies have equal status and share equal responsibilities and duties in helping each other, is worldwide. The manner in which BRC and BDRCS cooperate and share responsibilities reflects well the idea that all Societies are equal.

The last TBM report also noted that the:


'V2R approach includes maintaining a respectful attitude towards each other and honesty is encouraged. Initially decision was also taken for BDRCS and BRC project staff to share offices meaning for example that BDRCS and BRC project finance will sit in very close proximity to each other (2016, p.12).

The Year 2015 Annual Report concluded:

'Mutual respect of these two organizations is developing day by day which is evident through the expansion of the projects. In the V2R project BRC has engaged and cooperated with BDRCS in a way that results in effective project operation and ensures quality project intervention. Partnership spirit of these two organizations are not only limited at the HQ level but also very much present at the unit/branch level. Some of the examples of effective partnership between BRC and BDRCS are:

- *BRC and BDRCS share common office at HQ and unit level*
- *BRC technical officer do not manage project rather support BDRCS team*
- *BRC and BDRCS share common financial system which is fully transparent*
- *Project budget is accessible by BRC, BDRCS (HQ and unit) along with the community*
- *BRC transfer funds to BDRCS-HQ. HQ send fund to unit and unit send fund to community*
- *Community ownership is extremely high with CDMC providing oversight and management*
- *BDRCS undertake all procurement for project*
- *80% of the total budget is spent by BDRCS*

'The spirit of partnership also had a positive impact on the management of BDRCS units/branches (Barguna and Patuakhali) as well. Inspired by the partnership of BRC and BDRCS-HQ these units and branches took initiatives to improve relationships and connectedness to external parties like government departments and NGOs (p.11)'

 **Positive Effect of Approach:** Several sources have noted the positive effect of the V2R approach, whereby BRC and BDRCS staff at headquarter and in the field work in tandem, with the BDRCS taking operational responsibility for the implementation of the Model (i.e. the actual intervention at the community level).

The evaluators also experienced this mutual sharing of work and responsibilities, with BRC staff taking on the role of mentors or technical advisers, but still making sure that accountability was observed. However, in some instances, it also became clear that the more advanced skills and capability of BRC staff encouraged the BDRCS staff trying to 'pass the buck' if issues were difficult or complicated. It must be said that the Evaluation Team observed that the BRC staff responded well to this natural behavior and always tried to keep the BDRCS staff involved and responsible.

3.11.2 Coordination

It is difficult for an Evaluation Mission which takes place more than six years after the first steps were taken for the design of the V2R project to comment on '*how effective has coordination with other Movement and non-Movement actors in project design/implementation been?*' (one of the questions included in the evaluation ToR). In hindsight, it might be clear that the involvement of various actors from diverse agencies has been beneficial to design a project that has been very effective.

In particular, it seems that the joint technical backstopping workshops on project components (DRR, Livelihoods, WASH) – as evidenced by the respective reports (see List of Reviewed Documents in the annex) – and the joint Technical Backstopping Missions have kept the project going in the right direc-

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tion. The project complied with suggestions in TBM reports for improvement, for example all ten recommendations made in the 2013 TBM Report have been positively addressed by the respective stakeholders, and a recommendation to conduct a research study and several lesson learned workshops were followed up (TBM 2014, p.16).

3.11.3 Gender and Empowerment

Although the project is focussed on improving the conditions of communities as a whole, including giving priority to disabled people and elderly during the beneficiary selection process, some attention is given to the position of women and girls. This is achieved through instructions to include women in committees, and by prioritising women for benefits or for training sessions. Also, courtyard meetings are held to consult the community members – this is a forum through which mostly women participate. The Most Significant Change report prepared by the project summarised the key points emerging from these stories in regard of gender and women empowerment as follows:

- ✓ Women are empowered and confident that they can contribute to their family's and prosperity.
- ✓ Improved family harmony due to both parents' capacity to improve their livelihood.
- ✓ Improved social dignity and justice for women and girls.
- ✓ Society is gradually becoming more respectful towards women.
- ✓ Women have more confidence to travel, earn income, learn skills and get knowledge.

3.12 SUSTAINABILITY & REPLICABILITY


The BRC evaluation criteria combine sustainability and replicability, hence these two criteria have been addressed here together. The sustainability of delivered benefits, like tube wells, sanitary latrines or means for earning a livelihood – or of the community infrastructure and the capacity of the BDRCS Units - are difficult to quantify, and any assessment is subjective and based on available sources, including the impressions of the Evaluation Team.

3.12.1 Exit Strategy

The project proposal included a section on Exit Strategy:

‘Efforts on sustainability will start from the beginning Mid-term review will also be designed to ensure that concerns around ensuring sustainability are identified and revisions to the project are made to ensure it. Efforts on fund building will also help in ensuring the continuation of some major activities around risk reduction at community level. Formal linkages of the project will be built /strengthened with different government departments and committees BDRCS will plan for transition of responsibilities to units in phased manner. This will ensure smooth exit from the units, and will also ensure capacity of units to manage their affairs after the closure of project. A formal handover and exit event for all the villages will be organized to ensure that everybody in the community knows about it (p. 35)’.

The plan of action for Year 2016 lists only exit workshops with communities and Units (March), and with Dhaka-based stakeholders (April). No other documentation listing actual plans for exit and hand-over have been provided to the evaluators. Several CDMCs mentioned these workshops, stating that approximately 10 months ago they had been informed by the project about its definite termination. Emergency funds have been handed to the committees and advice was given by project staff of how to acquire funds from various sources. The committees were also advised to register as a not-for profit organisation with one CDMC known to have made an application to the government.

 The exit plans seem not to have been documented, and while communities were informed and CDMCs were consulted, no activities were scheduled to increase the chances for sustainability of the


Final Evaluation of the V2R project implemented by Bangladesh Red Crescent Society, commissioned by BRC community infrastructure. Also, no systematic and gradually diminishing monitoring and supporting visits by Unit staff were undertaken, thus the termination of support seems to have been rather abrupt.

3.12.2 Sustainability of the Community Disaster Management Committees


Although the latest TBM report includes a small section on sustainability, it does not qualify whether benefits, structures or capacity will sustain beyond the project. The Final Evaluation took place during January 2017, which is eight to nine months after handing-over of project assets to the CDMCs. According to the BDRCS Units, all committees did still exist, and this was confirmed during the visits to seven communities. The CDMCs also met to discuss plans for future activities and on how to acquire funding. One CDMC was in the process of registration as a non-governmental organisation. Several other CDMCs met every three months, mainly to discuss how to go further and to get funding, but no other activities were done as evidenced by their resolution books.


The MSC report which was prepared by the project gives some insight into the limitations surrounding the sustainability of community structures:

- > *The community is encouraged to improve their diversity of livelihood through their own initiative, though they still depend on the V2R project in terms of financial support.*
- > *The concept of ‘Resilience’ and linking activities is changing the mindset of the community and other stakeholders it will take more time to conceptualize the perspective and utilization of applied form of ‘resilient community framework’.*

 It is the opinion of the evaluators that over time most of the CDMCs will degrade to become ad-hoc DRR committees to be called on only in disaster times or when approached by the CPP to organise drills and awareness sessions. This means that most committees likely will withdraw from supervising of community water wells and built infrastructure or assisting people in need of government services. The latter is perhaps the least significant? Loss, as it seems that many producers know how to communicate with service providers.

3.12.3 Sustainability of the WASH and Livelihood Benefits

 The endline data gathered from the monitoring database of the WASH component points to a very high level of access to safe drinking water and sanitary latrines, and also a good level of hygienic behavior. Although this data is from the end of the project, thus 8 months old, the field visits have confirmed that still these achievements remain. Communities are able to make their own repairs on water wells and replace non-functional latrines. It is thus very likely that these accomplishments will sustain for a longer time, if not permanently.

 **Producers:** Availability of endline data to demonstrate increased incomes from the project livelihoods activities was limited, but the study conducted in two communities found data evidencing increased incomes, with an expectation that these incomes would remain for many more years (see article Community Resilience to Cyclone Disasters in Coastal Bangladesh, by Bayes Ahme et al., 2016). Other sources, including the evaluators’ interviews with beneficiaries, also agree that it is most likely that a majority of those 991 beneficiaries who got livelihoods support under the project will continue to benefit and increase their income. However, it is the opinion of the Evaluation Team that the proportion of recipients of livelihood support in each community – which has not exceeded 8% of the total population – will not be enough to increase the overall economic status of the community. For that, many more households would need to be able to increase their incomes.

3.12.4 BDRCS’s Capacity for Crisis Preparedness

The capacity of the BDRCS V2R staff in Dhaka and at the Unit level to manage and implement a pro-

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ject like the V2R has clearly increased to a level that they will be able to continue without direct support from the BRC team. The extension to new communities in the same districts seems to further evidence this. For example, needs assessments, livelihood skill training and formation of CDMCs have been conducted by the Red Crescent Unit and local V2R project staff in the newly extended communities without direct support from the HQ V2R team.

The last TBM report comes to a similar conclusion:

‘In communication with BDRCS staff around previous phase out of the project in units, there was a recognition that this is not an easy process, and historically units have become inactive and lost motivation when projects have finished. Another important factor for retention of knowledge that was brought up was the turnover within the Executive Committees. Within the volunteers, there is a high likelihood of turnover due to the profile of the volunteers (many students and approx. 18-25 years), as they move for further studies or work, or having less time for volunteering after starting a family. The master trainers available and the units’ plans to use part of the unit income for volunteer mobilisation are two key aspects of enabling further training for new volunteers (2016, p.15).

➤ There seems to be little doubt that in the districts where the V2R project was initiated, sufficient capacity has been generated to properly manage and implement a DRR, WASH and Livelihood project.

3.12.5 Key Learnings for Extension and Replication of the V2R Approach and Model

The proposal mentioned that, as part of the exit strategy, the lessons learned would be documented. However, no such document has been made available to the evaluators, and we therefore assume that this has not been done.

Conversations with coordinating and technical staff on the way to communities and districts revealed many technical and management lessons that were learned during the implementation of the first phase of the V2R project. For example, one officer noted the following points:

1. During rainy season, it is difficult to continue field level activities. Therefore we do ‘hardware’ activities in the Jan-Apr and Sep-Dec months, and the rest of the time we do ‘software’ activities along with other different activities and training programs.
2. While building local roads through cash for work, it was very difficult to get the soil, because land owners didn’t like to give it for free. We asked the CDMC to negotiate a solution, which worked in most cases.
3. At the start of the V2R project, some staff did not properly understand the Livelihood, DRR and WASH activities because of lack of experience. It took considerable time for them to gain the experience needed to implement the activities properly. Taking time to transfer project implementation knowledge and skills to new project staff is thus needed.

Meanwhile, the last TBM report noted:

‘Having meaningful activities for volunteers to engage in is also key in volunteer retention and the school co-curricular programme presents an opportunity for the unit to provide low cost meaningful activities for volunteers when there might not be on-going projects. There is also the opportunity to further promote volunteer capacity within for example FA to other stakeholders’ events (2016, p.17).

The report concludes further that the

‘programming model could be replicated also in other districts with the same type of hazards and vulnerabilities. Replicability is also dependent on having a unit with basic capacity and willingness to commit to implementing community-based resilience programming during a 3-5 year timeframe and engaging with external stakeholders.

'In terms of replicating the V2R approach, this would be more difficult, since it also include values and approaches that in part are based on key staff personality characteristics and their understanding of a partnership approach. To consider replication, key considerations would need to be undertaken in the staff recruitment process (personality, partnership approach and values), introduction and later continuous follow-up and management to ensure coherence. Support from the HQ level of the Consortia partners is also necessary, including systems and flexibility in funding and technical support (2016, p.16-7)'.

3.12.6 The project model has been replicated in old and new areas



The BDRCS and the Consortium of the British, Swedish and German Red Cross Societies has extended the V2R project to ten new communities in Barguna and ten new communities in Patuakhali, as well as ten communities in Bhola district . Through the extension project, 75,550 people will be covered across the three districts. The model and approach is also being replicated in the urban context of Barishal, and the flood-prone district of Kurigram in North-West Bangladesh. The extension phase started early 2016.

4. Conclusions & Recommendations

4.1 Conclusions


This evaluation has resulted in many conclusions in relation to the evaluation criteria. Data from various sources, obtained through different methods, have led to the findings that have been described above. The analysis also linked the findings to the resilience characteristics defined by the IFRC in order to illustrate the extent to which the project's achievements fit with these characteristics. The evaluators noted during the mission that project management and senior staff emphasized the reduced vulnerability and increased resilience of community members, realized by the project, the mainstreaming of gender aspects and the potential sustainability of project benefits through ownership of project activities by the CDMCs. Consequently, the evaluators decided to report the main conclusions of the final evaluation under these three topics.


4.1.1 Reduced Vulnerability and Increased Resilience


Before commenting on the realisation of the goal of the project, it is useful to quote the opinion of researchers who undertook an in-depth study in two of the 27 target communities near to the end of the project (February 2016), which concluded that the project was successful in achieving resilience, as follows:


'communities achieved the six characteristics of resilient communities as defined by IFRC. The community is now well-connected with external entities, they have better infrastructure services (e.g., access to sanitation and water supply), they are economically solvent, they are working as a team (representing social cohesiveness), they are trained and have adequate knowledge to tackle the upcoming disasters and they are managing the natural assets. [...] It was estimated that the V2R project would generate benefits to the communities for at least the coming decade [...] The people in the communities are now engaged with secondary livelihood activities (e.g., poultry and livestock rearing, retail business, courtyard plants, and selling home-made cloths) alongside the primary occupations (i.e., sea fishing and farming). This trend was almost absent in the past. Here, V2R used sustainable livelihood (SL) as the primary tool for achieving resilience in the communities, prompting DRR based on SL—exactly as the theory suggests' (Community Resilience to Cyclone Disasters in Coastal Bangladesh, 2016 by Bayes Ahmed et al, p.19).

This overall conclusion that the project has achieved its goal and its expected outcomes to a very high degree in these two communities applies to the wider set of communities targeted under the project in the opinion of the evaluators. Based on triangulated findings from various sources and collected through a range of methods, we conclude that:

 Target communities are better able to access, monitor and manage their risks for damage and harm by storms and floods than before the project – citing a Union Parishad chairman: *'project communities are now well prepared to protect their houses and livestock if a flood comes'*.

 Those households who got livelihood support have more access to income generating opportunities and an increased capacity to invest in income generating activities. However, producer groups are not organised and participation in markets is not generally an objective of smallholders in the target communities. The finding by the Bayes study that *benefits to the communities for at least the coming decade* will last is therefore not applicable to the overall economical level in the target communities (as the proportion of households receiving livelihood support is small). In other words, non-beneficiaries did not and will not benefit financially.

 Target communities have more knowledge of, and access to health care, safe water and sanitation than before the project. It seems apparent that improved hygienic practices have reduced incidences of waterborne diseases considerably.

 The BDRCS as an organisation, and the Units as implementing agencies, are better connected than before the project, which has enhanced their capacity to support communities in becoming more resilient.

4.1.2 Empowerment of Women

The project had no specific gender-related objective; rather, it aimed at a general reduction of vulnerability to natural disasters, but nevertheless the empowerment of women and gender mainstreaming has been addressed through the project's implementation. For example, the project decided that the composition of the CDMC leadership should include at least one woman, and female membership was encouraged. As a result, 3 to 5 women were found to be part of the CDMCs in each of the seven visited committees, while the Treasurer was always female. Because the Evaluation Team felt it typical that a woman was the 'cashier' in all the seven visited communities, the reason was asked at the six CDMCs which were interviewed. Committee members all answered that women were 'more trusted with money'. No real answers were given when asked why no woman was Secretary or Chairperson.

The MSC report prepared by the project included a number of stories which illustrated improvements for women attributed to the project by this report. Similar stories were noted by the TBM reports and by the Evaluation Team. Women are more respected in their households and have more decision-making power if they contribute to the household income. This also seems to affect behavior of some husbands, who were reported seemingly to be less violent than before, or to leave more freedom to their wife than before she was earning money. A family being more affluent also seems to diminishes the perceived need to marry their daughters off at a young age, as dowry demands are becoming less pressing.

4.1.3 Community Ownership

The project has been consistent in consulting the communities and involving the CDMCs in decision-making processes with regards to project deliverables and activities. The CDMCs met during the Evaluation were without exception complementary about how the project has treated them as partners. The fact that in all 26 communities a CDMC still exists – albeit often in a 'holding' position – after more than a year of active project implementation, and that their built capacity is still viable, provided funding for project activities would be found, is evidence of ownership of the project by these committees.

4.2 RECOMMENDATIONS

The Evaluation Team makes the recommendations below, based on the data collected and analysed. In formulating these recommendations, the Evaluation Team has focused more on future activities under replications of the V2R project than on the completed activities in the V2R phase 1 locations. Nevertheless, a recommendation is made under sustainability to benefit the past V2R project beneficiaries.

4.2.1 **Efficiency: Make sure that baseline data captures data important for endline comparison**



Baseline data on demographical status, such as schooling of children, nutrition, farm production, but also on household incomes was not collected by the Project²⁹, but this data is important to enable comparison with endline data using outcome indicators.

It is recommended to include in the project exit activities of the extension phases an endline survey or the preparation of endline data using the monitoring databases based on outcome-oriented indicators.

4.2.2 **Effect: Include the BRC policy of waste management in new project designs or activities**



The Project has no waste management policy for the target communities neither for its own or the BDRCS staff. When designing project **natural resource management** waste disposal measures for recycling plastic and other non-biological waste should have been included. Without a proper waste collection and disposal system in place plastics and other non-biological waste will end up in the environment, even if households are collecting it in waste bins. Thus a community level activity to deposit this waste in an ecological responsible manner should be part of the project intervention. It could be considered to involve local entrepreneurs for this waste collection as income generation (see also the BRC Environmental and Carbon Reduction Policy).

It is recommended to include a community waste removal system to the project activities, including training on collecting and disposal in ecological proper ways.

4.2.3 **(Potential) Impact: Higher Proportion of Households for Livelihood Support**



Although the Project was not designed to affect the overall economy of the target communities such an intention could be beneficial for those community people who were not selected as a beneficiary (75%). The proportion of households which got a grant for vegetable garden (25%), a livelihood support grant (8%) or cash for work (16%) was still not high enough to demonstrate an effect on the economy of the communities visited by the evaluators. Also, the rate of support was the same for each community regardless of need while the evaluators found that communities differed much in terms of economic opportunities. A more flexible allocation and a higher proportion should be considered so that the economy of the community positively could be enhanced.

It is recommended to conduct a study in the V2R phase II projects to determine at which proportion of the population livelihood and other support will have a lasting progressive effect on the economy of the community and to allocate enough funds to allow this to happen.

²⁹ Although the project had prepared several documents with baseline information about the communities the baseline survey reports on Water and Sanitation and on Health and Hygiene, drafted on September 2013, do not include essential demographic data on the sampled households. The data found was limited to: Head of household: 8% female, 40% over 45 years, 29% between 25-35 years, 29% between 35-45 years, 2% under 25 years. 96% of the sample households lived in the area for over 5 years. 74% households have 2 to 5 family members, 18% have 5-10 members. 8% households had <2 year aged children. 28% households have at least 1 child, 6% 2 children, 66% have no children. 37% households own a house and land, 14% own house and farm land, 12% own only a house. 51% head of the household had primary school level education, 10% secondary school level education, 2% higher education, 34% no education. 26% head of household were daily wage earners, 25% were fisherman and 22% were farmers, 11% were self-employed or seasonal workers.

4.2.4 Sustainability: Follow-up and Support (Re)activation of V2R phase I CDMCs



RCS Units have since the end of the Project in April 2016 sometimes visited a CDMC in some target communities but not regularly and not systematically. In order to sustain the motivation of these CDMCs the Units should have continued meetings with CDMCs **at regular intervals**, which could gradually be lengthened, to stimulate them to function and to advise them how to proceed, for example with registration or with fund raising. Although almost one year has passed without such encouragement, the recent attention given by the evaluators might have rekindled the visited CDMCs' enthusiasm to act on behalf of their communities.

It is therefore recommended to facilitate and motivate the concerned RCS Units to revisit all CDMCs, and to continue doing so for the next ten months with gradually reduced frequency, until there is evidence or either complete collapse or fully independent functioning of the committee.

4.2.5 Replicability: Exit Strategy for Extension and New V2R Projects



Designs for extension and new V2R projects should include detailed exit plans, with procedures and criteria for handing over and follow-up. The exit plans should define the new roles and responsibilities of the actors to which activities are to be handed-over, a realistic time plan after which the new actors are fully responsible, the kind of support they would receive in the meantime, and the criteria that new actors must have achieved before project activities are handed-over. Furthermore, a comprehensive plan should be designed to monitor the proper exit and handing-over of project activities and eventual funds.



The current V2R projects should include in their exit plans that RCS Units should, after closure of the project, **systematically follow-up** on benefits and activities remaining from the project implementation, to assure continuity of development and sustainability of assets and behavioural change. This can likely be done without much financial input, as the Units are established and do have access to contact persons (e.g. youth leader, former community organiser) and community committees.

It is recommended that detailed exit plans are included in extension or new V2R projects, and that the Consortium encourages the BDRCS to allocate the necessary funds to the Units for this purpose and organise training to the Unit's staff on the follow-up approach if required.

Annex A:

Terms of Reference

Evaluation of the Vulnerability to Resilience (V2R) Project Summary

- > **Purpose:** to assess the British Red Cross (BRC) and Bangladesh Red Crescent Society's (BDRCS) 'Vulnerability to Resilience Project', and the role of BRC, BDRCS and Consortium partners in its implementation, against BRC's evaluation criteria, and ensure findings/recommendations feed into enhanced programming within BRC, BDRCS, and the wider Red Cross/Red Crescent Movement (RCM) and sector
- > **Audience:** BDRCS staff and volunteers, British Red Cross & Consortium partner management and staff, other National Societies within the RCM seeking to implement the V2R approach and model, programme beneficiaries, programme donors, members of the public, and other stakeholders such as Government- and Non- Governmental Organisations (GOs/NGOs), including academic institutions
- > **Commissioner:** British Red Cross Bangladesh Country Team – Paul Davenport
- > **Evaluation Manager:** Heather Fehr (BRC Disaster Risk Reduction Advisor) and Laura Rana (BRC Senior Planning Monitoring Evaluation Accountability and Learning Advisor)
- > **Timeframe:** November-December 2016
- > **Locations:** United Kingdom, Bangladesh

1. Background

1.1 British Red Cross (BRC)

BRC is an active member of the Red Cross/Red Crescent Movement (RCM), committed to working towards increasing the impact of the RCM in helping communities and individuals to better prepare for, withstand and recover from disasters, conflicts and other crises.

Our international work is focused primarily on supporting the following four outcomes:

- People in disaster-affected communities receive timely and effective humanitarian support, saving lives and protecting livelihoods
- Vulnerable communities and individuals around the world are better prepared and able to withstand crises, recover and rebuild their lives
- National Societies are stronger and well organized, and able to sustain delivery of quality services and programs to vulnerable communities and individuals
- A Movement working effectively and efficiently together as the world's largest humanitarian network, with more co-ordinated action and greater collective impact in the lives of beneficiaries

Under our [2015-19 corporate Strategy](#), we have been increasing our support to the Movement's disaster response operations around the world and further enhancing our long-term support to some 30 partners in Africa, Asia and MENA.

1.2 Bangladesh Red Crescent (BDRCS) and the partnership with BRC

The Bangladesh Red Crescent Society (BDRCS) was established by PO 26 of 1973 with retrospective from 16 December 1971. BDRCS has been working to prevent and reduce community vulnerabilities to disaster and health since its inception. As an auxiliary to the GOB the BDRCS works in co-operation with the Government, the RCRC Movement partners, UN Agencies and international and National NGOs.

In August 2012, a Memorandum of Understanding (MoU) was signed between the Bangladesh Red Crescent Society (BDRCS) and a 'Consortium', comprising the British Red Cross (BRC), the Swedish Red Cross (SRC) and the German Red Cross (GRC)³⁰ to support the Vulnerability to Resilience programme (V2R).

Role of the Consortium: The Consortium was responsible for raising funds and providing technical support. As the lead agency, BRC led this support from its office in Dhaka. The V2R Project Manager (V2R) took the lead in managing the overall project, while the BRC Country Representative played a key role in leading the development of the V2R approach and providing required external technical support to the project by representation in the Project Steering Committee and ensuring availability of technical advisors (London-based BRC staff members providing input on areas such as Organisational Development, WASH, Health, Livelihoods, Disaster Risk Reduction, and Planning, Monitoring, Evaluation, Accountability and Learning). In particular, BRC, along with Consortium partners, provided support through an annual Technical Backstopping Mission.

Role of BDRCS: BDRCS was the implementing partner of the V2R project, which covered 27 communities in two districts in South West Bangladesh (Barguna and Pathuakhali), and operated through the respective BDRCS local units and Dhaka headquarters management.

Programme management at community level: At the community level, Community Disaster Management Communities (CDMCs) were formed and acted as the community focal point for all activities, implementing activities through community contracting, information sharing and feedback, community monitoring and reporting.

1.3 Project Background

The £2.5 million (approx.) Vulnerability to Resilience³¹ (V2R) project worked with 58,012 (male: 30,014 female: 27,998) people (including children) living in coastal areas of Barguna and Patuakhali districts, taking a holistic approach to address the risks associated with multiple hazards, including cyclones and tidal surge.

V2R is made up of two specific components, which we describe as the "approach" and "model". The approach is the way we engage and cooperate with the National Society (NS), while the model is the way we ensure operational effectiveness and quality.

The **V2R Approach** can be summarised as *supportive, empowering and trusting* of the NS. More specifically:

- To support the capacity building of the NS, we strive to channel at least 80% of our funding through the NS so that BDRCS are supported and empowered to manage the project.

³⁰ GRC withdrew from the programme in 2014.

³¹ Vulnerability is defined as 'the combination of factors determining the degree to which someone's life and livelihood is put at risk by a discrete and identifiable event in nature of society. Vulnerabilities are the factors which affect the ability of a community to respond to events or which make it susceptible to calamities.'

Resilience is defined as 'the ability of individuals, communities, organisations, or countries exposed to disasters and crises and underlying vulnerabilities to anticipate, reduce the impact of, cope with, and recover from the effects of adversity without compromising their long term prospects.'

- Therefore the NS manage all procurement, livelihood distribution and community center construction for the V2R project (HQ, Unit and community level).
- Funds are transferred from BRC to HQ to local unit to 27 community development committees who actually implement the project under the guidance and management of the local unit.
- BRC and BDRCS project staff and finance staff share the same offices at HQ and unit level - leading to a very cooperative, open and harmonious working environment.
- At unit level, BRC only provide support of a technical nature - the unit manages the V2R programme.
- In Bangladesh, BRC and BDRCS share the same finance system. This allows BRC full access and transparency to the BDRCS V2R accounts, but at the same time it allows BDRCS to view BRC expenditure in-country.
- BRC try to maintain a low overhead cost structure in country and have only one international staff member based in country – The Country Representative.

The **V2R Model** can be summarised as a three year community based resilience project, encompassing elements of Disaster Risk Reduction (DRR), Livelihoods, WASH, Health, Gender and Advocacy.

BDRCS project staff are based in the local branch under the oversight of the local executive committee, and a small number of BRC technical officers are based in the unit office

The inception phase of the V2R project ended in December 2012, leading into a 3.5 year implementation period. The programme concluded on 30th April 2016.

Building upon the successful implementation and outcomes of the project, the BRC has received keen donor interest to fund further projects, and the BDRCS and BRC have agreed to significantly expand the number of projects.

As such, the V2R approach and model has since been extended to ten new communities in Barguna and ten new communities in Patuakhali, as well as ten communities in Bhola district . Through the extension project, 75,550 people will be covered across the three districts. The model and approach is also being replicated in the urban context of Barishal, and the flood-prone district of Kurigram in North-West Bangladesh.

V2R Programme Goal: To reduce vulnerability and increase resilience of target communities by supporting strategies that enable them to prepare for, withstand, respond to and recover from the impacts of multiple hazards (*BDRCS Strategic goal B, Strategic plan 2011-2015*)

Outcome 1: Through improved organisation, connectedness and infrastructure, target communities are better able to assess, monitor and manage their risks through community and household preparedness and small-scale mitigation and management measures including natural resources management.

Outcome 2: Target communities have improved access to income generating opportunities, improved organisation and participation in markets, and increased capacity to invest in income generating activities.

Outcome 3: Target communities have improved knowledge of and access to health care and

safe water and sanitation, including in the event of an emergency.

Outcome 4: BDRCS are better connected – internally, with communities, and with local government - resulting in enhanced capacity – to support communities in preparing for, responding to and recovering from the impact of multiple hazards.

2. Evaluation Objectives

The objectives of this end of project evaluation are to:

- (i) assess the relevance and appropriateness, efficiency and effectiveness, coverage, impact/potential impact, coherence, sustainability and connectedness, and value for money of the Vulnerability to Resilience (V2R) project, and the role of BDRCS, BRC and Consortium partners in its implementation, with a particular focus on capturing unintended outcomes and impacts/potential outcomes (both positive and negative);
- (ii) capture learning and identify recommendations in a practical way, enabling us to improve our future programming under V2R and beyond, and share this learning with the wider Movement and sector, which will ultimately enable us to more effectively achieve our mission³²; and
- (iii) enhance the Planning Monitoring Evaluation Accountability and Learning (PMEAL) capacity of BRC/BDRCS staff, and thereby enhance our future programming.

3. Evaluation Criteria and Questions

a) Relevance and Appropriateness³³:

- What measures did the project put in place to ensure relevance and appropriateness (e.g. in terms of targeting, checking for/monitoring exclusion), and how effective were they?
- How did the project ensure Accountability to Beneficiaries (AtB)?
- How and to what extent have (a representative sample of) beneficiaries participated in decision-making processes informing project design, implementation, and exit? And what impacts has this participation/lack of participation had?
- Was the scale and nature of the project appropriate and proportional to BDRCS and/or the BRC-led Consortium's capacity, experience and mandate?
- To what extent and how has the project shown adaptability in relation to (i) different contexts within the target area/population, and (ii) shifting external circumstances?

b) Coverage:

- To what extent has the project's actual coverage reflected plans, and what have been the reasons for any discrepancies?
- How has diversity within the target population (in terms of gender, age, disability,

³² To mobilise the power of humanity so that individuals and communities can prepare for, deal with and recover from crises (BRC 2015-19 Corporate Strategy, <http://goo.gl/cILP8y>)

³³ Relevance focuses on the extent to which our work is suited to the priorities of the target group. Appropriateness refers to the extent to which an intervention fits local needs and context.

Final Evaluation of the V2R project implemented by Bangladesh Red Crescent Society, commissioned by BRC
ethnicity, socio-economic status e.g. female-headed households, landless tenants, orphans, migrant workers etc.) been accounted for in project design and implementation?

- To what extent has there been an effective balance between project coverage and quality of implementation?

c) Effectiveness:

- To what extent has the project achieved its intended outcomes at individual/household/ community/institutional level?
- What other positive and negative, intended and unintended outcomes have been generated?
- How and to what extent have the various elements of the V2R approach and model contributed to project effectiveness?
- How and to what extent has the project generated community ownership, and how has this impacted effectiveness?
- How and to what extent has the project ensured effective (i) decision-making processes, and (ii) partnership dynamics?
- How and to what extent has project monitoring data been used?
- What good practices, success/failure stories, and/or other lessons learned can be identified, and how can they be shared to positively influence future programming?
- How and to what extent has the project demonstrated adaptation based on lessons learned during the course of the project inception and implementation period?

d) Efficiency:

- To what extent has the project achieved all of its outputs, and what are the reasons for any outputs not being (fully) achieved?
- To what extent have the intended outputs been delivered in the least costly manner possible?

e) Impact:

- To what extent has the project achieved/is the project likely to achieve its goal of *'reducing vulnerability and increasing resilience of target communities by supporting strategies that enable them to prepare for, withstand, respond to and recover from the impacts of multiple hazards'*?
- What other positive and negative intended and unintended impacts/potential impacts of the project, at individual, household, community and institutional level have been generated (for example, in terms of improved health and well-being³⁴)?
- What impacts/potential impacts could future projects look to further invest in?
- To what extent has the project resulted in empowerment of women and girls at household/community levels, and in which respects (e.g. control over household resources, participation in community level decision making structures)?

f) Coherence:

- To what extent does the project approach and model align with the [Fundamental Principles of the Red Cross and Red Crescent Movement](#)?
- How effective has coordination with other Movement and non-Movement actors in project design/implementation been?

³⁴ Field visit reports have highlighted anecdotal evidence of impact in this area – we would like the evaluation to substantiate these.

- To what extent was the project approach and model aligned with BRC/BDRCS/Movement strategy and/or local/national government priorities?

g) Sustainability and connectedness:

- What kind of exit strategy has been put in place, and how effective has this been/is this likely to be?
- To what extent can the project outcomes be sustained in the communities without the support of BDRCS and the BRC-led Consortium?
- To what extent have any of the livelihoods interventions succeeded/are close to exceeding the carrying capacity of the market?
- To what extent are the Community Disaster Management Committees developed through the project still active? To what extent are they likely to be sustainable?
- How and to what extent has the BRC-led Consortium support to the project strengthened BDRCS's capacity to support individuals and communities to prepare for, deal with and recover from crises?
- How have learnings from past programming been used to shape this projects?
- What key learnings have been used to shape extension/replication/adaptation of the V2R project in other contexts in Bangladesh, and/or should feed into future programming?

h) Value for Money³⁵

- How and to what extent did the project use resources in an optimal³⁶ way to achieve the intended outcomes?

4. Approach and methodology

The proposed approach should:

- fully conform to the **BRC Evaluation Policy** (available to applicants upon request) including **BRC's evaluation standards** (which relate to utility, feasibility, ethics and legality, impartiality and independence, transparency, accuracy, participation, and collaboration);
- involve **capacity building of programme staff/volunteers** (for example, through inclusion of staff members as part of the evaluation team, but we are open to suggestions on how this should be achieved); and
- ensure that the evaluation will be carried out in a **participatory and transparent manner**, making sure that all relevant stakeholders participate (including women and girls, and those living with disabilities). We are particularly interested in applications that propose innovative approaches to meeting this element of the ToR.

A **combination of methods** to gather data should be used, including:

- **Desk review** of relevant documentation, including program documentation, baseline/ midterm/ TMB (technical backstopping mission//monitoring data, previous evaluations and reviews, and secondary data

³⁵ BRC's Position Paper on VfM is shareable upon request, and our VfM measurement methodology will be made available to the successful applicant(s).

³⁶ 'Optimal' is designed as the most desirable possible, given expressed or implied restrictions or constraints.

- **Key Informant Interviews** with BRC, BDRCS and Swedish Red Cross staff and volunteers, and other key stakeholders (e.g. Government, NGOs working on similar themes/in the programme area)
- Field visit to collect **quantitative and qualitative data** from community-based stakeholders

The methodology as detailed in the proposal should outline (i) the proposed sampling approach, (ii) how attribution/contribution will be ascertained, (iii) how data verification will be achieved, and (iv) ethical considerations (to be fully developed through the inception report).

5. Evaluation deliverables

- 1) An inception report, presenting
 - a. **a detailed methodology** based on this TOR and initial briefings/desk review, including planned timeframe, list of stakeholders to be consulted, proposed sampling methodology, protocols for data collection and analysis, and ethical procedures to be followed;
 - b. **initial findings** based on review of programme documentation, existing data, prior evaluations/reviews, and secondary data;
 - c. an outline of **key knowledge gaps** not covered by this ToR, and any **suggested additions/alterations** to the proposed evaluation questions and overall ToR
- 2) One electronic file containing (a clean version of) qualitative and quantitative data collected
- 3) Draft and final versions of the evaluation report/outputs. The evaluation report should
 - a. be jargon free, clear and simply written;
 - b. not exceed 30 pages;
 - c. include an Executive Summary, brief project background and recommendations;
 - d. ensure analysis is always backed up with relevant data, with reference to the data source;
 - e. ensure recommendations made are specific and include relevant details for how they might be implemented;
 - f. contain at least the following annexes: (i) Terms of Reference, (ii) Itinerary for field visit, (iii) List of documents reviewed, meetings attended, persons interviewed/involved in Focus Group Discussions, and (iv) Data collection tools.
- 4) A presentation for dissemination of the findings and recommendations

6. Consultant specification

Between the proposed team members, the following criteria must be met:

Required

- Significant experience conducting evaluations, reviews and/or learning initiatives, including methodology design, data collection and analysis
- Experience of working in partnership as part of programme delivery
- Considerable technical knowledge and experience in resilience, community-based programming, Disaster Risk Reduction (DRR), WASH, Gender and/or Organisational Development (OD)

- Skilled in capacity building of local organisations and facilitating participatory learning processes
- Demonstrable skills in producing high quality, accessible reports/outputs
- Fluency in written and spoken English

Desirable

- At least one female team member
- Experience working in Bangladesh
- Working knowledge of Bengali
- Familiarity with the Red Cross Red Crescent Movement

7. Application procedures

We will consider applications from consultancy firms, individual consultants and/or teams of individual consultants.

Interested parties should submit their applications to abaguios@redcross.org.uk by **mid-night (BST) on Friday 21st October 2016**.

Applications must include:

1. **Curricula Vitae (CV)** of all proposed team members
2. **Cover letter** summarising how the consultant/s meet the person specification, confirmation of availability in the timeframe indicated, and contact details for three professional reference
3. **Proposal not exceeding six pages**, outlining a proposed approach and methodology with time plan and budget, and an outline of the roles and responsibilities of each member of the consultancy team (if more than one consultant proposed)
4. **A sample** of a similar piece of work previously conducted

We aim to hold interviews w/c 31st October, and for the successful individual/team to start work by 14th November.

Annex B:

Documents Reviewed

- A1 Project Proposal: From Vulnerability to Resilience (V2R) – not dated
- A2 Logical Framework: From Vulnerability to Resilience (V2R)
- A3 Indicator Tracking Table (up to year 2015) – not dated
- A4 “Vulnerability to Resilience (V2R) Project ” M&E Plan – not dated
- A5 Plan of Action – 05-11-2013 (with update notes)
- A6 Technical Backstopping Mission V2R Project – November 2013
- A7 Community Resilience to Cyclone Disaster in Coastal Bangladesh, Bayes et al., 2016
- A8 Expansion V2R Risk assessment register – not dated
- A9 Risk Register – not dated [colour scheme not indicated]
- A10 Baseline Study on Gender and Diversity, S. Ansari, BGRCS, undated
- A11 Measuring Programme Performance using Value for Money, BRC
- A12 Position Summary VfM, BRC
- A13 VfM Management Review Tool, BRC
- A14 Environmental and Carbon Reduction Policy, BRC 2014
- B1 Baseline Survey Consolidated Summary Report: Health & Hygiene, Sep. 2013
- B2 Baseline Survey Consolidated Summary Report: part 2 Water and Sanitation Programming, Sep. 2013
- B3 Bangladesh Vulnerability to Resilience Programme DDR Baseline findings, 2013
- B4 Participatory Livelihoods Review, Feb. 2014
- B5 Livelihood Discussion, draft, 11 July 2013
- B6 V2R Plans of Action 2013 – 16
- B7 V2R Annual Report 2013, 14, 15
- I1 Report on (Mid Term) Water, Sanitation, Hygiene Promotion Impact Assessment, S. Amitya, Feb, 2015
- I2 Technical Backstopping Mission V2R Project – Feb. 2016
- I3 Technical Backstopping Mission V2R Project – Oct. 2014
- I4 Report on Most Significant Change (MSC), 2014
- I5 Population and Housing Census, BBS, 2011
- I6 Livelihood challenges for extremely poor disabled people in the southwest coastal region of Bangladesh, Shiree, 2013
- I7 Elderly Population in Bangladesh: Current Features and Future Perspectives, BSS, 2015

18 Disability in Bangladesh: Prevalence and Patterns, BSS, 2015

Annex C:

List of People Met

no	Date	Position	Organization	Location
1.	17-01-17	Country Manager	British Red Cross	Dhaka
2.	17-01-17	Country Manager	Swedish Red Cross	Dhaka
3.	17-01-17	PM	British Red Cross	Dhaka
4.	17-01-17	PM	British Red Cross	Dhaka
5.	18-01-17	PM	Bangladesh Red Crescent Societies	Dhaka
6.	18-01-17	IT/Security	British Red Cross	Dhaka
7.	18-01-17	Director, CCA project	Bangladesh Red Crescent Societies	Dhaka
8.	18-01-17	Director	Bangladesh Red Crescent Societies	Dhaka
9.	19-01-17	Technical Officer, DRR	British Red Cross	Barguna, Patuakhali, Barishal and Bhola
10.	19-01-17	Unit Officer (ULO)	Bangladesh Red Crescent Societies	Barguna
11.	20-01-17	Project Officer	British Red Cross	Barguna
12.	20-01-17	CDMC	Purba Burirchar	Barguna
13.	20-01-17	Female Beneficiary	Chicken and duck rearing; Cattle rearing, Purba Burirchar	Barguna
14.	20-01-17	Male beneficiary	Fish culture , Purba Burirchar	Barguna
15.		Male Livestock beneficiary	Cattle rearing, Purba Burirchar	Barguna
16.	20-01-17	CDMC	Saudagar Para	Barguna
17.	20-01-17	Female Beneficiary	Chicken, duck rearing and Cattle rearing, Saudagar Para	Barguna
18.	20-01-17	Male beneficiary	Fish culture , Saudagar Para	Barguna
19.	20-01-17	CDMC	Paler Baliyatoli,	Barguna
20.	20-01-17	Male livestock Beneficiary	Cattle rearing, Paler Baliyatoli	Barguna
21.	20-01-17	Female Beneficiary, Duck and goat rearing	Rakhain community, Paler Baliyatoli	Barguna
22.	20-01-17	School Teacher	Secondary School, Paler Baliyatoli	Barguna
23.	20-01-17	Three female students	Secondary School, Paler Baliyatoli	Barguna
24.	21-01-17	CDMC members	Padma, Pathorghata	Barguna
25.	21-01-17	Female Beneficiary, Duck and chicken rearing	Padma, Pathorghata	Barguna
26.	21-01-17	Male Livestock Beneficiary,	Padma, Pathorghata	Barguna
27.	21-01-17	Small grocery Shop, Male beneficiary	Padma, Pathorghata	Barguna
28.	22-01-17	Project Engineer, APO, ULO	Unit office, Red Crescent	Barguna
29.	22-01-17	Upazila Livestock Officer	Sadar	Barguna
30.	22-01-17	Upazila Fisheries Officer	Sadar	Barguna
31.	22-01-17	Upazila Agriculture Officer	Sadar	Barguna
32.	23-01-17	Unit Officer	Bangladesh Red Crescent Societies	Barguna
33.	23-01-17	PIC members	Bangladesh Red Crescent Societies	Barguna
34.	23-01-17	Deputy Director, Upazila Team Leader and Radio Operator	CPP	Barguna
35.	23-01-17	Youth Volunteers	Bangladesh Red Crescent Societies	Barguna
36.	23-01-17	Local Officers	British Red Cross	Barguna
37.	24-01-17	CDMC members	Gulbunia Bibir Hawla, Chalitabunia, Galachipa	Patuakhali
38,	24-01-17	UP chairman	Chalitabunia, Union, Galachipa-Rangabali	Patuakhali
39.	24-01-17	School Teacher and CPP volunteer	Chalatabunia Secondary School	Patuakhali
40.	24-01-17	School Teacher	Chalatabunia Primary School	Patuakhali
41.	24-01-17	4 Students (3 girls and one boy)	Chalatabunia Secondary School	Patuakhali

42.	24-01-17	Livestock Female beneficiary	Gulbunia Bibir Hawla,	Patuakhali
43.	24-01-17	Fisheries Male beneficiary	Gulbunia Bibir Hawla,	Patuakhali
44.	24-01-17	Chicken and Duck rearing Female beneficiary	Gulbunia Bibir Hawla,	Patuakhali
45.	25-01-17	CDMC members, Charchandupara,	Lalua	Patuakhali
46.	25-01-17	Grocery Shop, male beneficiary	Charchandupara, Lalua	Patuakhali
47.	25-01-17	Male Fisheries lead producer, male beneficiary	Charchandupara, Lalua	Patuakhali
48.	25-01-17	Male Fisheries beneficiary	Charchandupara, Lalua	Patuakhali
49.	25-01-17	Livestock beneficiary	Charchandupara, Lalua	Patuakhali
50.	25-01-17	Goat rearing, female beneficiary	Charchandupara, Lalua	Patuakhali
51.	25-01-17	UP Chairman, Lalua	Charchandupara, Lalua	Patuakhali
52.	25-01-17	Assistant Director, CPP	Kalapara	Patuakhali
53.	25-01-17	Agriculture Officer	Kalapara	Patuakhali
54.	25-01-17	Senior Fisheries Officer	Kalapara	Patuakhali
55.	26-01-17	Local Team members (ULO, APO, AAFO, UPO)	Patuakhali	Patuakhali
56.	26-01-17	Youth Volunteers, BRCS	Patuakhali	Patuakhali
57.	26-01-17	Secretary and members, PIC, BRCS	Patuakhali	Patuakhali
58.	26-01-17	District Women Officer	Patuakhali	Patuakhali
59.	26-01-17	District Livestock Officer	Patuakhali	Patuakhali
60.	27-01-17	M&E Officer, British Red Cross	Barguna/Patuakhali/Barishal	Barishal

Numbers of Focus Group Interviews (FGI), Focus Group Discussions (FGD), Individual Interviews II), Meetings (Orientation, Sharing, etc.)

Meetings: 14 (A meeting is where the respondent decides which information to share)

- Orientation meeting with Paul Davenport, Country Manager
- Orientation meeting with Merielle, CR- SRC, Country Manager
- Meeting with officers, DSG, BDRCS
- Meeting with Director –DRM, BDRCS
- Meeting with V2R team, Project Manager and Sr Program Officer
- Meeting with Director, CCA project
- Meeting with Technical Officer, DRR, British Red Cross, Barguna, Patuakhali, Barishal and Bho-la
- Meeting with Unit Officer (ULO), Bangladesh Red Crescent Societies, Barguna
- Meeting with Project Officer/APO British Red Cross, Barguna
- Meeting with UP chairman, Chalitabunia, Union, Galachipa-Rangabali, Patuakhali
- Meeting with UP Chairman, Lalua, Patuakhali
- Meeting with local Team members (ULO, APO, AAFO, UPO, Patuakhali
- Meeting with Youth Volunteers, BRCS, Patuakhali
- Meeting with Secretary and members, PIC, BRCS, Patuakhali

Individual Interviews: 43 (An individual interview is where one respondent answers questions)

- Interview with one female member of the CDMC
- Interview with Female Beneficiary, Chicken and duck rearing;
- Interview with Cattle rearing female , Purba Burirchar, Barguna
- Interview with male beneficiary, Fish culture , Purba Burirchar, Barguna
- Interview with male Livestock beneficiary, Cattle rearing, Purba Burirchar, Barguna
- Interview with Female Beneficiary, chicken, duck rearing and Cattle rearing, Saudagar Para, Barguna
- Interview with male beneficiary, Fish culture , Saudagar Para, Barguna
- Interview with female CDMC member, Paler Baliyatoli, Barguna
- Interview with male livestock Beneficiary, Cattle rearing, Paler Baliyatoli, Barguna

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Interview with female Beneficiary, Duck and goat rearing, Paler Baliyatoli, Barguna

Interview with female beneficiary, duck and chicken rearing, Padma, Pathorghata, Barguna

Interview with Male Livestock Beneficiary, Padma, Pathorghata, Barguna

Interview with Small grocery Shop, Male beneficiary, Padma, Pathorghata, Barguna

Interview with Project Engineer, APO, ULO, Unit office, Red Crescent, Barguna

Interview with Upazila Agriculture Officer, Sadar, Barguna

Interview with Upazila Fisheries Officer, Sadar, Barguna

Interview with Upazila Livestock Officer, Sadar, Barguna

Interview with Unit Officer, Bangladesh Red Crescent Societies, Barguna

Interview with PIC members, Bangladesh Red Crescent Societies, Barguna

Interview with Deputy Director, Upazila Team Leader and Radio Operator, CPP, Barguna

Interview with School Teacher and CPP volunteer, Chaltabunia Secondary School, Patuakhali

Interview with Livestock Female beneficiary, Gulbunia Bibir Hawla, Patuakhali

Interview with Fisheries Male beneficiary, Gulbunia Bibir Hawla, Patuakhali

Interview with Chicken and Duck rearing Female beneficiary, Gulbunia Bibir Hawla, Patuakhali

Interview with Grocery Shopkeeper, male beneficiary, Charchandupara, Lalua, Patuakhali

Interview with male Fisheries lead producer, male beneficiary, Charchandupara, Lalua, Patuakhali

Interview with male livestock beneficiary, Charchandupara, Lalua, Patuakhali

Interview with female Goat rearing beneficiary, Charchandupara, Lalua, Patuakhali

Interview with Assistant Director, CPP, Kalapara, Patuakhali

Interview with Agriculture Officer, Kalapara, Patuakhali

Interview with Livestock Officer, Kalapara, Patuakhali

Interview with Senior Fisheries Officer, Kalapara, Patuakhali

Interview with District Livestock Officer, Patuakhali

Interview with M&E Officer, British Red Cross, Barguna/Patuakhali/Barishal

Interview with Manik Shaha, Sr Program Manager, V2R Project BRC

Interview with Rebeka, Finance Manager, BRC

Interview with Mr Harun ur Rashid, Sr Program Officer, V2R Project BRC

Interview with Joynal Abedin, Project Manager (V2R extension)

Interview with Saiful Islam, Senior Logistic Security & IT Officer

Interview with Zahid Hossain Talukdar, Finance Officer (V2R extension)

Interview with Md Osman Goni, Sr Program Officer

Focus Group Interviews: 16 (A FGI is where a group answers questions on particular issues)

FGI with CDMC, Purba Burirchar, Barguna

FGI with CDMC, Saudagar Para, Barguna

FGI with female CDMC, Saudagar Para, Barguna

FGI with CDMC, Paler Baliyatoli, Barguna

FGI with female CDMC, Paler Baliyatoli, Barguna

FGI with school teachers, Secondary School, Paler Baliyatoli, Barguna

FGI with ethnic minority three female students, Secondary School, Paler Baliyatoli, Barguna

FGI with CDMC members, Padma, Pathorghata, Barguna

FGI Local Officers, British Red Cross, Barguna

FGI with CDMC members, Gulbunia Bibir Hawla, Chalitabunia, Galachipa, Patuakhali

FGI with female CDMC members, Gulbunia Bibir Hawla, Chalitabunia, Galachipa, Patuakhali

FGI with School Teachers, Chaltabunia Primary School, Patuakhali

FGI with 4 Students (3 girls and one boy), Chaltabunia Primary School, Patuakhali

FGI with CDMC members, Charchandupara, Lalua, Patuakhali

FGI with female CDMC members, Charchandupara, Lalua, Patuakhali

FGI with Representatives of District Women Officer, Patuakhali

Focus Group Discussions: 2 (A FGD where a group discusses a given issue and give their opinion)

FGD with 2 groups of RC Youth volunteers in Patuakhali (while 10 to 12 participants were invited more participants arrived soon after instruction and start of the first FGD. The late comers were ar-

Final Evaluation of the V2R project implemented by Bangladesh Red Crescent Society, commissioned by BRC ranged in a second FGD and given instructions for discussion). The main issues in both groups were on community needs assessment, beneficiary selection process and complaint mechanisms.

Annexes D:

1. VfM Assessment Tool

Value for Money Assessment	Project title: V2R Bangladesh	Feb 2017
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EFFECTIVENESS + EFFICIENCY = VALUE FOR MONEY

EVALUATION STAGE						
MONITORING STAGE						
Completed by:		Peer reviewed by:			Date:	
	Questions	Criteria. Is there evidence that:	YES	PART	NO/DON'T KNOW	N/A
EFFECTIVENESS	Did we achieve the Aims for the People of the work as envisaged in the plan?	1. The outputs have been achieved in line with/better than the plan	Y			
		2. There is sufficient evidence that planned outcomes have been achieved as a result of the outputs and activities	Y			
		3. Where relevant, the outcomes achieved are sustainable for the future	Y	Y		
		4. The group of people assisted is the target group identified in the plans	Y			
		5. Beneficiaries been involved in monitoring and feeding back on the activities, outputs and outcomes	Y	Y		
		6. There have been no unintended consequences of interventions or these have had a positive effect on programme implementation	Y			
Comments: 4 Yes = [4*100] + 2 Part. Yes = [2*50] ==5/6 or 0.83						
EFFECTIVENESS AND EFFICIENCY	Did the Way used deliver the Aims?	Delivery				
		1. There is sufficient evidence that principal activities were relevant to the needs and appropriate for the context and delivered according to plan. If activities had to be changed substantially from what was planned, why did this occur? Could issues, which arose have been predicted at the time of preparing the plan or discovered at monitoring stage?	Y			
		2. The quality of the inputs and the outputs delivered was acceptable, and in line with what was envisaged	Y			
		3. The quality standards specified in the plan were met	Y			
		Management				
4. The management arrangements for delivering and overseeing the work operated satisfactorily	Y					

M&E AR-RANGE-MENTS	EFFICIENCY	5. There were no substantial problems or delays in delivering the activities (if problems or delays occurred, were these resolved satisfactorily? Were they caused by delayed or unclear decision-making authority?)	Y						
		6. There have been no major activities for which responsibility was unclear or unassigned	Y						
		7. Problems or conflicts which arose were dealt with efficiently and adequately	Y						
		Staff and volunteers							
		Were the Time-scales for delivering the Aims acceptable?	11. The staff and volunteers involved to date delivered the work competently	Y					
			12. If relevant, capacity building activities were delivered satisfactorily	Y					
			13. Applicable salary and benefits policies were applied	Y					
			Comments: 10 Yes = 10*100 == 1000/1000 = 1						
			1. The timescales for delivering the whole programme were acceptable in the context of the work	Y					
			2. The timescales for delivering on each activity were in line with what was planned	Y					
			Comments: 2 Yes = 2*100 = 200/200 = 1						
			Was the Scale of support appropriate?	1. The number of people/households/communities assisted was in line with the plan at this point in the project	Y				
				Comments: 1 Yes = 1*100 = 100/100 = 1					
			Did the Economy of the initiative go according to the plan?	1. The costs incurred to achieve each of the outcomes are in line with the budget for the period to date	Y				
		2. The costs incurred were in line with the original budget (up to 15% variance)		Y					
		3. If there was an underspend on budget, this is due to savings generated (if not, is it due to under-delivery?)						Y	
		4. Unplanned costs that were incurred could not have been predicted at planning						Y	
		5. Unplanned costs that were incurred could not be discovered at monitoring stage						Y	
		6. Unplanned costs that were incurred have been covered within the overall budget (if not, how much was the over-spend and how was it covered? Were more activities, outputs and outcomes delivered for the over-spend?)						Y	
		7. Procurement savings against plan have been quantified (if so, how much?)						Y	
		8. The relationship between operational costs and management costs has been acceptable		Y					
		9. All operational costs incurred are attributable to the results (outputs) achieved		Y					
		10. The applicable salary and benefits policy was implemented		Y					
		Comments: 5 Yes = 5*100 = 500/500 == 1							
		Has progress been regularly monitored and activities adjusted	1. The monitoring and evaluation approach selected (formal or informal) was delivered adequately and on time		Y				
			2. Appropriate monitoring activities took place during the project	Y					

RESOURCES	accordingly (in programme, management and financial terms)?	3. The data collected has enabled the VfM assessment questions and criteria to be addressed and the VfM measurement dashboard to be set up	Y			
		4. The method for collecting the data was implemented to date as planned	Y			
		5. The internal and/or external monitoring reports required were received on time and were of adequate quality	Y			
		6. The financial reports against budget were produced on time and were complete and accurate	Y			
		7. Modifications to the activities to deal with problems and to make improvements were implemented on a timely basis as required	Y			
			Comments: 6 Yes = [6*100] + 1 Part. Yes = [1*50] ==650/700 = 0.93			
RESOURCES	Direct costs and other resources	1. What were the total operational costs expended against the total operational costs budget for this project (calculated in accordance with the VfM Methodology, Tools and Guidance document? Was it in line with the original budget?	no data received			
		2. What are the total management costs expended to date against the total management costs budget for this project (calculated in accordance with the VfM Methodology, Tools and Guidance document?)	no data received			
		3. What other resources were required to deliver the project (e.g. volunteer time, adviser time, other PNS contributions, etc.) compared to the original estimate? Please reference these in the comments section	Y			
		IN LINE WITH ORIGINAL BUDGET. EVALUATORS DID NOT GET THE BUDGET DATA INCLUSIVE UNSPEND PROPORTIONS DESPITE PROMISE TO SEND AFTER THE MISSION (PERHAPS FORGOTTEN?)				
		1 Yes = 1*100 = 100/300 == 0.2				
TOTALS		28	3	0	alternative weighted calculation: 0.83 + 1.0 + 0.93 + 0.21 = 2.97/4 == 0.74	
CONCLUSION	Conclusion	1. Based on this review, I conclude that my project was (a) more (b) as or (c) less Effective than expected, compared to the costs incurred (DELETE AS APPROPRIATE)	More			
		2. Based on this review, I conclude that my project was (a) more (b) as or (c) less Efficient than expected, compared to the costs incurred	More			
		3. The outputs and outcomes achieved were (a) more than (b) as or (c) less than what was planned		As		
		Comment: 28 Yes, 3 Part. Yes ==28/31 = 0.8 points === very good OR 0.74 points === good				
	Overall VfM rating		Good			

2. INTERVIEW TOPIC LISTS

Red Crescent Unit

1. What were the tasks of the Unit to implement the V2R activities?
2. What staff/volunteers were involved in V2R activities? How did you recruit/train them?
3. How were communities selected?
4. How were CDMCs formed? What were their role and function?
5. How were beneficiaries selected? How was accountability assured?
6. Describe how specific activities of the project were implemented (such as CPP, LLH, WASH)?
7. What were challenges and how did you overcome them?
8. How did V2R HQ staff (BDRCS and/or BRC) support you? Are you satisfied with the support?
9. How did you monitor project activities? How did HQ monitor? What could be improved?
10. Are there other points/issues you want us to know about?

CDMC

11. What is your function in the committee?
12. Are you having this function from the start of the V2R project? If not, since when?
13. What is the role of the CDMC?
14. What were the challenges for the CDMC in the past? And now?
15. How did you overcome these challenges?
16. How did the V2R project assist you to function as CDMC?
17. How are project beneficiaries selected?
18. Did all people in the community accept the selection? If not, how did they object?
19. Do you have a complaint mechanism? If yes, how does this work – can you show?
20. How effective were the CPP-related activities organised by the project?
21. How effective/sustainable were the WASH-related activities organised by the project?
22. How effective/sustainable were the Vegetable Garden-related activities organised by the project?
23. How effective/sustainable were the Livelihood-related activities organised by the project?
24. How effective were the Cash for Work-related activities organised by the project?
25. To what extent has the V2R support improved access to the market for producers?
26. To what extent has the V2R support improved the overall economy of the community?
27. To what extent has the V2R support improved the connection with gov. service providers?
28. To what extent has the V2R support improved the contact with/support from local officials?
29. What are your CDMC plans for the nearby future? How are you going to realise these plans?
30. Are there other points/issues you want us to know about?

Beneficiaries (WASH, LLH, CfW)

1. What kind of support did you receive from the V2R project?
2. How is this support helping you and your family? (for example, sanitation, nutrition, income)
3. Did the support make it possible for you to strengthen your house to withstand cyclone/flood? If yes, in what way?
4. Did you use money to strengthen the house, lifting the latrine etc.? If yes, how did you earn this money? If not, why did you not use money?
5. (For LLH Beneficiaries) How did you use the 12,000 taka grant (for what)? Did you invest more money? If so, how did you get that extra money? Did the production (of crop, fish, livestock) increase since the first year? If so, did your income increase? If so, with how much (double, triple)? If not, why not (cost of input, fertiliser, dead of livestock etc.)? What were challenges? Market access?
6. (For WASH Beneficiaries) You got money to construct/repair a latrine? What did you do yourself (dig pit? Put rings? Slab? Walls?)? How do you maintain/clean the latrine? When do you wash your hands? Do you use soap? How far away is the nearest clean drinking water point? Is that a

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tube well installed/repared by the V2R project? If not, what is the source and who supported its construction?

7. (For CfW Beneficiaries) You earned money to make/repair a road, embankment, other? How much did you earn in total? Did women get the same wage as men? What did you do with the earnings?
8. Did you vote for the members of the CMDC? If not, why not?
9. Do you know what the CDMC is doing? If yes, are you pleased with what they do?
10. Do you feel that the CDMC is representing you and do you support what they plan to do?

Government Service Providers

1. Do you know the V2R project and its objectives?
2. If yes, how did you know this?
3. What has been changed in your contacts/communication with community people since 2013?
4. Has this to do with the V2R project? If so, how has this affected your contacts?
5. How much of your time do you spend on services to community people?
6. How much used this to be before 2013?
7. What do you think are the main advantages of the V2R project for people?
8. What are the challenges you experience in your contacts with people?
9. How do you think that these challenges can be resolved?
10. Are there other points/issues you want us to know about?

Red Crescent Youth Volunteers

1. Since when are you a RCY volunteer?
2. Were you involved in community or beneficiary selections, needs assessments?
3. If yes, describe the process. Was the selection fair/were the people who were selected the most in need of strengthening their resilience against cyclones/floods in your opinion?
4. Did you get the training needed to do the work for the V2R project properly?
5. What training did you get? What other support did you get?

3. Analysis Matrix for Resilience Characteristics

ANALYSIS MATRIX at Final Evaluation (February 2017)		resilience characteristic 1	resilience characteristic 2	resilience characteristic 3	resilience characteristic 4	resilience characteristic 5	resilience characteristic 6
Aspects	Topics	knowledge, health, basic needs	infrastructures & services	economic opportunities	social cohesion	management of Natural Resources	connected
Relevance	need & coverage	vuln communities; fam with disabled mbrs; female headed	poor infrastructure	remote from markets	micro-groups, CDMC		H2R communities
efficiency	cost-benefit / VfM	Community Needs Assessment by CDMC + volunteers	Cash for Work, local latrine & well construction	Community Organiser from community, Volunteers	Community Organiser from community	tree planting at embankments & roadsides	Training fac by UP, training by Gov.SP
effect	gender	women home gardening		home gardening for women	courtyard sessions (for women)		Welfare Affairs dpt, UP
	education	WASH, DRR promotion at schools		more children to school			parents linked to school; child club
	disability	priority for latrine		priority for cash grant	4.8% of Ben. Families		
	environment		tree planting at embankments & roadsides			waste management needs attention	
impact	outcome 1 DRR	DRR preparedness	road improvements; tools & equipment	Protection of assets, houses need more strengthening	CDMC, CDRT	tree planting	CPP, Loc.gov, RCS
	outcome 2 LLH	25% veg gardening; 16.4% CfW	travel to markets, vendors to village	8% LLH IGA; vendor & market; model of lead producer		sale of fruits & wood	to Gov. SP
	outcome 3 WASH	92% access to san. Latrine; 99% safe drinking water; 3% down from 20% diarrhoea	Schools have latrine & drinking water	latrine & well construction	sharing wells; communal promotion hygiene		DPHE
	outcome 4 OD	Knowledge on Community development & project implementation	V2R built training rooms, repair office building, provided equipment	V2R needed field staff, volunteers	understanding CD intervention		improved links w Local Gov, Gov SP

EvalQuestionsMatrix (to insert at broad page)

EVALUATION QUESTIONS from TERMS OF REFERENCE:

	Evaluation Questions	To be answered by/through	Derived Questions/Assessment tools	Answers
A	Relevance and Appropriateness			
1	What measures did the project put in place to ensure relevance and appropriateness (e.g. in terms of targeting, checking for/monitoring exclusion), and how effective were they?	Various project documents, like A3-5, B5; project staff	How were communities selected? Are they the best choice in terms of need and practical arguments?	Adequately Yes, but LLH rate too low to lift economy of community
2	How did the project ensure Accountability to Beneficiaries (AtB)?	TBM reports, project staff		Complaints procedure, mailbox, noticeboard
3	How and to what extent have (a representative sample of) beneficiaries participated in decision-making processes informing project design, implementation, and exit? And what impacts has this participation/lack of participation had?	Proposal; BRC Dhaka staff; BGRCS staff; community representatives	Check for data on involvement of beneficiaries during a) planning; b) implementation; and c) exit.	CDMC full involved in plans and implementation and exit
4	Was the scale and nature of the project appropriate and proportional to BDRCS and/or the BRC-led Consortium's capacity, experience and mandate?	Proposal; BRC Dhaka staff; BGRCS staff & Volunteers	Are there signs that BDCRS lacked capacity? Did Consortium fail to play their role?	No No
5	To what extent and how has the project shown adaptability in relation to (i) different contexts within the target area/population, and (ii) shifting external circumstances?	Proposal; BRC Dhaka staff; BGRCS staff; community representatives	Have original plans changed and if how and why? No Were changes in external environment which required change of plans observed?	No No
B	Coverage			
1	To what extent has the project's actual coverage reflected plans, and what have been the reasons for any discrepancies?	Proposal, PoA; BRC Dhaka staff; BGRCS staff	Were there discrepancies? If so, why?	As per plan
2	How has diversity within the target population (in terms of gender, age, disability, ethnicity, socio-economic status e.g. female-headed house-	Various project documents, like A3-5, B5; baseline;	Check target composition in Baseline survey	Vulnerability == poverty but also capacity & skill to

	holds, landless tenants, orphans, migrant workers etc.) been accounted for in project design and implementation?	project staff		raise income criteria for beneficiary selection
3	To what extent has there been an effective balance between project coverage and quality of implementation?	TBM reports, project staff	Was there any sign that BDRCS could not manage properly the project?	No, but larger size would have caused problems
C	Effectiveness			
1	To what extent has the project achieved its intended outcomes at individual/ household/ community/institutional level?	Baseline, MT surveys	Comparison of baseline with proxy endline results (e.g. monitoring data)	- - - Structures good
2	What other positive and negative, intended and unintended outcomes have been generated?	Project annual reports; BDRCS staff, other	Have there been outcomes beside the 4 planned outcomes as a result of the project?	Likely more schooling, less DV and CM
3	How and to what extent have the various elements of the V2R approach and model contributed to project effectiveness?	BRC and BDRCS staff	How did project staff understand the approach and model? Did they see effect of this approach and model? Which components were especially effective?	Senior staff: Yes Cap. Building RCS WASH, DRR
4	How and to what extent has the project generated community ownership, and how has this impacted effectiveness?	Field visits	Do/did community members consider the project activities as managed by themselves? How was hand-over by project staff done? What activities continue?	Yes In consultation Only planning
5	How and to what extent has the project ensured effective (i) decision-making processes, and (ii) partnership dynamics?	BRC staff, Consortium, Field visits	Explore overall partnership dynamics between BRC Bangladesh/BDRCS, HQ vs. field offices, relationship with Consortium members. How were decisions for project activities made? Who were partners in that process? How were these partners interacting?	Without BRC taking lead project would likely not be implemented efficiently/effective. PIC was crucial for coordination
6	How and to what extent has project monitoring data been used?	PoA, Annual reports; BDRCS staff	How was monitoring data used to improve implementation?	Check and balances
7	What good practices, success/failure stories, and/or other lessons learned can be identified, and how can they be shared to positively influence future programming?	Various project documents, BDRCS staff, CDMC	Which LL have been used to plan for the next project? Which have been key successes/failures/lessons learned?	To get from RC Unit Patuakhali Refer V2R extension proposal
8	How and to what extent has the project demon-	TBM reports, BRC	Which LL have been used to improve project	Refer to Livelihood

	strated adaptation based on lessons learned during the course of the project inception and implementation period?	and BDRCS staff	implementation?	Review
D	Efficiency			
1	To what extent has the project achieved all of its outputs, and what are the reasons for any outputs not being (fully) achieved?	Annual reports, PoA; BDRCS staff	Data on realisation/achievement of activities. Have there been planned activities which were cancelled? If so, why?	????? No
2	To what extent have the intended outputs been delivered in the least costly manner possible?	Budget	VfM measurement methodology	To get budget rates
E	Impact			
1	To what extent has the project achieved its goal of ' <i>reducing vulnerability and increasing resilience of target communities by supporting strategies that enable them to prepare for, withstand, respond to and recover from the impacts of multiple hazards</i> '?	See H 1-4; Baseline – proxy Endline comparison; field visits	To what extent has vulnerability been addressed? (vulnerability defined as: not (fully) prepared, resourced, informed for what might happen) To what extent has resilience been improved? (resilience defined as: being prepared, resourced and informed for what might happen)	40%-50%
2	What other positive and negative intended and unintended impacts/potential impacts of the project, at individual, household, community and institutional level have been generated (for example, in terms of improved health and well-being)?	Baseline – proxy Endline comparison; field visits	Has health conditions been improved? Have quality of life been improved? Have schooling of girls and boys been increased? Have adverse effects of disasters been avoided? What have been unexpected/unintended outcomes?	Yes Yes Yes No disaster Less DV, less CM
3	What impacts/potential impacts could future projects look to further invest in?	Field visits; BDRCS staff	What are activities suitable for future projects? Which are results that future projects can build on?	Resilience activities; LLH, WASH
4	To what extent has the project resulted in empowerment of women and girls at household/community levels, and in which respects (e.g. control over household resources, participation in community level decision making structures)?	Field visits; BDRCS staff and volunteers; literature on women empowerment (IFRC resilience framework, RCM documents)	Have women and girls become more empowered as a result of project activities? How?	Likely Schooling Respect by income increase
F	Coherence			
1	To what extent does the project approach and model align with the Fundamental Principles of the Red Cross and Red Crescent Movement ?	Proposal, BRC document	Approach = building capacity at BDRCS through Model = to address needs and reduce suffering while being Independent and Neutral	Fully

			and using Volunteers	
2	How effective has coordination with other Movement and non-Movement actors in project design/implementation been?	BRC staff	No other Movement actors but collaboration with local government service providers	Moderate effect
3	To what extent was the project approach and model aligned with BRC/BDRCS/Movement strategy and/or local/national government priorities?	Proposal, BRC and BDRCS documents; BDRCS staff	Approach = no alignment with government priorities Model = good alignment with government priorities	Not Good
G	Sustainability and connectedness			
1	What kind of exit strategy has been put in place, and how effective has this been?	PoA; BDRCS staff; field visit	Are all ongoing project activities handed over to community actors? Are these actors capable to manage and maintain the activities? Was exit strategy effective, comprehensive?	Yes No funds Effective
2	To what extent can the project outcomes be sustained in the communities without the support of BDRCS and the BRC-led Consortium?	BDRCS Volunteers; field visit		Not
3	To what extent have any of the livelihoods interventions succeeded/are close to exceeding the carrying capacity of the market?	BDRCS Volunteers; field visit		No
4	To what extent are the Community Disaster Management Committees developed through the project still active? To what extent are they likely to be sustainable?	BDRCS Volunteers; field visit		Exist, Without funds will likely fail
5	How and to what extent has the BRC-led Consortium support to the project strengthened BDRCS's capacity to support individuals and communities to prepare for, deal with and recover from crises?	BDRCS staff	Without this support the project would not have been realised	Full extent
6	How have learnings from past programming been used to shape this projects?	Proposal	Not found ===== need to discover from Paul	No data
7	What key learnings have been used to shape extension/replication/adaptation of the V2R project in other contexts in Bangladesh, and/or should feed into future programming?	BRC Dhaka and BDRCS staff	Refer to V2R in old areas, Bhola and Kurigram districts – See list of LL used for phase 2 V2R	Refer to V2R extension proposal
H	Value for Money			
1	How and to what extent did the project use resources in an optimal way to achieve the intended outcomes? ('Optimal' is designed as the most desir-	See C2	VfM measurement methodology is too complex Use budget ratio examples	???

	able possible, given expressed or implied restrictions or constraints.)			
I	Logframe Goal Indicators			
1	Target community's access to relevant information and formation of CDMCs and sub-groups necessary to assess, monitor and manage multiple risks.	Annual reports, field work		Proficient
2	Strengthening of income generating activities amongst target communities, including increased involvement of women.	Annual reports, field work		Of small proportion (8%) not want to introduce MC for CDMC
3	Target communities access to adequate water and sanitation including during an emergency.	Baseline – proxy Endline survey comparison, field work		All within walking distance
4	Connectedness of BDRCS with communities and local government – and their capacity to support communities in preparing for, responding to and recovering from the impact of multiple hazards.	Field visits; TBM reports	How is relationship BDRCS with local government? How is relationship BDRCS with local communities? Has BDRCS been able to prepare communities adequately for disasters?	Adequate Good Yes
J	Livelihood Component Indicators for Final Evaluation	Only the outcome measuring indicators & not before addressed	See B4 Participatory Livelihood Review – fig. 9	
1	Demonstrated or observable differences in production practices			Seen diversity in LLH sources but not in practices
2	Genuinely facilitative leadership role by lead producers.			Lead producers acted as models

4. Analysis Matrix for Outcomes (to insert at broad page)

Documentation:

- 1) Comparison frequency tables Baseline-Updated Monitoring Data
- 2) Frequency tables Two Community Study
- 3) Field Assessment: FGD, KII, House Visits/Transects
- 4) Project documents, including 37 MSC stories

Ad 3) Data sources:

- x Focus Group Discussions
- xx Key Informant Interviews
- 6 Transect & House Visits
- 2 Case stories of Lead Producers

Analysis:

- assess ToR questions in combination with the 6 Resilience Characteristics (IFRC):

APPROPRIATENESS	Answer Topics	Facts (Identify Sources)	Findings & Conclusions
1. Were the community selection choices appropriately prioritised to meet the most urgent community needs first?	Needs properly assessed:	Community selection: most at risk for disaster Beneficiaries: - disabled (Sh found 1 ben fam with disabled members in 3 communities – source: CDMC) (Osman: find ratio 591 hhds with disability among 12,180 ben hhds = 4.8%) - info from CDMC, COs, RC staff, loc gov, Volunteers - PIC indicated good selection of communities - all levels of resp indicated that selected ben for LLH input is less than half or 1/3 of needy families	1. Fair selection of communities based upon V2R selection criteria. 2. Fair selection of beneficiaries based upon V2R selection criteria. 3. Beneficiary % for LLH inputs seems to be low compared to % of needy families ↓ Overall an appropriate selection of needy communities and fair selection of beneficiaries
2. Was the intervention appropriate according to the perception (expressed needs/demand) of the target population and/or according to national policies: how were power relations, cultural perceptions and relevant customs of beneficiaries assessed, and taken into account?	Plans in accordance with people's demands and government policies	- aligned to gov policies - CNA confirmed need for V2R's interventions	1. Interventions was perceived by beneficiaries as appropriate. ↓ Project plans were appropriate
3. At the time of project implementation, were the approaches and technologies selected most appropriate for the specific context?	Relevance of activities	- V2R model of interventions supported by beneficiaries - latrine slaps in community produced by supplier - livestock were local breed - local veg seed variety - tree saplings kind selected by community	1. Local-produced technologies were used. 2. Integrated approach is adequate for DRR ↓ Project was appropriately implemented and adjusted to local contexts

Questions	Answer Topics	Facts (Identify Sources)	Findings & Conclusions
IMPACT OF ACTIVITIES			
1. To which extent were the overall objectives achieved regarding WASH?	Effect of project: Coverage latrines Coverage safe water sources Reduction diarrhoea	Endline data: ca. 92% have latrines; 99% have safe water near house; 72% have access to good quality latrine 99% from 80% at baseline have tubewell for drinking water; ??% have access to close safe water sources (at BL 78% <500 m) FGDs: 2 CDMC indicated no diarrhoea	1. Nearly full access to safe drinking water within 500 meters??? 2. Full access to sanitary latrines 3. Significant reduction of Diarrhoea ↓

		<p>FHs: few hhds not within 500 meters HVs: seems not every hhd is within 500 meters Stats: % current vs % past Diarrhoea FGDs + KIIs: now rarely Diarrhoea Case evidence: in Londa CNA 191 hhds no latrines; 191 latrines given</p>	<p>Overall WASH objectives achieved</p>
2. Do the changes brought about by the project still have an effect on the intended beneficiaries?	Sustainability of activities; appropriateness of plans & operation	See above	<p>1. village cohesion enabled 2. sanitary practices are custom 3. full access to safe water & latrines ↓ Project has contributed to sustainable positive changes in WASH</p>
3. To which extent were the overall objectives achieved regarding LIVELIHOOD?	Effect of project: Coverage households Increase rates of incomes Usage of income increase	<p>CDMC: fully HV: ok Unit staff: fully Volunteers: fully PIC: fully Gov SP: providing services, access by mobile Others: UP, teachers confirm</p>	<p>1. 25% coverage but only 8% sustainable income source 2. Increased income at 8% 3. Reinvest in medical treatment, schooling, houses and production</p>
4. Do the changes brought about by the project still have an effect on the intended beneficiaries and others?	Sustainability of activities; appropriateness of plans & operation	<p>See above Some neighbours copied production methods from lead producers</p>	<p>1. Changes still visible after 9 months 2. LLH inputs will continue having effect in future</p>
5. To which extent were the overall objectives achieved regarding DRR?	Effect of project: Coverage communities Coverage families Preparedness rate Adequacy of preparedness	<p>CDMC: fully prepared, have tools, training & knowledge HV: fam know what to do in case of emergency Unit staff: confirmed Volunteers: confirmed PIC: confirmed Gov CPP: communities ready Others: teachers confirmed; UP confirmed</p>	Communities are well prepared to respond to disaster
6. Do the changes brought about by the project still have an effect on the intended beneficiaries and the National Society?	Sustainability of activities; appropriateness of plans & operation	See above	Communities will most likely remain prepared using CPP signal and messages
7. To what extent were the built	Effect of project:	CDMC: functional including dec-making, planning, monitor-	Community structures were formed and have

community organisational STRUCTURES efficient & effective	Formation of committees Effectiveness of CDMC Accountability of CDMC	ing and supervision Unit staff: confirmed Volunteers: confirmed Local Gov: confirmed Gov SP: confirmed Child clubs: confirmed	been instrumental in community organisation and distribution of project benefits
8. Do the changes brought about by the project still have an effect on the intended beneficiaries?	Sustainability of activities; appropriateness of plans & operation	CDMC: exist and make plans but no activities due to lack of funds; 2 meet every 3 months, others occasionally Unit staff: handed over management Local Gov: one UP Chairman visited	CDMCs exists but are not active to support community members, except for DRM
9. Were the target groups empowered to take control of the WASH, Livelihood and DRR activities?	Ownership	CDMC: they have skills to make their own decisions HV: women ben's are more confident, are planning for more production, send children to school Unit staff: confirmed Volunteers: confirmed PIC: confirmed Gov SP: confirmed Others: teacher, UP confirmed	1. Target groups are in control of assets 2. They changed behaviour towards better hygienic practices 3. Knowledge about nutritional food 4. Aware of importance of children's education 5. People are prepared for DRM ↓ Project has enabled beneficiaries to take control of their assets and know how to respond to disaster
10. To what extent have the six resilience characteristics been achieved?	1. Knowledge, Health, Basic Needs; 2. Infrastructure & Services; 3. Economic Opportunities; 4. Social Cohesion; 5. Management of Nat. Res.; 6. Connected.	At household level: 90% has WASH & DRR knowledge; 75% basic needs fulfilled; more than 10% have secondary income sources At community level: good organised for risk mitigation Communication with SP: Good Access to markets or vendors to community: Good Linked with CPP: Good	1. Good 2. Satisfactory 3. Limited 4. Good 5. Limited 6. Good
11. What major capacity strengthening of volunteers and Nat. Society Staff was provided and remained after the project?	Training, skill building	Volunteers: leadership, planning, assessment, CPP etc. NS staff: DRR, PCA, Financial, Proj Mgt, etc.	1. Capacity built by Project including volunteer force was good and remains. ↓ Project-built capacity of volunteers and staff is high

CROSS-CUTTING ISSUES			
1. Did the project generate positive changes on gender roles? Have women, men boys and girls gained opportunities for control and decision?	Women empowerment	CDMC: all visited committees had female in ExCom but all treasurer. Women gained respect through income generation. DV reduced as a result. Women make decision on schooling, food. Save some money for emergency (without husband knowing). HV: women make decision, contributed to family income and husband appreciated that. M&E: Effect on prevalence of DV – home gardening increases income and gives them dignity. Increased good nutrition.	Positive changes in role of women ↓ Project has enabled beneficiary women to gain stronger decision-making role through income earning capacity
2. Did the project have a positive effect on schooling for girls and boys?		HV: used extra income for child education needs, higher education is dream. Child club: confirmed	Positive effect on children's education
3. Did the project have a positive effect on reduction of domestic violence?		CDMC: confirmed HV: confirmed Unit staff: confirmed Volunteers: confirmed Teachers: confirmed Child clubs: confirmed	Positive effect on reducing domestic violence
4. Did the project have a positive effect on reduction of child marriage and avoidance of dowry?		CDMC: confirmed HV: confirmed Unit staff: confirmed Volunteers: confirmed Teachers: confirmed Child clubs: confirmed	Positive effect on reducing child marriage and/or dowry demands
5. Did the project have any impact in the environment? Did it include any prevention or mitigation measures?	National resource management: Waste management:	CDMC: road repairs, water sources high and closed, latrines are sealed, cow dung removal and usage, not other waste like plastic HV: tree plantation, clean household compound Unit staff: no promotion of plastic waste management School: compound not clean All used latrines	1. House environments were clean at visited compounds, but plastic waste was found in fields and along roads. V2R staff did not observe waste management measures. No open defecation practices were observed. ↓ Project has contributed to clean and sanitary environments at household level but not at community levels

SUSTAINABILITY	Answer Topics	Facts (Identify Sources)	Findings & Conclusions
1. To what extent did the <i>benefits</i> of the project continue after donor funding ceased?	Functioning water sources, useable latrines, hygiene practices, DRR and livelihood support	CDMC: exist but no activities, except DRR; communication with local officials Households: using latrine and maintaining hygiene, washing hands, reduced diarrhoea, production of vegs, livestock, fish, fruits, etc.; communication with gov. SP, contacts with vendors or links to markets	Benefits continued to be used by almost all beneficiaries ↓ Most <i>benefits</i> continued after funding ceased
2. Has the <i>approach</i> introduced by the particular project been sustained after closure?	Follow-up by BDRCS	Unit staff: no follow-up Volunteers: no follow-up but it should have been done PIC: confirmed	1. Approach of Project has not been sustained. ↓ Project has not put in place measures to assure follow-up in communities
3. Were the water sources and latrines designed to be maintained by local people?	Remaining systems	In each community 2 people trained in repairs	The Watsan assets are environmentally and financially sustainable. ↓ Watsan sustainability is satisfactory conform international expectations
5. What was the extent of collaboration between the national society and local authorities and other partners that had good effect on sustainability of the project?	Local cooperation; Government and Partner input	M&E: workshops for linking and coordination with GO - NGO participants Gov. SP: positive about providing services, they were the resource persons for training. Lack of means and staff to visit field.	Interest for project activities is shown by government officials and some collaboration has been seen, but overall it is not a major contribution. ↓ Project has built collaboration by gov. service providers
6. What were the major factors which influenced the achievement or non-achievement of sustainability of the project?	Feasibility & operation	Generally there is sustainability of benefits at household level (WASH, LLH, DRR) and at community level with DRR and communication with gov. SP and/or local gov., but not in terms of project activity coordination.	CDMCs did not consider to continue project activities on their own although they did make plans for or asked for funds ↓

			Project did not encourage CDMCs after Exit to continue activities to ensure sustainability for the longer term
REPLICABILITY	Answer Topics	Facts (Identify Sources)	Findings & Conclusions
1. Has there been a degree of replication within or beyond the project area by the National Society either through the Branches involved at project level or other Branches?	Project model adequate for other actors	Extension with 10 new communities in Burguna and Patuakhali districts, 10 communities in Bhola, 10 communities in Barisal city and 30 communities in Kurigram district. BDRCS is implementing V2R model in other projects	The project model has been adopted by the BDRCS and continued in the project areas (second phase) and in new areas. ↓ Project model has been replicated