



+CIFRC

Final Evaluation: Flood 2019, Cyclone Amphan and Flood 2020 Operations

Bangladesh Red Crescent Society (BDRCS)

January 2022

This evaluation was commissioned by the International Federation of Red Cross and Red Crescent Societies (IFRC) Bangladesh Country Delegation.

Acknowledgements

This report builds on the findings from the inputs from stakeholders such as government officials, BDRCS officials (Management, senior management, Branch authority), IFRC and Participating National Societies (PNS), as well as external organisations and communities. The evaluation team would like to thank the Response team of BDRCS and IFRC for their generous cooperation and time, as well as the Evaluation Management Team for taking the time to mobilise key stakeholders for Focus Group Discussions (FGDs) and Key Informant Interviews (KII).

A special thanks goes to those who participated in the household survey and FGDs giving up their time to share their perspectives and valuable feedback. Thanks to specific district branches and its Red Crescent Youth (RCY) volunteers for their efforts to complete the survey and FGDs in the communities amidst the Coronavirus pandemic. Thanks are due to the following evaluation team members:

1. Ms. Sayma Ferdowsy, Director, P&D, BDRCS (Team Lead)
2. Ms. Magda Rios-Mendez, Grants Management Delegate, British Red Cross (Deputy Team Lead)
3. Mr. Manik Saha, Senior Manager, Cash Readiness for Bangladesh, Myanmar and Nepal, IFRC/American Red Cross
4. Mr. Biplob Kanti Mondal, Manager, Resilience and WASH, IFRC (Member)
5. Ms. Rumana Yesmin, Senior Officer, Monitoring, Evaluation and Reporting, IFRC (Member)
6. Mr. Md. Asif Almas Almamun, Senior PMER Officer, BDRCS P&D (Member)
7. Mr. Md. Newaz Sharif, Senior PMER Officer, P&D, BDRCS (Member)
8. Mr. Zubair Alam, Senior PMER Officer, DR, BDRCS (Member)
9. Mr. Zarraf Tajwar Adib, Senior IM Officer, P&D, BDRCS (Member)

Contents

Acknowledgements.....	2
List of acronyms	5
Executive summary and recommendations	6
Brief overview of key findings.....	6
Management of the operations.....	6
Relevance and appropriateness.....	7
Efficiency	7
Effectiveness	7
1. Introduction	9
1.1. Context and background.....	9
1.2. The Bangladesh Red Crescent Society	10
1.3. Response of the Red Cross and Red Crescent	10
2. Evaluation purpose and scope	12
2.1. Objectives and scope	12
3. Approach and methodology	12
3.1. Desk review.....	12
3.2. Key informant interviews at Dhaka level (internal and external).....	13
3.3. Community interviews and survey	13
1.1. Limitations.....	14
4. Evaluation findings.....	14
4.1. Management of the operations.....	14
4.1.1. Planning.....	14
4.1.2. Decision-making process.....	15
4.1.3. Beneficiary targeting and coverage	15
4.1.4. Information management.....	16
4.2. Relevance and appropriateness.....	17
4.3. Efficiency	18
4.4. Effectiveness of the interventions	20
4.4.1. Shelter	20
4.4.2. Water Sanitation and Hygiene (WASH)	22
4.4.3. Livelihoods and basic needs.....	25
4.4.4. Cross-cutting issues.....	29
5. Recommendations	34
5.2. Planning recommendations	34
5.3. Decision making recommendations.....	34
5.4. Beneficiary targeting recommendations	34
5.5. Coverage recommendations.....	Error! Bookmark not defined.

5.6	Information management recommendations	34
5.7	Relevance and appropriateness recommendations	35
5.8	Efficiency recommendations	35
5.9	Effectiveness recommendations.....	35
Annex	36
Annex 1-ToR.....	36
Annex 2 Sampling methodology	47
Annex 3- FGD and KII list.....	49
Annex 4- Lists of documents reviewed.....	50

List of figures

Figure 1 Timeline of emergency appeals start and end dates.....	11
Figure 2 Overview of funds	19
Figure 3 Planned vs actual implementation period	19
Figure 4 Cost per beneficiary	19
Figure 5 People assisted (target vs actuals).....	20
Figure 6 Number of people reached-shelter	20
Figure 7 Technical assistance to the shelter beneficiaries.....	21
Figure 8 Shelter capacity rating to withstand future flood.....	22
Figure 9 Number of people reached-WASH	22
Figure 10 Percentage of latrine cleaning frequency.....	23
Figure 11 Comfort of the women and children to use communal emergency latrine alone or at night	24
Figure 12 Percentage of respondent aware of tube well condition	24
Figure 13 Number of people reached-food security and livelihoods	25
Figure 14 Satisfaction level of the respondents	26
Figure 15 Utilization of multipurpose cash grant	26
Figure 16 HH reached with cash for livelihoods restoration	27
Figure 17 Income generating activities started by cash support.....	27
Figure 18 Percentage of beneficiaries reporting income from the operations supported IGA.....	28
Figure 19 Earning reported by beneficiaries undertaking successful IGA	28
Figure 20 Challenges faced while collecting cash from the service provider	29
Figure 21 Issues faced during cash collection.....	29
Figure 22 Beneficiaries aware about disaster preparedness measures	30
Figure 23 Preparedness level of beneficiaries to handle disaster	31
Figure 24 District-wise preparedness level of the beneficiaries.....	31

List of tables

Table 1 Outcomes and Outputs of the operations	11
Table 2 Areas visited for community/district data collection.....	13
Table 3 Family members received hygiene kit.....	25

List of Acronyms

APRO	Asia Pacific Regional Office
BDRCS	Bangladesh Red Crescent Society
BDT	Bangladeshi Taka
BRC	British Red Cross
CBI	Cash Based Intervention
CDC	Community Development Committee
CDMC	Community Disaster Management Committee
CEA	Community Engagement and Accountability
CGI	Corrugated Galvanized Iron Sheets
CPP	Cyclone Preparedness Program
DPHE	Department of Public health Engineering
DRR	Disaster Risk Reduction
FGD	Focus Group Discussion
HCTT	Humanitarian Coordination Task Team
HH	Households
HR	Human Resources
IFRC	International Federation of Red Cross and Red Crescent Societies
IGA	Income Generating Activity
JNA	Joint Needs Assessment
KII	Key Informant Interviews
MHM	Menstrual Hygiene Management
MPCG	Multipurpose Cash Grant
NAWG	Needs Assessment Working Group
NHQ	National Headquarters
NS	National Society
PDM	Post Distribution Monitoring
PMER	Planning Monitoring Evaluation and Reporting
PNS	Participating National Society
PWD	Persons with Disabilities
RCY	Red Crescent Youth
WASH	Water Sanitation and Hygiene
WHO	World Health Organization

Executive summary and recommendations

The purpose of the Evaluation was to evaluate the relevance, appropriateness, effectiveness, and efficiency of the response and recovery interventions undertaken by the BDRCS as part of the flood 2019, flood 2020 and Cyclone Amphan operations supported by the IFRC, and to capture learning and identify key areas for improvement. The evaluation focuses on three sectors: shelter; food security and livelihoods; and WASH interventions in response and recovery, with particular focus on the use of cash-based interventions (CBI) in the Bangladesh context. At the same time, the evaluation documents the adaptations made to the plans and interventions given the COVID-19 pandemic.

The review was commissioned by the BDRCS and IFRC and undertaken by an evaluation team made up of representatives from BDRCS, IFRC and BRC.

Brief overview of key findings

The operations in response to the Floods 2019, Cyclone Amphan and Floods 2020 delivered by the BDRCS with the support of IFRC reached 497,305 people with relief support on key areas of need such as WASH, shelter and livelihoods and basic needs.

Although the operations were delivered nearly simultaneously, with clear gaps in human resources, people were provided with life-saving and crucial assistance in times of need. This is thanks to the work of BDRCS staff and volunteers that, amidst the global Coronavirus pandemic rendered their services to communities when they needed it most.

The evaluation findings highlight the great capacity of BDRCS to reach large numbers of people across the territory during the early stages of the emergencies. However, the evaluation highlights areas that need to be improved in the operations. Important conversations need to be had in the organisation to ensure that the operations have a stronger focus on timeliness, sustainability of recovery interventions and accountability to the communities and to the organisation itself. The organisation also needs to focus on improving the financial management of the operations to avoid underspending, given that the three operations did not fully use the available funding. The combined underspend figure for the three operations was over CHF 450,000.

Management of the operations

Feedback from interviewees highlights the need for a more structured planning process, involving relevant departments of the organisation and PNS working in the affected areas. There is also a need to improve the quality of updates shared with concerned stakeholders, including dissemination and discussion on the operational progress based on outcomes, outputs, timelines, and expenditure rate. The evaluation identified a lack of clarity regarding the selection of districts and communities. The organisation needs to better articulate the methodology used to determine the target districts as well as the number of districts to target. More work needs to be done to ensure the targeting process is transparent, given the concerns raised by key stakeholders interviewed regarding the lack of a clear methodology to select the districts and the potential influence that Unit committee members can exert in this process.

The evaluation found that more investments need to be made towards improving the monitoring processes of the operations, to ensure that operational teams have the support they need and that commitments made to communities are met on time when it is most needed. This requires that finances, operations, logistics and leadership work together in monitoring the progress of the operations.

Relevance and appropriateness

The evaluation also found that the activities included in the operations were highly relevant and responded to needs identified by the Joint Needs Assessments (JNA) in Bangladesh. BDRCS tried to target the districts and communities most affected.

There are conflicting opinions regarding the relevance of the recovery interventions. Although recovery activities responded to the needs highlighted as part of the JNA, the delay in the implementation affected the relevance of the activities. Some of the delays can be justified by the impacts of COVID-19.

The activities included in the operation's plans were relevant to the needs and context, such as in-kind emergency shelter support to address the needs of people whose shelters were affected. Likewise, cash support for WASH and livelihood activities was considered relevant. However, the appropriateness and relevance of these interventions were affected by delays in the implementation.

Efficiency

The BDRCS is largely efficient when it comes to the delivery of activities through its volunteer network, which is cost-effective. Likewise, its proximity to the districts where disasters happened ensures the organisation is often the first respondent. The organisation makes efforts to lower its operational costs, when possible, for example, by keeping Human Resources (HR) allocated to the operation to a minimum, however, although this brings costs down, it can also impact delivery quality.

The use of cash as the preferred approach to provide support to communities contributed to efficiency, however cash related activities also encountered delays.

The use of funding available can be improved. All three operations were underspent to some extent, which needs to be better managed in the future with the support and engagement of the finance team and management.

Effectiveness

The Floods 2019 and the Cyclone Amphan operations overachieved on the number of people assisted, even when none of the appeals raised the expected level of funding. This means that teams had to make changes to the quality and quantity of the support they originally planned to provide to the population (such as reducing the number of people targeted with recovery support). This can also mean that initial targets were not aligned with the reality of operational costs.

The BDRCS operations aimed to support affected populations from the emergency to early recovery. However, findings from the evaluation indicate that due to lack of funding, the focus on recovery was limited, with partial follow up support to communities to ensure sustainability, which can reduce the impact and the value of the interventions. It is important for the organisation to consider strategies to provide sustained support to those targeted under the recovery activities. This could be by planning the interventions in areas where BDRCS is implementing long term programmes or by partnering with other organisations to facilitate the necessary recovery support.

- **Shelter:** the provision of tarpaulins, corrugated sheets and cash grants for shelter rehabilitation directly addressed the needs of the communities. Delays, however, reduced the relevance of some of the activities (for example delayed tarpaulin distribution). The cash grants and materials provided met the goal of supporting people to improve their shelters making them more resilient to disasters. However, given the low availability of funding, the number of people supported to rehabilitate their shelters was very low.
- **WASH:** the effectiveness of WASH interventions is varied. For example, communal emergency latrines built were insufficient in relation to the number of people in need as well as to the

number of evacuation centres. In addition, 72 per cent of survey respondents expressed that women and girls don't feel comfortable using the latrines.

The hygiene behaviour at the community level needs to be enhanced through more awareness-raising programs. Observation conducted as part of this evaluation indicated that beneficiaries are still practising unhygienic behaviours. This means that hygiene promotion activities did not have a long-lasting impact.

Support for latrine construction was provided with cash and technical support considering the risk of floods. Likewise, support for Rainwater harvesting units was provided in areas of high salinity. These interventions were effective in helping communities improve their access to water and sanitation. However, more efforts are required to ensure the adaptation of latrines to persons with disabilities (PWD).

- **Livelihoods and basic needs:** Multipurpose Cash Grant (MPCG) delivered helped beneficiaries meet their basic needs, however some of the distributions were very delayed, forcing people to adopt negative coping mechanisms such as falling into debt.

Conditional cash grants for income-generating activities were somewhat successful. However, it could have benefited from longer-term support to ensure the viability of income-generating activities. Training on income-generating activities needs to be increased in the upcoming response and recovery operations.

Sapling support with vegetable seeds for homestead gardening was found highly impactful as this not only helped families improve their food security but also served as an alternative source of income. The seeds provided by BDRCS were found to be of good quality.

- **Cross-cutting issues:**
 - BDRCS worked to prepare communities for future disasters through Disaster Risk Reduction (DRR) interventions. The evaluation team found that most beneficiaries feel prepared to face disasters in the future.
 - Community Engagement and Accountability (CEA) related activities have become an integral part of BDRCS response and recovery interventions. BDRCS established a feedback mechanism and sensitised communities about its use. However, only 7 per cent of people surveyed report having used the mechanism. More work needs to be done to ensure communities understand the mechanism and feel comfortable providing feedback.
 - The level of knowledge and engagement of beneficiaries regarding BDRCS plans in their communities was limited. As per FGDs, most beneficiaries did not know why they were selected to receive support and others in the community were not. They also had no overview of timelines for support, which makes it hard for them to provide feedback. Ensuring communities are informed about plans is key for accountability and this needs to be an integral part of the CEA strategies of the organisation. A more proactive effort needs to be made to seek feedback from communities, especially in circumstances when no complaints or feedback has been received.
 - Findings from the evaluation indicated that women and men benefitted equality from the interventions, however, more needs to be done to tailor the support to the needs of different vulnerable groups. More efforts need to be made to meaningfully target PWD and provide the support that is adapted to their needs. The process of identifying PWD in the assessment stage needs to be improved given that many PWD are not being identified and therefore not prioritised. Likewise, even though selection

criteria prioritise women, more effort needs to be made to deliver assistance that meets the needs of pregnant and lactating women as well as those who are caretakers.

Major recommendations from the evaluation include the following points:

- Develop a structured planning process involving relevant departments (finance, programmes, logistics and resource mobilisation) of the organisation as well as PNS working in the affected areas. Ensure this process is systematically followed across operations.
- Ensure finances and logistics are included in the planning and decision-making process.
- Develop response Standard Operating Procedures with a clear methodology for the selection of districts/communities. Geographical area selection should use a clear methodology which is communicated internally and externally. More thought needs to be given to the number of districts operations are covering, and analyze whether covering many districts equally is the best approach. Instead, partners may consider targeting fewer districts to have a more impactful and cost-effective response.
- Develop a One Movement Plan which encompasses activities by all Movement partners in response to the emergency, including PNS and ICRC.
- Establish monthly operational updates (internal meeting) to provide up to date information on the progress of the operations including performance against targets, timeline, and forecast (actual vs plan). A dashboard of progress could be developed to be presented ahead of the meetings.
- Cost-benefit analysis of the operation's approach is to be undertaken to ensure that the most efficient approach is used to deliver the support.
- The amount of cash support should be increased considering the needs and market assessments or include access to financial service support. The speed of cash delivery also needs to increase.
- Increase HR capacity of key BDRCS Departments involved in emergency operations; especially since the country is more likely to face several emergencies at the same time (as shown in this evaluation).

1. Introduction

1.1. Context and background

During 2019 and 2020, three consecutive disasters hit Bangladesh. Unprecedented floods affected large parts of the country in 2019 and 2020, while Super Cyclonic Storm Amphan hit Bangladesh in 2020. The three disasters caused loss of life, widespread damage to infrastructure, agricultural land, and people's well-being.

The **2019 floods** occurred in July during monsoon rains originating upstream (Nepal and India), causing flooding in low lying areas of the country (mainly in the north and north-eastern regions). Due to the heavy rains, the level of the Jumuna and Tista rivers reached their highest levels in 100 years, affecting 7.6 million people across 28 affected districts¹.

Cyclone Amphan developed in the Bay of Bengal and formed on 16 May 2020 in the Northern Indian Ocean, making landfall in Bangladesh on 20 May 2020. The cyclone reached a maximum speed of 270

¹ National Needs Assessment Working Group (NAWG). *Monsoon Flood 2019, Joint Needs Assessment: Phase 1 Light* (Report dated 28 July 2019).

km per hour, affecting Bangladesh, India, Sri Lanka, and Bhutan. At least 26 people died and 2.6 million people were affected across 19 districts in coastal and the northern part of Bangladesh².

The **2020 floods**, driven by prolonged and intensified heavy monsoon and upstream water, affected 5.4 million people in the northern, central, and northeastern parts of the country. Around 37 per cent of the country's total areas were flooded affecting 33 districts³. This was considered the longest flooding period in the country in the last 22 years.

1.2. The Bangladesh Red Crescent Society

Established in 1973, BDRCS is part of the IFRC, the largest humanitarian network in the world. BDRCS has been working to prevent and alleviate human suffering in line with the international humanitarian standards and following the Seven Fundamental Principles of the Red Cross Red Crescent Movement. Having auxiliary status, BDRCS is rendering its humanitarian services across the country through 68 local branches and its strong volunteer network which is comprised of over 82,472 life members, 8,091 active RCY volunteers and 74,020 volunteers under the Cyclone Preparedness Programme (CPP) in Coastal districts. This network allows the BDRCS to be the first respondents in any disaster affecting the country. BDRCS is recognised as playing a pioneering role in many areas of the country's health care, water and sanitation, social work and education and is best known for its role in disaster preparedness and response.

1.3. Response of the Red Cross and Red Crescent

To respond to these disasters, three different Emergency Appeals were launched by the IFRC to support BDRCS operations amidst the global Coronavirus pandemic.

- MDRBD022 Bangladesh Floods 2019
- MDRBD024 Bangladesh Cyclone Amphan
- MDRBD025 Bangladesh Floods 2020

The three operations, although distinct due to the nature of the different emergencies (flood and cyclone) aimed to support the most affected people in two main phases: emergency and recovery. The operations focused mainly on the sectors of DRR, shelter, livelihood and basic needs, health, and water, sanitation, and hygiene (WASH).

The below timeline includes the start and end dates of each Emergency Operation, which shows that at one point in time, the three operations were implemented simultaneously amidst the global coronavirus pandemic.

² Need Assessment Working Group (NAWG). *Cyclone AMPHAN: Joint Needs Assessment (JNA)* (Report dated 31 May 2020).

³ Bangladesh Ministry of Disaster Management and Relief (MoDMR). *Special Flood Situation Report* (Report dated 2 August 2020)

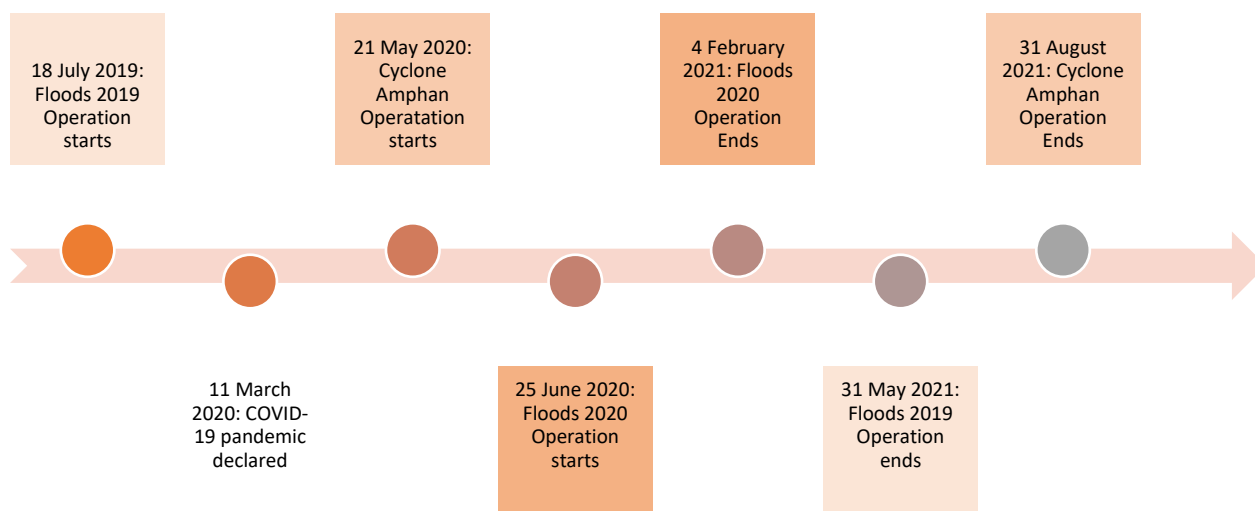


Figure 1 Timeline of emergency appeals start and end dates

The following table summarises the outcomes and outputs of the three responses on the three sectors included as part of this evaluation.

Table 1 Outcomes and Outputs of the operations

Shelter		
Outcome	Outcome 1: Communities in disaster and crisis affected areas restore and strengthen their safety, wellbeing and longer-term recovery through shelter and settlement solutions	
Outputs	Output 1.1: Shelter and settlements and basic household items assistance is provided to the affected families. ⁴ Output 1.2: Technical support, guidance and awareness raising in safe shelter design and settlement planning and improved building techniques are provided to affected households.	
Livelihoods and basic needs		
Outcome	Outcome 1: Communities, especially in disaster and crisis affected areas, restore, and strengthen their livelihoods.	
Outputs	Output 1.1: Basic needs assistance for livelihoods security including food is provided to the most affected communities Output 1.2: Household livelihoods security is enhanced through food production, income generating activities and post-harvest management Output 1.3: Households are provided with unconditional/multipurpose cash grants to address their basic needs	
WASH		
	Floods 2019	Cyclone Amphan and Floods 2020
Outcome	Outcome 1: Vulnerable people have increased access to appropriate and sustainable water, sanitation, and hygiene services	Outcome 1: Immediate reduction in risk of waterborne and water related diseases in targeted communities.
Outputs	Output 1.1: Communities are provided by National Societies (NS) with improved access to safe water Output 1.2: NS promote positive behavioural change in personal and community hygiene among targeted communities	Output 1.2: Daily access to safe water which meets Sphere and WHO standards in terms of quantity and quality is provided to target population. Output 1.3: Adequate sanitation which meets Sphere standards in terms of quantity and quality is provided to target population

⁴ For the 2019 Floods operations, this output specifies that will address short-, medium- and long-term needs

	<p>Output 1.3: NS provide communities with knowledge and best practice to improve sanitation facilities</p>	<p>Output 1.4: Hygiene promotion activities which meet Sphere standards in terms of the identification and use of hygiene items provided to target population.</p> <p>Output 1.5: Hygiene-related goods (NFIs) which meet Sphere standards and training on how to use those goods is provided to the target population</p>
--	--	--

2. Evaluation purpose and scope

2.1. Objectives and scope

The purpose of this internal evaluation is to evaluate the relevance, appropriateness, effectiveness, and efficiency of the response and recovery interventions undertaken by the BDRCS as part of the flood 2019, flood 2020 and Cyclone Amphan operations supported by the IFRC, and to capture learning and identify key areas for improvement. The evaluation focuses on three sectors: shelter; food security and livelihoods; and WASH interventions in response and recovery, with particular focus on the use of CBI in the Bangladesh context⁵. At the same time, the evaluation documents the adaptations made to the plans and interventions given the COVID-19 pandemic.

It is expected that the findings, key lessons, and recommendations from this evaluation will guide both BDRCS and IFRC in future operations and contribute to broader Red Cross Red Crescent learning, particularly to better address needs in emergency, relief, and recovery, considering long-term impact and sustainability.

The geographical coverage of the final evaluation includes BDRCS National Headquarters (NHQ) and IFRC Country Delegation; as well as the BDRCS Units and communities in Tangail, Sirajganj, Jamalpur and Khulna districts. The evaluation aimed to:

1. Assess the effectiveness of the response and recovery planning process, beneficiary targeting, information management and decision making.
2. Assess the relevance and appropriateness, effectiveness, and efficiency of response and recovery activities under the Flood 2019; Cyclone Amphan and Flood 2020 operations against the planned outcomes in three key areas: shelter, WASH and food security and livelihoods with a special focus on cash-based interventions.
3. Assess the sustainability of the recovery programme interventions.
4. Capture learning and best practices with regard to the key target areas
5. Capture and document the adaptations made to the plans/interventions given the COVID-19 pandemic as well as key learning from that context
6. Highlight good practice, lessons learnt and areas of improvement to inform future response operations, together with recommendations on how to proceed.

3. Approach and methodology

The methodology of the evaluation adheres to [IFRC Framework for Evaluations](#). The evaluation was carried out in three phases:

3.1. Desk review

The desk review was undertaken by a mix of BDRCS, IFRC and BRC staff. The team reviewed all the Emergency Appeal documents, including operation updates, situation reports and final reports. A list of the documents reviewed can be found in Annex 4.

⁵ The evaluation considers Disaster Risk Reduction activities as a cross-cutting issue.

3.2. Key informant interviews at Dhaka level (internal and external)

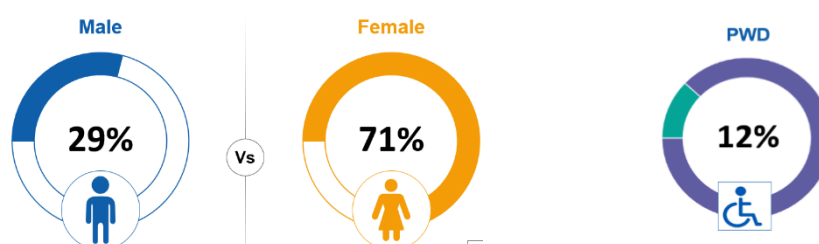
A total of 13 key informant interviews were held with stakeholders at Dhaka level, including BDRCS senior management, programmes, logistics and finance staff. Interviews also included IFRC staff, PNS representatives engaged in the operations and external stakeholders representing agencies engaged in the different responses. These interviews aimed to look at the overall management, planning and performance of the operations.

3.3. Community interviews and survey

Focus group discussions (FGDs) with communities: These FGDs were conducted in accordance with humanitarian standards to ensure the safety and security of these populations. Space was created to enable women, men, PWD, youth and older persons to provide their input. The selection criteria used for determining FGD participants included:

- **Vulnerability criteria:** the evaluation team ensured inclusion of women, PWD and elderly people in the FGDs. Separate women only FGDs were held.
- **Participants' involvement in specific activities:** FGDs were held with people that benefited from the interventions such as shelter, food security and livelihoods as well as WASH.

Household surveys: 344 household surveys were conducted in Khulna, Tangail, Sirajganj and Jamalpur. A systematic random sampling method was used to determine the representation of samples from direct beneficiaries of the three operations included in this evaluation. The surveys were undertaken by Red Crescent Youth Volunteers in October and November 2021. Around 71 per cent of the survey participants were female, 29 per cent were male and 12 per cent were PWD.



Sampling information can be found in Annex 2.

Key informant interviews at community and district level: 17 key informant interviews were held in the different districts visited with Unit s and government representatives.

Data collection at district and community level took place in the following locations:

Table 2 Areas visited for community/district data collection

District	Upazila	Union	Operation
Khulna	Dacope	Sutarkhali	Cyclone Amphan
Tangail	Tangail Sadar	Hugra	Flood 2019
Sirajganj	Sirajganj Sadar	KawaKhola	Flood 2019
Jamalpur	Sarishabari	Satpoa	Flood 2020
Jamalpur	Sarishabari	Kamrabad	Flood 2020
Jamalpur	Madarganj	Balijuri	Flood 2020
Jamalpur	Madarganj	Madarganj Municipality	Flood 2020

1.1. Limitations

- The evaluation was undertaken by a large evaluation team from BDRCS, IFRC and PNS. However, the team members had different commitments and therefore were not able to stick to agreed timelines. Participation from team members was mixed and varied depending on availability which caused delays in finalising the evaluation and the report.
- Four different teams went to the field to collect data and the level of information gathered was not consistent across the different districts.
- The data collection in the field was done in a very short time and the process felt rushed with little time dedicated to training the data collectors. Therefore, some of the quantitative data were inconsistent.
- The evaluation was undertaken long after the emergency and operations took place, therefore many of the key informants as well as the communities struggled to recall details as these had been forgotten. Often beneficiaries reported receiving support, which was not provided in their community, such information can be triangulated and therefore excluded, however it means that communities have forgotten some of the support they received or are mixing it up with the support provided by others.
- The evaluation covered three operations, which made the interviews with key informants at the Dhaka level very generic, focusing mainly on the overall management and performance of the organisations when implementing the Emergency Appeals. This meant that the evaluation team did not gather detailed reflections and recommendations for specific operations.
- Analysis of data collected was done over two months after the data collection, which may have generated some gaps in the analysis.

4. Evaluation findings

4.1. Management of the operations

This section contains an overview of the overall planning, decision-making and management of the three operations. Given the limitations mentioned above, it was not possible to analyse these areas individually for each operation. However, this section contains a general overview of the organisations' approach to the management of emergency and recovery operations, allowing the identification of trends and recommendations for future operations.

4.1.1. Planning

According to the literature review and interviews with key stakeholders, the planning process was guided by the review of the JNA report of the Needs Assessment Working Group (NAWG), Flood forecasting data, and central level data which provided a wealth of information to better understand the vulnerability and needs of the affected communities. When possible, the BDRCS and IFRC teams visited the affected areas to meet with the community and stakeholders, and assess their needs. However, due to the COVID-19 pandemic, consultation with the community was limited and planning mainly depended on secondary sources.

As part of the planning process, BDRCS and IFRC attended Humanitarian Coordination Task Team (HCTT) meetings in Dhaka and communicated regularly with the NAWG. Following recommendations from the JNA report and coordination with the sector, areas of support to communities were determined (geographical and sector-wise) based on impact, need and level of support from other organisations.

From interviews at different levels, it was identified that there was close coordination between BDRCS Response department, Planning and Development department and IFRC - with IFRC Asia Pacific Regional Office (APRO) providing technical support. However, finance, resource mobilisation unit and logistics departments were not involved in the planning process of the operations, which naturally brings challenges to these departments when it comes to planning their time, resources, and support to the operations.

The level of engagement of PNS regarding planning was limited to the initial stages when the appeals were being developed, but they were not involved in detailed planning such as selection of implementation areas or beneficiary targeting. The engagement of PNS was also determined by the level of funding they brought to the operation.

Feedback from interviewers highlights the need for a more structured planning process, involving relevant departments of the organisations (both BDRCS and IFRC), PNS working in the affected areas, as well as better coordination with the sector for the implementation of joint plans.

It is worth mentioning that the appeals only raised between 29 per cent and 38 per cent of the funding requested. It would be important for the operational teams to analyse the impact of this in their planning processes and to consider planning operations in line with realistic funding estimates.

4.1.2. Decision-making process

Sectoral focus: Decisions on which sectors to work on were guided by the findings from the needs assessments, focusing on the extent of damages and vulnerability of communities. This process was done in consultation with BDRCS and IFRC. The evaluation team found that the sectors of focus of the three operations were aligned to the most pressing needs.

District Selection: The decisions on which districts to support were done at the Dhaka level, engaging BDRCS senior management and governance. The decision-making process did not involve the programmes team, finance, and logistics departments. However, it was not possible to understand if there were systematic criteria used to select which and how many districts were to be supported. Funding, however, was highlighted as a determinant factor when deciding the number of districts to support. Overall, the districts where the operations took place, were aligned with the JNA priority districts.

Concerns were raised regarding the number of districts targeted which made BDRCS spread out too thinly; bringing excessive costs to the operations and hindering the capacity of the teams to provide quality services to vulnerable people.

Community selection: At the subdistrict level, decisions regarding which communities to support were done in consultation with the local branch and based on resources available, which determined the number of people that were to receive support. There was no standardised methodology to select communities within an affected district and there was no consistent ranking of communities based on the level of impact, resources and support received by other organisations or the government. Branch executive committees play a big role in influencing decisions on communities to be selected based on their own engagement and priorities (which could not necessarily align with the most pressing needs). This point was also acknowledged by external stakeholders interviewed as part of the evaluation.

It was not possible to find out through this evaluation the process followed to select the communities that benefited from the interventions. Some stakeholders expressed their concern with the lack of a clear methodology for selecting communities. Concerns were also raised regarding the level of influence from the government and the branch when it comes to the selection of communities, which could mean that the operations are on occasion not working with those most affected.

4.1.3. Beneficiary targeting and coverage

Internally, there is an understanding that beneficiary selection criteria followed standard BDRCS protocols, including consultation with authorities to identify the most affected areas. Beneficiary selection criteria were developed, and households were ranked according to vulnerability, paying special attention to families caring for the elderly and children, including adolescents and PWD, as well as households with minimum income. More detailed needs assessments undertaken directly by the BDRCS were used to target beneficiaries for the recovery interventions, based on vulnerability

criteria. The number of households and communities to support was finally influenced by the available funding.

There were some concerns regarding the quality of the assessment data collected to identify the most vulnerable population. This could be due to the RCY volunteer's assessment skills, which need to be improved to ensure the right data is being collected. For example, interviewees highlighted that efforts were made to include PWD as part of the beneficiary groups. However, information collected as part of this evaluation does not support the argument that meaningful inclusion and support for PWD were achieved during the operations. In some cases, it was found that disability information was not collected properly at the stage of beneficiary selection and therefore some PWD were not identified and therefore prioritised.

During field visits, some beneficiaries highlighted that beneficiary targeting was not good and that there were instances in which people received support when they were not the most in need. For example, some community members reported cases in which people with good shelters received new ones and cases when a person received several types of support when others in the community received nothing.

4.1.4. Information management

BDRCS in close coordination with IFRC, PNSs, and Red Cross Red Crescent Climate Centre closely monitored the different emergencies and shared the updates with HCTT, CPP, PNS and other stakeholders.

Database management

Although there is an information management system, which stores beneficiary information appropriately, this system needs to be improved. There is currently no cell in charge of the management of the system and this is also not linked to the central information management system.

Information sharing

Top-level information on the operations was shared with BDRCS, IFRC, PNS and external partners via official operational updates which were published every two to three months (on average) during the implementation period and more regularly during the initial stages of the operation. Information about operations was also shared with relevant government offices including the Department of Public Health Engineering (DPHE), Water Development Board as well as with the NAWG and HCTT. The communication team of BDRCS and IFRC including APRO regularly collected information from the field and the programmes team and shared operational updates with movement partners and donors, and published the updates through social media and websites. Photos and videos of operations were collected from the field through established social media groups and shared through social media i.e., Facebook, Twitter, and Instagram.

Some informants argued that although information sharing has improved since the Cyclone Amphan operation, relevant updates such as needs assessments and discussions with other implementing agencies were not shared with partners. Updates and information sharing are not systematic but depend on the personality of the management. No regular updates on the operations' performance were provided to partners based on analysis of the progress against indicators, timeline, and expenditure. There is a need to focus updates on performance against commitments and not only on activities and numbers of people reached. Information updates must include a rigorous analysis of performance, progress towards meeting outputs, outcomes as well as financial updates, challenges, and potential delays.

Some informants expressed concerns with the lack of consolidation of information and plans in response to emergency operations, given that in some cases PNS may be implementing activities with BDRCS in affected districts as part of their bilateral programming (and outside of the emergency appeal). This information is not included in a One Movement Plan and therefore it is difficult to present

a full picture of the real reach of the Movement in response to certain emergencies. Consolidated plans are important to allow the Movement to accurately present to stakeholders the reach of their activities in affected districts.

Monitoring and evaluation

Monitoring of the activities at the output level took place regularly and updates were provided regarding beneficiary reach. Learning reviews were undertaken for some of the operations as standard practice. However, there is a lack of separation of duties between Planning, Monitoring, Evaluation and Reporting (PMER) and programme/implementation functions. It is recommended that monitoring and evaluation of operations remain independent to allow for a more transparent and accountability driven approach. Also, concerns were raised about the lack of engagement of the finance department in supporting the monitoring of the operations. Finance only had a role limited to transfers and compliance with financial procedures. However, operations can benefit from a more collaborative working approach with finances from planning to the implementation level, including monitoring.

COVID-19 restrictions hampered regular monitoring and evaluation activities and it was difficult for PMER staff to access information from the field; teams had to use different approaches such as holding conference calls to produce the situation reports. Post Distribution Monitoring (PDM) activities which were done with the support of volunteers, Unit Level Officer and NHQ staff were affected due to limited human resources. Finally, NHQ visits which are important for quality assurance and technical support were also limited due to COVID-19.

It was difficult for the evaluation team to assess the performance of the operations against set commitments (outcomes and outputs) given that this information is not clearly explained in the reports. Operations reports and updates do not include information regarding which targets or indicators were changed, when and the reasons why those were changed. This is a key responsibility of the PMER function and efforts need to be made to ensure that a clear assessment of the operations is included in the updates.

4.2 Relevance and appropriateness

The consensus is that the emergency activities were relevant and appropriate. The intervention sectors followed the recommendations done by the JNA and HCTT and suited the priorities of the target population. In addition, the activities were delivered in line with the COVID-19 context and adaptations were made to consider social distancing and lockdowns.

There are conflicting opinions regarding the relevance of the recovery interventions. Although recovery activities responded to the needs highlighted as part of the JNA, the delay in the implementation affected the relevance of the activities. Likewise, given the short-term nature of recovery interventions, these may not have the desired long-term impact. For example, recovery interventions linked to livelihoods may benefit from more sustained support to beneficiaries to ensure the success of new income-generating activities, likewise, the small number of tube wells constructed in communities may not be as relevant due to the lack of longer-term support. Regarding appropriateness, some informants questioned the impact of recovery activities given the limited funding available and suggested that it would be best to focus on emergency activities only, given that these can be more impactful and relevant.

Strengths:

- Shelter and latrine construction was appropriate considering the local context and the needs. These were designed considering vulnerabilities and the probability of future floods.
- Community Disaster Management Committee (CDMC)/ Community Development Committee (CDC) were relevant. The committees support vulnerable people and empower communities to be involved decision making and problem-solving process.

- Addressing the COVID-19 pandemic: The operations raised awareness and provided PPEs to front line workers, which was key to helping address the needs of communities.
- The renovation of the Mother and Child Health Care Centre was a pressing need for the community to enable their access to medical care (Cyclone Amphan and Floods 2019)

Areas for improvement:

- **Shelter:** delays in the distribution of tarpaulins, which were delivered as late as three months after the emergency, meant that this distribution was not as relevant.
- **Cash interventions** were considered relevant; however, the set amount of cash was not sufficient as it was not adapted to the inflation of prices that happened due to the COVID-19 pandemic which led to market disruption.
- **Livelihood support** was not enough as it did not cover the costs of buying a cow and therefore people needed to borrow money, use up savings, or sell assets to collect the additional BDT 10,000 that was necessary for the purchase. Financial inclusion systems were not included as part of the livelihood support and should be considered in the future if co-contribution is expected.

4.3 Efficiency

Efficiency measures the extent to which results were delivered in the least costly manner. For the operations, however, no cost-benefit analysis was done to understand how well inputs were used to undertake activities and achieve results. This analysis is important to ensure resources are maximised. Based on the data collected, a few examples of approaches identified which contributed to efficiency include:

- BDRCS presence all over the country allows the organisation to immediately undertake activities in anticipation and response to an emergency. This also allows the organisation to have unique knowledge of the communities and the regions affected by disasters, so that interventions are designed considering the local context.
- The engagement of volunteers in the delivery of activities. Including the key role of the National Disaster Response Team, National Disaster WASH Response Team and Youth Volunteers which are at the forefront of the response.
- The use of cash as the preferred approach to providing support to communities can contribute to cost-saving and increased relevance.
- The engagement with local authorities facilitates operations.
- Cost-effective methods (cost-savings) were used while implementing trainings, events (using low cost or free venues when possible) and procuring relevant materials following the standard procurement process.

Likewise, a few examples of factors that hindered the efficiency of the operations:

- All three operations were underspent to some extent, which needs to be better managed in the future with the support and engagement of the finance team. For example, the Floods 2020 operations saw an underspend of 16 per cent or CHF 245,602 which could have been used to support the affected population.
- Limited human resources across departments and teams responsible for the operations. These teams are normally understaffed and were under enormous pressure given that the implementation of the three operations overlapped. The low number of human resources dedicated to the operations was not cost-efficient as this contributed to extended appeals (which in turn increased HR costs) and hampered implementation quality.
- Timeliness has a profound effect on the efficiency, relevance, and effectiveness of the operations. The Floods 2019 and Cyclone Amphan operations were delayed. More focus needs to be given to ensuring operations stick to agreed timelines, so funds are used in the best possible way and people receive the help they need when it is more relevant.
- Wide geographical reach can increase operational and HR costs.

- Lengthy approval processes, which require the engagement of the highest BDRCS authorities caused delays. For example, for completing the procurement process, approvals were required three different times from BDRCS authorities, which delayed the processes if these were not available along the process.
- Lack of a clear monitoring framework of the operations, shared and understood by the different teams. A clear monitoring framework would facilitate a common measurement of performance and would promote the achievement of operational goals as per the agreed timeframe.
- Lack of dedicated technical expertise at the branch level to ensure that the delivery of shelter and WASH assistance was completely aligned to sector standards.

Overall, it was not possible to determine the efficiency of the operation if there is not a clear understanding of the quality in relation to the costs of the operations and other delivery options that could've been considered. Nonetheless, external stakeholders considered that the Movement follows good standards of implementation and delivers good quality materials due to the good network and support of the Red Cross Movement.

Cost per beneficiary varied across the operations, with Floods 2020 representing the lowest cost per beneficiary at CHF 8, followed by Floods 2019 at CHF 9 per beneficiary and Cyclone Amphan operation which had a cost of CHF 20 per beneficiary.

The following graphs contain information about the funds requested, raised, and used, as well as the planned and actual months of implementation of each operation. The last graph shows the cost per beneficiary of each operation (planned vs actual).

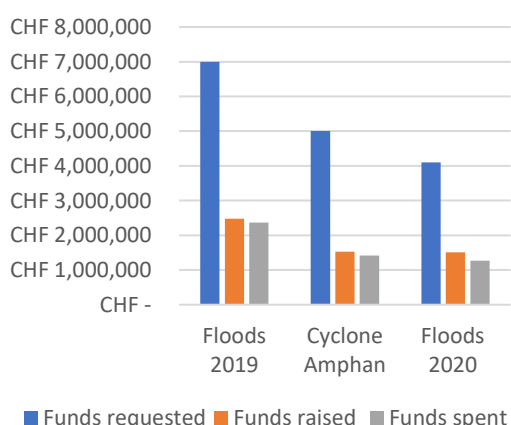


Figure 2 Overview of funds

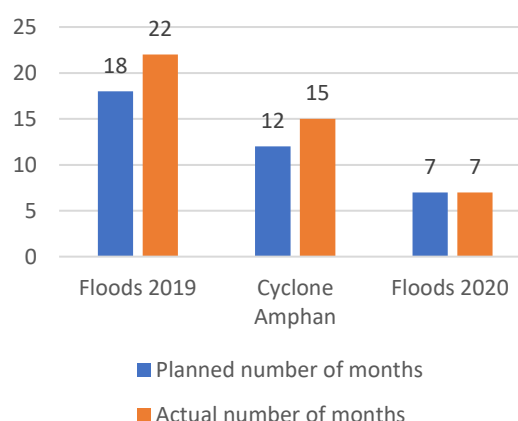


Figure 3 Planned vs actual implementation period

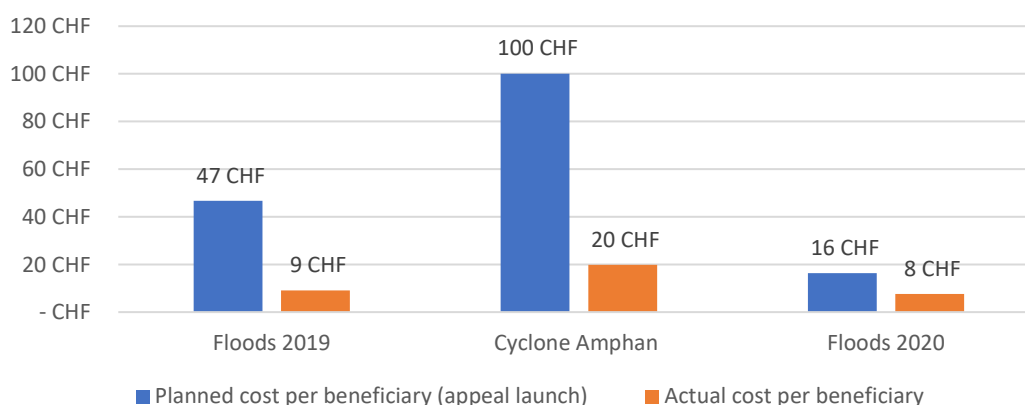


Figure 4 Cost per beneficiary

4.4 Effectiveness of the interventions

The floods 2019, the cyclone Amphan operations overachieved on the number of people assisted, even when none of the appeals raised the expected level of funding. This means that teams had changes to the quality and quantity of the support they originally planned to provide to the population. This can also mean that initial targets were not aligned to the reality of operational costs.

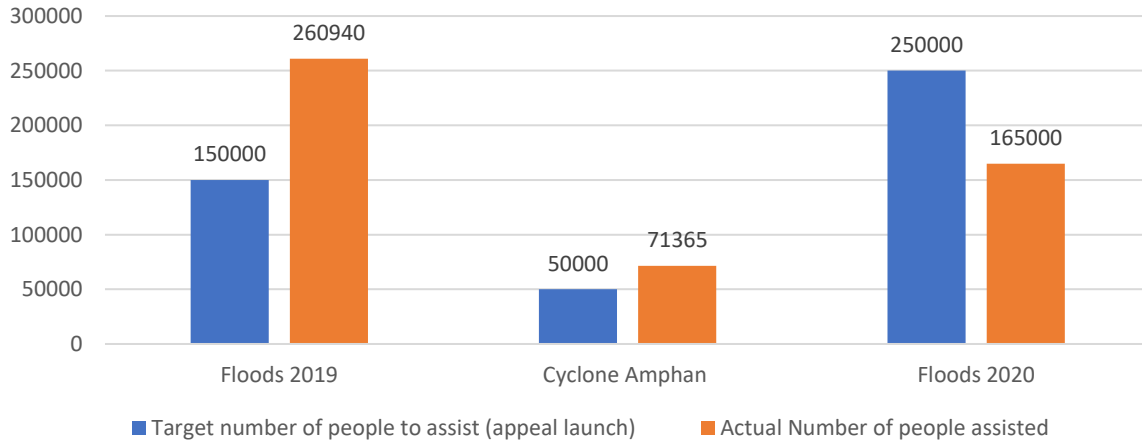


Figure 5 People assisted (target vs actuals)

The operations did not achieve all the targets set included in the original Emergency Appeal documents. This is understandable given that the appeals only raised a fraction of the original funding ask. However, it was difficult for the evaluation team to understand to what extent the operations met the targets set based upon confirmation of funding, given the lack of indicator tracking documents which documented the changes made to targets and indicators.

The final reports of the operations did not include an analysis of the level of success of the operations in meeting targets and did not include consistent information regarding any changes made to the indicators, targets and when the changes were made.

4.4.1 Shelter

The three operations provided shelter support to households affected by flooding or by the impact of the cyclone. The need for shelter support to affected communities was a key priority identified for all emergencies by the JNA.

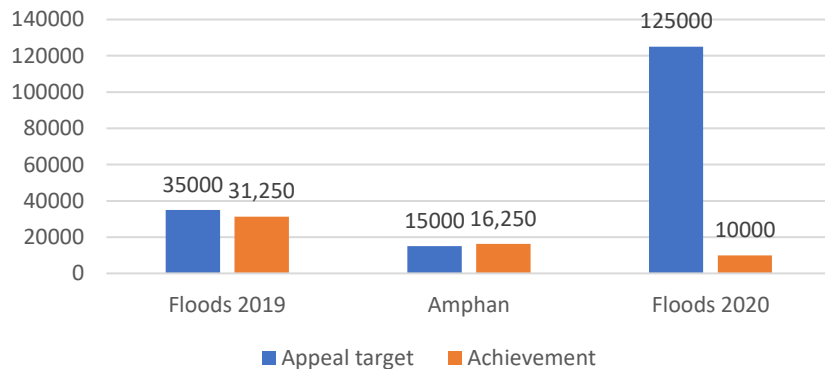


Figure 6 Number of people reached: shelter

The shelter component of the operations was affected by the **lack of funding** which meant that the operations placed more focus on emergency-related activities and had to **deprioritise recovery activities**.

During the emergency phase, one tarpaulin per household was distributed following the Shelter Cluster recommendations. The distributions were done within three months of the emergency taking place, which meant that the distribution was on occasions not timely, diminishing the effectiveness of the intervention.

For the recovery stage of the shelter support (Floods 2019 and Cyclone Amphan), Corrugated Galvanized Iron Sheets (CGI) were distributed along with cash to the selected families. The aim of the cash distribution was for families to cover the costs of repairing their shelters. The design of shelter was finalised in consultation with communities, local resource persons, shelter cluster and other relevant government departments. The beneficiary list of shelter support was selected through the detailed household assessment and community consultation process. Model shelters were constructed addressing DRR issues so that other beneficiaries could follow the design.

Beneficiaries indicated that they would've preferred to receive cash to buy CGI directly in the local market as this material is easily available. Delays in the procurement of CGI delayed the implementation, affecting communities directly. The organisation should consider this experience in future operations.

Although cash was meant for the reparation of shelters, most participants of the FGD expressed that they utilised the cash grants for new construction instead of rehabilitation of existing shelters. Some other informants stated that the new construction needed additional funds, which required beneficiary contributions. The newly constructed structures/shelter were found to be well constructed and sustainable in nature.

Findings from the household level quantitative survey undertaken for this evaluation indicate that 106 respondents who received cash grants for shelter were highly satisfied with the support from BDRCS and all of them acknowledged that the support was highly instrumental in the aftermath of the disasters. The shelter support was an integral part of the recovery operations after Flood 2019 in Tangail and Sirajganj as well as Cyclone Amphan in Khulna. The majority (92%) of households surveyed reported that they received sufficient technical support along with cash grants to rebuild their households and ensure they are resilient to recurring disasters. Only 8 per cent of respondents reported that they did not receive any technical assistance while reconstructing their home.

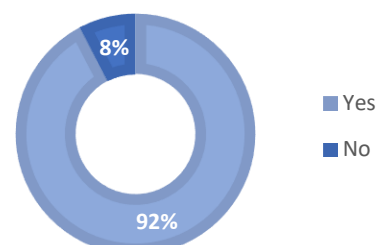


Figure 7 Technical assistance to the shelter beneficiaries provided

Even though beneficiaries report high satisfaction, it is worth noting that this is to be expected given the power dynamics in the relationship between the organisation and the benefitting communities. Some shelter beneficiaries, however, indicated that although they appreciated the help, they wished it had come at an earlier time (near the time of the emergency) and that they thought BDRCS had forgotten about them. Given that beneficiaries did not have oversight of the timelines for delivery of cash or in-kind shelter support, they were not able to complain about delays they are not aware of; even when they received support over a year after the emergency.

Whilst technical support was provided to beneficiaries to be able to construct resilient shelters, only 36 per cent of beneficiaries were able to name three out of the six aspects of resilient shelter construction, this means that there is more work to do to build people's knowledge in this regard.

Given the short timeframe of recovery activities, it is understandable that the impact on people’s knowledge was not sustained.

In terms of shelters reconstructed using the financial support from BDRCS, 28 per cent of the survey respondents reported that their homes are somewhat better compared to the situation before the disaster diminished them. This group indicated that their shelters will be able to withstand a similar category disaster to the one they faced but may not withstand one of a larger scale. However, 72 per cent of the respondents confidently said that their shelters are now in a much better condition after reconstruction and that they feel safer considering any forthcoming disaster with a greater magnitude.

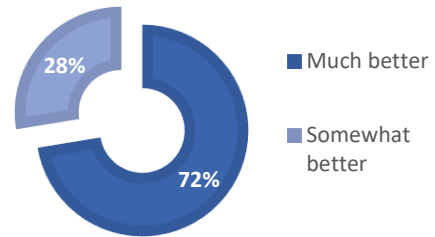


Figure 8 Shelter capacity rating to withstand future flood

The above information was supported by data collected during FGDs and KII. The participants expressed that they feel safer than ever before with quality infrastructure support from BDRCS. In addition, participants are highly satisfied with shelter designs and construction as it is based on the local context and vulnerability.

4.4.2 Water Sanitation and Hygiene (WASH)

The provision of safe drinking water and hygiene items was a priority in the early stages of the emergency, with the of deployment water purification units, construction of emergency latrines, distribution of bottled water and hygiene kits, representing the main activities.

Whilst the budgets for WASH interventions were reduced, all three operations managed to exceed the number of people reached with WASH support. This is mainly due to exceeding the target number of people that water was distributed to, rather than an overachievement on more high-cost interventions linked to the rehabilitation of household WASH infrastructure.

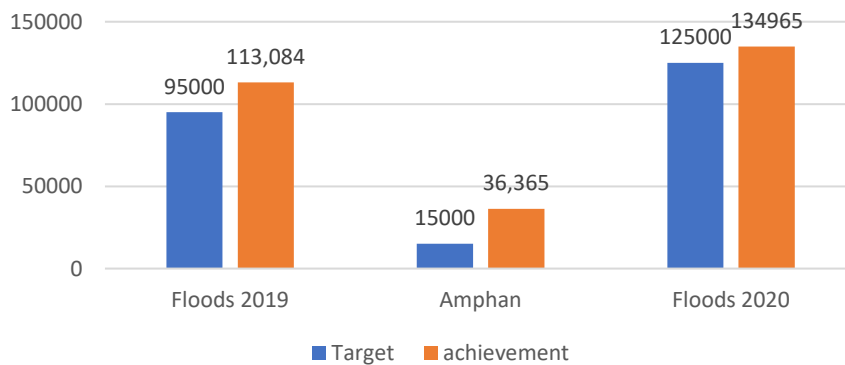


Figure 9 Number of people reached: WASH

The originally planned recovery activities had to be deprioritised due to the unavailability of budget. This included the number of rehabilitated community tube wells and households supported with latrine installation. These activities were not excluded from the operation, but rather the number of beneficiaries was significantly reduced.

A big component of recovery interventions was the distribution of cash grants for latrine construction and rainwater harvesting plants (Cyclone Amphan operation). The design of latrines and rainwater harvesting plants was finalised through community consultations and the engagement of relevant authorities. Technical staff and volunteers were engaged in the installation of latrines and monitoring

the construction process. The beneficiaries were provided with information on latrine maintenance and key hygiene messages.

There was no assessment to understand if the use of cash was the best way to support communities' access to appropriate WASH infrastructure. This would've been important considering the lack of sufficient technical support at the branch level, the short timeframe of the support and the fact that local vendors on some occasions (Floods 2019) did not supply the DPHE suggested construction materials. However, based on observations of the evaluation teams, for most cases, the new latrines met construction guidance, with some cases identified where the latrines were too close to water bodies, or the raised platform was unstable.

Based on information from the FGD and KII, the total amount of the cash distributed was reported as sufficient to cover the latrine repair or construction. A total of 345 people who received shelter, WASH or livelihoods support were surveyed by the evaluation team. Among these, 157 respondents received recovery support from Khulna, Sirajganj and Tangail, with 90 per cent reporting having received Cash support for the latrine construction or rehabilitation. Of those who received cash support, 99 per cent received guidance on latrine construction/rehabilitation. Beneficiaries explained that the guidance provided by BDRCS helped them learn about the characteristics of an improved latrine including the number of rings, slabs, the height of the plinth, and how much distance was needed to be kept from the water source.

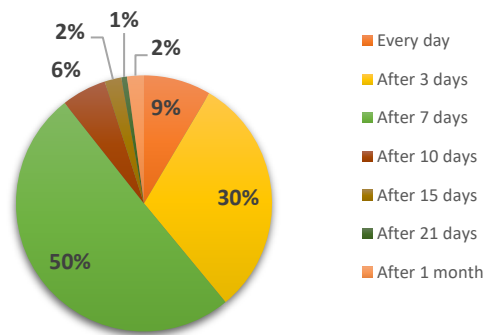


Figure 10 Percentage of latrine cleaning frequency

Half of the respondents that received cash support for the latrine construction mentioned that they clean the latrine weekly, 30 per cent of the respondents clean the latrine every three days and 9 per cent of them clean the latrine regularly. That means that around 90 per cent of the respondents are following a healthy practice. To triangulate the above information, the enumerators observed the cleanliness of the latrine and found that more than half of the latrines are clean and 45 per cent of the latrine are somewhat clean, and 1 per cent were unclean.

Similarly, the enumerators observed the functionality of latrines and they found that 61 per cent of the latrines were functional, 4 per cent of the latrines were non-functional and 5 per cent of the latrines were partially damaged. Regarding the latrine use practices, 48 per cent of the latrines have water pots with mugs, 43 per cent of the latrines have sandals in the latrine and 40 per cent of the latrines have handwashing facilities with soap/detergent/ash. This means that the communities still need support to improve hygiene behaviours, which may benefit from more sustained support.

As part of the emergency response, BDRCS provided some communal latrines to be used temporarily during the emergency. It is important that BDRCS prioritises the provision of women and child-friendly latrine facilities during emergencies, these latrines also need to be adapted for PWD. BDRCS should work with communities to ensure that these latrines are accessible given that based on the findings from the household survey 61 per cent of women and children don't feel comfortable using communal latrines during emergencies or alone at night and only 13 per cent of communal emergency latrines are adapted to PWD.

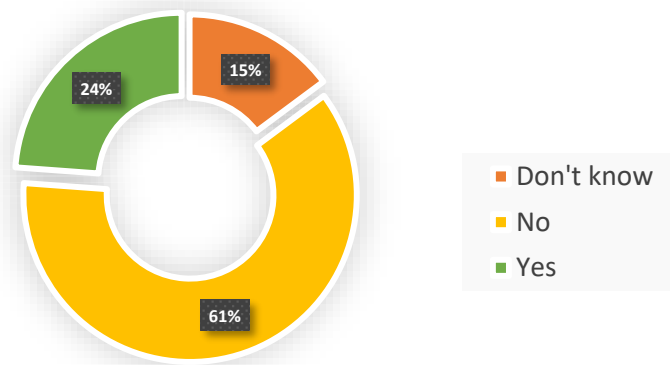


Figure 11 Comfort of the women and children to use communal emergency latrine alone or at night

As per the findings from the FGDs, shelter and latrine infrastructure rehabilitated or constructed as part of the operations are highly owned by the beneficiaries, with these considered valuable assets.

FGD participants suggested that BDRCS should build a model latrine that is adapted to PWD and elderly people with mobility issues, as current latrines do not include handles to hold on to and they could be hard to climb for someone with movement restrictions. They also mentioned that the community tube wells which were provided under the operations were somewhat disabled and elderly-friendly as their design includes a railing to hold on to.

As per the household survey, 99 per cent of the respondents from Sirajganj and Tangail are aware of the tube wells constructed by the BDRCS. Over 90 per cent of them thought that BDRCS constructed tube wells were of good condition due to having raised a concrete platform around them to avoid external contamination. The tube wells provide a regular water supply throughout the year and are resilient to floods. Regarding the quality of the water, 98 per cent of survey respondents reported the water to be clean and arsenic free.

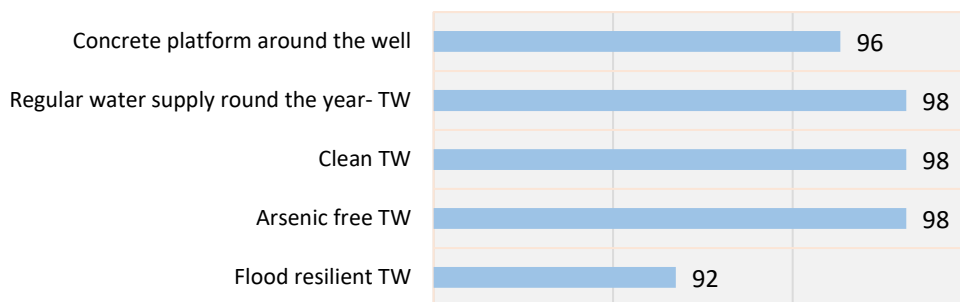


Figure 12 Percentage of respondent aware of tube well condition

Findings from the data collection in Sirajganj (Flood 2019 operations) indicate that due to a lack of coordination with NGOs operating in the same area there was a duplication of efforts to support one community with latrine construction.

Hygiene kits

BDRCS distributed hygiene kits to support hygiene promotion which is integrated with WASH activities. These kits are designed specifically to promote hygiene within the family and provide Menstrual Hygiene Management (MHM) supplies for women. Hygiene kit distribution was relevant for the recovery and response operations, particularly during the COVID-19 pandemic.

Hygiene kits were distributed in Sirajganj and Tangail. As per the household survey, 100 per cent of those who received hygiene kits were satisfied with their quality.

District	Response	Beneficiaries or family members received a Hygiene kit
Sirajganj	Yes	100%
Tangail	Yes	100%

Table 3 Response of Family members who received hygiene kits

Women were satisfied with the contents of the hygiene kits, although they were not consulted before distribution about their preferences regarding the contents of the kits. Some women expressed that sanitary pads included in kits are not accessible to them on a regular basis and therefore they had to return to using cloth after their kits run out.

Water harvesting units

BDRCS installed 275 rainwater harvesting units (water points) to support a more sustained supply of safe drinking water in Khulna district under the Cyclone Amphan operation. This activity was designed in response to community feedback. As a result of the intervention, people gained access to a safe water supply during the rainy season. Feedback from FGD indicated, however, that beneficiaries would prefer larger tanks so they can also meet the water requirements of their family during the dry season. It is worth noting that the new tank suppliers are much larger than the traditional pots previously used by communities.

4.4.3 Livelihoods and basic needs

Livelihoods and basic needs activities were relevant and aligned to JNA recommendations. During the early phases of the emergency, the BDRCS distributed food parcels among the affected communities. This included dry food/cook food assistance and food package assistance. Cash was distributed during the emergency phase with the aim to support basic needs and during the recovery phase for livelihood restoration.

Although the funding required to meet the goals under the Emergency Plan of Action for the different appeals was not met, two out of the three operations exceeded their target for the number of people reached with livelihoods support. This is due to reaching more people than originally planned with emergency food distribution rather than with restorative livelihood support.

As was the case for WASH and shelter support, recovery interventions were affected by the lack of funding. This means that although the planned activities took place, the number of people benefitting from them was significantly reduced (and therefore the overall impact on the community was reduced). It would be important for BDRCS and IFRC to consider what is the best way forward given the lack of funding and the fact that livelihood restoration activities require long-term quality support to ensure sustainability. It could be argued that focusing on a single sector during the recovery phase would allow the organisation to focus on achieving sustainable impact.

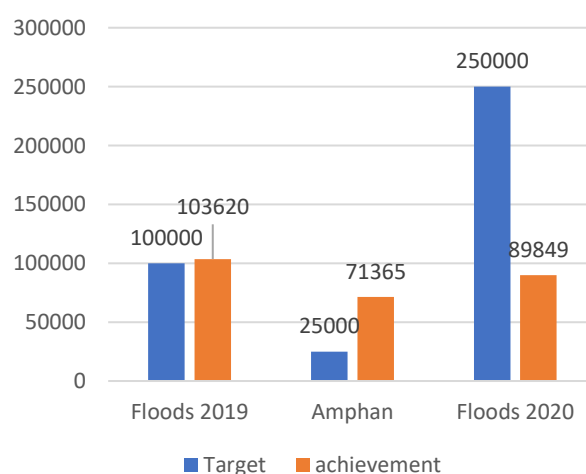


Figure 13 Number of people reached-food security and livelihoods

Food parcels

Food parcels were distributed in cyclone shelters and evacuation sites. During FGDs beneficiaries explained that they were not asked for their preference regarding items to be included in the food parcels, although their contents were developed based on national standards. The operations (floods 2019) experienced delays (delivered up to two weeks late) with the procurement and distribution of the food items, given the need for rigorous laboratory tests before distribution which is time-consuming. As such, food distribution was delayed. Beneficiaries indicated through FGDs that cash should be distributed instead when the markets are operational as this would allow them to buy the items quickly and when they need them most.

FGD with women highlighted that food parcel distribution did not consider the nutritional needs of pregnant and lactating women and that in the future, the support should be increased for that group rather than providing equal parcels to all.

Findings from the household (HH) surveys indicated that 68 per cent of food parcel beneficiaries were satisfied with the quality and quantity. The reason why the remaining 32 per cent was not satisfied was not explored in the survey. It is worth noting that the survey was undertaken at the end of 2021, and more than a year had passed since the distributions, therefore many participants have forgotten if they received parcels from BDRCS and specific information about the distribution.

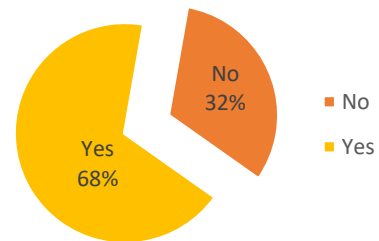


Figure 14 Satisfaction level of the respondents

Cash interventions for food security and livelihoods support

BDRCS has a long experience in using cash in both emergency and recovery operations. During the operations included in this evaluation, small amounts of cash were provided to affected people to cover their basic needs. CBI was also key in recovery interventions, especially for the livelihood interventions. Cash was delivered through an established set of Standing Operating Procedures (SoPs) and cash was distributed through electronic money transfer services of the Bangladesh Post Office.

Multipurpose cash grants

BDRCS successfully distributed small amounts of unconditional cash during the emergency response to floods and cyclone. This is an established modality of BDRCS in the first phase of an emergency response.

The quantitative analysis of the household survey found that the respondents that received MPCG (212) utilised the cash for food and medicines mainly, as shown in the following graph.

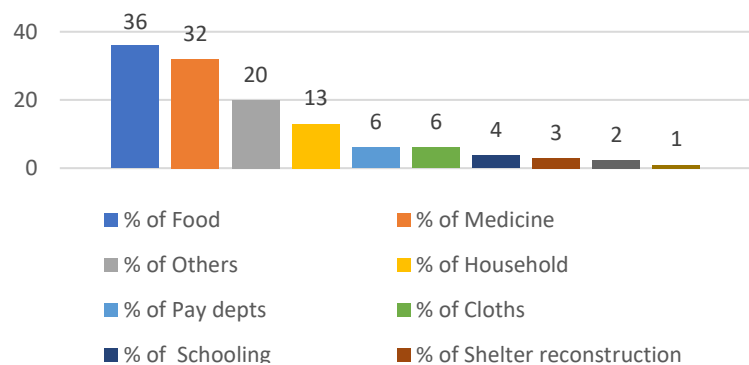


Figure 15 Utilization of multipurpose cash grant

Although there were delays in the MPCG distribution, 93 per cent of survey respondents that received cash expressed that the support was timely. However, considering that survey participants may be less inclined to provide negative feedback, it is important to assess timeliness based on agreed plans and understanding of needs, rather than household survey responses. Some participants of FGD did share that the support should arrive immediately after the emergency and that they took up loans to help cover their needs.

Conditional cash grants for livelihood restoration

Conditional cash grants to support people regain their livelihoods were provided along with training from the project team as well as training facilitated by the government agriculture/livestock department. This was the case for the Floods 2019 and Cyclone Amphan operations

The number of people that received this support was limited due to the lack of funding for the operation. However, the following number of people received BDT 25,000 (CHF 268) grants

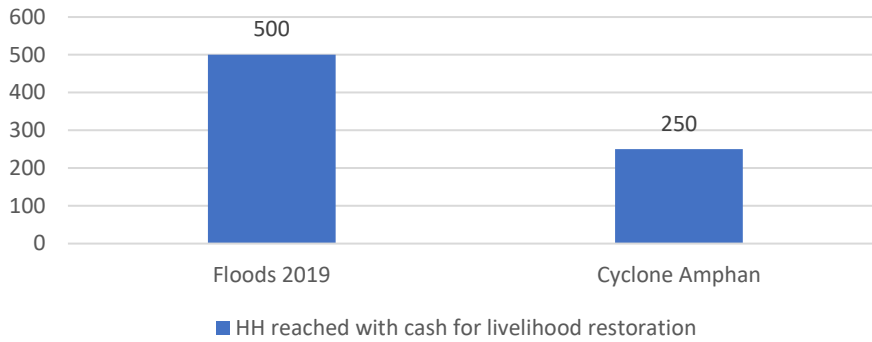


Figure 16 HH reached with cash for livelihoods restoration

Conditional cash grants (BDT 25,000/per household) were delivered to beneficiaries based on business proposals. The cash was distributed through their individual bank accounts. Based on consultation with communities and assessments undertaken by the operational team, BDRCS organised a knowledge sharing events with communities on the most prevalent livelihood options.

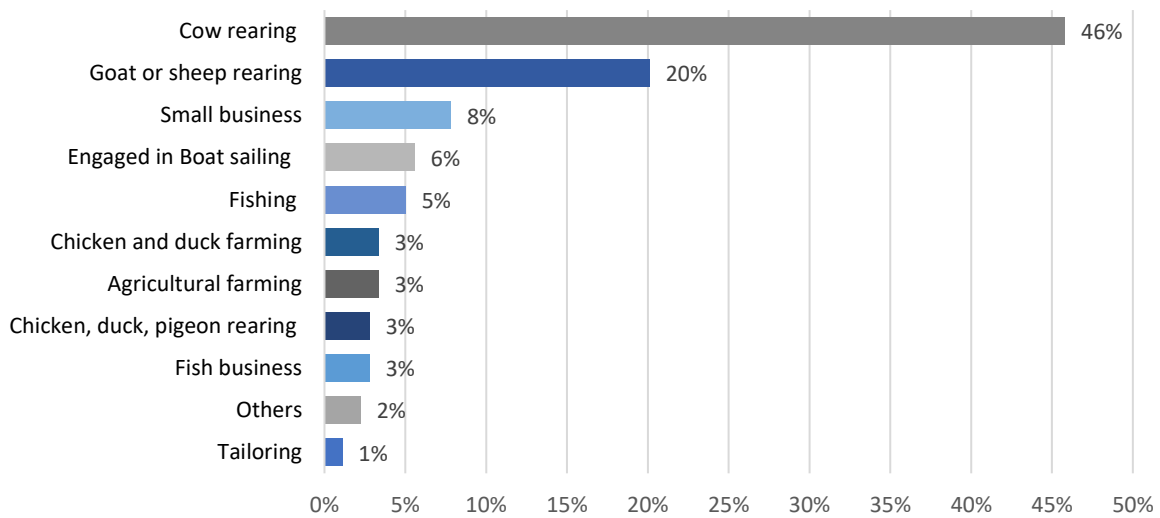


Figure 17 Income generating activities started by cash support

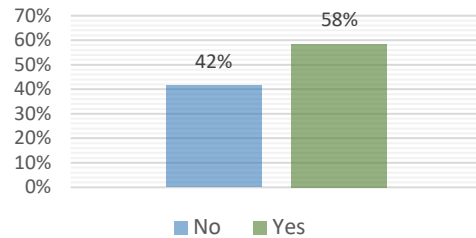
Findings from the household survey highlight that 99 per cent of those that received cash grants for livelihood restoration utilised the grant. The survey results also aligned with the operation’s PDM in terms of livelihood options chosen by beneficiaries to spend their cash on.

Survey results indicate that 46 per cent of respondents used cash for cow rearing, 20 per cent for goat and sheep rearing, 8 per cent for starting small businesses, and 6 per cent invested in engaging in sailing boat-related activities. In addition, 5 per cent invested in fishing-related professions.

Started earning from Income Generating Activities (IGA)

Cash assistance for livelihood rehabilitation was intended to generate income after a certain period from the implementation of IGA projects undertaken by the beneficiaries. The survey undertaken for this evaluation revealed that 58 per cent of beneficiaries report generating income from the activities they invested the cash grants on. On the other hand, 42 per cent reported not generating income from the activities. The reasons behind not getting income from the IGA were not investigated as part of the data collection.

Figure 18 Percentage of beneficiaries reporting income from the operations supported IGA



Of those that reported income generation from the activity, 51 per cent reported generating less than BDT 5,000. The distribution of income is presented in the chart below.

Even though 42 per cent of beneficiaries of the cash distribution for IGA reported no income from the activity, 98 per cent of the beneficiaries surveyed are interested in continuing with the business. This means that perhaps income was underreported or could mean that beneficiaries involved in rearing activities (the majority) have not sold any of their animals as they are building their capital.

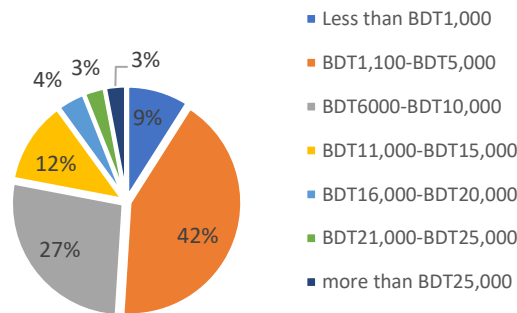


Figure 19 Earning reported by beneficiaries undertaking successful IGA

Sufficiency of cash grant

About 64 per cent of household survey respondents who benefited from cash for livelihood restoration reported the amount of cash as appropriate while 36 per cent indicated that the amount was inadequate. The above information was backed up by findings from the FGDs and KII with communities. Cash interventions were considered relevant; however, the set amount of cash given for livelihood restoration was not enough as it was not adapted to the inflation related to the COVID-19 pandemic. Some beneficiaries indicated that the amount was not enough to purchase cows and therefore they needed to secure additional BDT 10,000 through loans. It is recommended that cash amounts are aligned to market value or that if co-financing by beneficiaries is expected, the operations need to ensure that there is financial inclusion mechanism in place to support.

Challenges faced while collecting cash from service provider

Regarding collecting cash support from the financial service provider, 79 per cent of the respondents said they did not face any challenges. On the other hand, 21 per cent of respondents mentioned that they encountered some difficulties. Among the respondents those who encountered difficulties, 94 per cent said they faced difficulties with transportation modalities. This is due to lack of banking facilities in the islands targeted by the interventions. For this reason, they had to travel a long way and had to allocate a full day for collecting the money. It is worth noting that beneficiaries reported RCY engagement in helping people collect their grants, supporting them in the journey to the bank, explaining the procedure and ensuring the cash collecting process ran smoothly.

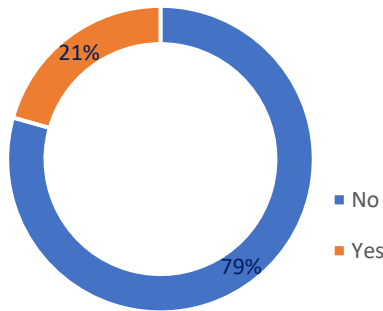


Figure 20 Challenges faced while collecting cash from the service provider

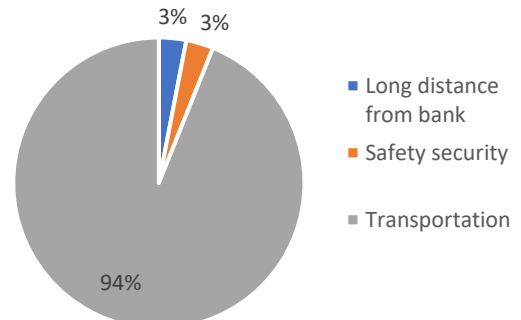


Figure 21 Issues faced during cash collection

Livelihood enhancement through seed distribution.

As part of the Floods 2020 operations, vegetable seeds were distributed to 9,000 households with the aim to support livelihood security through food production. Conditional cash grants for livelihood restoration were not part of the Floods 2020 operations. According to the PDM findings, more than 95 per cent of responders produce vegetables from the seeds distributed by BDRCS. Among these 78 per cent of responders used these vegetables for their own families and 8 per cent of responders indicated that they also sold to others.

In summary, the three operations aimed to address the issue of food security and livelihoods in their operations, using cash as the preferred modality to deliver support to communities affected by the disasters. Although the interventions were highly relevant to the needs, delays affected their effectiveness. BDRCS made a great effort to reach large numbers of people with distributions and has the mechanism in place to do so across the country. However, more attention needs to be placed on the strategy to deliver recovery livelihoods support with a focus on sustainability. Beneficiaries venturing into new income-generating activities need to be supported with technical and financial management information and need to be monitored and supported for a period to ensure the success of the investment. Given the short-term nature of the recovery interventions, sustainable change may not be achieved. BDRCS may consider implementing recovery activities in those areas where follow up can be provided to beneficiaries after the appeal funding is finalised, for example, by implementing the recovery activities in areas where BDRCS has existing projects.

4.4.4 Cross-cutting issues

Although the evaluation focused on the sectors of WASH, livelihoods, and basic needs, as well as shelter, the areas of DRR, CEA and gender and inclusion, were included as cross-cutting issues, which contribute to the measure of effectiveness.

Disaster Risk Reduction (DRR)

The organisation implemented DRR activities across the operations, supporting communities to understand the risks and better prepare themselves for natural disasters that could affect their shelters, access to water and livelihoods.

One example of the DRR intervention was the provision of fruit tree saplings to the families targeted with livelihood assistance. Though this intervention also contributed to increased food security and livelihoods, it was conceived as a disaster mitigation activity. This activity was part of the Floods 2019 and Cyclone Amphan operations.

As per the quantitative assessment, 44 per cent of the beneficiaries targeted under the recovery activities received sapling from BDRCS. As per the spatial distribution, 100 per cent beneficiaries of Sirajganj and over 95 per cent beneficiaries of Tangail and Khulna received saplings from BDRCS. About 97 per cent of sapling beneficiaries reported that they were able to plant them successfully while 3 per cent reported that the saplings were destroyed.

DRR activities also included raising awareness on how to protect life and assets from disasters. To assess the beneficiary’s awareness and preparedness of the disaster, survey respondents were asked about six measures to prepare for disasters. Findings from the survey indicate that beneficiaries of Tangail and Sirajganj are better aware of the disaster measures. The data showed that the beneficiaries of Khulna are hardly aware of disaster preparedness measures, while around 25 per cent of the beneficiaries of Jamalpur are somewhat aware of the disaster measures.

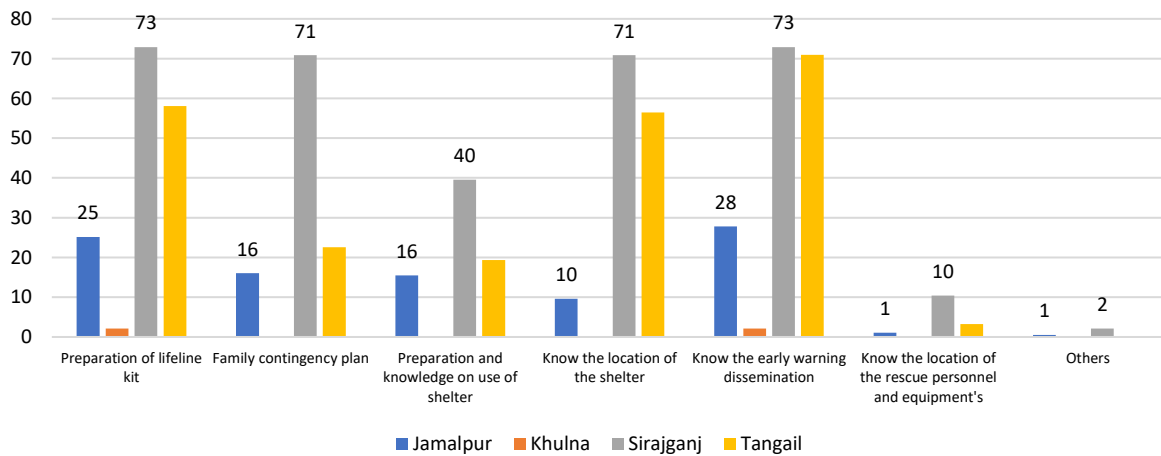


Figure 22 Beneficiaries aware about disaster preparedness measures

Beneficiaries' preparation to handle the disaster

The assessment tried to understand the level of beneficiaries' preparation to handle disasters. Out of the 298 people that answer this question 65 per cent reported being somewhat prepared, 10 per cent beneficiaries reported being very prepared, 11 per cent beneficiaries reported being not prepared at all and 6 per cent of them are not aware of disaster preparation. From the district wise beneficiary's preparation, the condition of the beneficiaries of Sirajganj is comparatively better than in other districts. About 38 per cent beneficiaries of Sirajganj are very prepared and 52 per cent of them are somewhat prepared. In the case of Tangail, 87 per cent beneficiaries are somewhat prepared to handle the disaster and only 8 per cent beneficiaries are very prepared. In respect of Jamalpur, 61 per cent beneficiaries are somewhat prepared to handle the disaster and 27 per cent beneficiaries are unprepared and are not aware about the preparation to handle the disaster.

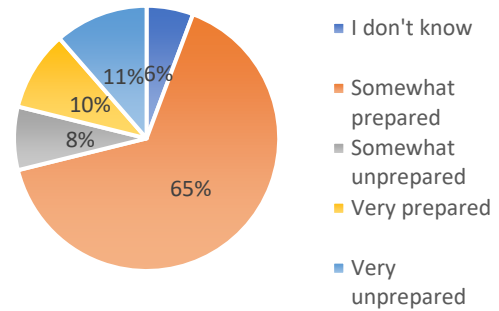


Figure 24 Preparedness level of beneficiaries to handle disaster

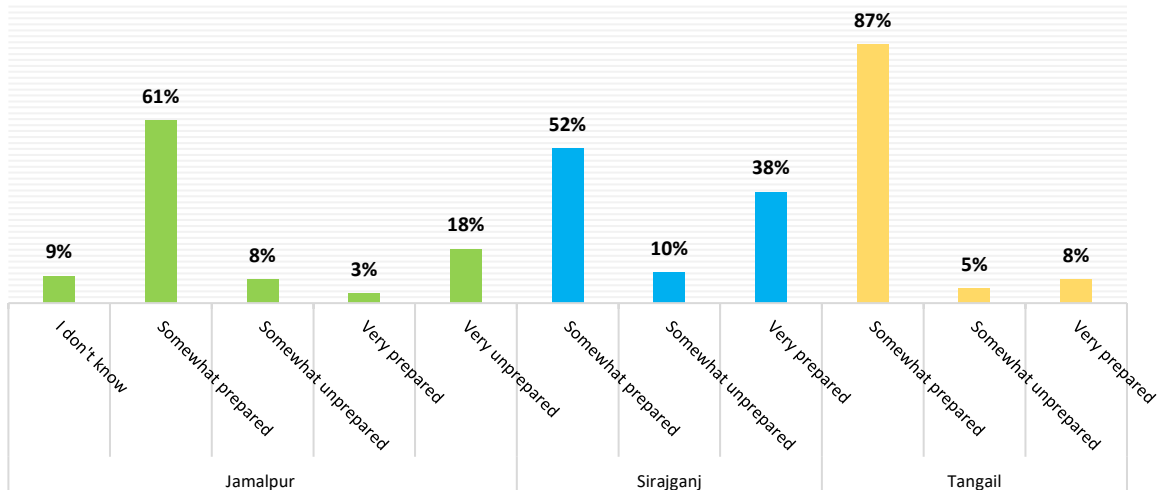


Figure 23 District-wise preparedness level of the beneficiaries

The FGDs discussions and KII supported the above-mentioned findings. As part of adaptation strategies to disasters, FGD and KII participants informed that they raise their household platform, build their house on a strong structure, have knowledge of early warning system, have family contingency plans etc.

Findings from the FGD indicate that for the case of char islands in Sirajganj, communities were already aware of measures to protect themselves from disasters, even before BDRCS interventions. As expressed by FGDs participants, this is because communities face flooding on a regular basis and they have the indigenous knowledge that allows them to anticipate flooding that can affect their lives. They need support, however, in implementing measures to protect themselves from disasters which require significant financial investments.

Cyclone resilient shelter support was effective to ensure the safety of the households, which could withstand future disasters. Communities were very happy and grateful to BDRCS for providing integrated support to build their life back and better.

Community Engagement and Accountability (CEA)

BDRCS made positive attempts to work in CEA. This included setting up feedback and complaint boxes in the communities and sharing the BDRCS hotline number. About 80 per cent of household survey respondents reported being aware of BDRCS feedback and complaint mechanisms, however, only 7 per cent of respondents reported ever using the mechanism to submit feedback.

Findings from FGDs showed that most beneficiaries were not familiar with the feedback and complaint procedures. Although they are aware of the boxes placed in the community, they did not understand who could provide feedback and what type of feedback was accepted. They did not know either what happened to feedback once it had been shared with BDRCS. It was common for people to believe that the system is for people that were not benefitting from activities to ask to be included. They believed that complaining could also bring negative repercussions to them and that they could be excluded in the future. It is worth noting that CDC members are aware of the feedback and complaint mechanisms. From the discussions with the community, it was found that people prefer to provide feedback via the hotline rather than make use of the feedback boxes. Beneficiaries asked for leaders to be appointed so they could raise complaints on behalf of the community.

The level of knowledge and engagement of beneficiaries regarding BDRCS plans in their communities was limited. As per FGD, most beneficiaries did not know why they were selected to receive support and others in the community were not. They also had no overview of timelines for support, which makes it hard for them to complain about any issues. Ensuring communities are informed about plans it is key for accountability and this needs to be an integral part of the CEA strategies of the organisation.

Protection, gender, and inclusion (PGI)

The operations tried to ensure beneficiaries were diverse and the most vulnerable. Therefore, placing focus on women and PWD was reported to be a priority. Findings from the evaluation indicate that women and men benefitted equality from the interventions, however, more needs to be done to tailor the support to the needs of different vulnerable groups.

Although women and PWD had access to shelter, livelihoods, and WASH support, only a few adaptations were made to meet their specific needs.

Strengths:

- Hygiene kits included MHM items and MHM sessions were held
- During Cyclone Amphan operations 300 households with PWD were supported to construct their houses and latrines in an accessible manner.
- As part of Flood 2020 operations, BDT 5,500 cash grants were distributed to identified PWD (411 people). However, the number of people identified only represents 2 per cent of the overall number of people assisted through the operation and 4 per cent of the number of people reached through MPCG. Which means that all PWD are not being identified.

Areas for improvement:

- Operation updates and reports need to include gender and disability disaggregated data and need to include an analysis of the impact of interventions on women and PWD as well as other marginalised groups.
- Food distribution did not consider the additional needs of pregnant women and lactating mothers as highlighted by the community.
- Assessment data tools are not properly capturing the presence of PWD in the communities as often questions are based on self-reported disabilities. Given the stigma around disability in the communities, it is recommended that assessments follow the Washington Group short set of questions on disability, to ensure the assessment data is capturing the reality on the ground. This will allow the teams to understand disability in the communities and design better strategies to support PWD.

- The latrine models need to feature adaptations for PWD and the team needs to provide the community with practical examples and solutions on how to ensure accessibility. The issue of latrine accessibility affects PWD, elderly people and women who are the caretakers of the household who often need to carry their children or elderly relatives to the latrine.

COVID-19 adaptations

All the operations included in this evaluation were implemented amidst the global Coronavirus pandemic. Local restrictions and the need to protect staff and volunteers, and minimise exposure, when possible, caused delays to the implementation in the early stages of the pandemic. However, the situation was also an opportunity for the organisation to improve its use of technology and to increase its commitments to safeguarding staff and volunteers.

Based on data collected for the evaluation, adaptations were made to the operations and the usual operational model of the organisation in response to COVID-19. Below are a few examples of these:

- While providing humanitarian assistance, COVID-19 containment and prevention measures were taken by BDRCS through remote risk communication and engagement, online training and the development of guidelines for remote support. The organisation made greater use of technology to provide support to branches, gather data and meet.
- To ensure its duty of care to volunteers on the frontline during the COVID-19 pandemic, BDRCS insured around 5,000 volunteers under IFRC global volunteer insurance policy. In addition to that under the COVID-19 operation, BDRCS insured around 2,000 frontline volunteers and more than 300 staff.
- The operations included hygiene promotion messages with a focus on the prevention of COVID-19 across the operations. Likewise, the distribution of face masks, soap and disinfectants was included in the operations.
- The operational teams implemented activities adapting to the need to keep social distancing as much as possible, with smaller meetings held for hygiene promotion and by increasing the use of Information, Education and Communications/behaviour change communication materials, instead of mass gatherings.

Challenges brought by COVID-19

- The operations faced delays due to the impact of COVID-19 restrictions. With the BDRCS NHQ running at reduced capacity, the usual working modality of the organisations, which relies upon face-to-face interactions was affected, bringing about challenges in communication and the agility to respond.
- Reduced banking hours during national lockdowns delayed the implementation of cash assistance, as some beneficiaries encountered challenges opening their bank account during that time.
- The clearance and distribution of relief items took a longer time than expected. BDRCS faced challenges to transport the relief items from BDRCS warehouse to remote affected districts.
- Global shortages in the supply of raw materials caused by the pandemic also affected operations, with suppliers struggling to deliver as per the expected timeline.
- Monitoring and technical support visits to implementation areas were reduced, which is considered key for quality assurance.

5 Recommendations

5.1 Planning recommendations

1	Agree on a structured planning process with the involvement of relevant departments (finance, operations, resource mobilisation, and logistics), the IFRC and PNS working in the affected areas. Ensure planning is aligned to realistic funding estimates and follow the process systematically across operations
2	More focus should be given to community consultation during the planning process, especially for recovery activities when more time is available to discuss support with beneficiaries and communities. The operations team should gather feedback proactively to ensure engagement of the community and ensure feedback is incorporated into planning and adaptations are made when required.

5.2 Decision making recommendations

3	Ensure finances, programmes, resource mobilisation and logistics departments/functions are included in the planning and decision-making process
4	Develop response SOPs with a clear methodology for the selection of districts/communities. Decision making on geographical areas of operation needs to be strongly based on the needs and impact of the emergency and a clear methodology needs to be in place to avoid instances of influencing by the unit executive committee or the government. This methodology needs to be consistently used across operations. Selection criteria for locations need to be clearly communicated to internal and external stakeholders.

5.3 Beneficiary targeting and coverage recommendations

5	More thought needs to be given to the number of districts the operations are covering and if the approach to covering districts equally during the operations is needs-based. Spreading across too many districts increases the costs of the operation and can negatively impact the quality and timeliness of the activities. Instead, the partners may consider targeting fewer districts (the most affected) to have a more impactful and cost-effective response.
6	Improve disability data collection at the assessment stage. Consider using the Washington Group Short Set of Questions on Disability.
7	BDRCS may consider focusing on fewer sectors during recovery activities as this may allow for better quality interventions.

5.4 Information management recommendations

8	Develop a One Movement Plan which encompasses activities by all Movement partners in response of the emergency, including PNS and the International Committee of the Red Cross
9	Establish monthly operational updates to provide up to date information on the progress of the operations including performance against targets, timeline, and forecast (actual vs plan). A dashboard of progress could be developed to be presented ahead of the meetings. The meetings should be attended by BDRCS, IFRC and PNS interested in the response.
10	Further define the operational information management system and potential links to the central information management system. A dedicated person needs to be allocated to manage the system
11	Ensure separation of functions between operations and monitoring and evaluation to ensure accountability and quality.

12	Ensure appropriate PMER capacity at the branch level during operations to ensure information collected is of high quality and delivered in a timely manner. Improve data collection capacity of RCY.
13	Improve information sharing processes and ensure operation updates are uploaded regularly and share at the right intervals

5.5 Relevance and appropriateness recommendations

14	Ensure cash amounts are aligned to current market and value chain conditions to ensure the cash amount meets its intended objective. If co-financing by beneficiaries is expected, the operations need to ensure that there is financial inclusion mechanism in place to support beneficiaries and avoid instances when beneficiaries can fall into high interest debt.
-----------	---

5.6 Efficiency recommendations

15	Cost-benefit analysis of the operations approach is to be undertaken so to ensure that the most efficient approach is being used to deliver the support
-----------	---

5.7 Effectiveness recommendations

16	The shelter construction should be completed before the rainy season. Concrete should be used to build the foundation of shelter to protect from damage due to salinity. The amount of shelter package should be revised based on the local needs.
17	Implementation of recovery interventions needs to include follow-up plans to ensure sustainability. This can be achieved by linking recovery activities to existing programming in the affected areas.

Annex

Annex 1-ToR



BANGLADESH RED CRESCENT SOCIETY (BDRCS)
INTERNATIONAL FEDERATION OF RED CROSS AND RED
CRESCENT SOCIETIES (IFRC)



TERMS OF REFERENCE FOR
FINAL EVALUATION (INTERNAL) OF
BANGLADESH FLOOD 2019 OPERATION (MDRBD022),
CYCLONE AMPHAN OPERATION (MDRBD024) AND
FLOOD 2020 OPERATION (MDRBD025)

1. SUMMARY

Purpose: An internal evaluation to evaluate the **relevance / appropriateness, effectiveness, and efficiency** of response and recovery interventions undertaken by the Bangladesh Red Crescent Society (BDRCS) as part of the Bangladesh flood 2019 operation (MDRBD022), Cyclone Amphan Operation (MDRBD024) and Flood 2020 Operation (MDRBD025) supported by the International Federation of Red Cross and Red Crescent Societies (IFRC), and to analyse key areas for improvement.

Audience: BDRCS, IFRC, Participating National Societies (PNSs) and donors

Reporting to: Evaluation Management Team.

Duration: Total 30 working days

Timeframe: September 2021– November 2021

Methodology summary: The evaluation will combine quantitative and qualitative methods for data collection adapted to the local context. Data will be sourced from a desk review, household surveys, observation, public/published information, key informant interviews, field visits and participatory workshops.

Location: BDRCS National Headquarters (NHQ) in Dhaka and supported communities in Tangail, Sirajganj, Jamalpur and Khulna districts.

2. BACKGROUND

Flood 2019 Operation (MDRBD022)

Operation start date	18 July 2019
Operation end date	31 May 2021
Number of people affected	7.6 million people
Number of people assisted	150,000 people (30,000 households)
Operation budget	7 million Swiss Francs (CHF)
Funding coverage	CHF 2,652,249 (38.5%).

The heavy rainfall that occurred during July to September 2019 across Bangladesh led to landslides and extreme flooding. The impacts were much larger in scale than an average annual monsoon flood as it affected millions of lives. According to the National Needs Assessment Working Group (NAWG), Bangladesh situation report dated 28 July 2019, more than 7.6 million people were affected in 28 districts, over 300,000 people displaced, approximately 600,000 houses damaged and 114 people died. As per media reports, about 532,000 hectares of crops were destroyed, embankments were damaged and inundated. With the flood prevailing over one fourth areas of the country in July 2019, Governmental and Non-Government humanitarian agencies worked to provide emergency assistance to affected communities.

In addition, during the first week of October 2019, Bangladesh experienced another spell of floods in the north-eastern districts named Rajshahi, Shariatpur, Kushtia, Rajbari, Chapai Nawabganj, Pabna and Natore affecting new areas of the country. Due to this second spell of floods, around 40,000 people were affected according to the NAWG.

While more than half of the country was affected by the monsoon floods, the Dengue situation in the country reached peak transmission during June to October 2019, with hospitals overflowing with patients and the rising number of dengue breaking all previous records. The Institute of Epidemiology, Disease Control and Research (IEDCR) of Government of Bangladesh (GoB) received 266 reports of dengue-related deaths and after reviewing the reports, confirmed 148 deaths as dengue-related by December 2019.

To meet the immediate need of 50,000 people IFRC initially allocated a Disaster Relief Emergency Fund (DREF) of CHF 452,439 on 18 July 2019 and later launched an Emergency Appeal on 31 July 2019 with a funding requirement of CHF 7 million, which helped BDRCS to expedite the response operation without any delay. So far 6 Operation Updates have been issued, the latest operation update (no. 6) issued on November 30, 2020. Through the operation a total of 31,250 people in shelter, 73,291 people in livelihoods and basic needs; 260,940 people in health and 81,016 people in water, sanitation and hygiene activities have covered.

Cyclone Amphan Operation (MDRBD024)

Operation start date	21 May 2020
Operation end date	24 May 2021
Number of people affected	2.6 million
Number of people assisted	50,000 people
Operation budget	5 million CHF
Funding coverage	CHF 1,467,042 (30%)

On the 20th of May 2020, the Bangladesh Meteorological Department (BMD) issued a “great danger” signal number 10 for the coastal districts of Satkhira, Khulna, Bagerhat, Jhalokathi, Pirojpur, Borguna, Patuakhali, Bhola, Barisal, Laxmipur, Chandpur and their offshore islands and chars due to the imminent arrival of Cyclone Amphan to Bangladesh. Following the great danger signal and evacuation order of the Government of Bangladesh (GoB), more than 2.4 million people were moved to 14,636 permanent and temporary shelters in 19 coastal districts before the cyclone hit the country's coast. Cyclone Amphan had weakened from a super cyclone to an "extremely severe cyclonic storm" on 20 May 2020, causing strong winds and heavy rain in parts of Odisha, West Bengal in India and Bangladesh coastal areas as it advanced towards the India-Bangladesh coast. On the 20 May 2020, it slammed into the coastal districts of West Bengal, India and then it entered Bangladesh in the evening with wind speed of 150 kmph causing huge destruction in 26 districts across the country. 26 people were killed, seven people were injured due to treefalls, boat capsizes, wall collapse and drowning. More than 353,385 houses were damaged. The Cyclone destroyed standing crops, vegetables and fruits on 176,000 hectares of lands, uprooted thousands of trees and damaged fish farms worth approximately CHF 36 million in the most impacted districts. 150 km of protection embankments, around 200 bridges and culverts, and 1,100 km of roads were damaged. About 15 million people lost electricity after the cyclone hit the country. Around 65 freshwater ponds inside the forest were flooded with seawater. 18,235 water points and 40,894 latrines were destroyed in the most impacted districts. According to primary estimates, the cyclone caused damages worth around CHF 130 million.

To meet the immediate needs, based on the trigger of the cyclone Early Action Protocol (EAP) by BDRCS, IFRC approved an imminent DREF of CHF 293,810 on 21 May 2020 and later on launched an emergency appeal of CHF 5 million on 26 May 2020 to assist 50,000 people. So far, 2 operation updates have been issued, the latest one issued on 30 December 2020. Through the operation 15,000 people were assisted through shelter activities, 56,865 people through livelihoods and basic needs activities; 50,000 people through health activities and 51,365 people through water, sanitation and hygiene activities.

Flood 2020 Operation (MDRBD025)

Operation start date	25 June 2020
Operation end date	04 February 2021
Number of people affected	5.4 million
Number of people assisted	165,000
Operation budget	4.1 million CHF
Funding coverage	CHF 1,298,714 (24%)

Severe floods that struck Bangladesh during the last week of June 2020, driven by prolonged and intensified heavy monsoon and upstream water, affected 5.4 million people in the northern, central, and north-eastern part of the country. Around 37 per cent of the country's total areas were flooded affecting 33 districts and it was considered as the longest flooding period in the last 22 years in the country. Until the beginning of October 2020, due to monsoon rains and heavy rainfall upstream, people in many districts suffered from multiple spells of floods. There were widespread damages in housings, access to clean and safe water, hygiene and sanitation facilities as well as access to livelihoods in most of the affected districts. According to the report of the Bangladesh Ministry of Disaster Management and Relief (MoDMR) dated 2 August 2020, around 5,448,271 people in 33

districts were affected by the prolonged floods and 1,059,295 families were marooned whereas 41 people lost their lives. In addition to that, according to the Ministry of Agriculture (MoA), 83,000 hectares of paddy fields; 125,549 hectares of agriculture land and USD 42 million worth crops were damaged. Furthermore, the floods caused moderate to severe damage on livestock and fisheries. According to the report from the Department of Livestock Service (DLS), the sector lost USD 74.5 million worth of livestock including 16,537 hectares of grass land. The DPHE indicated in its report that 928,60 tube-wells and 100,223 latrines were damaged. The Water Development Board's north zone office recorded that 3,745 hectares of land eroded by the rivers in eight flood-affected districts in Rangpur division. The monsoon floods coupled with prolonged inundation and the COVID-19 pandemic had an exacerbating effect on the population.

Based on the request from BDRCS, IFRC allocated CHF 577,496 from its DREF on 23 July 2020 and later following further request from BDRCS, IFRC launched an emergency appeal (EA) of CHF 4.1 million on to scale up the assistance. The final report of the Flood 2020 operation was issued on the 5 May 2021. Through the operation a total of 10,000 people were supported with shelter activities, 89,849 people with livelihoods and basic needs activities, 165,000 people with health activities and 134,945 people with water, sanitation and hygiene activities.

3. EVALUATION PURPOSE AND SCOPE

3.1 Purpose

To evaluate the **relevance/appropriateness, effectiveness, and efficiency** of the response and recovery interventions undertaken by the Bangladesh Red Crescent Society (BDRCS) as part of the flood 2019, flood 2020 and cyclone Amphan operation supported by the International Federation of Red Cross and Red Crescent Societies (IFRC), and to capture learning and identify key areas for improvement. The evaluation will specifically focus on **shelter; food security and livelihoods; and water, sanitation and hygiene (WASH) sectors in response and recovery**. The evaluation will have a particular focus on the use of **cash-based intervention (CBI)** in Bangladesh context. At the same time, the evaluation will capture the adaptations made to the plans/interventions given the COVID-19 pandemic as well as key learning from that context.

It is expected that the findings, key lessons and recommendations from this evaluation will guide both BDRCS and IFRC in ongoing as well as future operations and contribute to broader Red Cross Red Crescent learning, particularly to better address needs in emergency, relief and recovery, considering long-term impact and sustainability.

1.2 Scope

This internal evaluation will assess **relevance/appropriateness, effectiveness, and efficiency** of the response and recovery interventions undertaken under the flood 2019, flood 2020 and cyclone Amphan operations. The geographical coverage of the final evaluation will include BDRCS NHQs and IFRC Country Delegation; and the communities in Tangail, Sirajganj, Jamalpur and Khulna districts with the following scope:

1. Assess BDRCS **disaster response and recovery strategies and systems** (including planning process, targeting, information management and decision making).
2. Assess the **relevance, effectiveness, efficiency and sustainability** of response and recovery activities against the planned outcomes in three key areas: shelter, WASH and food security and livelihoods with special focus on cash-based interventions. (the primary modality used in the three key areas: shelter, WASH and livelihoods).

BDRCS staff, volunteers, IFRC programme team, PNSs, relevant government departments, local authorities and other stakeholders may be contacted and interviewed as appropriate.

3. EVALUATION OBJECTIVES AND CRITERIA

3.1 Objectives

The evaluation aims to:

- To assess the **effectiveness** of the response and recovery planning process, beneficiary targeting, information management and decision making.
- Assess the **relevance/appropriateness, effectiveness, and efficiency** of response and recovery activities under flood 2019 operation; cyclone Amphan and flood 2020 operations against the planned outcomes in three key areas: shelter, WASH and food security and livelihoods with special focus on cash-based interventions.
- Assess the **sustainability** of the recovery programme interventions.
- To capture the current best practices and the improvements with regards to the key target areas
- To capture and document the adaptations made to the plans/interventions given the COVID-19 pandemic as well as key learning from that context

The evaluation should highlight good practice, lessons learnt and areas of improvement to inform future response operations, together with recommendations on how to proceed.

1.3 Criteria

This evaluation focuses on the following criteria:

- i. Relevance and appropriateness
- ii. Efficiency
- iii. Effectiveness
- iv. Connectedness and sustainability

1.4 Evaluation Questions

Specific interview questions can be established by the evaluation team and leader. Sample of questions which meet the requirements of the established criteria and desired evaluation objectives can be obtained in the Annex.

2. METHODOLOGY

The methodology will adhere to the [IFRC Framework for Evaluations](#), with particular attention to the processes upholding the standards of how evaluations should be planned, managed, conducted and utilized. The method applied should take into consideration the local cultural and language to ensure concepts and techniques common in English language are adapted and well understood by local communities and its stakeholders.

The evaluation will be conducted internally with method(s) suitable to the local context. The evaluation can include qualitative and/or quantitative data collection from identified stakeholders and communities in the four targeted districts. These may be in the form of key informant interviews (KII), focus group discussions (FGDs) or other methods, at the discretion of the evaluation team. Interviewees will include BDRCS, IFRC and PNSs personnel (e.g. managers, field level technical officers,

direct implementers, volunteers and community organizers), other humanitarian agencies⁶, beneficiaries (e.g. state/regional officials, district executives/volunteers, ‘most vulnerable’ beneficiaries including children, pregnant and lactating women, the elderly, and families with high dependency ratios), and potentially, non-beneficiaries or people who did not receive assistance. Interviews will also take place at the Dhaka level to include perspectives from high-level management of BDRCS, IFRC and PNSs. The evaluation is expected to be no longer than 30 days in duration, including preparation of the report and facilitation of a lessons learned workshop.

The methodology will be further detailed by the Team Leader with the assistance of the evaluation team, e.g. with an inception report. The inception report will demonstrate a clear understanding and realistic plan of work for the evaluation, interprets the key questions from the ToR and explains how the data collected will be used to answer those questions, proposed methodologies, sampling method, data collection methods and tools, proposed data analysis, and elaborates a reporting plan with identified deliverables, timeframe with firm dates for delivery of outputs, travel and logistical arrangements for the evaluation. This inception report will also be accompanied by an evaluation design matrix, which is a necessary tool for planning the evaluation and organizing. It's a simple table with a row for each assessment criteria, and corresponding questions will lay down in columns and will be interlinked with assessment design, such as data collection methods, data sources, analysis methods, comparison criteria, etc.

The detailed evaluation design is to be created by the internal evaluation team; however, necessary COVID-19 safety measures must be followed at all instances and then the following should be taken into account:

- Sampling method is to be decided by the evaluation team leader in consultation with the evaluation team, as long the final sample to be evaluated on includes all Movement partners involved in the flood and cyclone Amphan operation interventions, municipalities, sectors of the intervention and the ‘most vulnerable’ beneficiaries.
- Sample size will be determined using standard statistical calculations. In addition, a sampling frame will be prepared for household survey which will be presented on the basis of systematic random sampling. Sample selection will be drawn from the beneficiary lists of operation areas.
- Data collection methods and pace are to be decided by the evaluator, in consultation with the BDRCS and IFRC CD focal person(s), but should consider the reality of difficult-to-reach districts. KIIs, FGDs and key informant interviews are encouraged.
- The evaluation team should visit the targeted communities in Tangail, Sirajganj and Khulna districts which are around 100 to 300 km away from capital city Dhaka.
- Appropriate training, if required, should be organized for the volunteers and facilitated by the evaluation team to provide volunteers with the knowledge and practice to conduct interviews/fill questionnaires in the evaluation process as required.

The evaluation team will be responsible to clearly outline the support needs in-country in their inception report. This will be agreed with BDRCS and IFRC based on resources available.

3. OUTPUTS / DELIVERABLES

- a. Inception report and detailed work plan for the evaluation.

⁶ Other actors that also responded to the different emergencies, to get their perspective on the situation and understand how they managed the response(s), if possible, potential stakeholders who were engaged at field level.

- b. Present key preliminary evaluation findings to BDRCS and IFRC to clarify any immediate points and share draft evaluation report.
- c. All data collected for data analysis e.g. analysis table
- d. Final evaluation report must be detailed, precise and supported by an executive summary and annexes, which highlights key conclusions and recommendations.

4. SCHEDULE

The evaluation is expected to complete from 12 September 2021 – 15 November 2021 and it is expected that within 30 working days the evaluation will be completed considering the proposed below schedule.

Activity	Location	Working Days	Deliverables	Dates
Desk review, and develop and submit interview schedule and inception report		10	Inception report	12 - 24 September, 2021 (22 Sept first draft)
Briefing: Evaluation team with IFRC and BDRCS	Dhaka, Bangladesh	1		26 September 2021
Travel to field* and briefing: Evaluation team with Unit and Programme team.	Khulna (Sutarkhali, Dacop) (covered under EA cyclone Amphan)	4		27 Sept - 1 Oct 2021
In-country data collection: key Informant Interviews (KII) and focus group discussions (FGD) with stakeholders Data Analysis				
Travel to field* and briefing: Evaluation team with district branch of BDRCS and programme team.	Tangail and Sirajganj	4		Flood 2019: Tangail + Sirajganj 17 - 20 October 2021 Flood 2020: Jamalpur 17 -20 October 2021
In-country data collection: key Informant Interviews (KII) and focus group discussions (FGD) with stakeholders	Jamalpur			
Back from field and data analysis	Dhaka, Bangladesh	5		21 - 28 October 2021 (1 Govt holidays)
Presentation of initial findings and share the draft report ⁷	Dhaka, Bangladesh	5	Draft report	1 - 9 November 2021
Incorporate feedback and submit final report with annexes	Dhaka, Bangladesh	1	Final report	15 November 2021
Total days		30		

* Field travel may depend on COVID-19 situation.

⁷ EMT to collect and share the feedback by 12 Nov

5. EVALUATION QUALITY AND ETHICAL STANDARDS

The evaluation team should take all reasonable steps to ensure that the evaluation is designed and conducted to respect and protect the rights and welfare of people and the communities of which they are members, and to ensure that the evaluation is technically accurate, reliable, and legitimate, conducted in a transparent and impartial manner, and contributes to organizational learning and accountability. Therefore, the review team should adhere to the evaluation standards and specific, applicable practices outlined in the [IFRC Framework for Evaluation](#). The IFRC Evaluation Standards are:

1. **Utility:** Evaluations must be useful and used.
2. **Feasibility:** Evaluations must be realistic, diplomatic, and managed in a sensible, cost-effective manner.
3. **Ethics and Legality:** Evaluations must be conducted in an ethical and legal manner, with regards for the welfare of those involved in and affected by the evaluation.
4. **Impartiality and Independence:** Evaluations should be impartial, providing a comprehensive and unbiased assessment that considers the views of all stakeholders.
5. **Transparency:** Evaluation activities should reflect an attitude of openness and transparency.
6. **Accuracy:** Evaluations should be technically accurate, providing sufficient information about the data collection, analysis, and interpretation methods so that its worth or merit can be determined.
7. **Participation:** Stakeholders should be consulted and meaningfully involved in the evaluation process when feasible and appropriate.
8. **Collaboration:** Collaboration between key operating partners in the evaluation process improves the legitimacy and utility of the evaluation.

It is also expected that the evaluation will respect the seven [Fundamental Principles of the Red Cross Red Crescent](#): Humanity, Impartiality, Neutrality, Independence, Voluntary Service, Unity and Universality.

6. EVALUATION MANAGEMENT TEAM

An evaluation management team (EMT) will manage and oversee the evaluation and ensure that it upholds the IFRC Management Policy for Evaluation. The evaluation management team will consist of five members from BDRCS, IFRC Bangladesh CD and IFRC Asia Pacific Regional Office.

7. EVALUATION TEAM AND QUALIFICATIONS

This evaluation will be conducted internally by the Red Cross Red Crescent (RCRC) Movement, consisting of a Team Leader and 2 to 3 evaluation team members with relevant knowledge and experience in shelter: food security and livelihoods and water, sanitation and hygiene (WASH) with particular focus on the use of cash-based intervention in recovery operations.

The evaluators must have experience or significant knowledge of the humanitarian response mechanisms, specifically recovery interventions, and have previous experience in conducting evaluations for medium-to-large scale programmes. The Team Leader will be supported by an evaluation team from BDRCS and IFRC who are not directly involved in the operation.

The following characteristics are highly desirable for the evaluation team:

- *(For Team Leader)* Demonstrable experience in leading evaluations of humanitarian programmes responding to major disasters.

- Knowledge of activities generally conducted by humanitarian organizations in the sectors of shelter, WASH, and livelihood.
- Strong knowledge on cash-based intervention.
- Field experience in the evaluation of humanitarian or development programmes, with prior experience of evaluating Red Cross programmes desirable.
- Strong analytical skills and ability to clearly synthesize and present findings, draw practical conclusions, make recommendations and to prepare well-written reports in a timely manner (examples of previous work may be requested)
- Previous experience in coordination, design, implementation, and monitoring and evaluation of humanitarian programmes.
- Ability to work within tight deadlines and manage with available resources.
- Fluent in spoken and written English.
- All individuals of the evaluation team should have relevant degrees or equivalent experience.
- Immediate availability for the time indicated.

8. APPENDICES – handed over in country

1. Samples of Evaluation Questions
2. Package of Reference Documents for MDRBD022, MDRBD024 and MDRBD025
3. Updates and reports, including movement updates
4. Disaster Response Operations Manual and other available guidelines

APPENDIX 1

Evaluation Questions

Specific interview questions can be established by the evaluation team and leader. The following questions are broad guiding examples which meet the requirements of the established criteria and desired evaluation objectives.

a. Relevance and appropriateness

1. How effective were the interventions in identifying the most vulnerable among the affected population and responding appropriately to their circumstances?
 - How is information identified regarding the capacities and activities of other actors working with the same vulnerable groups, or in the same sectors and geographic areas?
 - Was the beneficiary selection process fair, appropriate and effective to the context, based on assessed risks/ vulnerabilities?
 - What are the strategies used to ensure appropriate quality and timeliness were maintained in delivering the goods and services to target beneficiaries including mechanisms to capture beneficiary complaints/feedback?
2. Was the assistance provided appropriate and sufficient to meet intended needs of women, men and children, and is of a quality and scale that meets RC commitments and expectations?
3. To what extent were the beneficiaries, in terms of the participation of men, women, children and PWD, involved in the assessment, planning, design, implementation, and monitoring of the interventions?
4. Were intervention strategies and priorities in line with local customs and practices of the affected population, the priorities of the Government authorities and other key humanitarian actors?
5. Were the interventions in line with BDRCS and IFRC strategies, standard operating procedures and guidelines?

6. What problems and constraints were faced during implementation and how did the interventions manage/adapt to changes in need, capacities and context? (keeping in mind the COVID-19 context)
7. What important lessons have been identified that can improve the provision of humanitarian assistance /future interventions to better respond and recovery in Bangladesh and be shared more widely?

b. Coverage

8. Did the interventions reach all population groups in need, including those in remote areas who would otherwise have not received humanitarian assistance?
9. Were there exclusions or differential impact between groups based on their location?
10. How could the coverage and distribution methods be improved?
11. Did the interventions consider and address the protection, gender and inclusion concerns; the needs and capacities of the vulnerable groups and in particular women, girls and boys and people living with a disability?

c. Efficiency/effectiveness/accountability

12. Did the interventions meet their immediate and intended results?
13. Were there adequate resources (financial, human, physical and informational) available and were they utilized effectively and efficiently?
14. Were systems, procedures and control mechanisms adequate to ensure smooth delivery of assistance and minimize potential losses/risks faced by BDRCS and IFRC? (taking into account the COVID-19 pandemic)
15. Was adequate tracking system for delivery of goods and services in place to ensure transparency and accountability?
16. How effective were processes for planning, monitoring and quality management, (e.g. use of assessment data, internal reviews and other quality assurance mechanisms)?
17. Was there adequate time and effort invested for the integration of interventions across the different operation sectors? To what degree was integration achieved and how could this be further strengthened, if necessary?
18. Would greater investment in preparedness measures have resulted in more efficient, effective and less costly interventions?
19. How were programme activities managed and coordinated, particularly between BDRCS, IFRC, other Movement partners, clusters, and local authorities?
20. Was the capacity of the human resource system enough to fulfil the needs of the interventions and beneficiaries? Were personnel skills utilized in an efficient and effective manner?
21. Was there adequate and relevant staffing including: a) decisions concerning the number of staff members needed, where, when, with what competences, at what levels, and at required availability and b) decision-making chain regarding staffing?
22. Did the lesson learned workshop result in BDRCS addressing the identified capacity and operational gaps for the recovery phase?
23. To what extent do communities and people affected by crisis, especially those in more vulnerable circumstances, confirm that they have access to the humanitarian assistance as part of response and early recovery they need at the right time?
24. What internal and external factors have and are affecting the speed of the response and recovery? (include local, national, regional and global factors)
25. Were complaints/feedback mechanisms put in place for community questions and concerns to be answered? What were the concerns raised by communities during the intervention?
26. To what extent do communities and specifically women and men affected by disaster know their rights and entitlements, have timely access to relevant and clear information about the

organisation and the programme (e.g. selection criteria, planned activities, community-level budgets, expenditure and results)?

d. *Connectedness and Sustainability*

27. Did the interventions result in enhanced institutional capacity of the BDRCS in terms of: a) ability to implement recovery programmes, b) ability to prepare for and respond to disasters in a timely, efficient, and coordinated manner; and c) ability to mobilize communities at risk to cope with future disasters?
28. How is the intervention (response and recovery project), in an inclusive way, triggering to enhance the capacity of local community response capacity and local organizations?
29. Did the support of the IFRC strengthen and complement the response of BDRCS and coping mechanisms, or hinder them?
30. Has the impact of programme activities, particularly in shelter and WASH been sustained following completion of the interventions?

Annex 2 Sampling methodology

1.1 Calculation of sample size:

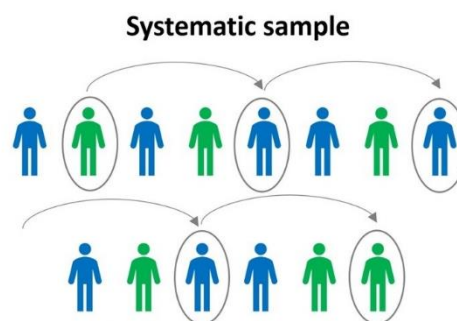
The determination of the appropriate sample size to answer the evaluation questions is a critical aspect of any study. The sample size must be calculated during the first stage of the assessment. For this assessment, it has been calculated using the most commonly used statistical equation from the website: <http://www.raosoft.com/samplesize.html>.

Consequently, an initial sample size of 318 was calculated with a margin of error of 5 per cent and a confidence level of 95 per cent. On the other hand, an additional 10 per cent sample has been added to minimize non-response error considering different operation areas. Hence, the quantitative sample for the evaluation was estimated to be n=350.

The first consideration was used to determine the sample size for quantitative data collection from the supported total direct beneficiaries (N=1829) who received livelihood assistance, shelter, WASH assistance, and other emergency assistance during the three recovery operations. It ensures the statistical robustness of the survey data and is representative of the respondent community, and then the final consideration is that the estimate reflects an appropriate confidence level (i.e. 95% with an error margin of +/-5%) of the survey in the given situation.

1.2 Sample distribution:

The end evaluation has also been chosen "systematic random sampling" method to determine representation of sample from direct beneficiaries of the three recovery operations. This is a probability sampling method that selects elements from a target population by choosing a random starting point and selecting sample members after a fixed 'sampling interval.'



This interval is the distance between each selected unit in the sample. The units are chosen based on a sample interval, k , starting from a predetermined point, where $k=N/n$. The first sample was drawn between 1 and k using a spreadsheet's random number generator formula. Following that, every k th sample was drawn until the entire sample was drawn.

To improve the precision of sample estimates as well as equal probabilities of selection, compensate for non-coverage and non-response adjustment, a sampling weighting calculation has been done to give weight to each population area. $W=p/N$, Where, p represents the part of the total population and N is the total number of populations in the sampling frame.

Detailed sample distribution is shown in the following table:

Table: Sample Distribution:

District	Upazila	Union	Operation	Number of Beneficiary Received support (p)	Weighted value (W)	Estimated Sample size(n)	Random number [=RANDBETWEEN (1,10)]	Sampling interval(k)	Selected Sample number in the list of beneficiaries
Khulna	Dacope	Sutarkhali	Cyclone Amphan	250	0.14	48	2	5	2 7 12 17 22 27 32 37 42 47 52 57 62 67 72 77 82 87 92 97 102 107 112 117 122 127 132 137 142 147 152 157 162 167 172 177 182 187 192 197 202 207 212 217 222 227 232 237 242 247
Tangail	Tangail Sadar	Hugra	Flood 2019	326	0.18	62	7		7 12 17 22 27 32 37 42 47 52 57 62 67 72 77 82 87 92 97 102 107 112 117 122 127 132 137 142 147 152 157 162 167 172 177 182 187 192 197 202 207 212 217 222 227 232 237 242 247 252 257 262 267 272 277 282 287 292 297 302 307 312 317 322
Sirajganj	Sirajganj Sadar	KawaKhola	Flood 2019	253	0.14	48	8		8 13 18 23 28 33 38 43 48 53 58 63 68 73 78 83 88 93 98 103 108 113 118 123 128 133 138 143 148 153 158 163 168 173 178 183 188 193 198 203 208 213 218 223 228 233 238 243 248 253
Jamalpur	Sarishabari	Satpoa	Flood 2020	327	0.18	63	1		1 6 11 16 21 26 31 36 41 46 51 56 61 66 71 76 81 86 91 96 101 106 111 116 121 126 131 136 141 146 151 156 161 166 171 176 181 186 191 196 201 206 211 216 221 226 231 236 241 246 251 256 261 266 271 276 281 286 291 296 301 306 311 316 321 326
Jamalpur	Sarishabari	Kamrabad	Flood 2020	173	0.09	33	6		6 11 16 21 26 31 36 41 46 51 56 61 66 71 76 81 86 91 96 101 106 111 116 121 126 131 136 141 146 151 156 161 166 171
Jamalpur	Madarganj	Balijuri	Flood 2020	87	0.05	17	9		9 14 19 24 29 34 39 44 49 54 59 64 69 74 79 84 87
Jamalpur	Madarganj	Madarganj Municipality	Flood 2020	413	0.23	79	6		6 11 16 21 26 31 36 41 46 51 56 61 66 71 76 81 86 91 96 101 106 111 116 121 126 131 136 141 146 151 156 161 166 171 176 181 186 191 196 201 206 211 216 221 226 231 236 241 246 251 256 261 266 271 276 281 286 291 296 301 306 311 316 321 326 331 336 341 346 351 356 361 366 371 376 381 386 391 396 401 406 411

Instructions: Print the list of beneficiaries and provide it to the enumerators/RCY so that they can start each selected unit/HH in the sample from the list using a random number (for example, if the random number is 3, the first unit would be 3 no of HH/unit from the list) and then the next household(HH) would be: 1st HH (3)+ 10 (which is the sampling interval number)=13, and so on until the entire sample was surveyed. N.B.: If a respondent is not present in the HH, enumerators are being instructed to get survey in the next HH/unit from the muster roll/beneficiary list.

Annex 3- FGD and KII list

District	Focus Group Discussion	Key Informant Interview
Jamalpur	-Women group (2)	-Unit Secretary -Unit Level Officer -Red Crescent Youth
Khulna	-Women group Livelihood (mixed group) Shelter (mixed group) WASH (mixed group)	-School Teacher -Union Parishad Member -Unit Secretary -Unit Level Officer -Red Crescent Youth
Tangail	-Women group -Livelihood (mixed group) -Shelter (mixed group) -WASH (mixed group)	-Union Parishad Chairman -Livestock Officer -Unit Level Officer -Red Crescent Youth
Sirajganj	-Women group -Livelihood (mixed group) -Shelter (mixed group) -WASH (mixed group)	-Union Parishad Chairman -Livestock Officer -Unit Level Officer -Red Crescent Youth -CDC president
Dhaka level KII		BDRCS directors, IFRC staff, PNS country representatives and two external organizations (13 stakeholders)

Annex 4- Lists of documents reviewed

Appeal Number	Name of Document	Source	Date
MDRBD022	Emergency appeal Bangladesh: Monsoon Floods	IFRC	1/7/19
MDRBD022	Emergency Plan of Action (EPoA) Bangladesh Floods	IFRC	18/7/19
MDRBD022	Emergency Plan of Action Operation Update. Bangladesh: Monsoon Floods (EPoA update n° 1)	IFRC	16/9/19
MDRBD022	Emergency Plan of Action Operation Update. Bangladesh: Monsoon Floods (EPoA update n° 2)	IFRC	26/11/19
MDRBD022	Operation Update Report. Bangladesh: Monsoon Floods. (EPoA update n° 5 - 6-month update)	IFRC	20/2/20
MDRBD022	Operation Update Report. Bangladesh: Monsoon Floods. (EPoA update n° 4)	IFRC	2/6/20
MDRBD022	Pledge based report for the British Red Cross - Bangladesh: Monsoon Floods	IFRC	31/7/20
MDRBD022	Operation Update Report. Bangladesh: Monsoon Floods. (EPoA update n° 5 - 12-month update)	IFRC	3/9/20
MDRBD022	Operation Update Report. Bangladesh: Monsoon Floods. (EPoA update n° 6)	IFRC	30/11/20
MDRBD022	Final Report. Bangladesh: Monsoon Floods 2019	IFRC	22/9/21
MDRBD024	Forecast based early action triggered in Bangladesh for Cyclone Amphan (EAP2018BD01)	IFRC	19/5/20
MDRBD024	Emergency Plan of Action (EPoA) Bangladesh: Cyclone Amphan	IFRC	21/5/20
MDRBD024	Emergency appeal Bangladesh: Cyclone Amphan	IFRC	28/5/20
MDRBD024	Operation Update Report. Bangladesh: Cyclone Amphan (EPoA update n° 1)	IFRC	15/7/20
MDRBD024	Operation Update Report. Bangladesh: Cyclone Amphan (6-month update)	IFRC	30/12/20
MDRBD024	Operation Update Report. Bangladesh: Cyclone Amphan (EPoA update n° 2)	IFRC	26/4/21
MDRBD024	Final Report. Bangladesh: Cyclone Amphan	IFRC	30/11/21
MDRBD024	Monitoring and evaluation plan: Cyclone Amphan operation-2020 (internal)	IFRC	
MDRBD025	Emergency Plan of Action (EPoA). Bangladesh: Monsoon Floods	IFRC	17/7/20
MDRBD025	Emergency Appeal. Bangladesh: Flood	IFRC	6/8/20
MDRBD025	Operation Update Report. Bangladesh: Monsoon Floods (EPoA update n° 1)	IFRC	13/1/21
MDRBD025	Lessons Learnt Workshop - BDRCS Flood-2020 Operation. Workshop Report	BDRCS	30/1/21
MDRBD025	Final Report. Bangladesh: Monsoon Floods	IFRC	5/5/21
	Post Emergency Response, Inter-Agency Joint Needs Assessment. Monsoon Flood 2019	Supporting Bangladesh Rapid Needs Assessment Project-CARE	30/9/19
	Joint Need Assessment Working Group Bangladesh, Cyclone AMPHAN Joint Needs Assessment (JNA)	Joint Needs Assessments Working Group	1/5/20
	Forecast based early action triggered in: Bangladesh for Floods (EAP2019BD02)	IFRC	26/6/20

	Bangladesh: Flood Final report early action (EAP2019BD02)	IFRC	4/2/21
	IFRC emergency Response and Recovery Tracking sheet (internal document)	IFRC	No date