

Report of the Evaluation of the FRESH project South-West Region, Bangladesh

February – March 2013



One of the FRESH project houses stands out amongst other shelters which are lower lying and in the case of the near shelter of a poorer quality construction.

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Acronyms and Definitions

ALNAP	Active Learning Network for Accountability and Performance in Humanitarian Action
DC	District Commissioner
FGD	Focus Group Discussion
FRESH	F lood R esistant S helter
FTS	Financial Tracking System
INGO	International NGO
LMC	Local Management Committees
NARRI	National Alliance for Response and Risk Reduction Initiative
OECD/DAC	Organisation for Economic Co-operation and Development/ Development Assistance Committee
<i>Parishad</i>	Council
PNGO	Partner NGO
Union	Lowest tier of grassroots government administration and geographical area
UNO	Upazilla Nirbahi Officer – Upazilla Administrative Officer
<i>Upazilla</i>	Sub-district tier of government administration and geographical area
Watsan	Water and Sanitation
WASH	Water and Sanitation, Hygiene

1. Introduction

Flooding hit the southwest of Bangladesh in August 2011 due to heavy rains, however this was not the start of the problem. It was just the continuation of a series of events which have impacted the lives and ways of living of the people living in Satkhira and Jessore Districts. In 1971 many rivers and waterways were open to shipping and water transport was a key method of moving people and goods around Bangladesh. Approximately 70% of these waterways are silted and no longer navigable by ferries and shipping 40 years on. A series of bad water management projects and inactivity in the basics of dredging have reduced the flow capacity of key rivers in this region adjacent to the Indian border.

The result during the last 15 years has been more frequent flooding which generally becomes deeper¹ and lasts longer each year in certain areas within these districts. In 2012 some of the flood waters stayed static on the land for up to 6 months and in some villages up to a peak height of 5 feet although the mean level was between 2 and 3 feet in the majority of places. The effect of this flooding is significant in many ways for the people living in this area who have to cope with what is fundamentally a man-made disaster exacerbated by the effects of climate change. Approximately 80% of the people live in the countryside and survive as day labourers from agriculture and construction work and neither of these activities continues during the period of floods. No work means no income so these people are dependent on support from the Government authorities, national and international NGOs and the UN system.

As the level of support is never enough many people take loans or buy food on credit, to be paid back when work starts again. With the extended period of flooding the levels of debt can be quite high and impossible to pay back during the period when work is possible. A second year of flooding sees a second loan taken from another NGO giving enough cash to repay the first loan and leave something to live on. Some of these loans are reported to be up to 60,000 taka³ which for a day labourer who earns 100 to 120 taka a day is serious. The majority of the beneficiaries of the FRESH project, by the selection criteria of not having an income and no means to rebuild their totally damaged house, fall into this group which has high debt levels.

With the flooding which destroys the shelters built of mud, straw, sticks with plastic sheeting and occasionally corrugated iron sheeting also come the problems of:

1. Loss of livestock, most chicken are drowned and there is a loss of goats, sheep and cattle. Ducks survive but leave for other locations which have dry nesting areas.
2. Arrival of a range of unwanted guests, in particular snakes, rats, centipedes, scorpions, mice and others, with many it is "kill on sight" particularly the snakes which are the biggest problem of this type.
3. Moving to higher ground to remain dry often means crowding in small areas for a large number of people resulting in:
 - a loss of privacy
 - no toilets
 - clean water for drinking difficult to find
 - risk of sexual harassment
4. Loss of education with schools closed or being used as accommodation centres.

¹ 2004 disrupts the progression by being the deepest flooding

² May/June until December

³ One family told us they had a loan of 60,000 but this was not able to be confirmed.

5. Increased health problems with diarrhoea, fever, skin infections, and chest and respiration problems.

Over \$32 million⁴ was donated by the international community with ECHO and Japan leading the way for immediate disaster response. The £10 million from DFID supporting the NARRI consortium was an attempt to deal with some of the longer term aspects of housing and increasing the resilience⁵ of some of the poorest and most affected people in these two regions.

2. Purpose and scope

The NARRI consortium is the primary audience for the evaluation to support a learning culture for future responses. Findings will also be shared with the clusters as appropriate and key Government Ministries. Additionally the scope includes the standard OECD/DAC/ALNAP evaluation criteria.

1. Appropriateness of the project design and implementation
2. Effectiveness of the beneficiary selection process
3. Effectiveness of type and construction of the shelters and maintenance needs
4. Skills building for shelter's maintenance
5. Impact on dignity and self-esteem of the beneficiaries, especially women and elderly people
6. Impact on community dynamics
7. Any innovations or good/bad practices to be implemented or avoided in other projects
8. Any unintended positive or negative consequences
9. Project contribution to resilience of the beneficiaries to current or future flooding
10. The efficiency and effectiveness of the consortium approach and management

3. Methodology

The purpose and overall objective of the evaluation was to:

1. Conduct an independent, external evaluation on the appropriateness, effectiveness and performance of the combined interventions, through all stages of the project cycle and
2. Assess the consortium's commitment to accountability and programme quality, using relevant OECD-DAC evaluation criteria as primary points of reference
3. Analyse the various phases of the intervention to capture lessons learnt and demonstrate how and where application of learning was applied and integrated into the various stages of the intervention by the Consortium.

The evaluation documented valuable lessons learnt to inform the consortium and its partners the extent to which their intended strategies were met. In addressing these issues, the evaluation looked at lessons learnt and examples of best practice in "what has worked well" and "what has not" in order to improve future emergency interventions and strengthen emergency preparedness capacities to help communities, partners and the NARRI consortium to better cope with risk and future appropriate responses to disaster and crisis within and outside Bangladesh.

The methodology was based on the June 2009 ALNAP Guidelines for real time evaluations. Although this was not a real time evaluation, the methodology takes into account the DAC/OECD guidelines which are all encompassing.

⁴ Details from the UN FTS showing support to appeals for flooding and landslides from July until the end of 2011.

⁵ What is resilience? We have gone with the DFID definition as they are the donors for this project. This is discussed further into the report.

Specific to the TOR and requirements this end of programme evaluation is to help NARRI and its partners to understand both the intended and unintended outcomes of the project, on people involved directly and indirectly. Specific questions included:

1. Was the project design appropriate and relevant to the affected people?
2. How effective was the targeting process during beneficiary selection?
3. Assess effectiveness of approach in terms of i) the model and construction of flood resilient shelters, ii) ease of maintenance by owners and iii) likelihood of replication by other member of community in context.
4. How far did the project build skills and a sense of ownership among the project participants to ensure maintenance of hardware constructed by the project? Are there any unforeseen obstacles to longer longer-term maintenance?
5. Did the project have an impact on the direct project participants, particularly women and the disabled or elderly?
6. Was there any impact on community dynamics and relationships?
7. From the evidence to date, to what extent has the project contributed to increased resilience of the beneficiaries to current and future flooding?
8. What innovations or good practices were there from this project that others can learn from and replicate as appropriate? Unintended positive consequences?
9. What concerns or bad practices were there from this project that others can learn from and avoid?
10. Assess the efficiency and effectiveness of the consortium approach as a mechanism to deliver such large scale response and recovery project?

Target population

The primary study population included⁶:

1. 12% of 12,073 beneficiary households⁷
2. Representatives of 12 Local Management Committees
3. Local government authorities
1. Five Local NGOs (Bachte Shekha, Bhumij Foundation, Dalit, Samadhan, Shushilan)
2. Relevant programme staff of implementing organisations
3. DFID and ECHO, and Department of Disaster Management
4. NARRI Secretariat
5. NARRI INGOs that are not a part of FRESH Project - Concern Universal
6. Other NGOs: Save the Children

The consultant team tried to meet with IFRC, UNDP for the shelter cluster, and OCHA for the WASH cluster or UNICEF but was unable to get appointments.

Data collection methods

Secondary Literature Review: In order to specifically define and tailor this evaluation, review of project documents was carried out. The list of documents reviewed is given in Annex 1. The document review gave an insight into the type of project interventions, number and status of the target population. Based on this information and consultations with the project management, the details of the data collection material were planned.

The details of the field visits are indicated in Table 1 and in addition to project sites visited we also met with:

⁶ List of villages, unions and Upazilas visited is given in table 1 on the project area.

⁷ This exceeded the target number of households which was to cover at least 10%

1. local authorities who have been aware of the project from an early stage
2. members of the community committees who have been the link between the beneficiaries and NGOs
3. the implementing NGO coordinator and members of the NGO team
4. some of the beneficiaries living in the shelter units

FGDs/Interviews: Focus Group meetings and interviews were held with project stakeholders to assess the impact of the project. The FGDs and interviews were guided by semi-structured questionnaires. The questionnaires and tools have been designed in a holistic manner to collect data on all issues pertinent to this study. List of interviews are given in Annex 3.

Observations: Observations in field were noted and recorded through photographs. This included the conditions of the people, their attitude towards the project and the level of care that they are giving to the project attributes.

Target areas

The project unions visited were selected according to most affected, least affected, most remote and not so remote from all the Upazilas. 19 unions were initially selected which had to be cut down to 12 (see Limitations) and these are listed in the table below. Two villages per implementing INGO were covered. The 12 unions were drawn from all five Upazillas in the project area.

Table 1: Project Areas for Evaluation Visits including

Date - March 2013	INGO	Implementing local NGO	Upazilla	Union	Village	# of Beneficiaries
11 th	ActionAid	Bhumija Foundation	Tala	Magura	Dhulanda	52
11 th	ActionAid	Bhumija Foundation	Tala	Kalishkali	Khoriadanga	50
14 th	CARE	Sushilan	Satkihira Sadar	Dhulihar	Damarputha	49
14 th	CARE	Sushilan	Satkihira Sadar	Baikari	Katonda	45
16 th	Islamic Relief	Direct	Satkihira Sadar	Bhramma Rajpur	Shalle	50
16 th	Islamic Relief	Direct	Debhata	Kulia	Raghanathpur	46
9 th	Oxfam	Banchte Sekha	Tala	Tala Sadar	Khanpur	158
15 th	Oxfam	Banchte Sekha	Tala	Tetulia	Dholbaria	122
10 th	Solidarites International	Direct	Tala	Keshra	Hariharnagar	141
10 th	Solidarites International	Direct	Tala	Jalalpur	Kanaidiya	688
13 th	Concern Worldwide	Samadhan	Keshobpur	Sufolakathi	Kanaidanga	16
13 th	Concern Worldwide	Samadhan	Monirampur	Mushimnagar	Nowali Digdana	12
total	Six INGOs	Four PNGOs	Five Upazillas	12 unions	12 villages	1429 beneficiaries

Colour key

remote
2nd most remote
not remote

In each site the consultant team met with a group of beneficiaries and LMC representatives. Where possible they met with local government authorities. At the same time the relevant INGO and PNGO staff were interviewed.

An exit meeting was conducted in Tala, Satkhira on the morning of 17th March where the present NGO field people gave feedback on the consultant team presentation to correct any misunderstandings and confirm what the consultant team felt were the key issues. Staff from Concern Worldwide and CARE were not present since they had completed their field operations in February. The final presentation of the evaluation was given on 28th March in Dhaka which was attended by all NARRI members, partner staff and donors. (List of people attending final presentation given in Annex 3)

4. Limitations

Initial field plan included visits to 19 unions in all five project Upazilas, and included meeting with field staff of the six INGOs and five local implementing NGOs. Because of political unrest and strikes in the country, this field plan had to be shortened and revised to 12 unions i.e. two unions per INGO. Meeting with the Executive Engineer of the Water Development Board in Satkhira was arranged but he did not meet with the consultant team. As the project was already completed for three of the six NGOs, some of the people involved were no longer available with their partners. At no time did we find a female staff member of any organisation in the field who had been involved with the project. (We did find a volunteer woman who had worked in one of the targeted communities for a local partner NGO).

Similarly, the days available for interviews in Dhaka were few because of the strikes. Meetings were held with Save the Children and Concern Universal but we were not able to meet with Plan or any of the Cluster leads. We did meet with DFID and ECHO staff who had been involved with the flood and water logging response but not with any other donors who had supported the response.

5. Executive Summary

The often asked question with any project such as this FRESH project is quantitative against qualitative, was the balance between supporting as many people as possible while still giving the beneficiaries something which responds to their needs (Best use of funding). This is always subjective but this evaluation finds that there has been a reasonable balance in how the funding was spent in supporting a high number of families with a project which has improved the level of resilience for at least a few years.

It has been indicated by some of the implementing NGO staff “that this is just a shelter project,” why are we asking questions about water quality, livelihoods and other elements that make up day to day life. When looking at “Resilience” we look at the way people live and all of the influences on their lifestyles. By giving support to the poorest people with an asset which has significant proportional value, particularly a shelter, the project is encouraging the beneficiaries to stay in that location. Some had already moved but returned when they found they complied with the selection criteria for this project. Therefore in this report we do mention arsenic contaminated water,

livelihoods options, education and other life-supporting needs in relationship to resilience and the effects of this project on the beneficiary's lifestyle.

Shelters - The FRESH project has been successful with taking 12,073 families who had lost their shelter, had no hope of reconstructing that shelter and have given them a significantly more resilient structure than they had prior to the floods.

1. The brick retaining wall for the plinth should be adequate to protect the plinth in future floods, particularly if there is back-filling which has already happened in many cases.
2. The eight concrete pillars with mild steel bar supports are solid and a good support for the roof structure and the bamboo wall screens.
3. The earth floor is usual and easily maintained in this region of Bangladesh, however walls of traditional houses are constructed with earth and stop rain water coming through which is not the case for the bamboo screens used and therefore this floor does get wet and needs considerable maintenance.
4. The bamboo screens are not protected from the elements and with frequent wet and then dry periods are likely to rot in time. These screens are also not protected against insects and many are already infested with termites which can cause them to disintegrate within a couple of years. Protection would also reduce the amount of rain that blows through these screens and help to avoid the floors of the shelter becoming muddy.
5. The bamboo screens have been imported from the south-east of Bangladesh and are not freely available in the south-west. As the screens become damaged they are likely to be replaced with a variety of other things depending on the means of the household.
 - a) A loan could be taken to buy a similar type of screen. However the bamboo screens could well be replaced with a variety of plastic sheeting.
 - b) For future shelter projects, the bamboo screens could be improved by constructing these with wholly the hard outer bark of bamboos which is supposed to increase durability by three times more than the ones given in this project. This would undoubtedly increase the costs and then has to be considered if the increased durability and resilience is acceptable against a reduced number of beneficiaries.
 - c) The reason that earth walls were not used on the plinth is that the weight of the earth could well collapse the 5-inch retaining wall. Earth or mud walls would have required a 10-inch wall giving a broader and more solid base for the walls. This would have doubled the budget for the bricks required and as the supply of bricks in the required quantities was already a problem not an option for the number of shelters to be constructed. However in any future project this option should be considered and the cost of the bamboo screens used to off-set the cost of the additional bricks.
6. The corrugated iron sheet for the roof is adequate for the job although it generates a lot of noise during periods of heavy rain. It has to continually be remembered that the beneficiaries of this project have no assets, they live hand to mouth we were informed

Basic house, back-filling on the base walls, no protection of the screen walls



that even though this is a valuable asset sheets of CGI from the roof could well be sold to cover medical⁸ expenses in the future.

7. The one area of complaint that was repeatedly explained as a requirement was the need for a veranda. This is an area which allows the man a space to stay when his wife needs privacy. It is also the space where family and friends will stay when visiting. The quantity of earth needed for this structure is significant and although many households have managed to expand their shelters with a veranda there are many who will be unable to without help.
8. The design of the house does not include access steps leaving this work to be carried out by the family. In general this is not a problem but for a small minority this has proven to be difficult and a variety of things had been used to allow access. Loose bricks, pieces of wood and other objects were used and not very secure creating a hazard for elderly, handicapped or young children.



Some latrines have been constructed a considerable distance from the shelter, they are not used at night and will not be used in a flood situation. Others are not “loved” poorly maintained and allowed to deteriorate.

Latrines - The improved latrines are also a significant plus as when considering the beneficiary selection criteria of targeting the poorest people many of them will have been using open defecation areas before the floods. The latrines were raised due to the level of the water table to give them a reasonable capacity and therefore effective life. Inside the base a layer of 20 centimetres of sand was used in an attempt to avoid contamination of the ground water.

⁸ In disaster response/early recovery the level of poverty of the beneficiaries of support projects has to be considered. Whatever assets are given to the poorest of the poor, (which was one of the criteria for this project), have to remember that such assets can then be sold by the beneficiaries for cash or kind if they feel that they have more pressing needs. The evaluation team were informed on more than one occasion that the value of the Corrugated Iron Sheet is both as roofing but also easy to convert to cash to cover such things as medical expenses.

1. Many of the latrines are close to the shelters, 5 to 10 metres and easily reached, they are generally clean and well maintained.
2. A small percentage of the latrines are further away from the shelters, 20 up to in one case noted, over 100 metres. It is difficult to see how these will be used and cared for, particularly in a future flood situation.
3. The latrines are likely to have a short life-span in a water logging or flood situation, the earthen base will gradually weaken as the water permeates and the structures are likely to collapse. This could cause the loss of the screens and door, the pipe-work and the latrine floor releasing the contents of the latrine into flood water.

Public Health Messages - The hygiene messages have been well delivered and well received and have improved the lives of not just the project beneficiaries but the communities in general. The villages are much cleaner with minimal debris around and when asked detailed questions in focus group meetings the women were able to recite from memory the information they had been given. They also insisted that they had passed these messages to family, friends and neighbours as well for the benefit of all which has reduced the incidence of health problems.

For many the use of latrines and the sanitary behaviour was new. All are following what they have learnt. Buying soap is now a priority. For those unable to afford soap bars, they mix detergent powder with ashes. Most women are able to recount the actions that they need to take to improve health in their families. The messages on menstrual hygiene have been of utmost importance and women say it has been life-changing for them in that their spousal relationship has positively improved since UTI and skin diseases have lessened. The benefit of the hygiene sessions was felt almost as soon as they received the training i.e. lesser water borne diseases, household members are healthier and can thus work harder.

The training sessions on health and hygiene have been very successful in changing the sanitary behaviour positively for most of the beneficiary households. However there is need for:

1. Refresher training on health and hygiene for beneficiary community
2. Public health training to include wider community other than only beneficiaries
3. More IEC materials – pictorial posters and handouts for community and individuals

Advocacy -The success of the advocacy part of the project is difficult to calculate during a one-year period however despite bottlenecks in dealing with the government, bureaucratic changes in offices, issues of governance and corruption the project has been able to:

1. Draw the attention of local political leaders, Members of Parliament, local authorities and various ministries to the need of river excavation to reduce water-logging.
2. BDT 2.5 billion allocation by the government for excavations of Betna River and reinstated the excavation project for Kapotakkho River worth 26.5 billion
3. A people’s monitoring group has been formed with representation from civil society, Upazilla chairmen, Upazilla women leaders, college teachers and the group is headed by the Upazilla Administrative Officer in Satkhira Sadar. This group formed with instruction from the Satkhira District DC.

Some latrines are cared for and in good condition with the screens protected.



The people's monitoring group has been active in monitoring Betna river excavation which has started and is on-going. Within the project, the advocacy element was led mostly by Oxfam with some involvement of Concern Worldwide. The involvement or even sharing of the advocacy progress with the other four INGOs was very limited - some focal points and country directors reported they were not aware of the contents of the advocacy component of the project.

The campaign work since January 2013 has since then become less intensive. Advocacy should be long-term and beyond the project time-frame. To ensure continuance of the results achieved so far calls for a longer-term monitoring and advocacy, otherwise what has been gained will most probably get lost.

1. Considering the causes of flooding in the southwest, it is crucial that the advocacy intervention continues as part of the probable extension of the FRESH project as well as other humanitarian and general development projects. The need for a strong advocacy movement cannot be emphasized enough. There should be a strong advocacy plan with clear focal points and the involvement of all members of the consortium.
2. More concerted effort required on Advocacy with wider alliance of key organisations, donors, CSOs and politicians. The project should engage all consortium NGOs, whether or not the NGOs have an advocacy agenda. The strength is numbers.
3. Media coverage should be more extensive and highlighted more frequently at central level.
4. Based on problems faced by the project, the local advocacy partner needs to be trained in media and communications in order to be able to effectively push the advocacy from local to central level, and analysis of power structure should be carried out every month.

There is no doubt that the level of **impact** is high for the beneficiaries with a rise in status within the communities. Before the floods these poorest of the poor and generally with less schooling than others were often ignored, now their status has risen and they are more fully accepted within the communities that they live in.

However when designing a project such as FRESH and using beneficiary selection criteria that target people who:

1. are the poorest of the poor and have no coping capacity left
2. have no work
3. can be from particularly vulnerable groups such as elderly, handicapped or women headed households,

it is not logical to expect some of these groups to be able to contribute significantly to the project. If a survey of the potential beneficiaries had been carried out in December 2011 similar to the FRESH baseline report carried out by the SAFE Development Group to find the levels of poverty and debt it would have been found that many of these people were already in debt to an average of over 9,000 taka/family. Cash for work for all the adults of the family (instead of just one adult ie the woman per HH) to be able to fill the plinth with earth would have helped when the earth was freely available close to the shelter location. The majority, over two thirds of the beneficiaries were able to take earth from canals and drainage ditches however for those who did not have earth available - had to take a loan to pay for the earth. Some households dug holes in the small area of land they had to take earth for the plinth creating a hazard where children have fallen and even an NGO worker in one case which could easily cause injury. Without a livelihood aspect to the project or without linking to a livelihood aspect in another programme the levels of debt are likely to deepen once the debt goes past the 10,000 taka mark. (A debt of 10,000 taka relates to approximately 250 taka/week of interest). Eventually the only asset a family in deepened debt has left is the shelter which could then be taken as debt repayment.

With no canal or drainage ditch close to the site of the shelter some families have dug pits to fill the plinth. Children and one NGO worker have already fallen in this particular pit which could well become a breeding ground for mosquitoes when flooded.



Only one location the evaluation team saw a series of houses which had been joined together using a continuous veranda and filling between the houses to create a protected 'island'. This was extended by family members who had collectively taken a loan to purchase bricks and create a more secure and resilient environment.

Gender - Though the FRESH project had a very short tenure, they strived to take some steps to improve the status of women beneficiaries by –

- giving the shelters in name of the women;
 - enabling them to fulfil their WASH rights through installation of latrines and hygiene promotion activities;
 - engaging them in earthwork during shelter construction and
- giving them equal wages and by reducing exposure of women and children to exposure as a result of food risk and displacement.

Through participation in the project, women have become more mobile and vocal as demonstrated by their participation at the focus groups, the way they monitored construction materials and rejected anything that was sub-standard; their interaction with Local Management Committee members and NGO staff was also open and candid.

Despite all the apparent behavioural changes that women have positively changed, the beneficiaries could not state for what purpose the NGO prioritised shelters in the name of women and thus could not identify that women had somewhat been 'empowered'. The project is required to take the responsibility to explaining the purpose of prioritising women as beneficiaries of shelters in culturally sensitive language.

The lack of a gender focal person in the project which prioritises women-targeting is unfortunate. It falls short of delivering the gender objective of strengthening women's stand in the family and community despite their intensive participation and involvement in project activities. Future projects should have more intensive gender sessions which will also include male participation where possible.

Recommendations

The project could have reduced the poverty level and potential for getting into debt for the beneficiaries by broadening the scope of the cash for work element for the beneficiaries. This could have included not just the earthwork for their own shelter and any beneficiaries who were unable to carry out this work but also with community protection dams.

If bamboo screens are to be used they should be protected with bitumen or appropriate paint to reduce the damage of weather and insects and also be made from the hardier parts of the bamboo plant. This should prolong the life of the screens significantly. Balanced against this has to be the increased costs and either the reduction of the numbers of beneficiaries or the increase of the budget.

The latrines should be close to the shelter, it could even be added onto the side of the brick protected plinth with brickwork around the base. Having a latrine so close to the shelter may have to be negotiated on a cultural basis explaining the advantages of increased security at night and access during flood periods. As the concrete base of the latrine has a water seal which reduces the smell, the households would be more thorough to ensure they are kept clean and not attract flies. As with the protection needs of the bamboo screens added brickwork would increase the unit cost but increase the life expectancy of the latrine.

There are many different ways to preserve the bamboo screen walls, this shelter used white paint inside and a checker board effect on the outside. Many have no preservation on the screens.



In one of the FRESH villages visited by the evaluation team, ECHO had completed a cash for work project at the end of 2011 and early 2012 to construct a one metre high barrier to flood water coming into the community. It was successful and kept flood water out of the village in 2012 which would have water logged the area. The top of the barrier has been used as a path and is now reduced in height but as a means of protecting a community this has proven to be an effective project. In any subsequent FRESH type projects combining the shelter needs of the most

ECHO funded a project which allowed this flood barrier to be constructed, used as a walkway it has reduced in height and needs to be reinforced from the flat riverbed behind.



vulnerable families with cash for work aspect to construct such barriers using earth from canals and ditches would help protect the whole community. This would greatly increase the level of resilience of the shelters and latrines while helping to ensure a reduction of debt levels. Over time any such barriers could be heightened and expanded to give greater protection for the whole community.

The dissemination of the public health messages should be extended to include the wider community and more intensive refresher sessions with more IEC material.

To build on the improvements in women's involvement and participation in the FRESH project, all future projects should endeavour to include a gender focal person and mainstream activities which

will contribute to further building the confidence and strength of the women and girls as important individuals in the household and community in a culturally sensitive manner.

It is imperative that the advocacy campaign is continued with engagement of a wider range of NGOs, civil society, government persons and politicians otherwise the gains obtained in this project might be lost or weakened.

One important element that was not addressed in this project but has a considerable bearing on the majority of the villages in these regions is the quality of drinking water. In the southern part of the area there is considerable saline contamination of the water table and drinking water from shallow wells is highly contaminated. More to the north of this region is the problem of arsenic contaminating shallow wells. New wells constructed may have a practical life of no more than a couple of years before the level of arsenic increases to be more than the acceptable level of 5 parts/million. There is a test system run by the DPHE which paints hand pumps red if they exceed the acceptable levels, others are painted green if tested and found to be of good quality. We found some shallow well pumps in use that had not been tested since 2000 and clearly have to be considered dangerous to use. Any new projects in these regions should take this into consideration and arsenic filters can be constructed for the good of the whole community.

6. The FRESH Implementing Agencies and Coordination

The overall management of the FRESH Project functioned on the basis of a joint management committee, a central coordination structure with logistics-procurement support. The central coordination structure gave support with the required elements for the project to be completed.

The six FRESH agencies are a part of NARRI which was already functioning in Bangladesh; however Plan and Concern Universal were not part of the FRESH Project. Concern Universal felt that they should have been a part of FRESH but did not receive some communication that should have included them. However it can also be stressed that they did not pursue their participation of this emergency response in an effective way. The management committee of FRESH constituted the Country Directors for each of the 6 NGO's taking part in the FRESH Project. Oxfam took the lead for the FRESH project and were instrumental in the hiring of the Consortium Coordinator. Oxfam chaired the management committee who decided the direction and the elements of the project, compiling the application and managing the donor relations with DFID for this project. The one failing of the management committee for FRESH would appear to be with a longer term vision from an early stage. It was clear that the project would support 60% of those people who had lost their shelter and lacked any capability to replace it themselves. Planning⁹ for second or subsequent projects for support to the other 40% is unclear until suggestions that further funding may be available come from the donor.

Staff composition: According to the staff information received from Oxfam, Action Aid, Solidarités and Islamic Relief, there were very few women recruited. Oxfam had a total of 17 staff assigned for the FRESH project where there was only one female in the junior position of monitoring associate. All of the 18 Islamic Relief staff were male. Of the 44 staff employed by Solidarités only four were women from among community mobilisers. Action Aid is the only organisation that has two women in senior and mid-level manager position while the nine were men. From discussions with the project managers, recruiting women for short duration projects is difficult. Women look for longer-term job security, they had very few applications or none at all from women. Recruiting qualified women for a technical project such as FRESH was also considered difficult.

⁹ Two of the 6 NGOs did find further funding for additional shelters for a further 25 and 30 shelters which were constructed to the same standards as those funded by DFID.

Staff benefits: Another limiting factor observed was the lack of hardship allowance or similar benefit for the staff for such a labour-intensive humanitarian project. The project staff at field level faces problems in accommodation, adjusting with the social and physical environment, many having to maintain two homes and working over 12 hours a day.

All of the information available for the **coordination functions** of the project are positive, initially there may have been some delays in decisions being taken but this was a matter of a couple of days and in no way inhibited the smooth running of the project. All of the 6 NGOs have given very positive feedback on the way that coordination was handled and the - monthly reports are clear and informative. A good example of support and coordination is when one organisation struggled with their brick supply, the other organisations gave support for the project to be completed on time.

The central **procurement** committee made up by a logistics staff member of each of the 6 NGOs with a regional technical advisor from Oxfam was responsible for the supply of:

1. Mild steel bars for the construction of the 8 support pillars for each shelter,
2. Corrugated iron sheeting for roofing and
3. Cement for the construction of the 8 support pillars and the construction of the brick retaining walls.

This was done effectively with inferior quality materials being checked and rejected and the right quality of materials generally being supplied at the right time to the right place.

Procurement of **bricks and bamboo screens** was carried out by each organisation individually. The price of bricks increased from about the 5.6 to 5.8 taka/brick to 7 taka/brick as the project absorbed the capability of the brickwork in the region. This is a rise of about 18 to 20%, which is not a lot for one brick but when there are about 20 million bricks required it is a significant cost¹⁰. It is therefore surprising that a procurement officer from the central procurement committee was not given the role of working in the region to help with a stable supply of bricks for the consortium at a less inflated price. The bamboo screens coming from Chittagong could also have been handled by a member of the procurement committee for the consortium ensuring quality of materials and construction prior to transporting or shipping.

7. Key Issues

Following from a joint needs assessment of the flooded areas disaster response and food security programmes were run by the Government authorities and many NGOs including all of those involved in the FRESH Project. The FRESH project started in February 2012 with a planned life-span of 12 months; this was extended by 2 months for Islamic relief, Solidarités, and ActionAid and by one month for Oxfam and CARE to be able to complete additional housing that was able to be built with windfall funding from a movement of exchange rates from the British pound to the Bangladeshi taka. Only Concern Worldwide did not require an extension to build the additional shelters. The **beneficiary selection criteria** for the project were for severely affected households who:

1. Had their shelter totally destroyed by flooding and long term water-logging
2. Were in a situation where they had no coping capacity meaning they did not have the means to rebuild their house or shelter.

¹⁰ Only Concern Worldwide negotiated brick procurement in February 2012 at the start of the project and so procured bricks at a cheaper rate and also availability was not a problem for them - a good strategic decision that could be copied by all implementing organisations in subsequent projects.

- They needed to own their own piece of land for the shelter and latrine to be built on or have access to land. (Some NGOs assisted beneficiaries with access to land from local authorities).
3. Families with no income (Over 70% of the people living in this area live by selling their labour, the majority as agricultural labourers with no work opportunities while the land is flooded unless they move to another location).
 4. Particularly vulnerable households were prioritised
 - Women-headed households
 - Large family size
 - Families with handicapped people
 - Families with a pregnant or lactating woman

The families who became beneficiaries of the shelter project also received latrines and were given public health support information as a part of the FRESH package.

7.1 Shelters

The proposal gave the figure of 11,092 shelters to be constructed of the 19,543 that were totally destroyed during the water-logging and floods. Due to favourable exchange rate movements an additional 981 shelters were further constructed giving an overall percentage of 65.31% of the totally damage homes. Originally all organisations were allocated 60% of the needs in their Upazillas, however Oxfam felt that they lacked the capacity to construct 1,811 shelters so gave the responsibility to CARE for the construction of 726 of their allocation in Tala.

Agency	Upazilla	Total shelter fully damaged	Allocation by NGO of shelters to be constructed	Percentage of coverage by NGO	Completed	Actual % covered	Outstanding
ActionAid	Tala	3,070	1,842	60	1955	63.68	1,115
CARE	Tala and Sadar	3,426	2,782	81.2	3045	88.88	381
Concern WorldWide	Keshabpur and Monirampur	2,339	1,403	59.98	1514	64.73	825
Islamic Relief	Sadar and Debhata	3,510	2,106	60	2276	64.84	1,234
Solidarities Int'l	Tala	3,122	1,874	60.02	2090	66.94	1,032
Oxfam	Tala	3,019	1,085	35.93	1193	39.52	1,826
Total		18,486	11,092	60%	12,073	65.31	6,413

The shelters are made up of the following components

1. Eight concrete pillars which are the structural base for the shelter, formed in a rectangle they support the plinth retaining walls, and are also the support for the bamboo wall screens and the roof structure. These pillars are manufactured with mild steel bars to give strength.
2. Brick retaining wall with 12 rows of bricks rising to a height of approximately 1 metre above ground level. This 5-inch thick retaining wall holds the soil which is the plinth of the house.
3. Compacted earth plinth - This is the floor of the shelter and is compacted to give a solid base for the living space. Some families have inserted a plastic sheet approximately 6 inches down to stop any problem of rising moisture.

4. Bamboo screen walls. Bamboo in the quantities required for the walls of these shelters is not available in the southwest of Bangladesh; it has to be shipped in from Chittagong in the southeast of the country. The screens are pre-formed but are not preserved in any way with paint, to protect against the elements or an insecticide to protect against termites type insects.

5. Open window area with wooden shutters and wooden doors

6. Wooden rafter and beam structure for the roof. Wooden cross struts supported a ridge beam which gave the framework for the roof.

7. Corrugated Iron Sheet for the roof

A shelter with a veranda added. Roof extended using bamboo and tile from the previous shelter, a similar roof had collapsed the previous week under the weight of the tiles

Some families have taken loans to extend the basic shelter to be a larger and more resilient structure



The eight concrete pillars have given a solid support for the roof and bamboo wall screens. The brick-retaining wall for the plinth is adequate for future floods if there is back-filling which most beneficiaries have arranged. The earth floor is traditional and easily maintained by the beneficiaries however that is usually in houses with impermeable earth/mud walls which prevent the entry of rainwater. Of the house elements – the bamboo screens are subject to rotting since they are not protected from the elements. Some beneficiaries have protected their bamboo screens with bitumen but majority have not yet taken such protective measures because they cannot afford it. There are already reports of termites attacking the screens. The corrugated iron sheet for roof is adequate. However the shelters which were about a metre above ground did not have stairs – the beneficiaries made steps from loose bricks and earth which was not particularly secure for elderly, handicapped or young children. This was considered to be a participatory contribution from the beneficiaries but not all were able to construct these steps in a safe way.

A common complaint was the lack of veranda. The shelters consisted of a single space which does not allow for privacy for the women from the male members of the family. The veranda is also a necessary space for visitors (friends and family) to sit or stay when visiting. Many beneficiaries have expanded the houses to include a veranda but majority seem to be unable to do so without help.

Considering the cost involved that including a veranda would add, the project decided not to include this element as it would have reduce the number of shelters that could be constructed. Considering the funds versus the number of people needing shelters, this might be considered a balanced decision. However the bamboo screens used as walls are quite flimsy and allow wind and rain into the shelter. Other alternative material available locally are costly i.e. wood and bricks. While many beneficiaries suggest corrugated iron sheets, there is the risk that these will be sold off to get money

for more immediate or emergency purposes such as food and medicine/medical treatment. The bamboo screens are an innovation in the southwest and to ensure its durability would be to supply it pre-treated with bitumen or modify the bamboo screens to make it more robust. The bamboo screens supplied the project are made of the three parts of the bamboo i.e. the outer hard bark as supporting struts, middle part of the bamboo which is softer as cross supports and inner soft core for the main weave of the screens. If these screens were made wholly of the outer hard bark of the bamboo then the screens are expected to be at least three times more durable at slightly higher but affordable cost¹¹.

Conclusion

Overall, the shelters are good and sturdy and could be made sturdier by improving the quality of bamboo screen walls, including well-made stairs with consideration for the elderly and handicapped people. On a cultural basis the inclusion of a veranda in the design is important, if for cost reasons it is not possible to include then space should be left for the family to complete this aspect of the house. This would require a roof extension that would need to be firmly anchored as this is also a cyclone affected area.

7.2 Latrines

The latrines are raised to the same height as the shelter plinth although they are usually not attached. Due to the height of the water table throughout the year it was clear that a conventional latrine at ground height would be of little use for up to 50% of the year if the annual flooding continues. The latrines at ground height would also contaminate the ground water which is used for drinking and household purposes. The design was therefore to raise the latrine plinth level above the ground by constructing a metre deep earth base. Bamboo privacy screens are supported on 3 sides with 4 corner posts with a door of the same material on the 4th side. The design did not include steps into the latrine or a hand rail, these were added later.

The construction of the latrines is seen as the weakest part of the project. There is no systematic way of placing the latrine close to the shelter in a way that it can easily be used in a flood or water-logged environment. While running meetings at the time of the evaluation the subject of poisonous snakes was repeated without provocation in all communities. The times that people who were bitten by snakes were mainly where they had to wade through water; on dry land the snakes were usually killed quickly. Putting the latrine in a place that will require people to wade through water is adding a risk that is unlikely to be taken easily.

The construction of the base of the latrine with earth as the base of the raised plinth without a brick retaining wall is seen as a design fault that will result in the latrine collapsing if subject to flooding or water-logging in the future.

The raised latrines are seen as positive when considering the beneficiary selection criteria of targeting the poorest people many of them will have been using open defecation areas before the floods. About 30% of the beneficiaries will be using a latrine for the first time thanks to this project. The latrines were raised due to the level of the water table to give them a reasonable capacity and therefore effective life. Inside the base a layer of 20 centimetres of sand was used in an attempt to avoid contamination of the ground water.

1. Many of the latrines are within 5 to 10 metres of the shelter and easily reached, they are generally clean and well maintained.

11 From discussion with shelter engineers

2. A small percentage of the latrines are further away from the shelters, 20 metres up to over 100 metres, usually for land availability reasons. It is difficult to see how these will be used and cared for, particularly in a future flood situation.
3. The latrines are likely to have a short life-span in a water logging or flood situation, the earthen base will gradually weaken as the water permeates and the structures are likely to collapse. This could cause the loss of the screens and door, the pipe-work and the latrine floor releasing the contents of the latrine into flood water.

Conclusion

The latrines should have had some level of protection for the base; ideally if the whole community cannot be protected with a flood barrier then the latrines will need a brick wall to ensure a reasonable life-span.

The latrines should be sited as close as possible to the shelter, even going so far as to attach them to the plinth of the shelter and make them a simple walk in structure.

7.3 Public Health Messages

More than three quarters of Bangladesh's population live in the rural areas where running water and sanitary latrines are considered an extravagance and likewise the health and hygiene behaviour is lacking. Hygiene expenditure is usually a low priority for poor households, who know little about the benefit of products such as soap. Open defecation is still common in rural Bangladesh and menstrual hygiene is a persistent problem for adolescent girls and women¹².

According to the Joint Needs Assessment conducted in December 2011, 41% household latrines were damaged by water-logging, many women and girls continued to use damaged latrines due to privacy concerns while there was an increase in open defecation by men and boys. Proper hygiene was a low priority since the households were unaware of correct practice. Along with recommendation for the installation of household latrines, the report also recommends sessions on hygiene promotion for the affected population.

The FRESH project delivered hygiene promotion sessions covering six topics - (1) water borne diseases and root causes or disease transmission, (2) usage and management of safe water sources, (3) personal and domestic hygiene, food hygiene, (4) hand washing and its importance, proper way of hand washing, (5) menstrual hygiene and key messages, (6) overall shelter and latrine management.

In all 12 villages visited by the evaluation team, women expressed that the sessions on health and hygiene has been useful in learning ways to keep clean and be hygienic during the general and women-specific focus discussions. They learnt new sanitary behaviour and all are following what they have learnt. Buying soap is now a priority. For those unable to afford soap bars, they mix detergent powder with ashes. Most women are able to recite from memory the actions that they need to take to improve health in their families.

The messages on menstrual hygiene have been of utmost importance. The women say it has been life-changing for them in that their spousal relationship has positively improved since UTI and skin diseases have lessened. The benefit of the hygiene sessions was felt almost as soon as they received the training i.e. lesser water borne diseases, household members are healthier and can thus work harder. Their shelters and homesteads are cleaner. For many the use of latrines and associated care and health practices are totally new.

¹² http://www.unicef.org/bangladesh/SHEWAB_factsheet_-_FINAL-21April12.pdf

The women coming to the group meetings were neatly dressed and the shelters visited by the evaluation team were tidy. In addition the overall look of the villages has positively changed as a result of sharing the health and hygiene messages with non-beneficiary villagers. People do not dispose of dirt and waste matter indiscriminately and therefore there is less cover to attract or harbour insects and animals reducing health risks.

During sessions, some non-beneficiary community people also attended. It would have been more effective to formally include the wider community in hygiene promotion sessions.

Conclusion

The training sessions on health and hygiene have been very successful in changing the sanitary behaviour positively for most of the beneficiary households. However there is need for more sessions including the wider community along with more IEC materials on public health messages:

- Refresher training on health and hygiene for beneficiary community
- Public health training to include wider community other than only beneficiaries
- More IEC materials – pictorial posters and hand-outs for community and individuals

7.4 Advocacy

Advocacy interventions of the project were at three levels – 1) project demonstration of a model of transparency and governance; 2) communication with local government authorities and administration to support the project in shelter and latrine construction and WASH awareness, 3) influence government decision-making on effective water - river management and associated policy decisions.

The project has been remarkable in its demonstrating transparency and advocacy (see 7.5) and has also gained government support for the shelter and latrine project. In all project areas there are billboards erected by the implementing agency giving the details of the project items distributed.

Oxfam took the lead to implement campaign for the 3rd level i.e. to influence government decision making on effective water - river management and associated policy decisions. The FRESH project campaigned with local and district government administration and relevant authorities responsible for dredging and de-siltation of the river beds. The advocacy objective was to influence the policy makers including the cabinet and parliament to ensure shelter and WASH support immediately and also targeted community-based management of embankments and the drainage system. Since this was a short-term project the main priorities were:

1. To advocate for extension of the GOB safety net programmes for 20,000 families in the water logged areas.
2. To advocate for distribution of fertiliser and seeds by government and other organisations to the affected farmers.
3. To expedite re-excavation of the Kapotakkho and Betna rivers in June and December 2012 respectively.
4. To advocate local manual labour in is engaged in at least 50 percent of dredging work.
5. To engage DC office in the coordination process with different stakeholders for resource allocation to support recovery and avoid overlapping

The advocacy at field level to extend safety net programmes and distribute fertilisers and seeds by government and other organisations seems to have been limited. The evaluation team found little

information of beneficiaries receiving these contributions. More progress has been affected in the other priorities (points 3 -5).

The project conducted a campaign including numerous events such as development of three policy briefs on consultation meetings with local administration authorities, policy dialogue with ministers and bureaucrats, opinion-sharing with youth and the media and policy dialogue with Water Board authorities. The events were conducted at grassroots, district and central level and included civil society, local people, youth, journalists, politicians, members of parliament and bureaucrats.

The project gave considerable effort to the Water Development Board (WDB) and the line ministry - Ministry of Water Resources to respond to the campaign. The river excavation projects are under the jurisdiction of the Water Development Board which is a discrete body from the local government authorities and does not work in coordination with the region's needs. There are issues in governance, transparency and accountability of the WDB projects. The project conducted the advocacy work with two advocacy partners – Progotti (Satkhira-based) and Nagorik Sanghati Society (Dhaka-based). Main problems faced under the advocacy intervention were:

1. Split of the Ministry of Food and Disaster Management into separate ministries for Food and the other for Disaster Management. The previous parliament committee for MoFDM continues to function as standing committee for food but the standing committee for Disaster Management has not been fully established nor is it operative and these are among the key target stakeholders of the campaign
2. Analysis of the power structure was only done once and after commencing with the advocacy activities, problems were faced since key people who project thought could influence policy especially at central level were not effective since they had vested interests in the shrimp industry in SW Bangladesh i.e. the project area.
3. Advocating with the WDB to start implementation of the Tidal River Management activity to dredge major rivers was opposed by parties in Jessore district who had bad experience since this project had become political over land reclamation and compensation. This undermined the project's advocacy work. Furthermore the Ministry of Water Resources faced issues in disbursement of compensation for people losing land to TRM.
4. The technical partner Progotti had good regional connections but not so much at the central level and therefore activities such as media coverage at district level were not effectively linked to central level. District-regional activities could not always be synchronised with central level activities and this weakens the impression that the advocacy campaign intended to be effected.

Dredging by hand, a boat takes a team of workers out to an area to be cleared, the sludge is cleared by hand into a work boat which brings the soil ashore, this is too little and too slow, mechanical dredging is needed to make a difference in flow rates.



Despite of the problems FRESH faced over the year, the project campaign has been able to bring about the following results:

1. Draw the attention of local political leaders, Members of Parliament, local authorities and various ministries to the need of river excavation to reduce water-logging.
2. BDT 2.5 billion allocation by the government for excavations of Betna River and reinstated the excavation project for Kapotakkho River worth 26.5 billion
3. A people's monitoring group has been formed with representation from civil society, Upazilla chairmen, Upazilla women leaders, college teachers and the group is headed by the Upazilla Administrative Officer in Satkhira Sadar. This group was formed with instruction from the Satkhira District DC.

From discussions with FRESH's advocacy partner Progotti and the UP chairmen, it is apparent that people have become more aware of the problem of river siltation and problems in administering river excavation projects, especially the corruption in governance. The people's monitoring group has been active in monitoring Betna river excavation which has started and is on-going. Within the project, the advocacy element was led mostly by Oxfam with some involvement of Concern Worldwide. The involvement or even sharing of the advocacy progress with the other four INGOs was very limited - some focal points and country directors reported no involvement in this aspect of the project.

Conclusion

The campaign work since January 2013 has since then become less intensive. Advocacy should be long-term and beyond the project time-frame. To ensure continuance of the results achieved so far calls for a longer-term monitoring and advocacy, otherwise what has been gained will most probably get lost.

For an advocacy issue to be effective a concerted effort with a wider and stronger alliance of other INGOs, CSOs, media and most importantly donors who have the ability to influence government and relevant government authorities to make the advocacy effective.

1. There should be a strong advocacy plan beyond project timeframe
2. More concerted effort required on Advocacy with wider alliance of key organisations, donors, CSOs and politicians. The project should engage all consortium NGOs, whether or not the NGOs have an advocacy agenda. The strength is numbers.
3. Media coverage should be more extensive and highlighted more frequently at central level.
4. Based on problems faced by the project, the local advocacy partner needs to be trained in media and communications in order to be able to effectively push the advocacy from local to central level, and analysis of power structure should be carried out every month.

7.5 Transparency and Accountability

Transparency: The evaluation team found that the project management took special effort to inform the community people, local government and local administration of the project activities. According to reports and from discussions with the different project stakeholders in the project area, it was found that journalists also visited the FRESH project areas. The beneficiaries were able to state the various project activities on shelter-latrines construction and hygiene promotion sessions. The extent to which the project management made the project activities public is impressive. This has helped them to counter incidents of yellow journalism and resolve conflicts created by local political people effectively. The project management shared project information at all levels of implementation

Accountability: The evaluation team found that the project also took considerable steps to ensure accountability. FRESH project has taken into account the needs of the project beneficiaries and have explained the project actions to them which is evident from the way beneficiaries explained the process and criteria of beneficiary selection, role of the Local Management Committee in the quality control of the construction materials and construction process, inclusion of beneficiaries in the construction process i.e. earthwork and a complaints mechanism.

In all 12 villages the evaluation team found that the beneficiaries could state the beneficiary selection criteria as families that had fully damaged houses, inability to reconstruct or repair house, living in makeshift shelters or tents, disabled, elderly and women headed households. They stated the process by which the beneficiaries were selected i.e. FGD and survey by the implementing NGO who identified the beneficiary households and shared their list with the community, the LMCs and Union Parishad Chairmen and members. The beneficiaries reported that everyone who had received a shelter was a deserving family. The Evaluation team met with non-beneficiaries in all villages who were poor and fitted the project criteria for shelter allocation but had not received shelter. These people also said that everybody receiving shelters were correctly selected.

The Local Management Committees were formed with representation from among the project beneficiaries, community elite or elderly and the Union Parishad. The number of people in the LMCs varied from 9 to 11 among the different NGOs. From the focus discussions, it was found that all the beneficiaries knew the LMC members and were unanimous in stating the LMC functions in ensuring distribution and quality control of construction materials. The project beneficiaries were also aware that the LMCs were a part of the complaint and feedback mechanism however most of the women preferred to talk directly with NGO staff who visited almost on a daily basis while construction was on-going, since they felt they would get quicker results. Calls to the NGO staff and LMC members on cell-phone were also a common way of making complaints. At the Union Parishad there were complaints boxes but these do not seem to have been used much – either because of the location of the Union Parishad or because the literacy level of the beneficiaries was not good enough to give a written complaint.

Beneficiaries stated that all their complaints during implementation were responded to timely and satisfactorily, and also that everybody selected were given the project items equally and as they had been promised.

Summarily, project transparency and accountability has been commendable.

7.6 Gender

In the FRESH project areas, the status of women is similar to most of rural Bangladesh where they lack education, rights and the opportunity to participate in development initiatives. The women are usually subordinate to the men who are the title-holders, land-owners or asset owners of whatever little asset they may have. Furthermore within the Hindu community, husbands are considered second to God.

Though the FRESH project had a very short tenure, they strived to take some steps to improve the status of women beneficiaries by:

1. Giving the shelters in name of the women
2. Enabling them to fulfil their WASH rights through installation of latrines and hygiene promotion activities (with an emphasis on menstrual hygiene)
3. Engaging them in earthwork during shelter construction and giving them equal wages

4. Reducing exposure of women and children to exposure as a result of food risk and displacement

The FRESH Baseline report has found that though women are not very mobile outside the home, within the home, they have a fairly good role in the household decision-making. This is not unlike scenario in other extreme poor families where husband and wife take joint decisions regarding the use of the money for purchase of commodities. Regarding the purchase of HH commodities, the baseline found that about 54% couples take joint decision while 23% women take decision independently. In most cases the men dominate the household decision-making process regarding major issues such as children's education at the HH level.

Giving the shelter in the women's name was a very sensitive and technical matter in light of the cultural context and religious norms, however the project has been successful in ensuring 95% shelter ownership in the women's name.

Women and girls have expressed that they feel more secure now that they have a good shelter and latrine. Prior to getting the shelters, they were insecure in their damaged or makeshift houses and most of all felt insecure when they had to go out to manage the toilet needs at night. The sense of better security is confirmed by the end-line survey which has found that security has improved from 63.2 % to 93.3%.

Women's decision making role has not changed much as a result of receiving houses, but women are more confident of expressing their opinion. This was also evident in the way the women communicated during the focus groups.

Since being involved in the project, after receiving the shelters, women say they felt their husbands paid more attention to what they had to say. In all 12 villages visited, women report that domestic violence had lessened. Previously the husband would come home and at the slightest provocation would beat the wife. Now after they come home from work, the shelter gives a sense of security not only to the women but also the men and the frequency of quarrels and violence is lesser.

Through participation in the project, women have become more mobile and vocal as demonstrated by their participation at the focus groups, the way they monitored construction materials and rejected anything that was sub-standard; their interaction with Local Management Committee members and NGO staff was also open and candid. End-line survey too has found that 55.9% women have complete freedom to move outside the home which was 33.8% at baseline. The women feel that they have a better status in the community since they have a sturdy shelter and have become people that can extend support to others during floods.

The women generally stated that they wanted to be able to be a regular earning family member so that they could ease the burden on the husband, not as independent earning members who can make an important contribution to the household. Most women work as day labourers however in three villages, women stated a preference to be able to do work at home. It seemed from the discussion that the women might become an earning member but still have little say about the use of the income.

Within the families of beneficiaries, there has been no change in the way food is distributed among family members. They still follow the traditional practice of giving men and children the major share, then the in-laws and then finally the women eat if anything is left.

Based on the context and location of the villages i.e. near or far from main town, the women stated different kind of IGA preferences – livestock, handicrafts, tailoring (villages nearer the main town) and in general earthwork when no other option is possible in the area.

Despite all the apparent behavioural changes that women have positively changed, the beneficiaries could not state for what purpose the NGO prioritised shelters in the name of women and thus could not identify that women had somewhat been 'empowered'. Since the project has made the statement of prioritizing women as beneficiaries of shelters, the project is required to take the responsibility to explaining to the beneficiaries the purpose of this objective in culturally sensitive language.

Half way through the project a gender review (June 2012) was carried out which identified a few gaps and made recommendations, some of which have been addressed and some seemed to be pending such as:

1. Discussion on equal rights within community, especially with beneficiary households.
2. Dissemination of simple and easy message on benefits of ownership of shelter by women within family and community.
3. Introduction of existing IEC material on equal gender relations
4. Training and orientation of project and partner staff to motivate them to address gender inequality from rights perspective.
5. Inclusion of gender sensitive indicators in Monitoring Framework

Conclusion

The project has made some small positive steps in changing women's behaviour and self-confidence, which is considerable with respect to the context and short-period of the project. More needs to be done regarding women's empowerment, their mobility and engagement in skills-based income generation.

1. A gender focal person should have been appointed from the start of the project
2. Women should be engaged in development projects where they can learn skills and be engaged in income generating activities.
3. Future projects should have more intensive gender sessions which will also include male participation from family and community where possible

8. Evaluation Criteria

8.1 Appropriateness and Relevance

The FRESH project is undoubtedly appropriate in supplying shelters to approximately 65% of the families who totally lost their homes in flooding and during water-logging in 2011. Without this support these families would have had little option but to live in very poor shanty type homes with limited work opportunities.

The addition of latrines is also appropriate and possibly as many as 30%¹³ of the beneficiaries of the project were not using latrines prior to the floods. This element of the project combined with the public health messages which seem to have been particularly appropriate.

The advocacy element is also appropriate but without longer term planning of how this advocacy can be continued it is unlikely to achieve a great deal. This is something that is difficult to quantify in an achievement but this project should focus on advocacy as a risk reduction measure.

¹³ This figure of about 30% differs from the figure given by the Safe Development Group in their June 2012 report but is a round figure from our focus group meetings.

8.2 Effectiveness

According to OECD/DAC 1999, 'Effectiveness measures the extent to which an activity achieves its purpose, or whether this can be expected to happen on the basis of the outputs. Implicit within the criteria of effectiveness is timeliness. Issues of resourcing and preparedness should also be addressed under these criteria.'

The **beneficiary selection** in the FRESH Project was on time and correct as was the establishment of Local Management Committees (LMCs). The LMCs were formed of key local and community people who ensured coordination, transparency, monitoring and evaluation.



35 to 40% of those who completely lost their homes (over 6,000 families) were not supported with new shelters, they have collected whatever they can get to make a shelter of their own.



For the 12,073 families, FRESH has been effective in giving them a **shelter**, and for many a nucleus to be able to expand for something much better than they had previously had. If we look at future floods, people will be able to

save their assets and have a roof over their heads. At the same time, by being owners of a house, these families have a better standing in the community.

Many of the 12,073 families who did not have **latrines** before are now using latrines and this has been effective for all in bringing about an improvement in hygiene and privacy. Women and girls particularly feel more secure in addressing their toilet needs.

The **public health messages** have been appreciated by the women's groups. The messages have reached a wider audience than that of only beneficiaries – other villagers have also adopted the public health messages and this is evident from the cleanliness of the villages. Beneficiaries state that the public health messages on hygiene and sanitation has effectively contributed to reducing frequency of diseases such as diarrhoea, skin rashes etc.

It is too early to say whether **advocacy** has been effective, since the issue of river excavation and dredging is complex social and political issue. Steps to monitor government projects have started however the movement needs to continue. If it does not what has been achieved will be lost.

By announcing that the shelters would be given in the women's name, the FRESH project made a statement weighed with responsibilities to ensure that the beneficiaries understand the purpose of such an action. By engaging women's participation throughout the project, many women have displayed a positive change in behaviour i.e. they are more vocal and mobile, however they are not clear about the wider implications of **empowerment** by becoming asset owners.

One beneficiary, a father with 2 daughters, 15 and 16 years old prior to the 2011 water-logging felt that he had no hope of being able to find husbands for his daughters, he had no possibility of paying a dowry. Within 3 months of moving into his new shelter both of his daughters were married without dowry due to the family asset of the house. In future years the daughters with their new husbands would be able to come back to the family shelter which would be a refuge for them all.

8.3 Skills building and ownership

In many locations the project brought in skilled masons and carpenters from outside for the construction work. Beneficiaries were involved mainly in the earthwork and there has been very little skills transfer. According to project staff, there was little opportunity to teach the target beneficiaries skills in masonry and carpentry since it was a short duration project with intensive work and the male members of the beneficiary families were usually outside the home. The project however did train a pool of masons and carpenters located in the FRESH Project Upazilas. The skills learnt by the beneficiaries are limited to mainly maintenance of the shelters and latrines.

There were few incidents where women said that children helped them with the earthwork. To what extent the children helped should be looked into i.e. whether they skipped school to help or were involved in heavy lifting so as to counter any incident of child labour.

Ownership: Project records show 95% shelters were given in the women's name. Furthermore the inclusion of beneficiaries in earthwork during construction and in monitoring quality of construction materials and construction process, handover with house documents given to beneficiaries has contributed

to a strong sense of ownership among the beneficiaries. Many of the beneficiaries are taking steps to make the shelters more durable.

8.4 Impact

The level of impact of the project has been high for the immediate beneficiaries:

1. The shelter aimed at the poorest people who had their homes totally destroyed is a little like winning the lottery. Their status in the communities has risen and when they would have been ignored before, now people speak with them and visit their homes.
2. The public health messages have been effectively delivered and without exception the people interviewed in all of the locations visited confirmed that they had passed the messages on to family, friends and neighbours. The result has been that the villages are cleaner and people take more care than before to keep themselves clean which has improved their health.
3. For those beneficiaries who did not have a latrine before the FRESH project gave them one, there is also an improvement of cleanliness, hygiene and security. The improved privacy for many women was a talking point that was reiterated in every discussion.
4. The impact of advocacy in little more than a year is difficult to know or see. Running meetings, making presentations to representatives of Ministries, discussing with focal points for various problem areas has to be positive but without action it means nothing and actions take time.
5. One aspect where the impact could have been improved was with the gender perspective. Oxfam carried out a gender evaluation in the FRESH project in June 2012 and an excellent report was written with some clear recommendations which could have improved the impact of the project. Unfortunately the report was not properly circulated

and many of the recommendations never implemented. Oxfam did revisit the house ownership issue which was high-lighted in the gender report and did make changes to the advantage of the women of the families; this was from 40% of women ownership before the review to close to 100% afterwards.

8.5 Resilience

DFID has adopted a working definition of what Resilience means:

Disaster Resilience is the ability of countries, communities and households to manage change, by maintaining or transforming living standards in the face of shocks or stresses - such as floods or water-logging – without compromising their long-term prospects.

It is clear that the level of resilience of the households who benefitted from the FRESH project has improved. What is more difficult to gauge is by how much and for how long.

Having a shelter which is better-constructed, a metre above the level of the land of the village and above the high water mark for flooding and water-logging is very positive. The application of the hygiene messages has improved the cleanliness of the villages and the information given is that there is an improvement in the general health of the beneficiaries. When the latrine can be reached and used as opposed to using open defecation areas is another positive.

What affects the resilience of the households though are a number of other factors which are outside of the control of the FRESH project.

1. If the authorities do not take effective action to dredge the silt from the rivers and open a flow from drainage ditches to the sea then the water-logging will continue. If the present trends continue that water-logging is likely to be for longer periods of time and will be deeper. This will inevitably weaken the shelters and latrines and the land that they are situated on and some will fail.
2. If the worst case scenario happens of a cyclone advancing northwards in the Bay of Bengal at the time of a full moon (highest tide) during the peak time of water-logging then all of these shelters plinths could be underwater. This could also add to the misery by salt water contamination to the agricultural land that the majority of these villagers live from.



Families have taken the initiative to improve their shelters in many different ways, this is an example of sealing the base of the walls to stop the ingress of water.

The level of debt has also to be taken into account for many of these beneficiaries who over the years have lost all coping mechanisms and have had to borrow money to be able to buy food. For those people who have been borrowing money each year hoping for a year without flooding so that they can work enough to repay debts the situation has become dire with debts¹⁴ between 5,000 and 30,000 taka. Generally the interest rate is about 25 taka for each thousand borrowed each week. So

¹⁴ The baseline survey report conducted by the “SAFE Development Group” in June 2012 shows that 83% of over 500 households surveyed in Satkhira and Jessore borrowed an average of 9,530 taka in 2011. This would require a weekly payment of approximately 240 taka just to pay the interest.

a loan of 5,000 taka incurs interest of 125 taka a week. As the average daily agricultural labourer payment is between 100 and 120 taka a day these loans stretch the ability to pay even the interest. When this is taken into account in gauging the resilience of the households it is a clear negative, particularly when water-logging lasts 4 to 6 months of the year and the majority of households are not able to earn any money.

8.6 Good and Bad Practices

Good practices

1. Local Management Committees

The establishment of Local Management Committees has been a good approach to smoothen the path for information dissemination, delivery and monitoring of construction materials. Furthermore since the LMCs were made of different community representatives i.e. beneficiaries, local community leaders such teachers, union Parishad chairman/members – it ensured transparency and accountability of the project activities. It helped counter any conflict or misunderstanding and instilled a sense of solidarity among the community members. Of particular note is that the poorest segments of the community are now well-known to the community elite – the Union Parishad who in turn know their constituency members better.

2. Group approach

In addition to having LMCs, Concern Worldwide formed groups of beneficiaries after beneficiary selection was completed and motivated them in the CBO-approach so that they could work collectively to receive, deliver, monitor the construction materials and carry out earthwork. This approach has been effective in ensuring the disabled, elderly or pregnant/nursing mothers are assisted by fellow group members through volunteerism in the construction process. All the other NGOs formed groups towards the latter part of the project in order to deliver the hygiene promotion session – Concern Worldwide just took it step ahead and created groups earlier which had been effective for the project implementation.

3. Beneficiary Selection

The rigorous step-by-step process of Beneficiary Selection by including the flood affected people, the local community and local administration in the process has been effective in avoiding target drifting and reducing conflict among the community members.

4. Shelter

Best aspects of the shelter design were the 1) Raised floor to a height of 12 brick levels and 2) Eight concrete pillars which will be considerably durable for the shelter to stand strong even if the other components waste away.

Bad practices

5. Latrine

The latrines should have a firmer concrete base instead of the earth base. The earth base will erode very quickly, latrine structure will collapse and then the latrines will not be usable.

6. Advocacy

Success of advocacy campaigns lies in numbers and continuance in supporting the issue. To think that 'tipping point' could have been effected in such a short period without the support of a diverse and powerful alliance is erroneously ambitious. At the same time the follow-up of the campaign plan should be planned from the beginning of the intervention.

7. Gender

The lack of a gender focal person in project which prioritises women-targeting is unfortunate. It falls short of delivering the gender objective of strengthening women's stand in the family and community despite their intensive participation and involvement in project activities. Not circulating the gender review report and implementing the recommendations is a clear failure.

8. Field staff allowances

For staff that live away from their homes and have to work intensively for more than 12 hours a day, living without their family and renting accommodation in two places (i.e. for their family in their original place of residence and for themselves separately in the project area), it is a financial burden and mental stress. Disaster response and rehabilitation projects must have the provision of hardship allowance or a salary adjustment for the field staff. To base the project on goodwill of the project staff is unwise in the long-term. Staffing patterns and structures should be reviewed during the project design phase to limit human resource problems.

8.7 Efficiency and Effectiveness of the Consortium Approach

To have largely completed the project on time is undoubtedly an outstanding achievement. The coordination and management committees have done their work well as has the procurement committee.

Quantitative figures have been met; some of the qualitative standards could have been improved. For the 12,073 families this project has been effective in giving them a shelter, in many cases a nucleus to be able to expand for something much better than they had previously had. This has considerably improved their standings in the community.

The use of the latrine is also a big step forward for many of the 12,073 families who did not have latrines before. An improvement in hygiene and privacy, particularly for women and gives a stronger level of security.

There are some gaps of course; a gender focal point could have made a significant difference if attached to the project from day 1. (This is one of the recommendations from the gender report).

Public Health messages although having done an effective job could have been aimed at the whole community in each location from the beginning of the project. Telling participants to go home and tell their family and friends leaves a little too much to chance and although it worked on this occasion it may not work always and not everywhere. A lot of comments were passed on the improvement of the cleanliness of the villages by focus group which if true is very promising

The Advocacy activities could have pulled in all of the organisations to be more involved and therefore strengthened the messages. At this time it is impossible to say if any of the advocacy messages have been effective, it is much too early to say but if the advocacy doesn't continue, what has been achieved will be lost.

9. Conclusion and Recommendations

This is one of the best projects that I have personally seen in 22 years of disaster management work. To build over 12,000 shelters in the given timeframe achieving some 9% more than was planned and within budget is an impressive achievement. The purchasing problems of getting enough of the required materials, the logistical problems of getting the materials to the required locations, the problem of finding enough earth to complete the plinth of the shelter and finding enough skilled workmen to complete the construction work were all overcome. The problems of coordination of six

NGOs, 2 of them making direct interventions while the other 4 NGOs used 5 partners were all managed with a high level of skill and openness.

However as with all projects there is scope for improvement. In each of the sections on shelter, latrine, public health messages, gender and advocacy, detailed points of improvement are recommended. If we look at the main points summarily, its stands thus:

1. At the start of the project, during the lead in-period a review needs to be carried out of the financial situation of the intended beneficiaries to find debt levels. The project could then increase the levels of cash for work being carried out by the families to have both the husband and wife involved together¹⁵.
2. Earth is a commodity required for the successful completion of such projects and it was not always easily available, particularly for those situated far from a river or drainage ditch that had minimal land of their own. This needs to be taken into account in the project planning stage and may require a budget line for the supply of earth when more vulnerable beneficiaries are not capable of handling this need.
3. If bamboo screens are to be used they should be protected with bitumen or another appropriate paint to reduce the damage of weather and insects and also be made from the hardier parts of the bamboo plant. This should prolong the life of the screens significantly.
4. The latrines should be close to the shelter if a vacant space is available and it's use can be negotiated, it could even be added onto the side of the brick protected plinth with brickwork around the base. As the concrete base of the latrine has a water seal which reduces the smell, the households would be more thorough to ensure they are kept clean and not attract flies. Clearly latrines do not last forever and therefore how the latrines can be emptied or sealed and reconstructed needs to be taken into account.
5. In one of the FRESH villages visited by the evaluation team, ECHO had completed a cash for work intervention at the end of 2011 and early 2012 to construct a one metre high barrier to flood water coming into the village. It was successful and kept flood water out of the village in 2012 which would have water logged the area. The top of the barrier has been used as a path and is now reduced in height but as a means of protecting a community this has proven to be an effective project. In any subsequent FRESH type projects combining the shelter needs of the most vulnerable families with cash for work aspect to construct such barriers using earth from canals and ditches would help protect the whole community. This would greatly increase the level of resilience of the shelters and latrines while helping to ensure a reduction of debt levels. Over time any such barriers could be heightened and expanded to give greater protection for the whole community.
6. The dissemination of the public health messages should be extended to include the wider community and more intensive refresher sessions with more IEC material.
7. To build on the improvements in women's involvement and participation in the FRESH project, all future projects should endeavour to include a gender focal person and mainstream activities which will contribute to further building the confidence and strength of the women and girls as important individuals in the household and community in a culturally sensitive manner.
8. It is imperative that the advocacy campaign is continued with engagement of a wider range of NGOs, civil society, government persons and politicians otherwise the gains obtained in this project might be lost or weakened.

¹⁵ Some implementing organisations gave cash to families for shelter materials but found that the cash was not always used as expected. When the family has what they consider to be a more pressing need then it is their prerogative to use whatever assets they have as they wish.

9. Skills training could become a more important part of such projects taking the opportunity for young men and women to work alongside the tradesmen who carry out the more technical and skilled part of the project. In this way the employment opportunities could be increased and at the same time have a more consistent quality of maintenance of structures from within the beneficiary community.
10. Future projects should include the construction of water filters to remove arsenic as a long term initiative:
 - Skills training will be required to maintain these filters
 - Regular testing will also be required so any such work should be coordinated with all of the appropriate authorities to ensure they are kept to the appropriate standards.

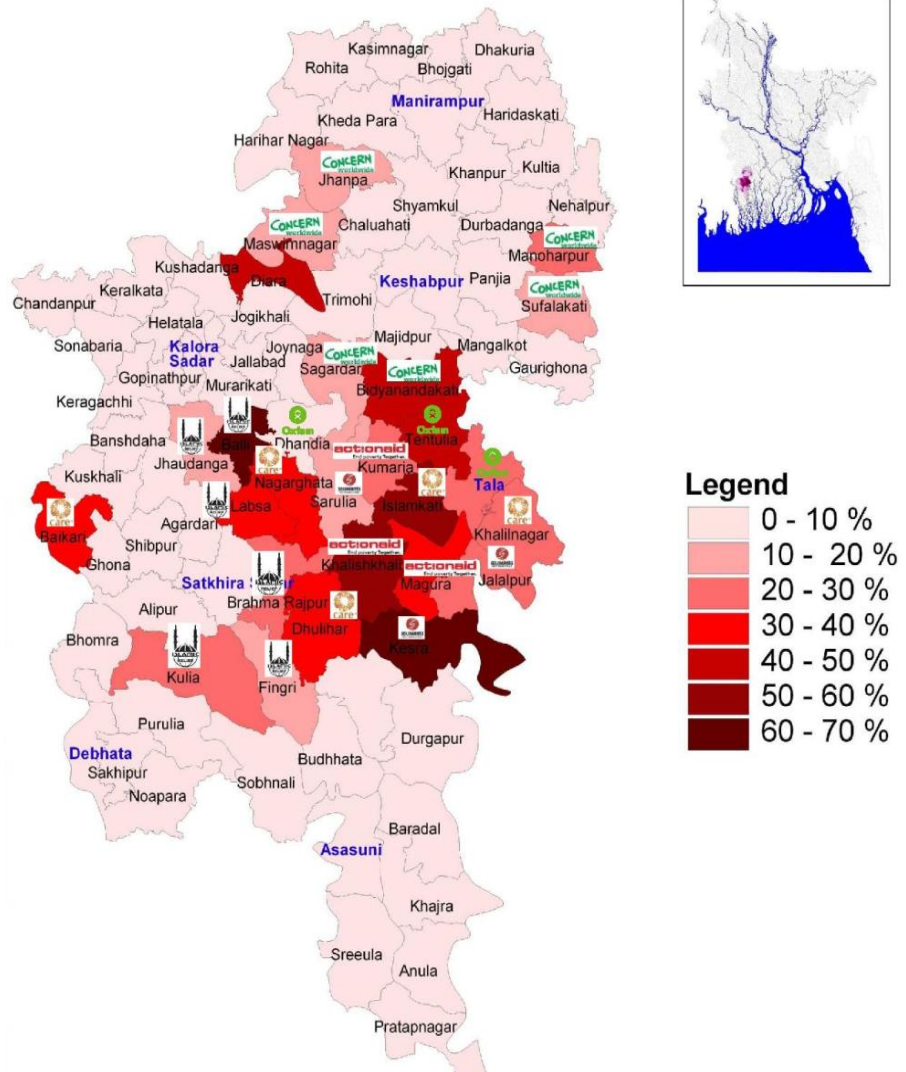
Annexes

Annex 1: List of Documents reviewed

1. FRESH proposal
2. Agreed FRESH advocacy activity detail
3. Annex 05 – FRESH log frame – Final
4. Beneficiary distribution
5. Beneficiary selection process and checklist – Final
6. FRESH communications flow
7. FRESH Advocacy strategy
8. FRESH Advocacy matrix
9. FRESH M and E Matrix – Draft
10. FRESH baseline – Report – Final
11. Incidence of diarrheal diseases
12. Signed FRESH charter
13. 1st Quarterly Report FRESH – 30 May
14. 2nd Quarterly Report FRESH – 31 July
15. 3rd Quarterly Report FRESH – Oct
16. Draft workshop report on reviewing FRESH project
17. Final report FRESH Gender Review Team
18. Final report FRESH Technical Advisor Visit June 2012
19. Final report FRESH Technical Advisor Visit Oct 2012
20. Final report FRESH Technical Advisor Visit Dec 2012
21. Trip report – Shelter accountability advisor
22. ECB trip report – Shelter accountability advisor Oct 2012
23. Dialogue with FRESH Beneficiaries – Feb-March 2013

Annex 2 Map of flooded areas

Family shelter damage map of Jessore - Shatkira water logging area with focus on working area for NARRI Consortium Associates



Annex 3: List of People Met

Donors

1. Olivier Brouant, Head of Office, ECHO
2. Colum Wilson, Team Leader, Climate Change and Disaster Resilience, DFID
3. Laurie Thompson, Results and Evaluation Adviser, DFID

INGOs

Oxfam

4. Gareth Price Jones, CD, Oxfam International Bangladesh
5. Kaiser Rejve, Humanitarian Programme Manager, Oxfam GB
6. GS Azam, Consortium Coordinator, FRESH Consortium Secretariat, Oxfam GB
7. Paritash Chandra Sarker, Shelter Engineer, Fresh Project, Oxfam GB
8. Parvez Zaved, Finance and Systems Manager, Oxfam GB
9. Farhana Hafiz, Regional Change Lead for Gender and Humanitarian, Oxfam
10. Himel Khisku, Fresh Project Officer, Oxfam GB
11. Tapas Ranjan Chakraborty, Campaign Officer (Humanitarian), Oxfam GB
- 12.

Solidarités

13. Dany Egretreau, CD, Solidarités
14. Md Jakir Hossain, Shelter Officer, Solidarités
15. Siddiqur Rahman Mazumder, Program Manager, Fresh Project, Solidarités

Islamic Relief

16. Shabel Firuz, Country Director, Islamic Relief Worldwide
17. Mostasim Billah, PM – HAER, Islamic Relief Worldwide
18. Ali Hasan, Project Manager, Fresh Project, Islamic Relief Worldwide
19. Kazal Bardhan, Project Officer (Technical), Islamic Relief Worldwide
20. Nazmul Masud Ripon, Assistant Shelter Engineer, Islamic Relief Worldwide
21. Bishwajit Kumar, Assistant Shelter Engineer, Islamic Relief Worldwide
22. Arifur Rahman Khan, Assistant Shelter Engineer, Islamic Relief Worldwide
23. Khan Md Masud Iqbal, Procurement Officer, Islamic Relief Worldwide
24. Md Mojibur Rahman, Finance Manager, Islamic Relief Worldwide
25. Munshi Mahabubur Rahman, M&E Officer, Islamic Relief Worldwide

ActionAid Bangladesh

26. Farah Kabir, Country Director, ActionAid Bangladesh
27. Zinat Ara Begum, Project Coordinator (FRESH and EFRP), ActionAid Bangladesh
28. Abul Ahsan Chowdhury, DM-Finance, ActionAid Bangladesh
29. Md Aminur Rahman, Director- F&A, ActionAid Bangladesh
30. Rabiul Islam, Project Manager, Fresh Project, ActionAid Bangladesh

Concern Worldwide

31. AKM Musha, Country Director, Concern Worldwide, Bangladesh
32. Bijoy Krishna Nath, Head of RRRU, Concern Worldwide, Bangladesh
33. Ashru Rani Saha, Finance Officer, Concern Worldwide, Bangladesh
34. Albert Prosad Bashu, Project Coordinator, Concern Worldwide, Bangladesh

Care Bangladesh

35. Alexandra Maclean, Assistant Country Director, Care Bangladesh
36. MA Wahed, Emergency Response and Preparedness Coordinator, Care Bangladesh
37. Md. Abdur Rahim, Project Manager, Fresh Project, Care Bangladesh
38. Syed Mahboobe Helal, Section Manager – Budget, Care Bangladesh
39. Syeda Assma Kakoli, Finance Manager, Care Bangladesh
40. Raquibul Rahman Chowdhury, Procurement Officer, Care Bangladesh

PNGOs

41. Ashiq-E-Elahi, ED, Progotti, Satkhira
42. Babul Kumar Biswas, Finance and Logistics Officer, Fresh Project, Bachthe Shekha
43. Sk. Md. Shahadat Hossain, Deputy Coordinator, Finance, Samadhan
44. Md. Abu Jafar Matabbor, Deputy Coordinator –Programme, Samadhan
45. SM Rokonzaman, Project Officer, Fresh Project, Samadhan

46. Md Akteruzzaman, Admin and Logistics Officer, Fresh Project, Samadhan
47. Siddiquir Rahman, Adviser, Disaster Cell, Shushilan
48. Achintya Saha, Coordinator, Bhumija Foundation
49. Mominul Haque, Bhumija Foundation
50. Swapan Kumar Das, ED, Dalit
51. Nitai Chandra Das, Coordinator, Dalit

Government authorities and officials

52. SM Liakat Hossain, Union Parishad Chairman, Keshra Union, Tala Upazilla, Satkhira
53. Mohidul Haque Litu, UP Chairman, Jalalpur Union, Tala Upazilla, Satkhira
54. Haji Sultan Ahmed, Kalishkhali Union, Tala Upazilla, Satkhira
55. Ashrafuzzaman, UP Chairman, Dhulihar Union, Sadar Upazilla, Satkhira
56. Asadul Haque, UP Chairman, No 1 Kulia Union, Debhata Upazilla, Satkhira
57. Md Abdul Wazed, Director General, Department of Disaster Management

Others

58. Gopal Chowhan, Baseline-Endline Consultant for FRESH Project, SAFE Development Group
59. Stephane Bonduelle, Country Director, Concern Universal
60. Randhir Kumar Das, Project Manager-Emergency, Save the Children
61. Md Mostak Hussain, Director-Emergency, Save the Children

List of people attending debriefing by evaluation team

28th March 2013

1. Moh. Abdur Rouf, HPC, Oxfam
2. Mohua Chaim, CFC, Oxfam
3. Md. Moniruzzaman, Manager – PDMEA, Islamic Relief
4. Gareth Price Jones, CD, Oxfam
5. Zinat Ara, PC, ActionAid
6. Parvez Zabed, FSM, Oxfam
7. Bijoy K Nath, Head of RRRU, Concern Worldwide
8. Farhana Hafiz, RCL for Gender and Humanitarian, Oxfam
9. Michelle Cicic, TA, ECHO
10. Dany Egretreau, CD, Solidarité
11. Mohammad Ali, PO-PH, Oxfam
12. Md Abdul Quayyum, MCC, Oxfam
13. Md. Ruhul Amin, PHP, Oxfam
14. Ashish Barua, PO, Oxfam
15. Mostafizur Rahman, PC, Help-age
16. Sajid Raihan, DD-PPC, ActionAid
17. Golam Morshed, HSP-PHP, Oxfam
18. Md. Mostak Hussain, Director Emergency, Save the Children
19. Olivier Brouant, Head of Office, ECHO
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21. Jannat Noor, EFSVL-Coordinator, Oxfam
22. Tapas R Chakraborty, CO- Humanitarian, Oxfam