



National
Resilience
Programme



NRP PROGRAMME EVALUATION REPORT



Oxford Policy
Management



National
Resilience
Programme

NRP

Programme Evaluation Report

June 2022

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NRP Evaluation Report

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We wish to congratulate the entire NRP team and the Government of Bangladesh for taking up this extremely challenging venture and we wish them the best for making the National Resilience Programme more robust and more impactful in the future based on the findings of this evaluation.

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List of Abbreviations

AMP	Asset Management Plan
AMS	Asset Management System
AWP	Annual Workplan Preparation
CAPI	Computer Assisted Personal Interviewing
CDMP	Comprehensive Disaster Management Programme
CPD	Country Programme Document
CPP	Cyclone & Flood Preparedness Programme
CSO	Civil Society Organisation
DAC	Development Assistance Committee
DDM	Department of Disaster Management
DFRM	Dynamic Flood Risk Model
DIA	Disaster Impact Assessment
DMC	Disaster Management Committee
DPOs	Disabled Persons Organizations
DPP	Development Project Proforma/Proposal
DRIP	Disaster and Climate Risk Information Platform
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
DWA	Department of Women Affairs
EGPP	Employment Generation Programme for the Poorest
EQ	Evaluation Questions
ESCAP	United Nations Economic and Social Commission for Asia and the Pacific
ESCB	Engineering Staff College of Bangladesh
EU	European Union
FCDO	Foreign, Commonwealth and Development Office
FGD	Focus Group Discussions
GDPR	General Data Protection Regulation
GESI	Gender Equality and Social Inclusion
GiHA	Gender in Humanitarian Action
GoB	Government of Bangladesh
IDIs	In-depth Interviews
IE	Implementing Entity

JPIC	Joint Programme Implementation Committee
JPSC	Joint Project Steering Committee
KIIs	Key Informant Interviews
LDC	Least Developed Countries
LGED	Local Government Engineering Department
LGIs	Local Government Institutions
MoDMR	Ministry of Disaster Management and Relief
MoLGRD&C	Ministry of Local Government Rural Development and Cooperatives
MoP	Ministry of Planning
MoWCA	Ministry of Women and Children Affairs
NPDM	National Plan for Disaster Management
NRP	National Resilience Programme
OECD	Organisation for Economic Co-operation and Development's
OPM	Oxford Policy Management
PDIA	Problem Driven Iterative Approach
PSU	Primary Sampling Unit
QCO	Quality Control Officers
RDM	Road Deterioration Model
RSDMS	Roads and Structures Database Management System
SADDD	Sex, Age, and Disability Disaggregated Data
SFDRR	Sendai Framework for Disaster Risk Reduction
Sida	Swedish International Development Cooperation Agency
SOD	Standing Order on Disaster
TOC	Theory of Change
ToT	Training of Trainers
UN	United Nations
UNDAF	UN Development Assistance Framework
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNOPS	United Nations Office for Project Services
VFM	Value for Money

Executive Summary

Background of NRP

The National Resilience Programme (NRP) is a partnership between Government of Bangladesh (GoB) and three UN agencies- United Nations Development Programme (UNDP), United Nations Office for Project Services (UNOPS) and UN Women to strengthen Bangladesh Government's capacity to design and implement inclusive, gender responsive disaster management and development policies and practices with specific focus on increasing community participation and empowerment of women in responding to and planning for disaster mitigation.

Though the programme was originally planned for 56 months from May 2017 to July 2020, the programme duration has been revised thrice considering the delayed start of programme activities and the restrictions in implementation imposed by COVID-19. During this evaluation exercise between October 2021-April 2022 the third time extension of the programme has been confirmed and is now scheduled to be completed by December 2022.

The programme has been operated through 4 sub-projects implemented in partnership with four government departments and three UN agencies: i) The Department of Disaster Management (DDM) of the Ministry of Disaster Management and Relief (MoDMR), with technical support from UNDP; ii) Programming Division of the Planning Commission, Ministry of Planning (MoP), with technical support from UNDP; iii) Local Government Engineering Department (LGED) of the Local Government Division, Ministry of Local Government Rural Development and Cooperatives (MoLGRD&C), with technical support from UNOPS; and iv) Department of Women Affairs (DWA) of the Ministry of Women and Children Affairs (MoWCA), with technical support from UN Women.

The overall Goal of the NRP is 'To sustain the resilience of human and economic development in Bangladesh through inclusive, gender responsive disaster management and risk informed development'. NRP was designed to provide strategic support to enhance government capacity for implementing local risk reduction activities at scale through its own structures and programmes rather than directly implementing local risk reduction activities by the programme itself. The expected outcome of the NRP was 'Substantial increase in resilience to disaster and reduction in disaster risk, loss of lives, livelihoods and health of men, women, girls and boys and protection of persons, business and communities in Bangladesh'. To achieve this outcome, the NRP focused on 5 specific outputs where gender equality is the crosscutting and critical parameter achieving the outputs.

About the Evaluation of NRP and Methodology

This evaluation assesses NRP at the conclusion regarding its functioning and effectiveness from an independent third-party outlook. Given the implementation structure and desired outputs of the NRP, the evaluation of the NRP looked into higher level planning and policy aspects at the national level, understanding of capacity and institutional strengthening that has happened through the NRP at the local government level as well as capacity development, understanding and participation in disaster planning and response at the community level. In all these levels, gender inclusiveness imparted through the NRP has been evaluated as evidenced through the inclusion of gender responsive action plans, development agendas or standard operating procedures developed

through the NRP. Though the evaluation exercise is unable to represent the final outcome of the programme at the end of its scheduled timeline due to the delayed implementation caused by COVID and subsequent extension of the programme, it provides an analysis on whether the programme has been able to properly start the change pathways that it intended to follow to achieve the programme goal.

The evaluation has applied the OECD-DAC criteria which includes relevance, effectiveness, efficiency, impact, and sustainability. The VfM dimension has been added to the DAC criteria for a more comprehensive evaluation. The methodology was designed to gather quantitative and qualitative data and evidence for the programme evaluation. As a first step, the evaluation team undertook a desk review of all the documents, reports and other relevant literatures made available to the team. Further, Key Informant Interviews (KIIs) and in-depth interviews (IDIs) were conducted with NRP and other government departments, both at National and sub-national level, along with other relevant stakeholders in the programme/this sector. Focus group discussions were conducted with the beneficiaries of the NRP at the National and sub-national level as well as with the project operation teams from the three UN organisations and the PCMT. 4 case studies have been carried out covering the activities from the different project implementing entities. A household survey covering 720 households from the NRP implementation areas were conducted to ascertain whether there has been any perceptible change due to the programme at the ground level. The VfM analysis was done using UK's 'four Es' (economy, efficiency, effectiveness and equity).

FINDINGS

Relevance

The NRP is seen relevant in addressing the issues of resilience as identified in the policy documents of Bangladesh and the activities undertaken by the NRP is closely linked to the identified priorities of the GoB at national and sub-national levels. The programme has developed multiple innovative tools and approaches working in a participatory manner with government stakeholders to address disaster and resilience issues in each of the sub-projects undertaken by the three UN agencies. The specific priorities of each of the implementing agencies were identified through extensive consultation with the government counterparts and have mostly been demand-driven. Certain activities have also been undertaken which contributed to the continuation of activities undertaken by previous programmes or by the GoB itself.

The NRP has responded flexibly by tailoring priorities in line with the specific needs of Bangladesh and have demonstrated significant flexibility to the changing needs of the country in the context of COVID, cyclone Amphan and flood in 2020 where the NRP provided support in tailoring "build back better" strategies and gender assessment of disaster response in real time. Discussions with government ministries and other stakeholders have demonstrated a strong buy-in of NRP activities among government counterparts in different Ministries or other institutional entities.

The NRP has embarked on some very ambitious projects which have the potential to enhance the resilience of Bangladesh in the long run through policy changes and systemic changes.

Effectiveness

Overall, the NRP has achieved most of the targeted outputs that each of the sub-projects undertook. Certain activities are in their final stages of implementation or pending validation and/or approval from the GoB. Since the

NRP has been provided with an extension till December 2022, based on the present status of the projects it is likely that all the outputs as demarcated in the annual work plans of the sub-projects will be achieved by the end of the programme.

The NRP has however had varied success in mainstreaming resilience and gender sensitisation in government decision making process. Some of the key interventions of the NRP those have already found acceptance with the GOB which includes: inclusion of gender consideration in Standing Order on Disasters 2019 and NPDM 2021-25; Inclusion of the DIA framework in the feasibility report template; Development of Dynamic Flood Risk Model for local level flood management; Implementation of the AMS in LGED from scratch – provides a holistic gender inclusive asset management system including asset management plans for roads and bridges built and maintained by LGED; Piloting of SADDD collection on disasters by Bangladesh Bureau of Statistics.

The success of the NRP is mainly contributed to the strong technical teams supporting the project implementation and the government's ownership of the NRP.

The NRP has benefitted from the enthusiasm of key GOB officials who were willing to achieve transformational changes. However, while the NRP has been successful in the technical aspects of resilience building, when it comes to innovative approaches of gender mainstreaming in planning and disaster management, the NRP had the potential to do better. The NRP needed a more integrated approach in project design and implementation regarding gender issues.

Efficiency

Over the programme period, NRP has contributed to developing institutional mechanisms, systems, and methodologies to enhance resilient, and in some case gender-inclusive, planning at national and sub-national levels. Collaborating with relevant government ministries under the existing systems/mechanisms through regular involvement of officials in consultations and building in the process their capacities has reinforced ownership and enhanced efficiency and effectiveness of NRP.

NRP has contributed in increased awareness at ministry and community level regarding the need of resilient planning and disproportional effect of disasters on women and vulnerable population. By engaging at the grass-roots levels with community members as well as with policy makers at the higher levels, NRP has tried to strike a balance between a top-down approach and a bottom-up approach through (i) developing innovative system enhancements and (ii) capacity building programmes or workshops.

Impact

Given the short timeframe of the NRP, it is too early to assess impact of the NRP programme. The impacts are expected to be significant once the recommendations from all the policy tools and system enhancements are fully integrated and adopted by the governments given that these have been developed in a consultative manner. The initiatives undertaken by the NRP have mostly been just finalised and are yet to be adopted completely by the government.

The evaluation findings suggest that NRP has made significant progress against its output targets in all the sub-projects and is highly likely to complete most of the on-going interventions till close of the programme in December 2022. This could be confirmed only at the individual sub-project level since the linkage between the NRP's logframe with the sub-project log-frames is not clear. The AMS (along with the AMPs), DIA (along with the

DRIP and hazard maps), ToT activities and integration of training modules in established training institutes, gender mainstreaming in the SOD-2019 and the NPDM 2021-2025 are found strong likelihood to be highly impactful. These interventions are more focused activities designed with clear change pathways, largely strategic and closest to completion. While the LGED gender markers, SADDD collection in BBS, training of CSOs on women empowerment, supply chain resilience study, DFRM, DRR-EGPP are identified by the evaluation as the possibly impactful interventions of NRP, the media training on gender sensitisation, local community trainings, earthquake volunteer training and build-back better strategies for Municipalities are categorized under the uncertain impacts. Uncertain impacts are those interventions include projects that are stand-alone and without clear change pathways towards impact, on the other hand possibly impactful are those group of interventions are smaller activities with potential to up-scale, yet to be finished and adopted by the GoB.

Value for Money

The evaluation team concedes that since many of the policies and toolkits developed through NRP have significant potential to strengthen systems and processes but are yet to be fully rolled out or benefits of those which have been piloted or implemented are yet to accrue are difficult to monetize, the efficiency of the NRP with respect to VfM is difficult to measure at this stage. In terms of economy of VfM analysis, the approach of NRP to build on earlier donor funded projects is also a commendable approach and generate value for money on a broader scheme of development and resilience initiatives. Another commendable approach towards Value for Money adopted by the NRP is to make the GoB an equal partner through contribution in cash and kind in the project thereby ensuring ownership and continuity of the project. The structure and design of the NRP ensured that the programme has been demand-driven and have responded to the needs of the stakeholders at all times. Therefore, while it is about effectiveness of VfM, the NRP has seen high levels of demand for handholding support as well as cooperation from their government counterparts. However, the selection of activities of the NRP needs a narrower focus to be more effective. Some activities could be consolidated, and focus should be more on policy initiatives rather than one-off activities. The best practice would be to have a policy initiative supported by capacity building and piloting.

Sustainability

The high level of ownership and engagement of the government counterparts in all the ministries with the NRP provides enough confidence to conclude that the interventions supported by the NRP would continue even in the absence of the project. Having said that, it should be noted that most of the NRP interventions are yet to be fully integrated in the government systems. At the present moment, none of the interventions of the NRP is replicable without external assistance. The programme has not had the chance to mature enough to ensure sustenance without external aid. The design of the NRP with the government being an equal partner will be the biggest contributor to its sustainability beyond the project lifetime, once the project has had the opportunity and time to mature.

Lessons Learnt

Some of the lessons learnt from implementation of the NRP is as follows:

- ✧ The joint collaborative approach among the UN agencies and government counterparts in programme design and implementation ensures greater buy-in by relevant stakeholders. A sub-project approach is indeed a good approach to leverage existing relationships with government counterparts. However, to be successful in achieving greater value for money, this approach requires a strong coordination mechanism among the implementing entities.

- ✧ For a complex project like NRP it is necessary to have a narrower focus as it is not practicable to try to address all resilience issues through one technical assistance project.
- ✧ Technical and capacity building support services need to be institutionalised within existing institution with similar mandates. One-off training activities do not contribute significantly towards transformational changes. Targeting training and capacity building to either a 'core group' or 'expert group' within nodal departments comprising people at operational levels will have a greater sustainability of policy actions.
- ✧ A siloed approach is not the correct way for gender mainstreaming since gender is a cross-cutting issue which need to be addressed by everybody. Gender mainstreaming and gender budgeting should be integrated in project designs right from the inception of the interventions
- ✧ Knowledge management of the NRP needs to be strengthened to establish the relevance of the project interventions in meeting with the NRP goals
- ✧ Internal monitoring of the NRP needs significant strengthening to capture the success as well as failures of the NRP and for identifying process inefficiencies.
- ✧ A technical assistance project should aim to work towards more strategic projects instead of smaller interventions. Smaller interventions should always be followed up either with policy directions, up-scaling or mechanisms for replication. Technical assistance programmes take longer time to be adopted and demonstrate impact.

Recommendation

Possible new areas to consider for next phases:

- ✧ Deliverables from a technical assistance programme requires a longer gestation period to be integrated in government systems and even longer time to demonstrate impact. It is thus recommended that technical assistance programmes as complex as NRP be designed with a minimum duration of 5 years and allowing for a longer inception period where the selection of activities can be thoroughly vetted.
- ✧ Creating a centralised project coordination structure which is empowered to approve projects and budgets, periodically monitor progress and fund utilisation would ensure stricter operational control of the project, better delivery as well as better utilisation of funds.
- ✧ Government subsidised Weather based livelihood Protection Insurance could be developed in collaboration with International partnerships (such as InsuResilience Global Partnerships) and Bangladesh Bank's sustainable financing policy. This would be immensely beneficial in protecting livelihoods in the aftermath of disasters.
- ✧ Disaster affected population while able to save lives now also needs help to re-build their lives in the after math of disasters. Trainings or tools for rebuilding livelihoods could be included.
- ✧ Along with following the existing practices based on government policies and plans NRP might, as a new intervention if it's continued, look into opportunities to feed back the government process with new knowledge such as threshold for resilience, climate modelling, sustainability indices; specific climate model based projections for inner, major, coastal and meandering rivers and such.



FGD with CSO Representatives at Shyamnagar, Sathkira

01 Introduction

1.1 Objectives and Scope of Evaluation

According to the ToR, the present evaluation is required to assess the performance of the programme and identify key lessons on what worked well for the programme and what did not, and make recommendations for guiding future extensions of the NRP, if any. The evaluation has limited scope to recommend any changes in the ongoing plans or activities of the programme because of its imminent end and near full spend of the programme budget. *Thus, the main purpose of the evaluation is to define the lessons from the programme which would be useful for future interventions.*

The evaluation therefore focussed on the following five areas of the programme:

- a. Assess achievements and progress vis-à-vis (a) the theory of change, (ToC) and the strategy and approach of the programme; and (b) logframe indicators at output, outcome, and impact levels. It is understood that given the short duration of the project and COVID-19 induced barriers, the NRP may not have advanced to the level of monitoring impacts and outcomes.
- b. Evaluate to what extent the programme has positively contributed to gender responsive disaster management policies and plans, risk-informed development planning and gender responsiveness.
- c. Examine the programme's approach to and achievements of Value for Money (VfM) in terms of basic indicators (economy, efficiency, effectiveness, and equity). The VfM analysis will also focus on the process of selection of the interventions as to whether these were the best possible interventions given the information available at the time.
- d. Review 'value addition' of the NRP as compared to ongoing interventions by Bangladesh government or other donors in the country and assess whether the structure of the programme provides strong value for money as opposed to collective value of the individual sub-programmes.
- e. Identify key lessons learned to make recommendations for guiding future programmes.

The evaluation applied the aid effectiveness criteria of the Development Assistance Committee (DAC) of the Organization for Economic Cooperation and Development (OECD).

The evaluation was completed over the period of 4 months from December 2021 to March 2022. The detailed work plan is provided in the Annex. There has been a slight delay in the evaluation due to unavailability of key informants as well as team members due to onset of COVID in December 2021 through February 2022.

The Evaluation Report is targeted at a range of stakeholders who will be interested in the findings. The list includes (but is not limited to) the following; FCDO, Government of Sweden, UNDP, UNOPS, UN Women, Government of Bangladesh, local government institutions, disaster management committees, and international organisations, civil society organisations, and other development partners who work on risk-informed development, gender-responsive climate change, disaster mitigation, resilience and gender issues. There are also several other parties who are not directly involved with the programme, but who may also be interested in the evaluation and

its findings such as academics/technical experts. The stakeholders can be categorised into three groups aligned with their manner of interaction with the evaluation and its findings. The report will cater to all three types of stakeholders. UNDP could consider disseminating the findings from the evaluation using a mix of formats (e.g. briefs, case studies) and channels.

Groups	Key Stakeholders	Dissemination activities
Act: Stakeholders who will change their practices as a result of the evaluation process and findings	<ul style="list-style-type: none"> • Government Partners – MoDMR, MoP, MoWCA & LGED • Implementing Partners – UNDP, UNOPS, UN Women • Development Partners - FCDO, Government of Sweden 	<ul style="list-style-type: none"> • Round tables and/or close group workshops
Understand: Stakeholders who wish to understand the programme on account of its link with their work	<ul style="list-style-type: none"> • Government officials at the national/sub-national level 	<ul style="list-style-type: none"> • Presentation at the programme closure workshop
Aware: Stakeholders who would like to be aware of the evaluation and its findings, but do not require detailed information about the evaluation process	<ul style="list-style-type: none"> • Donor agencies undertaking complementary programmes • NGOs/CSOs implementing similar programmes and/or working in the risk informed development and gender responsive disaster management, resilience, climate change sector • Academicians/technical experts 	<ul style="list-style-type: none"> • Evaluation brief and three to four thematic case studies on UNDP and other development partners and donor websites

1.2 Description of the Programme

The National Resilience Programme (NRP) is a partnership between Government of Bangladesh (GoB) and United Nations Development Programme (UNDP), United Nations Office for Project Services (UNOPS) and UN Women to strengthen Bangladesh Government’s capacity to design and implement inclusive, gender responsive disaster management and development policies and practices with specific focus on increasing community participation and empowerment of women in responding to and planning for disaster mitigation. The NRP is a USD 12,589,677 programme funded jointly by the Foreign, Commonwealth and Development Office (FCDO) (USD 5,129,466) and Government of Sweden (USD 6,279,336). The Government of Bangladesh has also contributed USD 1.18 Million in cash and kind. The programme was originally supposed to continue for 56 months from May 2017 to July 2020. However, initially due to the delayed start of programme activities and later due to COVID-19 imposed restrictions, the programme duration was revised twice. At the start of this evaluation exercise the programme was scheduled to be completed by 31 December 2021. However, it is understood that the programme has been extended again and is now scheduled to be completed by December 2022.

The Goal of the NRP was ‘To sustain the resilience of human and economic development in Bangladesh through inclusive, gender responsive disaster management and risk informed development’

The NRP has operated through 4 sub-projects implemented in partnership with:

1. The Department of Disaster Management (DDM) of the Ministry of Disaster Management and Relief (MoDMR), with technical support from UNDP;
2. Programming Division of the Planning Commission, Ministry of Planning (MoP), with technical support from UNDP;
3. Local Government Engineering Department (LGED) of the Local Government Division, Ministry of Local Government Rural Development and Cooperatives (MoLGRD&C), with technical support from UNOPS, and
4. Department of Women Affairs (DWA) of the Ministry of Women and Children Affairs (MoWCA), with technical support from UN Women.

The NRP was not intended to implement local risk reduction activities at scale but was designed to provide strategic support to enhance government capacity to do so through its own structures and programmes. In doing so, the NRP has also simultaneously worked towards development of capacity of women's machinery, women's rights organizations, self-help groups, organisations for persons with disability, humanitarian actors, and media which are essential support systems to government interventions. The implementation structure of NRP poses a complex operating environment, involving:

- a. changes in policy priorities;
- b. irregular changes in individuals (e.g. ministers etc.) via transfer of government officials to other positions or departments;
- c. changes in institutions' and structures, such as decentralisation;
- d. increasing extreme weather events within the region;
- e. socio-economic changes, including community participation and community leadership,
- f. lack of gender-responsive planning, funding, sensitisation and inclusiveness which worsened during COVID-19. The unprecedented "COVID-19 pandemic has erased decades of progress towards gender equality"¹ and unfortunately, the NRP had to operate during this global emergency which added a layer of complexity to the NRP

The expected outcome of the NRP was 'Substantial increase in resilience to disaster and reduction in disaster risk, loss of lives, livelihoods and health of men, women, girls and boys and protection of persons, business and communities in Bangladesh'. To achieve this outcome, the NRP focused on 5 specific outputs:

- a. Improved capacities for risk-informed and gender responsive development planning;
- b. Strengthened gender-responsive national capacities to address recurrent and mega disasters
- c. Improved capacity of GoB to achieve resilience through designing and constructing risk-informed and gender-responsive infrastructure system;
- d. Enhanced women leadership capacities for gender-responsive disaster management decisions, investments and policies at national and local levels;

¹ UNSG statement 3 March 2021, Women's Lives Upended, Rights Eroded amid COVID-19, Secretary-General Says in Message for International Day, Warning Impact Will Outlast Pandemic | Meetings Coverage and Press Releases (un.org)

- e. Strengthened disability inclusive, gender responsive community preparedness, response and recovery capacities for recurrent and mega disasters.

The NRP outputs, therefore, seek to strengthen gender-responsive risk informed development planning, strengthening of capacity for gender inclusive management, mitigation and planning for disaster response at national level. Gender equality is crosscutting and critical parameter to achieve the 5 specific outputs of the National Resilience Programme. At the local level, NRP aimed to strengthen community participation, enhance women's leadership in disaster planning and policy development and strengthen selected public institutions to achieve resilience through risk informed and gender responsive infrastructure.

This evaluation was commissioned by the NRP as an independent third-party outlook at the conclusion of the NRP regarding its functioning and effectiveness. Given the implementation structure and desired outputs of the NRP, the evaluation of the NRP looked into **higher level planning and policy aspects at the national level, understanding of capacity and institutional strengthening that has happened through the NRP at the local government level as well as capacity development, understanding and participation in disaster planning and response at the community level.** In all these levels, gender responsiveness imparted through the NRP has been evaluated as evidenced through the inclusion of gender responsive action plans, development agendas or standard operating procedures developed through the NRP. Unfortunately, due to the delayed implementation of the NRP on account of COVID and subsequent extension of the programme, the evaluation exercise is unable to represent the final outcome of the programme at the end of its scheduled timeline but provides an analysis on whether the programme has been able to properly adhere to the change pathways that it intended to follow to achieve the programme goal: Substantial increase in resilience to disaster and reduction in disaster risk, loss of lives and livelihoods of men, women, girls and boys; and protection of the health of the persons, businesses and communities in Bangladesh.

1.3 Structure of the report

The report consists of 6 chapters and accompanying annexes.

- Chapter 1 provides an introduction to the evaluation exercise
- Chapter 2 provides the methodology followed in conducting the evaluation.
- The main findings from the evaluation exercise is reflected in chapter 3. Chapter 3 provides an assessment of the NRP based on the evaluation questionnaires (EQs) as described in chapter 2. Since multiple EQs seek similar or closely related information, in some cases response to multiple EQs have been clubbed together for better readability.
- Chapter 4 summarises the main lessons that could be drawn from the evaluation findings. A reader should read chapter 3 and chapter 4 in tandem since chapter 4 follows from chapter 3
- Chapter 5 which provides the recommendations for increasing the effectiveness of the NRP. The recommendations are provided for both the development partners as well as the implementers
- Chapter 6 concludes the report.

02 Evaluation Framework and Methodology

This section explains the framework and methodology to be followed in the evaluation of the NRP programme. The evaluation will be carried out applying OECD-DAC criteria including VfM.

2.1 Evaluation Framework

2.1.1 Evaluation approach

As suggested in the ToR, the evaluation has applied the OECD-DAC criteria which includes relevance, effectiveness, efficiency, impact, and sustainability. The VfM dimension has been added to the DAC criteria for a more comprehensive evaluation.

Evaluation Questions (EQs) were framed based on the understanding of the NRP programme as stated in the previous section and the evaluation objectives (see Section 1.1 and 1.2) under each OECD-DAC criterion including VfM.

This evaluation has analysed the **contribution** of the NRP to changes in key indicators as identified in the Theory of Change (TOC) of the programme. In the light of multiple factors influencing a result, this approach seeks to understand if a particular intervention has made a noticeable contribution to an observed result and if so, in what way. The contribution of the NRP towards developing key policy, institutional or organisational changes has been evaluated in the report through documentary and/or anecdotal evidence from government counter parties as well as selected case studies. This has helped the evaluation team to determine with **reasonable degree of certainty**, the NRP's role in the outcomes achieved, thereby addressing the questions about its effectiveness and impact in shaping government policies in gender responsive disaster risk management (DRM), mainstreaming of gender responsive DRM in development plans at the national, sub-national and local community levels.

The evaluation focused on understanding the key principles of **Ownership (within the Government), Strategic engagement (with multiple-ministries and communities), and Complementarity and coordination (inter programme and with other programmes/ donors)** to determine the longevity and use of the tools/ guidelines/ policies/ training programmes developed through the NRP within its beneficiaries – government or community. The evaluation therefore sought to establish the **process of achieving change** rather than focussing on the change itself. This was established through the following questions -

- a. How was the intervention selected?
- b. What were the assumptions in planning and delivering the intervention?
- c. How was gender-responsiveness incorporated in the intervention?
- d. How was the intervention delivered?
- e. What marks the success (or failure) of the intervention and why?
- f. What were the key reasons for the success (or failure) of the interventions?

- g. How was value for money established – internal collaboration, external collaboration, resource sharing etc.?
- h. What is the sustainability planning for the intervention – government ownership, grounding of intervention, implementation and continued use of system enhancements, training of trainers, changes in training curriculums etc.?
- i. How does the intervention relate back to the goal of the NRP?

The methodology was designed to gather quantitative and qualitative data and evidence for the programme evaluation. In particular, the methodology included: (i) desk review of relevant literature; (ii) key informant interviews (KIIs) i.e. interviews with the key stakeholders; (iii) case studies; and (iv) primary and secondary data analysis and VfM assessment. An important aspect of any evaluation is the accuracy and credibility of data and information used in the study. This has been ensured through the triangulation of data and evidence gathered from different sources (e.g. progress reports, official records of the partner countries/states, the findings of the KIIs).

Figure 1: Evaluation Methodology

As suggested in the ToR, the evaluation has applied the OECD-DAC criteria which includes relevance, effectiveness, efficiency, impact, and sustainability. The VfM dimension has been added to the DAC criteria for a more comprehensive evaluation.



An evaluation matrix was developed presenting the EQs along with the OECD-DAC criteria including VfM.

2.1.2 Data sources

The primary starting point of the evaluation has been from the TOC and the results framework for the NRP. The evaluation acknowledges that for a technical assistance programme as complex and broad as the NRP, its contribution cannot be measured only by numbers of interventions supported or tools created, or people trained. Mere evaluation of numbers achieved in the result framework will not be reflective of the impacts of the programme as most of these impacts are will have been achieved through significant influencing and collaboration with government counterparts. Thus, the impacts of the NRP has been ascertained through KIIs with government officials and programme implementers at the National and sub-national level. The information obtained through the KIIs has been validated through documentary evidence, as provided by the programme implementers, to establish a causal chain. This included newsletters, result frameworks, case studies conducted by the programme implementers, government orders wherever applicable, policy frameworks adopted etc.

Table 1: Evaluation Matrix

OECD-DAC Criteria / Key evaluation questions	Tools	Stakeholders/ data source
Relevance		
EQ1. To what extent is the NRP programme relevant to and consistent with (i) partner country's needs and priorities at national/sub-national levels; (ii) global disaster & climate policies and actions; (iii) global gender legal treaties and frameworks, (iv) Implementing partners' priorities; (iv) relevant international frameworks (Sustainable Development Goals and targets, Sendai Framework for example)?	KIIs Secondary Document Review	Representatives of MoDMR, Programming Division – MoP, MoWCA, LGED Representatives of DMCS, LGIs Representatives of NRP Representatives of UNDP, UNOPS, UN Women
EQ2. To what extent was the design and strategy of the NRP aligned with UNDP's Country Programme Document (CPD) (2017-2021) and The UN Development Assistance Framework (UNDAF) (2017-2021)?	KIIs Secondary Document Review	Representatives of NRP Representatives of UNDP, UNOPS, UN Women
EQ3. How sound or logical is the decision to develop NRP as a combination of independent sub-programmes as opposed to an overarching umbrella programme covering multiple ministries?	KIIs FGDs	Representatives of MoDMR, Programming Division – MoP, MoWCA, LGED Representatives of NRP Representatives of UNDP, UNOPS, UN Women
EQ4. Does the programme continue to be relevant to the partner country's latest disaster resilience and development policies?	KIIs FGDs	Representatives of MoDMR, Programming Division – MoP, MoWCA, LGED Representatives of NRP Representatives of UNDP, UNOPS, UN Women
EQ5. Did the proposed theory of change of the NRP (and its sub-programme) lead to actual changes or should it be revised?	KIIs FGDs Secondary Document Review	Representatives of MoDMR, Programming Division – MoP, MoWCA, LGED Representatives of NRP Representatives of UNDP, UNOPS, UN Women
Effectiveness		
EQ6. Has the programme achieved, or is it likely to achieve, the targeted results (outputs/outcomes)? What have been the key factors responsible for success or failure in achieving the targets?	KIIs FGDs Secondary Document Review Household survey	Representatives of MoDMR, Programming Division – MoP, MoWCA, LGED Representatives of DMCS, LGIs Representatives of NRP Representatives of UNDP, UNOPS, UN Women Beneficiaries/ communities

OECD-DAC Criteria / Key evaluation questions	Tools	Stakeholders/ data source
<p>EQ7. How innovative and effective have been the system enhancement support (policy options, tools, framework) in mainstreaming gender-responsive risk informed development and disaster planning, gender issues and women empowerment? Have some of those been tested/piloted on ground to demonstrate potential benefits of their uptake and/or scaling at national/sub-national levels? If yes, what have been the experience? If not, why?</p>	<p>KIIs FGDs Household survey</p>	<p>Representatives of MoDMR, Programming Division – MoP, MoWCA, LGED Representatives of DMCs, LGIs Representatives of NRP Representatives of UNDP, UNOPS, UN Women Beneficiaries</p>
<p>EQ8. How effective and gender-balanced have been the trainings conducted under the programme to develop skills of the government functionaries at different levels and in building capacity of the relevant organisations (i.e. the organisations who are working on disaster management and development planning) in the partner countries/states been?</p>	<p>KIIs FGDs</p>	<p>Representatives of MoDMR, Programming Division – MoP, MoWCA, LGED Representatives of DMCs, LGIs Representatives of UNDP, UNOPS, UN Women Beneficiaries/ Trainees</p>
<p>EQ9. Have gender equality, social inclusions and disability considerations been integrated across all the programme outputs and M&E activities as per developmental indicators of the logframe?</p>	<p>KIIs Secondary Document Review</p>	<p>Representatives of NRP Representatives of UNDP, UNOPS, UN Women</p>
<p>E10. To what extent has the NRP contributed to digitalisation or other systemic enhancements?</p>	<p>KIIs Secondary Document Review</p>	<p>Representatives of MoDMR, Programming Division – MoP, MoWCA, LGED Representatives of DMCs, LGIs Representatives of NRP Representatives of UNDP, UNOPS, UN Women</p>
<p>Efficiency</p>		
<p>EQ11. What has been the level of efficiency of UNDP/ UNOPS/ UN WOMEN in programme implementation? Could they manage well the government functionaries at national/sub-national levels, civil societies, and media in the partner countries/states?</p>	<p>KIIs FGDs</p>	<p>Representatives of NRP Representatives of UNDP, UNOPS, UN Women Communities and other beneficiaries</p>

OECD-DAC Criteria / Key evaluation questions	Tools	Stakeholders/ data source
EQ12. To what extent have the funds been disbursed and utilised? How did the programme manage financial and operational risks in the wake of COVID-19?	KIIs Secondary Document Review	Representatives of NRP Representatives of UNDP, UNOPS, UN Women
EQ13. What has been the scale/quality of partnership and coordination (policy and technical planning) between the implementing agencies, and between other development partners (World Bank, ADB, USAID) who have supported similar or complementary programmes?	KIIs	Representatives of NRP Representatives of UNDP, UNOPS, UN Women
EQ14. Has the internal M&E system of the NRP managed to capture, analyse and generate learning from the project?	KIIs FGDs Secondary Document Review	Representatives of NRP Representatives of UNDP, UNOPS, UN Women
Impact		
EQ15. What have been the impacts (actual or likely impacts) of the programme in terms of the logframe indicators? What is the scale achieved or likely to be achieved? Are there any unintended (positive/negative) impacts of the programme?	KIIs FGDs Secondary Document Review Household survey	Representatives of MoDMR, Programming Division – MoP, MoWCA, LGED Representatives of DMCs, LGIs Representatives of NRP Representatives of UNDP, UNOPS, UN Women Beneficiaries
EQ16. To what extent have economic and social systems of the partner countries adapted their economic and social systems to gender responsive resilient development? What have been the co-impacts of the complementary programmes supported by other development partners?	KIIs Secondary Document Review Household survey	Representatives of MoDMR, Programming Division – MoP, MoWCA, LGED Representatives of DMCs, LGIs Representatives of NRP Representatives of UNDP, UNOPS, UN Women
EQ17. To what extent have the stakeholders' (parliamentarians, line ministries, private sector, civil societies, media, citizens etc.) responded to policy, tools, framework etc. developed under the programme (demand side impacts)?	KIIs FGDs Household Survey	Representatives of MoDMR, Programming Division – MoP, MoWCA, LGED Representatives of DMCs, LGIs Representatives of NRP Representatives of UNDP, UNOPS, UN Women Beneficiaries/ civil societies/ media
EQ18. To what extent has the structure of the NRP contributed to force-multiplier effects? I.e. is the contribution of the NRP greater than the contribution of the sum of its sub-programmes?	KIIs FGDs	Representatives of NRP Representatives of UNDP, UNOPS, UN Women

OECD-DAC Criteria / Key evaluation questions	Tools	Stakeholders/ data source
Value-for-money		
EQ19. Has the programme created value for money in terms of VfM indicators (economy, efficiency, effectiveness, equity)? How well VfM remained on track during the period of evaluation?	KIIs Secondary Document Review	Representatives of NRP Representatives of UNDP, UNOPS, UN Women
EQ20. Did the selection of the interventions and the mode of delivery consider the highest achievable impacts from the money allocated towards the interventions?	KIIs FGDs Household survey	Representatives of MoDMR, Programming Division – MoP, MoWCA, LGED Representatives of DMCs, LGIs Representatives of NRP Representatives of UNDP, UNOPS, UN Women Beneficiaries
EQ21. Did the selection of the interventions lead to the creation of further demand from the partners?	KIIs FGDs	Representatives of MoDMR, Programming Division – MoP, MoWCA, LGED Representatives of DMCs, LGIs Representatives of NRP Representatives of UNDP, UNOPS, UN Women Beneficiaries
Sustainability		
EQ22. What is the likelihood that the programme achievements and progress will continue after the technical assistance comes to an end? What initiatives (policies/ institutional and/or regulatory frameworks/ organisational changes) have been taken or planned to ensure sustainability?	KIIs FGDs	Representatives of MoDMR, Programming Division – MoP, MoWCA, LGED Representatives of DMCs, LGIs Representatives of NRP Representatives of UNDP, UNOPS, UN Women
EQ23. Are the interventions replicable in the absence of external assistance? What are the risks/ barriers/ gaps towards sustainability of the interventions?	KIIs FGDs	Representatives of MoDMR, Programming Division – MoP, MoWCA, LGED Representatives of DMCs, LGIs Representatives of NRP Representatives of UNDP, UNOPS, UN Women
EQ24. How were risks evaluated and mitigated during the implementation of the programme?	KIIs FGDs	Representatives of NRP Representatives of UNDP, UNOPS, UN Women

2.2 Detailed Methodology

2.2.1 Desk review

As a first step, the evaluation team undertook a desk review of all the documents made available to the team and reports, including business cases, log frame, work plans, annual report, baseline report, evaluation reports, newsletters, knowledge products, etc.), and other relevant literature. A selected bibliography of the available documents and literature is provided in Bibliography chapter.

The desk review of these documents elicited an initial set of questions related to the value addition of these interventions which are provided in the annex G. These were further expanded during the KIIs.

2.2.2 Samples, sampling frame and data collection tools and procedures

Key informant interviews

We conducted Key Informant Interviews (KIIs) and in-depth interviews (IDIs) with NRP and other government departments, both at National and sub-national level, along with other relevant stakeholders in this sector. All KIIs/IDIs were conducted online due to travel restrictions imposed by COVID. These interviews were conducted through MS-Teams or Zoom meetings. 28 KIIs were conducted with NRP's operational team and government counterparts at the national and sub-national level. The list of stakeholders interviewed has been provided in the Annexure E. All KIIs were not used for sourcing primary project information. While some of these were used for generating information, others served to provide validation of the primary information.

The KIIs were conducted using a semi-structured checklist of questions (Annex I). The evaluation team took utmost care to comply with the standard protocol of primary data collection, such as: explaining clearly the purpose of the evaluation study to the stakeholders; ensuring consent and voluntary participation in the interviews; and maintaining confidentiality of the participant's details, if so desired.

Focus Group Discussions (FGDs)

Focus group discussions were conducted with the beneficiaries of the NRP at the National and sub-national level as well as with the project operation teams from the three UN organisations and the PCMT. The list of FGDs conducted is provided in the Annexure F. The FGDs were conducted based on structured as well as semi-structured questionnaires depending on the level of the participants in the FGDs. The structured questionnaires were customised to the beneficiary being interviewed. These questionnaires are provided in the Annexure J, K, L & M.

Case studies

4 case studies were have been carried out covering the activities from the different project implementing entities and covered different types of beneficiaries and policy level impact and modelling/piloting interventions. The four cases studies were:

- a. Implementation of Asset Management System in Local Government Engineering Department (UNOPS)
- b. Integration of gender and social inclusion in environment, climate change and disaster related statistics (UN Women)
- c. Piloting of DRR-EGPP in Kurigram (UNDP)
- d. Development and integration of Disaster Impact Assessment Tool (UNDP)

The findings of the selected case studies have been summarised in a standard format for public dissemination after the completion of the present evaluation. The case studies investigated the following –

- a. Genesis and brief description
- b. Implementation process
- c. Challenges faced and action taken
- d. Expected/ Demonstrated impacts
- e. Linkages with other initiatives – internal, external, scale-up, replication probability, sustainability
- f. Lessons learned

The detailed case studies are provided in the Annexure B.

Household survey (quantitative)

A household survey covering 720 households from the NRP implementation areas were conducted to ascertain whether there has been any perceptible change due to the programme at the ground level. A repeated cross section sampling method was followed where the data was collected from the same unions / wards as of the baseline survey. The sampling distribution for the household survey is provided in the Annex D. The primary sampling units (PSUs) (villages in rural areas and ward segments in urban areas) was randomly selected. Following the mapping exercise, the wards were divided into segments and sample size was equally distributed across segments (10 and 30 for rural and urban areas respectively from each PSU). The households were randomly selected from each PSUs using left-hand side or right-hand side selection rule starting from a random starting point within the PSU.

To have equal representation, the data was collected equally from male and female respondents (senior-most or the one most knowledgeable female in the family). At the PSU level, in every second sampled household, the preference was given to the female respondent.

A structured questionnaire (attached in Annex= H) covers the same topics of BL as outlined in the ToR in order to estimate the relevant BL indicators for comparison purpose. Data was collected using Computer Assisted Personal Interviewing (CAPI). Additionally, the questionnaire also covers issue of the target population's knowledge and awareness, and their experience regarding gender responsive risk-informed disaster management, along with the gender role in disaster preparedness, management and coping mechanisms. The questionnaire also focused on the leadership role among females at the household and community level.

The data collection was carried out deploying five interviewing teams over a period of 22 days. Each team consisted of two interviewers and one supervisor. In addition, 2 Quality Control Officers were also deployed for overseeing and quality control of the data collection.

2.2.3 Stakeholder participation

The evaluation team in collaboration with the UN organisations ensured that the KIIs conducted were represented by the most suitable stakeholders with adequate knowledge on the implementation of the specific interventions under their control. As explained in the sampling section above stakeholder participation was encouraged at all level of governance structure – from National to sub-national to community level. At the FGD levels, wherever possible an equal representation of men and women were ensured, and women were encouraged to participate

enthusiastically. At the household survey level equal participation of men and women were ensured. In all cases, the stakeholders were put at ease before proceeding with the questions and due permissions were taken before proceeding to record any of the responses. In some cases, anonymity requested by the stakeholder were duly acknowledged and adhered to.

2.2.4 Performance Standards

Data quality control

One researcher / field Officer and two quality control officers (QCO) was deployed for quality control checking of the survey data. Quality control checking was designed to physically verify about 5% of households whether the interviewer completed the questionnaires by interviewing the right respondents in the right households by asking the right questions. During the field visit the QCOs directly observed the interviewers' work while interviewing a respondent and conducted the re-interviews of the selected households/respondents in absence of interviewer. QCO compared the re-interviewed data with the corresponding interviewed data completed by the interviewers. No discrepancy was found for the baseline survey ensuring high quality of data collection. The data collected was further reviewed for completeness before uploading and processing of the data. Data analysis and VfM assessment

Data analysis and data triangulation

This process entails the following steps:

Compilation and analysis of secondary data: Here the focus has been on compilation and analysis of secondary data and information generated through desk review of the available documents and literature. The main purpose of secondary data analysis was to shape the findings against the evaluation questions. The evaluation also aimed at assessing the achievements and progress against the log frame indicators and the corresponding targets based on data and information ascertained from various progress reports submitted by the implementing partners and FCDO's annual reviews of the programme.

Primary data compilation and analysis: The KII responses from the stakeholders facilitated qualitative analysis using the standard methods of 'content analysis'. The analysis of KII responses and the findings thereof are the key tool for triangulation of data and evidence based on secondary data analysis. The KIIs were also conducted to cover the implementers as well as the government counterparts at different hierarchy levels to cross-validate the information received from the different KIIs.

Household surveys and Beneficiary FGDs: A descriptive analysis was undertaken first to understand the overall status of outcome indicators (using percentages and means), and then to assess the difference across socio-demographic and economic conditions (e.g. for male and female respondents, by locations, economic groups (low, middle, high income groups). For this Principal Component Analysis was applied using the details of asset ownership (questions adopted from the standard Demographic Health Surveys).

To understand the gender-inclusive aspect, the analysis focuses on the responses to the knowledge and awareness questions, access to early warning systems, as stated by the male vs the female respondents. Additionally, the role of females in the decision-making process, their roles in disaster management, female's access to social safety net programmes, status of gender-based violence and female participation in community leadership was also assessed through the questionnaires and subsequent analysis.

To understand how inclusive the program is for the Persons with Disabilities, the analysis focussed on the strategies for prioritized information dissemination and evacuation of Persons with Disabilities, their experiences during disasters, their roles (including in decision making process) at different levels of disaster management mechanisms.

All information collected either through the household surveys, FGDs or KIIs are validated and cross-checked through multiple interviews. Due to the need of maintaining anonymity no information has been attributed to any specific person. Also, in the right spirit of the evaluation, care has been taken in not mentioning particular UN agencies during the evaluation findings. This in some cases have the potential to give the impression that a particular UN organisation has been scrutinise more. The evaluation team would like to assure that this is not the case. Also, since the evaluation is across three separate UN agencies, findings ensuing from the activity of one UN agency may not be applicable to others. However, all findings are based on interviews and information received from the project implementers and should be taken as reflective of the entire NRP instead of individual UN organisations.

Ethical considerations

The methodology was founded firmly on ethical approaches to research with women and vulnerable people, including provisions and mechanisms to ensure that safeguarding is an absolute priority from start to finish. Informed consent and assent for participation was ensured and confidentiality assured.

OPM, as a signatory of the EU Directive on data collection the General Data Protection Regulation (GDPR), safeguarding respondents and team members; data collection, processing, storage and use in keeping with best practice in research with human subjects following the confidentiality, anonymity and data security. The research team adhered to ethical standards throughout as set out in the United Nations Evaluation Group (UNEG) Ethical Guidelines and Norms in the UN System and UNICEF's Policy on Conduct Promoting the Protection and Safeguarding of Children.

We draw from existing literature on the governance of social research (e.g. Economic and Social Research Council (2010) Framework for Research Ethics) in adopting the following principles:

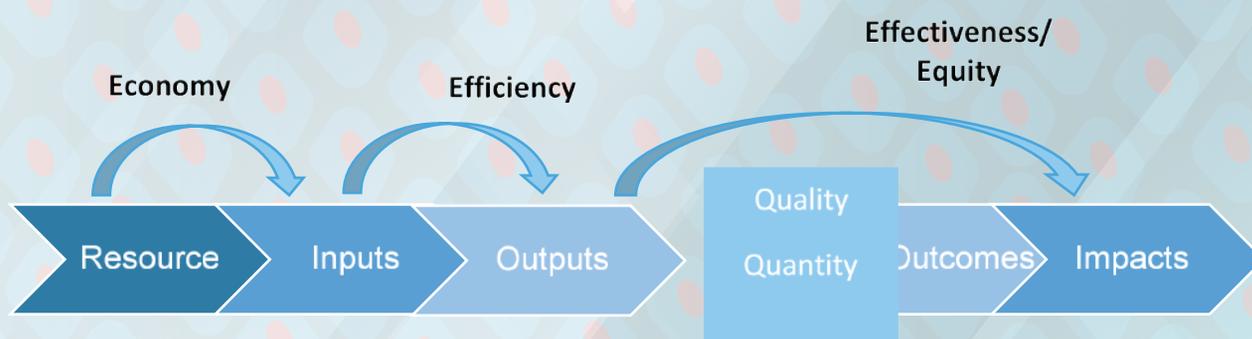
- **Informed consent / assent:** means that respondents are given enough information about the research and researchers ensure that there is no explicit or implicit coercion so that respondents can make an informed and free decision on their possible involvement in the fieldwork. Respondents were also be informed that their **participation is fully voluntary** and they can withdraw from the interviews at any time. Informed consent / assent were operationalized through the provision of a written form, signed off by research participants to indicate consent / assent. It was ensured that participants understood what was happening, and that all consent forms and instruments were translated into Bangla. Specific consent was sought from all participants before recording focus group discussions or key informant interviews.
- Researchers introduced themselves to all participants and explained, in a way that was easily understood by all, including female respondents, the purposes of the research and what would be done with the information provided by participants as a way to moderate expectations regarding what participants 'gain' from joining the research. No financial compensation was provided to individual participants, but refreshments were offered during all sessions.

- **Anonymity:** given that research respondents shared considerable amounts of personal information with us, it was our responsibility to ensure that their confidentiality is maintained, and personal information is protected in accordance with the GDPR. This was operationalized by ensuring that all datasets are anonymised, in the sense that all names of people were removed before the data.
- **Ensuring the safety of participants:** this means that the environment in which research is conducted is safe and familiar to the respondent. All fieldworker training included training on security protocols to ensure the safety of fieldworkers and participants.
- All fieldworker training covered **principles of research ethics and respecting cultural sensitivities.** Our team respected any differences in regard to culture, local behaviours and norms, religious beliefs and practices, sexual orientation, gender roles, disability, age, ethnicity, and other social differences, such as class, when undertaking data collection and communicating findings.

2.3 VfM analysis

The VfM analysis was done using UK's 'four Es' (Figure 2). The indicative evaluation questions are mentioned in the evaluation matrix (see Table 1). Based on the data provided by the implementing partners as well as through KIIs conducted with a cross-section of stakeholders, the VfM analysis has taken into account the foremost question of whether the money was allocated to the most effective interventions, (i.e. the process of selecting an intervention among other options) and whether the selected intervention was most suitable in terms of a technical assistance programme vis-à-vis an implementation oriented programme. The VfM analysis also considered the question of whether the resources could have been utilised more effectively with a different approach in the programme design.

Figure 2: Mapping of VfM Analysis



The programme had a slow start and was then further impeded due to COVID-19 imposed restrictions. Of the total USD 12,589,677 approved value of the project has been able to utilise USD 10,318,294 till 31st December 2021 which gives an utilisation rate of 81.9% (90.94% if money disbursed is considered). It is understood that the NRP has been provided a further fund of USD 1,469,572.52 for the period of January to December 2022 for continuation of present activities and for preparing for a next phase of NRP. The fund utilisation over the years by the different implementing entities are provided below.

Table 2: Fund Utilisation of NRP

		2017-2018	2019	2020	2021	Total
UNDP	Budget	2,40,559	21,15,790	28,70,073	16,97,136	69,23,558
	Disbursed	2,40,559	21,15,789	16,90,740	10,18,673	50,65,761
	Utilised	1,07,160	13,45,442	16,45,838	13,44,706	44,43,146
	Unspent	1,33,399	7,70,347	44,902	-3,26,033	6,22,615
	% Unspent	55.45%	36.41%	2.66%	-32.01%	12.29%
UN Women	Budget	5,86,445	11,07,620	18,38,106	9,57,109	44,89,280
	Disbursed	5,86,445	6,08,997	13,99,722	7,56,040	33,51,204
	Utilised	3,71,518	7,25,959	12,15,982	9,38,201	32,51,660
	Unspent	2,14,927	-1,16,962	1,83,740	-1,82,161	99,544
	% Unspent	36.65%	-19.21%	13.13%	-24.09%	2.97%
UNOPS	Budget	6,47,757	12,78,578	10,59,425	5,56,988	35,42,748
	Disbursed	6,47,758	12,09,620	5,27,953	5,43,713	29,29,044
	Utilised	5,64,217	7,81,318	8,21,516	4,56,437	26,23,488
	Unspent	83,541	4,28,302	-2,93,563	87,276	3,05,556
	% Unspent	12.90%	35.41%	-55.60%	16.05%	10.43%
UN Women	Available	14,74,762	39,34,406	36,18,415	23,18,426	113,46,009
	Utilised	10,42,895	28,52,719	36,83,336	27,39,344	103,18,294
	Unspent	29.28%	27.49%	-1.79%	-18.16%	9.06%

As per data available till 31st December 2021 and based on expenditures incurred from 2017-21, it is observed that while UN Women has been able to utilise 97.03% of the disbursed funds, UNOPS and UNDP are both under a reasonable unspent spending of 10%. This has led to 9.06% unutilised funds for the NRP as a whole. Also, as the figures demonstrate, a significant amount of funds were utilised in the midst of COVID with significant amount of unspent funding in the initial years.

While this can happen due to several reasons including the nature of the activities planned and implemented by different agencies, this certainly indicates to an operational necessity of better budgeting of activities during planning stages, clearer understanding of the risks associated in implementing the planned activities and stricter monitoring and coordination of the implementation of the activities. Better programme level planning would also have led to allocation of funds for project entities who have been more effective in mobilisation of resources and could have therefore avoided stagnation of funds as well as hurried/ forced implementation in latter stages of the programme. Further, approximately 55% and 36% funds lying unutilised for UNDP and UN Women in during the first years (when there was no external exigencies) indicate that the programme design did not suitably consider the challenges in identifying suitable entry points in the initial stages of the programme and / or overestimated the reach of the implementing entities and would have probably benefitted from a longer inception period setting up the programme as well as more staggered fund distribution towards the latter parts of the programme when the relationships with the governments counterparts were more firmly established.

2.4 Limitations of the methodology

The evaluation questionnaires sought to respond to the implementation of the entire programme vis-à-vis individual interventions and hence takes a bird's eye view of the entire NRP. Therefore, intervention specific detailed information is not represented through the methodology. However, since the primary purpose of the evaluation was to inform on the overall implementation of the NRP, this is not considered as a major drawback of the methodology. The evaluation draws all the necessary lessons as relevant from the interventions as well and this is reflected in the report. NRP team should consider conducting intervention specific evaluations themselves if such details are deemed important for knowledge management purpose.

For the household data collection, specific focus was given on equal representation from male and female respondents. Additionally, the end-line questionnaire used in the evaluation was adopted from the baseline questionnaire and modified based on the implementation status at today's date, along with considering the COVID-19 situation. This restricted direct comparison of the baseline and this study findings for few of the indicators. Additionally, the uptake of the programme at the community level (primarily for the households) was limited given COVID and other circumstances. Hence the findings from the household survey need to be interpreted with carefully. It has also been observed that the UN organisations have conducted their own end-line surveys which were made available to the evaluation team. The evaluation team has made of such survey wherever available to ensure a proper comparison.

2.5 Evaluation challenges and mitigation efforts

Due to COVID-19 imposed travel restrictions OPM conducted most of the KIIs/ IDIs online through Zoom or MS-Teams. In very specific cases of higher government functionaries, a hybrid online-offline interview was conducted. The assessment was also affected by multiple members of the evaluation team being affected by COVID-19 during the evaluation exercise. While this hampered the flow of the evaluation, the final timelines were marginally affected.

The evaluation is constrained by the longer timeline for impacts of technical assistance projects to materialise. Given the timeframe of the project, it was not possible to assess the impact across the interventions undertaken by the NRP. However, contribution of the project activities to systemic changes were qualitatively assessed to the extent possible through the KIIs and FGDs.

The Evaluation Team focused on interactions with people at operational levels to understand the nuances of the NRP. The team is grateful to the implementing partners for facilitating the interviews and enabling the Evaluation Team to get appointments with a critical mass of stakeholders across the NRP sub-projects. These interviews inform the core of the findings of this evaluation.

03 Evaluation Findings

The evaluation findings based on the OECD-DAC criteria for relevance, effectiveness, efficiency, impact, value for money, and sustainability are as described below. These also include findings on gender sensitization and mainstreaming, sensitization of persons with disabilities, digitalization and innovation and partnerships with other programmes under various sections.

3.1 Relevance

There were five EQs under Relevance as indicated in Table 1 earlier. As there is an overlap between EQ1 and EQ4, the findings for both are presented together below.

EQ1.	To what extent is the NRP programme relevant to and consistent with (i) partner country's needs and priorities at national/sub-national levels; (ii) global disaster & climate policies and actions; (iii) global gender legal treaties and frameworks, (iv) Implementing partners' priorities; (iv) relevant international frameworks (Sustainable Development Goals and targets, Sendai Framework for example)
EQ2.	To what extent was the design and strategy of the NRP aligned with UNDP's Country Programme Document (CPD) (2017-2021) and The UN Development Assistance Framework (UNDAF) (2017-2021)?
EQ3.	How sound or logical is the decision to develop NRP as a combination of independent sub-programmes as opposed to an overarching umbrella programme covering multiple ministries?
EQ4.	Does the programme continue to be relevant to the partner country's latest disaster resilience and development policies?
EQ5.	Did the proposed theory of change of the NRP (and its sub-programme) lead to actual changes or should it be revised?

3.1.1 Alignment to EQ1 & EQ4

EQ1. *To what extent is the NRP programme relevant to and consistent with (i) partner country's needs and priorities at national/sub-national levels; (ii) global disaster & climate policies and actions; (iii) global gender legal treaties and frameworks, (iv) Implementing partners' priorities; (iv) relevant international frameworks (Sustainable Development Goals and targets, Sendai Framework for example)*

EQ4. *Does the programme continue to be relevant to the partner country's latest disaster resilience and development policies?*

Bangladesh is one of the most disaster-prone countries in the world. It is affected almost every year by extreme weather events such as cyclones and floods. It is also situated at the junction of three tectonic plates which makes it vulnerable to earthquakes. Bangladesh is also one of the fastest growing economies in Asia and is quickly moving towards transitioning from Least Developed Countries (LDC) to developing country status by 2026. It has made significant progress in the socio-economic sector to increase the per capita income of the country as compared to its closest neighbours.² However, the country is under constant risk of growing loss and damage due to disaster events and climate stresses. World Risk Index 2021³ ranks Bangladesh as the 13th most at-risk country out of 181 countries assessed. Furthermore, the report also identifies Bangladesh's lack of coping capacity and lack of adaptive capacity to be particularly high. Similar to all at-risk countries women, vulnerable and marginalized communities have been found to be at even greater risk in Bangladesh.⁴ Climate change is exacerbating what are already significant development challenges, adding another layer of risk and uncertainty to efforts to achieve sustainable development in Bangladesh. Risk index of different disasters in Bangladesh suggest that out of a score of 10, Bangladesh has a probability index of 10 for floods, 9.2 for earthquakes, 8.2 for Tsunamis, 7.6 for epidemics, 6.9 for tropical cyclones and 4.7 for droughts. United Nations Economic and Social Commission for Asia and the Pacific (ESCAP) estimates that Bangladesh lost approximately USD 11.3 billion⁵ in 2020 due to natural disasters which is almost 3.5% of Bangladesh's GDP⁶ for 2020.

The Government of Bangladesh (GoB) recognizes these risks as significant detriment to the growth prospects of the country and have taken several measures over the decades to address disaster risk management and disaster risk reduction through various donor funded as well as government funded programmes. Existing institutional structure and policy frameworks are in place to guide the national efforts to achieve key disaster management priorities. The GoB has come out with Disaster Management Act 2012, Disaster Management Policy 2015, National Plan for Disaster Management 2016-2020, Bangladesh Delta Plan 2021 for more holistic and resilient development. The NPDM 2016-2020 brought in a shift from reactive disaster response to proactive disaster risk reduction. It had identified 34 targets for sectoral ministries and have made significant progress in areas such as early warning, reduced human cost of disasters and provision of safety nets. However, the NPDM 2016-20 did not manage to mainstream gender and social inclusion across all the indicators. The Sustainable Development Goals (SDG) of Bangladesh also emphasizes on disaster risk mitigation and resilience building as key goals to achieve sustainable development:

- under SDG target 1.5 – *“By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters”*
- under SDG target 11.5 – *11.5 By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations*

² UNSG statement 3 March 2021, Women's Lives Upended, Rights Eroded amid COVID-19, Secretary-General Says in Message for International Day, Warning Impact Will Outlast Pandemic | Meetings Coverage and Press Releases (un.org)

³ WorldRiskReport 2021; Ruhr Universitat Bochum

⁴ <https://www.statista.com/statistics/921027/bangladesh-risk-index-for-natural-disasters/>

⁵ <https://www.tbsnews.net/bangladesh/environment/climate-change/bangladesh-lost-113b-due-natural-disasters-last-year-un-321319>

⁶ Bangladesh GDP is USD 323 billion for 2020; <https://data.worldbank.org/indicator/NY.GDP.MKTP.CD?locations=BD>

The NRP is relevant in addressing the issues of resilience as identified in the policy documents of Bangladesh and the activities undertaken by the NRP is closely linked to the identified priorities of the GoB at national and sub-national levels. Therefore, activities undertaken under the NRP answers to the need of the GoB to develop capacities in disaster risk planning, disaster response, community awareness and leadership in disaster planning and response, gender sensitized disaster planning, development of women leadership in disaster management, building resilient and gender considered assets, developing tools for disaster informed development planning and multi-stakeholder partnerships in resilience building.

The programme has developed multiple innovative tools and approaches working in a participatory manner with government stakeholders to address disaster and resilience issues in each of the sub-projects undertaken by the three UN agencies. The specific priorities of each of the implementing agencies were identified through extensive consultation with the government counterparts and have mostly been demand-driven. Certain activities have also been undertaken which contributed to the continuation of activities undertaken by previous programmes or by the GoB itself. Examples of such activities included the logistical support provided for finalizing and strengthening the SOD-2019 which predated the NRP but was provided support through the NRP by incorporating forecast based financing task force, gender responsive guidelines in the SOD, alignment with other National and International drivers (for example; Bangladesh Delta Plan, Sendai Framework) and its publication and dissemination. Similar example include the Gender Equality in Humanitarian Action (GiHA) Working Group which predated the NRP but was supported through the NRP in generating gender analysis reports of floods in 2020 as well as other activities, Asset Management System (AMS), the need of which was felt for implementing Resilient Infrastructure Framework developed during the previous Comprehensive Disaster Management Programme (CDMP) – Phase II and was taken up under the NRP. Another example is of the Dynamic Flood Risk Model, the genesis of which lies with the Delta project of World Bank and strengthens the pre-existing Flood Forecasting Warning centre.

The selection of the activities therefore establishes that the NRP has sought to strengthen existing systems wherever possible and have ensured that activities undertaken by previous projects were also considered for reaching their logical conclusion

The NRP has therefore responded flexibly by tailoring priorities in line with the specific needs Bangladesh and have demonstrated significant flexibility to the changing needs of the country in the context of COVID, cyclone Amphan and flood in 2020 where the NRP provided support in tailoring “build back better” strategies and gender assessment of disaster response in real time.

The NRP has embarked on some very ambitious projects which have the potential to enhance the resilience of Bangladesh in the long run through policy changes and systemic changes. Chief among these is the AMS implementation which will require at least another 2-3 years of support to be completely integrated in the Government decision making. The dynamic flood risk model which has been implemented in a very small number of districts right now have the potential to be linked with delta programmes and implemented in other districts and the delta regions. The activity on sex and age disaggregated data on disasters with Bangladesh Bureau of Statistics as well as development of Gender Markers for Local Government Engineering Department (LGED) are key projects which need to continue to fulfil Bangladesh’s ambition of gender inclusive disaster data generation and gender inclusive resilient infrastructure development. Both these activities are presently in their final stages and will require continued support for some more time to be integrated properly. As the examples provide suggest, **the programme still continues to be relevant to the partner country’s latest resilience and development policies.** Discussions with government ministries and other stakeholders have demonstrated a strong buy-in of NRP

activities among government counterparts in different Ministries or other institutional entities. There has been strong engagement with key stakeholders during the identification and design of interventions, and even during the implementation of the interventions. Such level of government participation underline government ownership at national and sub-national levels. This has been highlighted during several KIIs with government counterparts and there has been persistent demand to continue the support provided by the NRP in the near future. It is also the considered opinion of the evaluation team that the present phase of the NRP has laid some strong foundations and since the effects of a technical assistance programmes require more than 3 years of support to demonstrate results, the NRP support continues to be relevant for Bangladesh.

The NRP also caters to the requirement of the Sendai Framework and its activities are relevant to meet the targets of the Sendai Framework. Through its intervention the NRP has significant potential to contribute to reduced number of disaster induced mortality and disaster affected population. It will build the adaptive capacities of the population of Bangladesh to plan, respond and cope with disasters. The UNOPS and UNDP components of NRP are specifically targeted towards reducing economic loss and damage to critical infrastructure due to disasters through development of tools and capacity building for risk management. UN Women have carried out trainings, inter alia, for women cyclone preparedness programme volunteers and women disaster management committee members. Certain NRP activities are also targeted towards development of early warning systems, tool development for disaster response and planning and risk informed development planning which cater specifically to Sendai framework requirements. The NRP is thus aligned with the objectives of the Sendai framework.

The NRP has been implemented in accordance with the principles of **Paris Declaration on Aid Effectiveness**, in particular, Ownership, Alignment and Harmonisation. The programme is aligned with country level policies in the Bangladesh through providing technical assistance to build capacities of the government institutions to enable them refine and institutionalise their policies and build their systems and processes to cope and build their resilience to disaster risks. Ownership is established as the GoB has been playing an effective role in the development and implementation of the programme. Harmonization is addressed within the NRP at the donor level through the institutionalisation of donor approaches, coordination, sharing of information to avoid duplication between FCDO and Government of Sweden.

3.1.2 Alignment to EQ2

EQ2. To what extent was the design and strategy of the NRP aligned with UNDP's Country Programme Document (CPD) (2017-2021) and The UN Development Assistance Framework (UNDAF) (2017-2021)?

The United Nations Development Assistance Framework (UNDAF) addresses three key outcome areas⁷ :

People: All people have equal rights, access and opportunities

Planet: Sustainable and resilient environment

Prosperity: Inclusive and shared economic growth

Outcome statements require state institutions to work with their partners to implement improved social policies and programmes that focus on good governance and reducing inequalities and aiding advancement of vulnerable people and groups, improved sustainability and increased resilience of vulnerable population, and increase opportunities for women and disadvantaged groups to contribute and benefit from economic progress.

⁷ United Nations Development Assistance Framework; UNDAF 2017-2020

The NRP addresses all these outcome areas as highlighted in the UNDAF and also in spirit of the UNDAF adopts a partnership approach with the government Ministries and other government stakeholders. The goal of NRP is to increase resilience, improve sustainability and enable gender mainstreaming and leadership in disaster response. **Hence, the NRP is aligned with the principles of UNDAF.**

Since the UNDP country programme for Bangladesh⁸ is based on the UNDAF and addresses the three key outcome areas as highlighted in the UNDAF, it is obvious that the **NRP is also aligned with UNDP's country programme for Bangladesh.** UNDP country programme commitments such as “UNDP will promote resilience as an integral dimension of sustainable development”, “support the ministries of disaster management and relief, environment, women and children’s affairs, and other line ministries in designing community-led climate adaptation and development projects that address vulnerabilities of women and girls”, “Risk-context mapping for climate-induced and other natural hazards, as well as retrospective resilience analysis tools and methodologies, will inform government programming” have the same goals as of the NRP.

The only area of the UNDP country programme where the NRP has not focused significantly during this phase is to develop financing solutions to some of the development problems such as adoption of life cycle analysis for infrastructure, additional capex involved in risk informed planning, sustenance of initiatives undertaken by the NRP through government financing schemes after the end of the programme.

Even then, some of the initiatives undertaken by the NRP has led to the government rethinking some of the guidelines for financing of infrastructure projects. Examples of this may be found in the Disaster Impact Assessment Framework which is now integrated in the feasibility report template for projects over BDT 50 crores or changes in the Asset Creation Standard 2021 (change in bitumen type and grade in event of erratic rainfall, change in Reinforced Cement Concrete (RCC) for resilient infrastructure) due to LCA approach introduced through AMS.

*This underlines GoB's willingness to introduce changes in financing of schemes. **This is hence one of the areas that the NRP should look more into in future and thrive to involve the Ministry of Finance as one of the most important stakeholders.***

3.1.3 Alignment to EQ3

EQ3. How sound or logical is the decision to develop NRP as a combination of independent sub-programmes as opposed to an overarching umbrella programme covering multiple ministries?

The design of the NRP as 4 sub-projects implemented by separate UN entities sought to capitalise on the existing relationships of the implementing entities (IE) with the respective Ministries and also to play to the strengths of the individual implementing entities regarding specific goals of the NRP. It was assumed that the 3 UN agencies would combine together, and their joint contribution will be more than the sum of their parts.

⁸ UNDP Country programme document for Bangladesh (2017-2020)

For a complex programme like NRP, an overarching umbrella programme that would include multiple ministries could be expected to suffer from different limitations -

- a. Participation of DPs and non-government actors would have been limited and they would lack commitment;
- b. Co-ordinating activities among multiple ministries would have been extremely difficult if not impossible. As the line ministries would have to follow their own rules as per the Rules of Business and Allocations of Business (of the GoB), there would be conflict about jurisdictions;
- c. Developing a common purpose, understanding, resource sharing and ensuring commitment to an agreed upon goal would have been difficult.
- d. Dividing responsibility and ensuring accountability would be difficult.

The sub-programme approach adopted by the NRP solves most of these problems. By adopting the sub-program approach and by dividing responsibilities among different partners, NRP opted for establishing a horizontal network instead of working through hierarchy.

While this is in itself an innovative approach and did pay off dividends by securing early entry points and ensuring government participation from the onset of the NRP, this approach has also led to its own set of issues. Chief among them has been coordination, or the lack-of, between the three UN agencies. In the absence of a central decision making body to decide the course of the NRP as a whole, each individual IE took up piecemeal projects which did not move in the same direction to ensure that the final goal of the NRP is reached. Therefore, while the individual sub-projects have performed adequately by themselves, and in some cases have also led to some amount of cross-learning/ influencing⁹, the joint benefit of the NRP did not fructify to the extent that it could.

Further, due to division of responsibilities between the 3 IEs compounded with the lack of coordination, at least in the initial stages of the programme, led to activities by separate IEs which could be easily clubbed together for better value for money. This is evidenced, for example, by separate training modules developed by UNDP and UN Women on DRR and women leadership in DRM both of which contained similar sets of modules on differentiated risks for women and could have benefitted from a coordinated approach and a joint training programme.

One possibly unintended consequence of the sub-programme approach has also been on gender mainstreaming. KIIs revealed multiple times that incorporation of gender concerns in various projects were seen as the job of UN Women only and in most cases no necessity was felt to consider gender issues in projects where the UN Women was not specifically involved. Thus, no gender focal person was appointed in any of the other sub-projects and gender concerns were not suitably addressed unless there was a pre-existing strong gender forum present with the concerned ministry as in the LGED. It is also understood that although gender action plans were developed for each of the sub-projects, adherence to these were disjointed among the IEs. Since gender is a cross-cutting issue and should be considered right from the conception stages of any intervention, the sub-programme approach may be considered as an impediment to gender mainstreaming.

Another consequence of weak coordination approach is evidenced from the programme level lack of monitoring and control on interventions. The structure of the Project Coordination and Monitoring team (PCMT) was not there in the programme governance structure and was formed later. However the PCMT did not have the necessary authority or monetary resources to approve budgets, monitor sub-projects and fund allocations, mandate data from the sub-projects and maintain a central repository of monitoring and evaluation results which would give at-a-glimpse view of the NRP without going into each of individual sub-projects.

⁹ Case in point could be incorporation of gender responsive budgeting guidelines in development programme/project proposals
local level CSOs participating as watchdogs in integrating gender issues in local level disaster planning and management

The sub-programme approach has its benefit in leveraging relationships and complimentary expertise of different IEs. However it needs a strong co-ordination and central decision making body among the IEs to ensure the direction of the interventions are aligned towards the common goal of the NRP and leads to strategic policy level changes instead of overly focusing on smaller outputs. It is also necessary to suitably authorise and strengthen the PCMT as the focal decision making body with respect to selection and approval of interventions, budgetary allocations, monitoring and evaluation of projects and periodic audits of project expenses to ensure more efficient functioning of the project.

3.1.4 Alignment to EQ5

EQ5. Did the proposed theory of change of the NRP (and its sub-programme) lead to actual changes or should it be revised?

The hypothesis in the ToC is that NRP will lead to ‘Substantial increase in resilience to disaster and reduction in disaster risk, loss of lives, livelihoods and health of men, women, girls and boys and protection of persons, business and communities in Bangladesh’ by improving capacities for risk-informed and gender responsive development planning, strengthening gender-responsive national capacities to address recurrent and mega disasters, improving capacity of GoB to achieve resilience through designing and constructing risk-informed and gender-responsive infrastructure system, enhancing women leadership capacities for gender-responsive disaster management decisions, investments and policies at national and local levels, and strengthening disability inclusive, gender responsive community preparedness, response and recovery capacities for recurrent and mega disasters.

The ToC also assumes that the Government will be committed and open to transformational changes, the Ministries will be engaged with the NRP, the NRP investment will leverage further investment for expanding disasters and climate resilience and social norms will not hinder women and gender equality while engaging in DRM.

While the design of the NRP interventions are suited to the selected outputs, the TOC does not provide a ‘change pathway’ as to how the successful implementation of a particular intervention leads to an output to an intermediate outcome and subsequently to an outcome. It cannot be assumed that, for example, providing a training would automatically lead to higher participation/ awareness among the participants of such training or developing a policy brief would automatically ensure uptake of the policy. Intermediate steps are required to be a part of the theory of change to provide streamlined guidance to the implementers regarding the path to be taken to ensure that change happens. This has left a gap in the TOC which does not answer a very important question for any of the interventions, which is ‘what next?’ Thus, there has been an over-emphasis on the implementation and monitoring of deliverables rather than on outputs¹⁰ and not enough emphasis on the intermediate outcomes which are a crucial step for converting an output to an outcome. As a result, operational milestones such as signing of MOU with a selected firm has also been monitored as an output. No systematic monitoring of intermediate outcomes have been undertaken which only exists as anecdotal evidences.

¹⁰ An output is the change that we would like to achieve from an intervention, not the intervention itself. One output will have several deliverables under it to lead to an output. The IE has total control over the output in terms of delivery and adoption. Intermediate outcome is something that the IE has partial control and influence. The IE can only influence an outcome and has no control over it. For impact, the IE has neither influence nor control.

One of the assumptions of the NRP was that the NRP investment would leverage further finance. No activity of the NRP could be evidenced which has worked towards the realisation of this particular assumption. The final assumption that social norms do not hinder participation of women is a void assumption as there is enough evidence that social norms do prevent women from participation as well as leadership positions. Hence, this should have been considered as a risk to the project and suitable mitigative approaches should have been considered in the change pathways to counter the societal norms.

Finally, the design of the NRP interventions is spread across a wide array of subjects thereby reducing the focus on more strategic engagements which could have led to systemic and policy changes. The implementation of the AMS in LGED is an example of what could be achieved with a focussed approach as the AMS is practically the only intervention that has been taken up by the LGED. All the other interventions of the LGED are support activities required to implement the AMS in the long run. Similarly, the UNDP planning division activities on integration of DIA in feasibility studies with the DRIP being a tool to enable such change and UN Women's activities towards LGED gender marker toolkit and sex, age, disability disaggregated data collection guidelines are other examples of focussed approach towards strategic changes. However, other activities of UNDP in disaster management were observed to be more amorphous without clear indication of the desired impacts from such activities. Certain isolated training activities or isolated studies conducted by the sub-projects are too small to impact structural changes.

It is therefore the considered opinion of the evaluation team that the theory of change of the NRP needs to have narrower focus while attempting to increase the resilience of Bangladesh. This is purely from the point of view that enhancing the resilience of a country is too broad, complex and vague a goal to undertake in any project activity with a short duration of only 3 years as in the NRP. Spreading the available resources too thin by indulging in activities without clear change pathways may not be the right hypothesis to be adopted in the theory of change. The ToC also needs to be revised in terms of some of the assumptions as these should be part of change pathways instead of assumptions.

3.2 Effectiveness

Five evaluation questions have been asked under this criterion. EQ6, EQ7 and EQ8 assesses the implementation aspects of the NRP and have been answered together due to the overlap between the issues, EQ9 responds to integration of gender and disability considerations and EQ10 responds to digitalisation and other system enhancements.

EQ6.	Has the programme achieved, or is it likely to achieve, the targeted results (outputs/outcomes)? What have been the key factors responsible for success or failure in achieving the targets?
EQ7.	How innovative and effective have been the system enhancement support (policy options, tools, framework) in mainstreaming gender-responsive risk informed development and disaster planning, gender issues and women empowerment? Have some of those been tested/piloted on ground to demonstrate potential benefits of their uptake and/or scaling at national/sub-national levels? If yes, what have been the experience? If not, why?
EQ8.	How effective and gender-balanced have been the trainings conducted under the programme to develop skills of the government functionaries at different levels and in building capacity of the relevant organisations (i.e. the organisations who are working on disaster management and development planning) in the partner countries/states been?

- | | |
|-------|--|
| EQ9. | Have gender equality, social inclusions and disability considerations been integrated across all the programme outputs and M&E activities as per developmental indicators of the logframe? |
| EQ10. | To what extent has the NRP contributed to digitalisation or other systemic enhancements? |

3.2.1 Alignment to EQ6, EQ7 and EQ8

EQ6. *Has the programme achieved, or is it likely to achieve, the targeted results (outputs/outcomes)? What have been the key factors responsible for success or failure in achieving the targets?*

EQ7. *How innovative and effective have been the system enhancement support (policy options, tools, framework) in mainstreaming gender-responsive risk informed development and disaster planning, gender issues and women empowerment? Have some of those been tested/piloted on ground to demonstrate potential benefits of their uptake and/or scaling at national/sub-national levels? If yes, what have been the experience? If not, why?*

EQ8. *How effective and gender-balanced have been the trainings conducted under the programme to develop skills of the government functionaries at different levels and in building capacity of the relevant organisations (i.e. the organisations who are working on disaster management and development planning) in the partner countries/states been?*

Overall, the NRP has achieved most of the targeted outputs that each of the sub-projects were undertaking. Certain activities are in their final stages of implementation or pending validation and/or approval from the GoB. Since the NRP has been provided with an extension till December 2022, based on the present status of the projects it is likely that all the outputs as demarcated in the annual work plans of the sub-projects will be achieved by the end of the programme.

The NRP has however had varied success in mainstreaming resilience and gender sensitisation in government decision making process. Some of the key interventions of the NRP those have already found acceptance with the GOB are:

- Inclusion of gender consideration and task force for forecast based financing in Standing Order on Disasters 2019 and gender and disability inclusion in NPDM 2021-25 – these provide guidelines on integrating gender issues in DRM and DRR as well as set the platform for setting up linkages with proactive disaster financing
- Inclusion of the DIA framework in the feasibility report template – provides a simple template consisting of only 6 steps for including disaster information and mitigation measures including measurement of resilience, cost of DRR and residual risk for any projects above BDT 50 crores. The tool has been purposefully kept simple so as to not overburden the government employees with too complicated requirements and encourage better submission of required information.
- Development of Dynamic Flood Risk Model for local level flood management – provides flood hazard maps for specific wards of Kurigram and Jamalpur based on present land use patterns and translation of water levels to impacts on the local community based on the flooding pattern and the socio-economic structure of the affected population. This is a first flood warning system which provides a flood risk scale of 1-5 combining flood maps, gender and disability and socio-economic distribution.
- Implementation of the AMS in LGED from scratch – provides a holistic gender inclusive asset management system including asset management plans for roads and bridges built and maintained by LGED

- Piloting of SADDD collection on disasters by Bangladesh Bureau of Statistics for 26 departments at the Zilla level – provides for collection of 26 out of 52 critical post-disaster parameters required for reporting against Sendai framework for 5 districts of Bangladesh. This is a completely new paradigm as SADDD was not being collected by BBS previously
- Inclusion of supply chain resilience training modules by Bangladesh Civil Service Institute, National Academy of Planning and Bangladesh Institution for Administration and Management¹¹

Certain other projects such as development of hazard maps beyond district level, Disaster Risk Information Platform, adoption of LGED gender markers, policy brief on sustainable and resilient business practices for garment sector, Asset Management Plans (AMP) for Roads (almost final stages) and Bridges (still in draft stage) will be completed in the following months.

The NRP has shown extraordinary flexibility in adopting to the severe disruption brought about by COVID-19 and have responded well to government needs during cyclone Amphan and 2020 floods.

While it has been highlighted in the previous section that the ToC of the NRP need more focus on the change pathways, nevertheless the programme has been particularly strong in **enabling disaster resilient planning aspects** in governments' policies and strategies by developing various technical products, innovative decision-making tools, and providing training to a large number of stakeholders. NRP's intervention in developing the SADDD guidelines and piloting the implementation of the guidelines has set the platform for integration of disaggregated data collection during disasters. Wherever NRP has taken a focussed approach it has been effective in **strengthening institutional mechanisms, capacities, and government systems, and in enhancing skills and building capacity of government officials.**

The programme has attained mixed results in integrating and mainstreaming gender issues in resilience and disaster planning. This is explained in detail in response to EQ9 below.

Pilot projects are an effective means to demonstrate and scale up project interventions. Under this programme some pilot actions (DMC level training programmes, Disability Inclusive Disaster Risk Reduction, Disaster Risk Reduction enabled Employment Generation Programme for the Poorest (DRR-EGPP), Media sensitisation on gender and disasters, preparation of earthquake contingency plans in selected wards) have been supported which has led to knowledge and awareness generation regarding DRM. However, these are at a very operational level and presently there is no roadmap under the NRP to scale-up and lead to strategic and systemic changes. However, the pilots have laid a strong foundation on which the NRP may consider building future activities which could lead to strategic interventions.

The success of the NRP is mainly contributed to the strong technical teams supporting the project implementation and the government's ownership of the NRP. The NRP has benefitted from the enthusiasm of key GOB officials who were willing to achieve transformational changes. The participatory approach adopted by the NRP has not only led to demand-driven approach but has also allowed to correct the course of the interventions if required. The flexible approach of the NRP is one of the main reasons for the achievements of the programme in a very short duration.

The NRP has undertaken activities which introduce completely new concepts to the GOB in disaster and resilience planning. Concepts of holistic asset management, life cycle cost analysis for project designing, introduction of

¹¹ These trainings are presently planned as separate 5 day training courses with the possibility of inclusion in foundation courses of the Institutes

disaster impact assessment in feasibility studies, media sensitisation on gender and disaster issues, development of asset management plans, changes in Material of Constructions by considering climate change effects, long term road deterioration model for better planning or gender marker tools for infrastructure projects are all innovative concepts with respect to Bangladesh and would even be considered innovative with respect to most countries globally. It may be safely concluded that the NRP has led to significant innovations in building resilience. However, while the NRP has been successful in the technical aspects of resilience building, when it comes to innovative approaches of gender mainstreaming in planning and disaster management, the NRP had the potential to do better. The NRP needed a more integrated approach in project design and implementation regarding gender issues. This is discussed in detail in response to EQ9 below.

Effectiveness of trainings: The NRP has achieved some extraordinary numbers with respect to people trained through the programme. Just to cite some examples:

- a. 11 batches of people from different departments including public works, education, drinking water and LGED have been trained on AMS. Approximately 20 people were trained in each batch. Approximately 40 of the trainees were women. The AMS also trained 19 people as Master Trainers of whom 4 are women.
- b. 1440 flood preparedness volunteers have been trained in collaboration with CARE to use the Dynamic Flood Risk Model and understand the importance of the numbers provided by the model. Of these almost 50% are women
- c. 200 extreme poor households have been provided training on disaster resilient EGPP schemes. 20 local level government personnel have also been trained.
- d. 1920 urban community volunteers have been trained on earthquake response of which 40% are women. These include training sessions for technical and non-technical people. Nearly 100 technical people were trained on earthquake awareness, contingency planning, and implementation of contingency plans.
- e. 245 people were provided training on SADDD for disasters in the headquarters of Bangladesh Bureau of Statistics of which 40% were women. 3 sets of people were trained for 3-days each. 15 people were also trained as master trainers among which 5 were women
- f. Approximately 300 people have been trained on use of DIA tools 133 first responders provided training on search and rescue
- g. 30 government officials from 18 departments provided training on Sendai Framework reporting
- h. 2700 vulnerable women received disaster preparedness, women's leadership and livelihood training along with livelihood inputs
- i. 331 Cyclone Preparedness Programme Volunteer, 239 Flood Preparedness Programme Volunteer, 1288 Disaster Committee Members were further capacitated on gender responsive resilience building with an aim to institutionalizing gender as well as strengthen local government's capacity on and actions for gender responsive disaster risk reduction. 155 female DMC members from 5 districts received special training on women leadership so that they can effectively engage and play leadership role in local level DRR planning and discussions.
- j. 107 humanitarian cluster members received training on Gender and Age Marker, and on Gender Analysis who are engaged in conducting need assessments, preparing humanitarian response plans.
- k. 76 journalists (11 female, 65 male) received training on "Media Sensitization on Gender Responsive Resilience"
- l. More than 5500 women from 3 cyclone prone districts namely Cox's Bazar, Satkhira and Khulna reached with cyclone audio visual content developed in local dialect by NRP DWA part through 101 community screening shows followed by discussions.

While the NRP has achieved significant number in people trained, the effectiveness of the trainings provided and the impacts of the trainings are not apparent in all cases. Trainings and capacity building under NRP may be broadly classified in two groups– one for community members involving flood response volunteers, Cyclone Preparedness Volunteers (CPP), earthquake response volunteers, DMC members, women and persons with disabilities and another for government stakeholders on planning and implementation of resilient and gender sensitised policies/plans. The effectiveness of the trainings provided depend on the group of trainees. While there is hardly any doubt on the necessity of the subjects of trainings provided through the NRP, whether isolated training programmes are the right way to achieving lasting changes in resilience planning and gender sensitised DRM is debatable.

The NRP had a system of collecting training feedbacks for government trainees but no such feedback mechanism has been applied for community trainings. It has been observed that when the training is linked to implementation of a particular strategy, policy or technical tool; the impact of the trainings have been quite apparent as such trainings are a necessity for actual implementation of the proposed systemic enhancements. However, in the absence of any feedback mechanism for community training, it is not apparent whether the trainings had any impact on the functioning of the trainees¹². The mechanism of collating training related data was also found to be weak for the NRP due to absence of training feedback collection mechanism, training attendance sheets, training reports and gender segregated trainee numbers as apparent from the incomplete information on female trainee numbers. Other than UN Women, who had specific mandate for women-centric trainings, the other UN agencies also planned for specific participation of women in the trainings. It was also observed by one of the project directors that women volunteers were found to be more enthusiastic.

It is suggested by the evaluation team that the trainings provided by the NRP is suitably linked to desired policy/ system changes or operational changes to make these trainings more effective. A mechanism to collect training related information be implemented at the earliest and also introduce a mechanism to assess the sustainability and application of the training received among the trainees after a reasonable time period has lapsed post conducting the trainings.

Some of the training modules developed under the NRP have been for training-of-trainers, specifically under AMS, disability sensitised flood management and SADDD for disasters. This is the right approach to conducting training programmes since it ensures sustainability of the training in future and in the absence of the programme. To ensure the continuity of capacity building initiatives on Asset Management, LGED has signed a contract with the Engineering Staff College of Bangladesh (ESCB) to train the staff of LGED and other public institutions within the country. Training modules developed on supply chain resilience for the garment sector has been institutionalised in training institute of Chittagong Chamber of Commerce. Training on DIA and DRIP have been institutionalised with National Academy for Planning and Administration, Bangladesh Civil Service Institution and Bangladesh Institution for administration and Management ensuring sustainability and continuance of the training modules even in the absence of the NRP. However, this approach has not been followed for all the training programmes.

¹² One notable exception is the training provided by UN WOMEN to CSOs where in the CSOs were found to be taking active roles in women livelihood projects and gender sensitised disaster management

In spite of the abovementioned training programmes, several government stakeholders have highlighted the need for further capacity building support in implementing the system enhancements initiated by the NRP. This is not an entirely unjust demand, but the training activities should be planned judiciously with the purpose of developing trainers from within the government departments/ institutes/ ministries who could then carry out the necessary trainings for other government personnel. This can be done in a phased manner as well, i.e. initially providing ToT, then arranging for supervised trainings to be provided by the master trainers and then conducting independent trainings by the master trainers.

3.2.2 Alignment to EQ9

EQ9. Have gender equality, social inclusions and disability considerations been integrated across all the programme outputs and M&E activities as per developmental indicators of the logframe?

Overall, gender mainstreaming and social inclusion has not been sufficiently considered in the programme as a whole despite UN Women playing a significant role in the NRP and contributing to the development of gender mainstreaming guidelines in areas of data disaggregation and gender sensitised planning of infrastructure projects. This is partially attributable to the siloed approach of the NRP where the UN Women was deemed to be the only entity responsible for gender mainstreaming through their activities. Some of the programme activities undertaken for gender sensitisation have been deemed to be too 'projectised' to contribute to strategic mainstreaming of gender issues in resilience and disaster planning.

However, even then, the NRP has made some significant contribution towards inclusion of gender issues in the SOD-2019, the NPDM 2021-2025 as well as the AMS policy. It is also understood that the UN Women has been successful in influencing the inclusion of DRR for 5 ministries in the revision of the National Women's Development Policy 2011 and gender responsive budgeting in DPP guidelines. Disability inclusive DRR pilot project influenced ramp accessibility to clinics, evacuation boats and representations in UDMC and DMCs by persons with disabilities. The SADD on disasters with the BBS, media sensitisation on women and disasters and LGED gender marker tools have the potential to become strong influencers to bring in more gender mainstreaming in resilience and disaster planning. The same can also be said about the Disability inclusive DRR piloting which is presently a very small initiative in itself. It remains to be seen how follow-up activities to this initial steps are designed in future, *i.e. what would be the proposed change pathways that lead from these activities to strategic inclusion of gender in policies and plans and up-scaling of these interventions*

Several other initiatives such as the DIA, the AMPs and Dynamic Flood Risk Modelling have identified gender issues as important parameters but provides no guidance on implementing gender sensitised planning processes. DIA has taken the first steps in the right direction to mainstream gender and social inclusion in disaster impact assessment, which previously focused on natural hazards and engineering. Currently, DIA considers the impacts and solutions for women and persons with disability for cyclones and related water logging and salinity. It elaborates on cyclone shelters, roads, and other accessible, safe, and secure communication for women, adolescent girls, and persons with disability. DIA should consider gender and disability responsive needs to explain the impacts and propose solutions in a multi-hazard approach. DIA could also include infrastructure that will help safeguard the livelihoods of the poorest populations, especially the women-headed households, persons with disability, the elderly, and other marginalized groups. One of the most innovative interventions of the NRP, the **Digital Risk Information Platform (DRIP)** does not have data on risk information critical for resilience of the most vulnerable groups such as food security, access to social protection, health facilities, school safety, climate change

impacts, informal economy, urban poor and landless farmers et al. It also does not include data on vulnerable groups such as elderly, persons with disability, female-headed households, traditionally marginalized populations – marginalized castes, ethnicities, religions and SOGIEGC et al. Further there are no gender related or women related documents¹³ or gender-related glossary¹⁴. While the evaluation team acknowledges that these activities are very much a work-in-progress presently, the NRP is requested to consider these changes for the next phase of evolution of the programme.

Several stakeholders have highlighted that lack of coordination between the UN agencies have also played a significant role in exclusion of gender issues in NRP interventions from the very conception of the interventions. Gender consideration have been an after-thought in most cases¹⁵. Stakeholders have also highlighted the absence of gender focal points for the sub-programmes which impeded gender mainstreaming in the project interventions. Overall, the stakeholders accepted that there is a high level of understanding of gender issues but low level of implementation due to lack of capacity to identify gender concerns and incorporate gender concerns in project designs and resources. However, UN Women have contested that even the understanding of gender issues among the NRP sub-projects are debatable and there is a requirement to change the mind-set of the government officials as well as other UN agencies towards gender mainstreaming. In some cases, the technical resources highlighted the time limitation as a challenge towards more consultative approach to include gender and disability organizations. The Ministry of Women and Children's Affairs, Department of Women Affairs in Planning Commission, Ministry of Social Welfare, Gender in Humanitarian Action (GiHA) Working Group, Women's Rights Organizations, and Disabled Persons Organizations (DPOs) are quintessential entities those need to be consulted for GESI mainstreaming for all relevant activities.

Even in the PCMT, in spite of the presence of a gender mainstreaming analyst, no data on segregated gender budgeting, gender centric activities, impacts of gender mainstreaming were available.

It is therefore the considered opinion of the evaluation team that the NRP has not sufficiently addressed the concerns on gender mainstreaming due to a combination of factors as mentioned above. Other than activities conceived by UN Women, gender inclusion in other sub-programmes have not been uniform across interventions. While some of the individual interventions did consider gender issues, such considerations were not transformed into gender mainstreaming strategies. Considering the importance of gender mainstreaming to the context of the NRP, a separate section is added in the annex detailing the accomplishments, challenges, risks and recommendation for gender mainstreaming in the NRP.

3.2.3 Alignment to EQ10

EQ10. To what extent has the NRP contributed to digitalisation or other systemic enhancements?

As explained in section 3.2.1 above, the NRP has led to some significant systemic enhancements through implementation of the AMS, DIA, SADDD collection, dynamic flood risk modelling.

Other than these, the NRP has also contributed to the strengthening of the existing Roads and Structures Database Management System (RSDMS) by introducing a Road Deterioration Model (RDM) which would be useful in preparing multi-year work plans for maintenance of rural road. A failure analysis framework is also being

¹³ <http://drip.plancomm.gov.bd/Documents>

¹⁴ <http://drip.plancomm.gov.bd/Glossaries/Glossary>

¹⁵ One notable exception to this may be found in the training of earthquake volunteers, where local authorities specifically requested for equitable participation of women

developed (in the draft stages) which would analysis 16 assessment points of failure to arrive at root cause of failure of critical infrastructure and take suitable mitigating actions in future projects. The gender marker toolkit for LGED projects which integrates 4 key gender oriented parameters in each of 4 project stages, once finalised and piloted, will be significant system enhancement useful in integrating gender concerns in LGED projects. The AMP roads and bridges will also add to the robustness of the AMS. The DRR-EGPP guidelines in its present form is an isolated project activity. With suitable follow-up activity and/or partnering with other donors, this has the potential to enhance resilient livelihood for a large section of Bangladesh's population.

The NRP through its activities have also indirectly influenced system enhancements through revision of MoCs and integration of climate change concerns in Asset Creation Standards (2021) as well as inclusion of gender responsive budgeting in DPP guidelines. It has also been successful in bringing a lot of stakeholders to the resilience platform which is an enhancement in itself. It has also planted the seeds of LCA based project capex allocations and consideration of O&M in project financing.

One contribution of the NRP has been in developing the Disaster and Climate Risk Information Platform (DRIP) which is a specialized software application that aims to strengthen the institutional capacity of the Government of Bangladesh for assessing, understanding and communicating disaster and climate related risks, with the goal of integrating disaster risk information into development planning & budgeting, policies and programs. The DRIP provides a common platform for sharing climate and disaster data, hazard maps, integrated hazard risks and vulnerability mapping which was hitherto available in fragmented and scattered form among several agencies. Providing a software solution to bring all data required for disaster sensitised decision making and project design in one platform is one of the key contributions of the NRP. It is understood the DRIP will be providing the necessary information required for DIA for policy makers through inclusion of the DIA in the feasibility report template and DPP guidelines.

NRP has provided technical training on the requirement of data to be reported to the SFDRR online monitoring platform and have built the capacity of government personnel to collect and report such data on the SFDRR online platform. The required data has been integrated in the D-form and is hence now part of the system. The efforts of NRP have resulted in Bangladesh becoming one of the leading countries in providing data to the SFDRR online platform.

3.3 Efficiency

Of the 4 evaluation questions asked here, EQ14 is cross-cutting and overlaps with EQ11 and EQ12. Hence alignment to EQ14 has been answered within EQ11 and EQ12

EQ11.	What has been the level of efficiency of UNDP/ UNOPS/ UN Women in programme implementation? Could they manage well the government functionaries at national/sub-national levels, civil societies, and media in the partner countries/states?
EQ12.	To what extent have the funds been disbursed and utilised? How did the programme manage financial and operational risks in the wake of COVID-19?
EQ13.	What has been the scale/quality of partnership and coordination (policy and technical planning) between the implementing agencies, and between other development partners (World Bank, ADB, USAID) who have supported similar or complementary programmes?
EQ14.	Has the internal M&E system of the NRP managed to capture, analyse and generate learning from the project?

3.3.1 Alignment to EQ11

EQ11. What has been the level of efficiency of UNDP/ UNOPS/UN Women in programme implementation? Could they manage well the government functionaries at national/sub-national levels, civil societies, and media in the partner countries/states?

Over the programme period, NRP has contributed to developing institutional mechanisms, systems, and methodologies to enhance resilience, and in some case gender-inclusive, planning at national and sub-national levels. Collaborating with relevant government ministries under the existing systems/mechanisms through regular involvement of officials in consultations and building in the process their capacities has reinforced ownership and enhanced efficiency and effectiveness of NRP. From the initial stages of the NRP there were quarterly review meetings facilitated through the PCMT between the implementing partners and the Government counterparts through the Joint Programme Implementation Committee (JPIC) meetings. The JPIC meetings allowed the government counterparts to maintain oversight over the progress of the NRP intervention, both programmatic and financial. Hence, the NRP remained in close collaboration with the GoB throughout the programme.

NRP has contributed in increased awareness at ministry and community level regarding the need of resilient planning and disproportional effect of disasters on women and vulnerable population. By engaging at the grass-roots levels with community members as well as with policy makers at the higher levels, NRP has tried to strike a balance between a top-down approach and a bottom-up approach. This has been accomplished through (i) developing innovative system enhancements as mentioned earlier in section 3.2.1 and section 3.2.3; and (ii) capacity building programmes or workshops as highlighted in section 3.2.1.

NRP's overall approach was effective and enhanced efficiency as it provided technical assistance in areas where there was a clear demand, such as implementing the AMS or developing the DFRM or the DIA. Responding to demand-driven initiatives and engaging government stakeholders as well as community members and local level CSOs was a key to success and contributed to increased ownership of the NRP initiatives by governments as well as the CSOs in some cases (gender sensitised disaster management and livelihood protection). NRP's initiative to increase awareness among the media on the differentiated impacts of disasters on women is a very efficient way to influence more focus on the issue, provided it is followed up through further engagement.

Acknowledging the strengths of the NRP, it is also imperative to note the weaknesses of the programme as possible learning for future programmes. NRP has a unique project management structure which lacks any central decision making body on the direction of the NRP by itself. While the Joint Project Steering Committee (JPSC) that is supposed to provide guidance and direction to the programme, this set-up is too formal to influence project decisions or facilitate discussions and debate on project ideas. The JPIC headed by the National Programme Coordinator is also a formal set-up to discuss on the quarterly progress. However, at the implementing partners' level, the PCMT, project teams and UN Representatives did not have any formal or informal meetings to ensure better coordination among the IEs and maximising value for money of the NRP.

It is understood that at the initial stages of the NRP, there was indeed such a mechanism which was later discontinued in favour of half-yearly reviews of implementation which did not ensure efficient project management and coordination among the IEs.

The NRP would likely have operated with more efficiency regarding selection of projects and how such projects contribute to the ultimate goal of NRP, if it had a better co-ordination mechanism among the IEs.

*Stand-alone training programmes without clear change pathways and duplication of training modules (chapters as well as entire modules) are examples where efficiency of the programme could be increased. **Linkages of activities to policy needs to be established during planning stages through asking questions like ‘so what’ and ‘what next’.***

***NRP’s monitoring structure is not adequately efficient to capture and report the progress of the project.** The internal monitoring of the NRP is the responsibility of the PCMT. However, the PCMT has not been authorised enough to monitor, and course-correct if necessary, the sub-projects either on resource utilisation or on project progress. The PCMT is tasked with organising JPIC and JPSC meetings, annual workplan preparation (AWP) and MEL plans for sub-projects but in reality the AWP as well as the MEL plans are prepared by the individual IEs and the PCMT simply signs off on it. There is a lot of emphasis on monitoring the deliverables and not enough emphasize on monitoring the impacts and the outcomes. In fact, there is no central reporting for the NRP as a whole, instead there is separate progress reporting for each of the four sub-projects where the sub-projects separately reported their progress to the JPIC meetings facilitated by the PCMT. Even though there are many references of SDGs and the Sendai Framework for Disaster Risk Reduction in all the NRP documents, there is no monitoring or recording of how the individual interventions in NRP have contributed to SDGs, Sendai Framework Priorities and targets and align with the CEDAW and its Recommendation 37 which is the legal treaty for gender-responsive risk informed development.*

This makes it very difficult to assess whether the NRP has had any impact or has achieved any outcome through systematic monitoring. Anecdotal evidence are however available, both from the projects as well as the government, on the success of the NRP. NRP needs to strengthen its internal monitoring structure to capture the achievements of the project better. NRP also needs a properly indexed central repository of deliverables, training feedbacks, monitoring reports, government orders or other means of judging NRP’s contribution such as minutes of the meeting, e-mails acknowledging NRP’s contribution. The PCMT needs to play a bigger role in guiding the monitoring and evaluation aspects of the NRP and should be authorised enough to monitor project progress.

NRP also needs to have a more efficient knowledge management component.** It is very difficult to ascertain why and how certain project activities have been undertaken by the NRP or what are its linkages to the ultimate goals of the NRP or the Sendai framework and other relevant documents as stated above. While there is a clear rationale in most cases for selection of interventions, most of this institutional memory is lying with the project personnel. The rationale for selection of projects and where it has led to is not immediately apparent to external stakeholders. **This issue is readily resolved if the NRP puts in forth a simple knowledge management component right at the planning stage of the project. Simple 1-2 page notes explaining the background, reason for selection, linkages to country priorities, possible linkages to other donor-funded or government projects, expected changes and possible next stages could be framed for each of the outputs delivered by the NRP.

NRP does not seem to generate new knowledge within the arena of climate change and disaster management, rather it follows the existing practices based on government policies and plans. There were opportunities to feed back the government process with new knowledge such as threshold for resilience, climate modelling, sustainability indices; specific climate model based projections for inner, major, coastal and meandering rivers and such. While knowledge generation was not considered a part of the NRP, it is nevertheless a component with far-reaching implications in guiding resilience planning. It would be prudent for the NRP to consider generation of knowledge as a new intervention if the NRP is continued.

3.3.2 Alignment to EQ12

EQ12. To what extent have the funds been disbursed and utilised? How did the programme manage financial and operational risks in the wake of COVID-19?

The programme had a slow start and was supposedly further impeded due to COVID-19 imposed restrictions. Of the total USD 12,589,677 approved value of the project has been able to utilise USD 10,318,294 till 31st December 2021 which gives an utilisation rate of 81.9% (90.94% if money disbursed is considered). It is understood that the NRP has been provided a further fund of USD 1,469,572.52 for the period of January to December 2022 for continuation of present activities and for preparing for a next phase of NRP. As per data available till 31st December 2021 and based on expenditures incurred from 2017-21, it is observed that while UN Women has been able to utilise 97.03% of the disbursed funds, UNOPS and UNDP are both under a reasonable unspent spending of 10%. This has led to 9.06% unutilised funds for the NRP as a whole. Figures provided by the NRP team as demonstrated in Table 2 bears out the slow start of the programme in the initial 2 years but does not support the slowing down of the programme due to COVID. In fact the figures suggest, rather surprisingly, that the programme was most efficiently run during the COVID than before that. This calls into question the NRP's planning and intervention selections during the initial years of the programme and suggests, as stated earlier, that the programme could have possibly benefited from a longer inception period and more considerate evaluation of the risks and assumptions.

It is also understood that the NRP has a unique fund disbursement arrangement where UNOPS is the administrative agent to receive funds from the donors and disburse to the other IEs. It has the authority to collect financial data from the other IEs but has no authority to audit the usage of such funds and whether the funds have been utilised properly. The PCMT team also has no oversight over the resource utilisation. It is the responsibility of the IEs to present their budgets and funds are disbursed based on these budgets without adequate vetting of the budget proposals. While this does not reflect misallocation of funds it is still a case of conflict of interest where each IE would like to maximise the resources available to them. This could lead to unutilised funding lying with one IE whereas another IE with faster progress would be languishing for want of it as demonstrated by the fund utilisation above.

*It is the considered opinion of the evaluation team that, as mentioned above, the **NRP will benefit from a programme level planning that determines the funds to be disbursed to each IE.** These disbursements may be made in quarterly tranches depending on the utilisation of the previous funds to ensure tighter control on the project finances.*

Considering that the management structure of the NRP has a strong government control on the finances of the programme and its sub-programmes, it may not be possible for the NRP to realign the financial commitments from one sub-programme to another as government systems may not allow for such changes. However, it is also understood that the JPIC does have the authority to suggest such realignment if required, though the process may not be easy. Under the circumstances, to maintain a degree of flexibility, it is suggested that a Rapid Response Fund be maintained within the NRP structure. This fund would be a flexible funding mechanism to provide need-based emergency funding to sub-projects outside the approved budget of the sub-programmes and can be subsequently adjusted while budget calculations in the next year.

Although the financial figures give a contrarian suggestion, KIIs have indicated that the NRP has been hampered severely during COVID and had to adjust to the changing realities very quickly. This led to the NRP repurposing its resources to provide strategic support to the GoB through build-back-better strategies in the wake of COVID. Resources allocated for offline training programmes were utilised for initiatives such as rapid flood assessment reports in the wake of cyclone Amphan and 2020 floods in the midst of COVID. All training programmes were shifted to online modes and NRP ensured that the programme kept running albeit with reduced efficiency during COVID. This is hardly unexpected as COVID is once-in-a-century event that caused massive disruption everywhere.

The NRP is classified as a GEN2 programme since gender equality is a principle objective of the NRP¹⁶. This would entail the NRP separately collate and report on expenses towards gender focussed activities. However, if we discard the UN Women component of the programme, the entire budget of which is tuned towards gender focused activities, for the other IEs there has been no monitoring of the gender budgets or gender expenses. As has been explained elsewhere, in spite of the GEN2 classification, gender has not always found focus or even consideration among many of the interventions right from the initial stages. Several reasons were attributed to it ranging from lack of coordination, perception that UN Women is solely responsible for gender activities, low understanding of gender issues to absence of gender focal points.

Not focusing on gender sensitised planning and budgeting and monitoring of expenses is one of the limitations of the project. While it is too late to change the planning of the interventions for this phase of the NRP, the IEs along with the PCMT should take necessary steps to ensure that this gap in the monitoring is plugged in the remaining few months of the project and also ensure that future phases of NRP, if continued, have greater focus on gender across the board right from the planning stages.

3.3.3 Alignment to EQ13

EQ13. What has been the scale/quality of partnership and coordination (policy and technical planning) between the implementing agencies, and between other development partners (World Bank, ADB, USAID) who have supported similar or complementary programmes?

The NRP build on earlier works supported by other donors by expanding the scope of such activities or aiding those interventions to reach the next steps. Examples of this continuation/ upscaling/ replication approach include:

- i. The AMS developed under the NRP followed from the resilient infrastructure framework developed by CDMP-II project supported by the UNDP, erstwhile DFID and the European Commission.
- ii. The NPDM 2021-25 was being supported by the CDMP-II. It received support for 2 phases of revision from CDMP-II and was finally concluded with support from the NRP in the final phase.
- iii. The AMP (Roads) uses climate projection data provided by World Bank for planning in baseline year as well as next 10 years for rural roads and 50 years for bridges.
- iv. The DFRM project has its genesis with the Deltas, Vulnerability & Climate Change: Migration & Adaptation (DECCMA)¹⁷ project funded by Collaborative Adaptation Research Initiative in Africa and Asia (CARIAA), with financial support from the UK Government's Department For International Development (DFID) and the International Development Research Centre (IDRC), Canada. BUET team involved in the DECCMA project worked on the DFRM initiative as well. The same team is also involved in the implementation of the Bangladesh Delta Plan 2021 and hence there is a possibility of reverse influencing as well.

¹⁶ Gender Mainstreaming Made Easy: Handbook For Programme Staff; UNDP

¹⁷ <https://idl-bnc-idrc.dspacedirect.org/handle/10625/57543>

- v. The earthquake readiness intervention was a replication of an earlier work done in Mymensingh supported by WB funded Seismic Risk Mitigation through Retrofitting of Civil Infrastructure in Bangladesh (2014-2015) funded by World Bank's Higher Education Quality Enhancement Project.¹⁸
- vi. Gender Equality in Humanitarian Action (GiHA) Working Group which predated the NRP but was supported through the NRP in generating gender analysis reports of floods in 2020 as well as other activities.

While COVID related disruption and inadequate maturity of the NRP interventions prevented the NRP to enter into formal agreements with other donors, informal arrangements and common government counterparts have ensured that the NRP benefit from other donor funded projects as well as partner with other donors to replicate and/or upscale the NRP interventions. Examples of such arrangements can be found in:

- i. The AMS development and the learnings therefrom has been informally shared with both ADB and World Bank for replication in other departments as well for enhancements of Information and Communication Technologies (ICT) through World bank support.
- ii. ADB's Rural Connectivity Improvement Project (RCIP) will upgrade about 1,700 kilometres of rural roads to all-weather standards in 34 districts located in five divisions; improve the capacity of the rural infrastructure agency to address institutional constraints relating to rural road development; and (iii) finance enhancements to the national rural road master plan to enable the selection of priority rural roads for improvement using a geographic information system covering the entire country¹⁹. Data from the RCIP will be used by the LGED and will provide complimentary support to implementation of the AMS.
- iii. Climate change concerns included in the RDM and strengthening of the RSDMS will be supported through the KFW funded Climate Resilient Local Infrastructure Centre (CReLIC)²⁰. CReLIC will be a centre of excellence that will act as a knowledge and information hub which will collect, process and provide knowledge and exchange of information on climate resilient infrastructure to and from LGED Engineers, relevant research institutions and other agencies. CReLIC therefore provides complimentary support to NRP.
- iv. Data generated through World Bank funded Rural Transport Improvement Project is being used for finalisation of the AMP (Bridges).
- v. The BUET team working on the DFRM has initiated discussions with Google for dissemination of the DFRM by linking it with Google Earth and generating better Digital Terrain Models (DTM) for improving the flood modelling.
- vi. Guidelines provided through the DRR-EGPP intervention has bene informally adopted by World Bank funded Health and Gender Support Project for Cox's Bazar District.

The main reason for this fruitful collaboration with other donor funded projects has been informal interactions between intersectional personnel either on the government side or on the NRP consultant's side. While a lot of importance is given to formal arrangements for sharing inter-project information and learning, it is often seen that informal set-ups contribute more towards cross-learning and cross-adoption. It is, however, an observation of the evaluation team that the information received on such partnerships have chiefly been from feedback received from the government stakeholders rather than the IEs. The evaluation team would request that such informal partnerships be noted and archived through the NRP's internal monitoring system.

¹⁸ https://www.researchgate.net/publication/329876951_Seismic_Loss_Estimation_for_Ward_14_of_Mymensingh_Bangladesh

¹⁹ <https://www.adb.org/projects/47243-004/main>

²⁰ https://crim-lged.org/crelic/crelic_profile/crelic.profile.php

3.4 Impact

Four evaluation questions were assessed to understand the impact of the NRP. In general, technical assistance projects are by nature longer term projects and impacts of the project manifest long after the end of the programme. Due to considerable overlap EQ15, EQ16 and EQ17 have been discussed together and EQ18 has been discussed separately.

EQ15.	What have been the impacts (actual or likely impacts) of the programme in terms of the logframe indicators? What is the scale achieved or likely to be achieved? Are there any unintended (positive/negative) impacts of the programme?
EQ16.	To what extent have economic and social systems of the partner countries adapted their economic and social systems to gender responsive resilient development? What have been the co-impacts of the complementary programmes supported by other development partners?
EQ17.	To what extent have the stakeholders' (parliamentarians, line ministries, private sector, civil societies, media, citizens etc.) responded to policy, tools, framework etc. developed under the programme (demand side impacts)?
EQ18.	To what extent has the structure of the NRP contributed to force-multiplier effects? i.e. Is the contribution of the NRP greater than the contribution of the sum of its sub-programmes?project?

3.4.1 Alignment to EQ15, EQ16, EQ17

EQ15. *What have been the impacts (actual or likely impacts) of the programme in terms of the logframe indicators? What is the scale achieved or likely to be achieved? Are there any unintended (positive/negative) impacts of the programme?*

EQ16. *To what extent have economic and social systems of the partner countries adapted their economic and social systems to gender responsive resilient development? What have been the co-impacts of the complementary programmes supported by other development partners?*

EQ17. *To what extent have the stakeholders' (parliamentarians, line ministries, private sector, civil societies, media, citizens etc.) responded to policy, tools, framework etc. developed under the programme (demand side impacts)?*

Given the short time-frame of the NRP, the evaluation team believes it is too early to assess impact of the NRP programme. The impacts are expected to be significant once the recommendations from all the policy tools and system enhancements are fully integrated and adopted by the governments given that these have been developed in a consultative manner. The initiatives undertaken by the NRP have mostly been just finalised and are yet to be adopted completely by the government. Certain interventions such as the AMS, DFRM, DIA will take much more handholding to be integrated in government systems and support needs to be provided to take these projects to their logical conclusion.

The evaluation findings²¹ suggest that NRP has made significant progress against its output targets in all the sub-projects and is highly likely to complete most of the on-going interventions till close of the programme in

²¹ The evaluation has taken into consideration all interventions till March 2022

December 2022, which would contribute to impact in the long term. This could be confirmed only at the individual sub-project level since the linkage between the NRP's theory of change with the sub-project log-frames is not clear. The impacts from these outputs are yet to manifest with some notable exceptions as explained later. The NRP interventions may be classified into three groups based on the likelihood of impacts as highly impactful, possibly impactful and uncertain impacts. However, the NRP team is requested to note these classifications as guidance to increase the effectiveness and impacts of the interventions, it is also possible that since the evaluation was not conducted at the end of the programme, these classification will change before the conclusion of the NRP.

Highly impactful: This group of interventions are more focused activities designed with clear change pathways, largely strategic and closest to completion. These include the AMS (along with the AMPs), DIA (along with the DRIP and hazard maps), ToT activities and integration of training modules in established training institutes, gender mainstreaming in the SOD-2019 and the NPDM 2021-25.

It should be noted that some of these interventions have already led to some impacts, namely in revision to guidelines on material of constructions to be used in roads and bridges dependent on hazard risk analysis, better understanding of LCA approach towards planning, greater focus on O&M of assets in LGED and making suitable financial provision for the same, proposal to set up a new unit for asset management, integration of DIA in the feasibility analysis template and mandatory use of DIA for projects above BDT 50 crores, generation of considerable interest in Planning Division to change capex allocation based on disaster resilience.

It should also be acknowledged that some interventions, although not designed with clear change pathways, have also led to significant impacts. These include the adoption of gender budgeting in DPP guidelines and inclusion of DRR for 5 ministries in the revision to the National Women's Development Policy.

Possibly impactful: This group of interventions are smaller activities with potential to up-scale, yet to be finished and adopted by the GoB. These include LGED gender markers, SADDD collection in BBS, training of CSOs on women empowerment, supply chain resilience study, DFRM, DRR-EGPP, establishing Business Continuity Planning (BCP) with Bangladesh Economic Zone Authority (BEZA), disability inclusive DRR.

These have been classified as possibly impactful due to the importance of these activities in generating very high impact which will only be possible if these are sufficiently up-scaled. For example, the DFRM is only a pilot applicable to a few wards in Jamalpur and Kurigram. However, if the learnings of the DFRM is extended after validation to a larger geographic area, the impact would be proportional to the scale of the NRP. The CSO training has generated a lot of enthusiasm among the ground level CSOs who have taken it upon themselves to act as watchdogs for women empowerment in disaster planning and livelihood protection. However, it is still limited to a very limited number of CSOs. With adequate up-scaling and combining this project with possible financial solution development will increase the impact of this project many folds. The same arguments apply to the DRR-EGPP guidelines and the livelihood cash grants. These projects require up-scaling and coupling with development of financial solutions to be impactful.

The supply chain resilience study needs to pave the path towards policy development to be impactful. It also needs to incorporate gender concerns in building resilience of the ready-made garment sector which employs a large number of women. The LGED gender markers and the SADDD collection in BBS are important project activities which are yet to be completed and/or accepted by the GoB. The BCP with BEZA is proposing a policy uptake for business continuity in selected economic zones in Bangladesh. The activity is still in progress and policy uptake is yet to happen. However, it is a ground breaking activity in itself as it is the first such approach in Bangladesh.

For disability inclusive DRR, a policy brief has been prepared which is yet to be presented to the Parliamentary Standing Committee of MoDMR.

Uncertain impacts: This group of interventions include projects that are stand-alone and without clear change pathways towards impact. These include media training on gender sensitisation, local community trainings, earthquake volunteer training and build-back better strategies for Municipalities. It is difficult to understand how the impacts of these activities will manifest since there are no follow-up activities planned for these interventions though the particular training programmes have been well received by the participants. For example, among the women recipients of training, there is a marked difference among the recipients between those who are involved with some CSOs. These women are more out-spoken, more aware and more active and are eager to take on responsibilities. However, there is a need to link training programmes with financial empowerment schemes to enable women leaderships (not one-time grants, but systematic approach through Govt. schemes). CSOs should be encouraged to form more women SHGs to empower women. Training on women leadership should also involve male participants as it is not only the women who require training but also the men who require sensitisation. Training materials should be developed in collaboration with local people as perceptions in local areas are different than from Dhaka or from the consultants view. Participants in the media training highlighted that media sensitisation training would be more effective if trainings, collaboration and influencing activities are targeted at the senior management of media houses as it is those people who control the news, not the local journalists.

There has been no negative impacts of the project. **The greatest impact of the NRP however, should not be seen in terms of the activities of the sub-project but in the success of the NRP to bring together 4 disparate ministries to work together on the platform of resilience as well as the high amount of Government ownership generated by the project.** The design of the programme is such that its results/achievements of outputs are dependent on the priorities of the national and sub-national governments. The progress of the programme has varied across the IEs based on priorities of the individual ministries, interest of the officials engaged and the existing governance structure.

The programme has benefitted from individual champions within all 4 nodal ministries who have been associated with the programme since inception and have been able to chaperone the agenda of the NRP through the government systems. Due to strong ownership of the government and the enthusiasm of the Ministries in pursuing transformational changes, NRP has seen very high demands for its support during the tenure of the programme. Most government stakeholders have acknowledged and praised the support provided by the NRP and have also requested for the support to continue in order to integrate the recommendations/ system improvements/ tools developed by the NRP.

3.4.2 Alignment to EQ18

EQ18. To what extent has the structure of the NRP contributed to force-multiplier effects? I.e. is the contribution of the NRP greater than the contribution of the sum of its sub-programmes?

The NRP was designed as a combination of 4 sub-projects to leverage relationships of the individual IEs with the corresponding ministries and the specific expertise of the IEs. **As explained in multiple sections earlier, this structure of NRP has not yielded the desired dividend for the programme.** There has been hardly any cross-learning between the Ministries or the IEs and the silo approach have actually led to less gender mainstreaming in the NRP interventions as gender mainstreaming was considered to be solely under the purview of UN Women. Success or learning from the interventions of one IE failed to generate similar interest among other

IEs. For example, the CSO training activity of UN Women could have been up-scaled through support from UNDP and UNDP could have worked on a complimentary financing solution development (not donor grant based, but government funded schemes). Similarly, it is understood that the Supply Chain Resilience Study did not take up gender concerns in spite of the involvement of large number of women in the RMG sector till it was pointed out by the donors.

In various earlier section it has been highlighted that the complexity of the NRP deserved a much more coordinated and focused approach for intervention selection and implementation to effectively maximize on its innovative horizontal structure across 4 ministries. This is not repeated here further.

3.5 Value for Money

The VfM of the programme has been measured through the standard lens of 4Es – economy, efficiency, effectiveness and equity. Evaluation of questions on value for money has been made throughout the previous sections and have been summarized here. All the questions have been answered together.

EQ19.	Has the programme created value for money in terms of VfM indicators (economy, efficiency, effectiveness, equity)? How well VfM remained on track during the period of evaluation?
EQ20.	Did the selection of the interventions and the mode of delivery consider the highest achievable impacts from the money allocated towards the interventions?
EQ21.	Did the selection of the interventions lead to the creation of further demand from the partners?

Overall, the approach of project management for the NRP does not give the evaluation team enough confidence to conclude that the project achieved Value for Money across the board. The NRP's approach towards VfM has been inconsistent and cannot be considered suitable for a technical assistance project which aims to bring forth transformational change in government functioning. Some interventions of the NRP are more suited for implementation assistance. The NRP also tried to do too many things which spread its resources too thin. The NRP should have had a more focused approach and selected smaller number of inter-connected high impact projects. Lack of coordination among the IEs, at least at the initial stages of the programme led to duplication in deliverables which could have been easily clubbed together. At the same time, the project achieved more value for money spend whenever it has had a more focused approach towards achievement of impacts.

However, the evaluation team concedes that since many of the policies and toolkits developed through NRP have significant potential to strengthen systems and processes but are yet to be fully rolled out or benefits of those which have been piloted or implemented are yet to the accrue are difficult to monetize, the efficiency of the NRP with respect to VfM is difficult to measure at this stage.

Economy:

The programme has utilized the 81.9% of the total approved TA costs (approximately 91% of the disbursed funds) till 31st December 2021 and have also been provided with a bridging fund to continue its activities from March 2022 till December 2022. Attempts have been made to leverage funding from other donors to compliment some of the activities of the NRP thereby achieving complementarity as well as value for money. The approach of NRP to build on earlier donor funded projects is also a commendable approach and generate value for money on a broader scheme of development and resilience initiatives. Another commendable approach towards Value for Money adopted by the NRP is to make the GoB an equal partner through contribution in cash and kind in the project thereby ensuring ownership and continuity of the project.

Efficiency:

In terms of delivery, the programme had a slow start and it only picked up in the later years. It has also been severely hampered by COVID. The programme has supported the national and sub-national governments and agencies/institutions in policy reforms, capacity building, strengthening process, systems and institutions, developing tool-kits and models to enhance resilient planning. Observation and interviews during evaluation field reflects that many of these initiatives have contributed to improved awareness, knowledge, functioning and efficiency of the national and sub-national government. However, it is difficult to measure and monetise the efficiency gains in the absence of proper benchmark and appropriate cost structures. Also, some of the interventions and toolkits are yet to be properly rolled out or to be adopted in day to day functioning or decision making by the government departments and agencies. At the same time, the contribution of the project to gender mainstreaming can at the most be considered as partial or agency/activity-specific rather than a comprehensive gender planning for the whole project. Not all the ministries and UN agencies adequately ensured gender mainstreaming across their activities in the sub-projects. Even though PCMT existed, there was a lack of an overarching system to analyse gender-responsive risk-informed development. There was a lack of gender-responsive planning and budgeting for the entire project. There was a lack of gender-responsive planning and budgeting for the entire project. For instance, the lack of coordination and efficient project implementation between the sub-projects was apparent in the field where it was noted that critical recommendations/ guidelines provided by Gender in Humanitarian Action Working Group (GIHA) for COVID-19, monsoon floods, and cyclone Amphan was not used to implement even the very basic gender considerations in flood shelters, imperilling the safety of women and girls. While there has been increased awareness on gender issues among all the concerned Ministries, it is difficult to conclude that this has been due to the contribution of the NRP. Rather it was observed that some Ministries already had a higher awareness on gender issues and was therefore keener towards gender mainstreaming while others, though aware of gender issues, did not have the wherewithal to include the same in their day-to-day functioning.

Effectiveness

As explained in the impact section, the project has generated some impacts and are also likely to contribute to more till the end of the programme. This establishes that the project has been effective in its implementation. As pointed out earlier, the effectiveness of the interventions depended on how well the change pathways of the intervention has been designed. The value for money of the intervention is therefore dependent on how well the project was designed initially and brings into focus the need for having better control over intervention selection during the inception and planning phase.

The selection of activities of the NRP needs a narrower focus to be more effective. Some activities could be consolidated and focus should be more on policy initiatives rather than one-off activities. The best practice would be to have a policy initiative supported by capacity building and piloting (if necessary). Women empowerment and resilient livelihoods is unlikely to be attained without building economic resilience as well. The NRP should consider interventions that help leverage additional finance for this purpose. This is also one of the areas of divergence of the NRP from the UNDP country programme guidelines.

The structure and design of the NRP ensured that the programme has been demand-driven and have responded to the needs of the stakeholders at all times. The implementation of the NRP has led to the government accepting the need for resilient planning and gender mainstreaming and is also willing to change its way of functioning. Therefore, the NRP has seen high levels of demand for handholding support as well as cooperation from their government counterparts.

3.6 Sustainability

EQ22.	What is the likelihood that the programme achievements and progress will continue after the technical assistance comes to an end? What initiatives (policies/ institutional and/or regulatory frameworks/ organisational changes) have been taken or planned to ensure sustainability?
EQ23.	Are the interventions replicable in the absence of external assistance? What are the risks/ barriers/ gaps towards sustainability of the interventions?
EQ24.	How were risks evaluated and mitigated during the implementation of the programme?

The high level of ownership and engagement of the government counterparts in all the ministries with the NRP provides the evaluation team with enough confidence to conclude that the interventions supported by the NRP would continue even in the absence of the project. Having said that, it should be noted that most of the NRP interventions are yet to be fully integrated in the government systems. Therefore, if the support from the NRP is withdrawn immediately, none of these interventions will have the opportunity to be anchored. This is not surprising since most of the interventions being implemented by the NRP would even under normal circumstances (without being impeded by COVID) have taken more than 3 years to be fully adopted by the Government.

At the present moment, none of the interventions of the NRP is replicable without external assistance. The programme has not had the chance to mature enough to ensure sustenance without external aid. However, some of the training activities which have been institutionalized with different training institutes and through training of trainers will continue even in the absence of the project.

The design of the NRP with the government being an equal partner will be the biggest contributor to its sustainability beyond the project lifetime, once the project has had the opportunity and time to mature. NRP interventions which have been targeted towards specific system enhancements will stand the test of time. These include:

- a. Changed guidelines incorporated in the SOD-2019 and NPDM 2021-25 is now part of GOB's policy framework and will hence continue
- b. The asset management system implemented in LGED along with the asset management plans. The failure analysis model and road deterioration model developed in the NRP are supporting tools to the AMP. But given that there is an ADB and a World Bank support programme operating in the same space, there is a possibility of these two mutating into some other tools and sustain in a different form.
- c. SADDD with the BBS will continue and is likely to expand in future to the upazilla level and cover more critical parameters. Since this is connected directly to the Sendai framework reporting, this will continue.
- d. DIA has already been integrated with the feasibility analysis template and is probably the only NRP initiative which would sustain even if NRP support is withdrawn immediately. However, further support will enable the DIA to be more firmly integrated
- e. As mentioned earlier several training modules and training programmes that have been integrated with training institute and through training of trainers will definitely sustain due to institutionalization
- f. DFRM is being integrated with the Flood Forecasting and Warning Centre. Once it is integrated it is likely to sustain and also expand in future.
- g. LGED gender marker toolkit and DRR-EGPP guidelines are likely to sustain after the NRP. But both of these activities require additional support to be up-scaled and integrated without which sustenance of both are

questionable since these are not addressing specific areas of concern in the respective ministries. There is some interest in the Ministry of Finance to include non-wage allocation in livelihood support. If the learnings from the DRR-EGPP guidelines could be integrated with such revisions to livelihood programmes and other social safety net programmes, the DRR-EGPP guidelines have the possibility of being the most impactful of the NRP initiatives at the grass-root level.

3.7 Overall progress against indicators

The NRP had considered 30 output level indicators (14 for disaster management, 6 for programming divisions, 6 for department of women affairs and 4 for LGED). The progress against each of these are provided in the following table. The progress has been designated as complete, partial, incomplete and inconclusive based on the interactions with the stakeholders instead of focusing on numerical values of the outputs.

It is to be noted that even for ‘complete’ interventions, significant amount of work will still be required to integrate the tools/ system enhancements completely in the government systems or build on the progress at this stage and a ‘completed’ indication should be considered with caution. Holistically, all the completed interventions should also be considered to be partially completed only. In case of ‘partial’ interventions, either the intervention is yet to be accepted/ adopted by the government or the information is partially available.

Table 3: Progress against indicators

OUTPUT 1: Improved capacities for risk-informed and gender-responsive development planning		
Indicators	Baseline values	Progress [programme evaluation]
Indicator 1.1: Progress towards establishment of easily accessible platform of disaster risk information for development planning purposes is established and institutionalized within the GoB system	No tools/resources were available by the year 2018 (Baseline value is 0) by which disaster risk information could readily be accessed from ICT based platform.	Completed. DRIP established and functional.
Indicator 1.2: Progress towards incorporation of disaster risk screening in ADP approval and appraisal system	No tools/resources were available (Baseline value is 0) by which disaster risk screening can be done during ADP approval and appraisal system.	Completed. DIA integrated in feasibility report template and made mandatory for projects above BDT 50 crores.
Indicator 1.3 Percentage of NRP-trained planning professionals self-reporting a change in their knowledge of risk and gender equality dimensions of their work utilizing gender responsive risk-informed approach in their project formulation or appraisal work with reference to specific, named project.	NRP was started in 2019 therefore the baseline value 0.	Partial. The NRP has not conducted any systemic monitoring and evaluation of the training effectiveness to assess this. Some of the trainees have confirmed that risk informed approach is being utilised in their work. The same cannot be said for gender responsive approach, which was found to be absent for most stakeholders barring those involved directly with women-centric activities.

<p>Indicator 1.4: Progress towards institutionalization of DRR mainstreaming capacity in MoDMR and other government agencies</p>	<p>Baseline in this regard is 0.</p>	<p>Partial. NRP has contributed towards bringing in more focus towards DRR in planning and development. However, considering the width of the subject itself, this progress would always be partial. NRP would most likely require a better numerical indicator to assess progress against this, for example, number of people trained in DRR mainstreaming.</p>
<p>Indicator 1.5: No. of multi-hazard national, sub-national disaster and climate risk assessments that inform development planning and programming, taking into account differentiated impacts</p>	<p>Baseline value in this regard is 0.</p>	<p>Completed. NRP has published >10 studies that inform disaster resilient, gender sensitised development planning</p>
<p>Indicator 1.6: level of progress towards developing disaster resilience indicators for the 8th Five Year Plan, grassroots resilience voices, and risk informed business practices</p>	<p>Baseline value in this regard is 0.</p>	<p>Partial. Indicators for disaster management activities in 8th Five Years Plan developed and as background paper for this five years plan the NRP conducted study on Community Resilience in Six Hotspots as suggested by General Economic Division (GED) who is responsible for preparing five years plan. Considered partial as this will be required for every 5 year plan till the GoB is equipped to develop the indicators themselves.</p>
<p>Indicator 1.7: Progress towards establishment of monitoring mechanism for Sendai framework implementation</p>	<p>No progress in regards to monitoring mechanism is made. GoB is a signatory party.</p>	<p>Completed. D-form has been revised, SADDD piloting is being done with BBS. 30 GOB officials from 18 departments have been imparted training and a technical committee is working in MoDMR.</p>

OUTPUT 2: Strengthened disability inclusive, gender-responsive national capacities to address recurrent and mega disasters

<p>Indicator 2.1: Gaps, strengths and constraints for mega-disaster preparedness in current allocation of mandates in Standing Orders on Disaster (SOD) are known to key stakeholders</p>	<p>Key stakeholders are not adequately aware about SoD.</p>	<p>Inconclusive. It was observed that most of the stakeholders, either at national, sub-national or community level were aware of the provisions of the SOD. However, in the absence of specific indicators that directly link between NRP's activities and</p>
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		awareness about SOD, it cannot be concluded whether this is due to NRP's contribution or such awareness existed earlier as well.
Indicator 2.2: Sex, age and disability disaggregation is institutionalized in GoB post-disaster data collection tools and protocols.	No tools available that captured gender-disaggregated disaster impacts data. No data protocols including related methodological guidelines.	Partial. SADDD collection has been piloted by BBS in 5 Jillas. The activity was also supposed to be completed at 10 Upazilla level, which could not be completed
Indicator 2.3: Percentage of NRP-trained Government officials self-reporting utilization of gender-responsive recovery planning in their work, with reference to named programmes/project.	Baseline value is 0 since NRP launched in 2019.	Partial. The NRP has not conducted any evaluation of the training effectiveness to assess this. Some of the trainees have confirmed that risk informed approach is being utilised in their work. The same cannot be said for gender responsive approach, which was found to be absent for most stakeholders barring those involved directly with women-centric activities.
Indicator 2.4: Progress towards formulation and dissemination to key organizations of gender sensitive curriculum and training capacity on light search and rescue	Baseline value in this regard is 0.	Partial. A module has been developed on gender responsive search and rescue for urban community volunteers which is being used by the Fire Service and Civil Defence personnel.

OUTPUT 3: Improved capacity of selected public institutions to achieve resilience outcomes through designing and constructing risk-informed, disability inclusive and gender-responsive infrastructure

Indicator 3.1: Strengthened LGED capacity to capture baseline information on rural infrastructure	Present practice of LGED on Asset Management is limited to database of roads, and bridges/culverts; No organizational policy, objective and strategy on Asset Management; No structured Asset Management Plan; No Asset Information Strategy.	Completed. AMS policy, plan and strategy developed and adopted
Indicator 3.2: Consistent planning, design, compliance and construction processes for new assets and infrastructure systems in support of proactive gender-responsive resilience building in place	Current road design standards do not incorporate the resilience elements; LGED does not have a systematic methodology to conduct Failure Analysis; LGED does not have a common tool to address gender issues in development projects.	Completed. Failure Analysis Tool developed, Road Deterioration Model developed. LGED gender marker tools developed but yet to be adopted.

<p>Indicator 3.3: Strengthened capacity for other institutions by adopting risk informed and gender responsive resilient infrastructure design and implementation</p>	<p>Level of awareness of resilient infrastructure varies across different institutions; No arrangement on Asset Management course between LGED and Engineering Staff College Bangladesh (ESCB).</p>	<p>Completed. To ensure the continuity of capacity building initiatives on Asset Management, LGED has signed a contract with the Engineering Staff College of Bangladesh (ESCB) to train the staff of LGED and other public institutions within the country.</p>
<p>Indicator 3.4: Strengthen LGED leadership, policy and compliance capacity around risk-informed, gender responsive planning and design</p>	<p>No Professional Development Program on Asset Management at LGED.</p>	<p>Partial. LGED personnel have been provided certified training on AMS including development of in-house trainers. Leadership and capacity development regarding gender integration is still a work-in-progress</p>

OUTPUT 4: Enhanced women’s leadership capacities for, gender-responsive disaster management decisions, investments and policies at national and local levels

<p>Indicator 4.1: Number of policy instruments addressing gender equality aspects of disaster risk reduction</p>	<p>NPDM (2016-2020) indicates about gender equality aspects to some extent.</p>	<p>Completed. NPDM 2021-25 and SOD-2019 have included gender aspects in DRR. National Women’s Development Policy has included DRR for 5 ministries. All UN Women deliverables have considered gender aspects in DRR</p>
<p>Indicator 4.2: Percentage of women’s organizations in the project area are directly engaged in Disaster risk reduction, Climate Change adaptation and Humanitarian Actions</p>	<p>7% (Baseline Survey, DWA Part 2018).</p>	<p>Inconclusive. UN Women end line survey says 100% of women’s organisation supported by NRP DWA are engaged in DRR, CC adaptation and humanitarian actions but the indicator refers to women’s organisation in the project area. It is not surprising that the organisations supported will stay involved.</p>
<p>Indicator 4.3: Percentage of women from the project communities self-reporting receipt of early warning messages (at the wake of disaster)</p>	<p>73.4% (Baseline Survey, DWA Part 2018).</p>	<p>Completed. 100% women from the project are confirmed receipt of early warning.</p>
<p>Indicator 4.4: No of awareness programs (talk show, interviews) on gender-responsive resilience (GRR) aired</p>	<p>Baseline value 0 by the year 2018. The baseline study results suggest that more than 80% respondents indicated that they do not listen to talk shows in Radio or TV that discuss DRR, CCA issues.</p>	<p>Completed. 8 awareness programmes including talk shows, international conferences and webinars were arranged. Media sensitisation training has also resulted in 70 reports</p>

		aired/published on print and electronic media on gender-responsive DRM topics ranging from women in disasters and their role in preparedness, the role of Women's Organizations/ community-based organizations in disaster management, women and climate action, violence against women and protection during disasters
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OUTPUT 5: Strengthened disability inclusive, gender responsive community preparedness, response and recovery capacities for recurrent and mega disasters

Indicator 5.1: Development of DRR inclusive social safety net guideline and piloting	Baseline value 0. In Bangladesh about 200 Social Safety Net Programs (SSNP) are being implemented by a number of agencies that aim to primarily reduce the socio-economic vulnerabilities. In that consideration these SSNPs got DRR elements, though not fully aligned with DRR objectives.	Completed. DRR inclusive EGPP guidelines have been developed and piloted. 200 extreme poor households have been provided training on disaster resilient EGPP schemes. 20 local level government personnel have also been trained
Indicator 5.2: No. of policy briefs on disaster risk reduction activities with people with disabilities disseminated to policymakers	Baseline value is 0. It is imperative to mention that few NGOs are working in limited scale/scope on disability issues relating to DRR.	Partial. The NRP has developed at least one training programme that provided for disability sensitive flood response. A policy brief has also been prepared which is yet to be submitted to the Parliamentary Standing Committee of MoDMR. SOD-2019 and NPDM 2021-25 both have elements of disability sensitised responses mentioned, the contribution of NRP to such inclusion is inconclusive.
Indicator 5.3: Progress towards institutionalization Flood Protection Programme (FPP) utilizing gender-sensitive messaging with volunteers.	Baseline value is 0. Activities related to FPP were introduced as pilot in some flood protected areas implemented by few NGOs but full FPP framework and operational procedures were not developed before 2018. Gender sensitive messaging with volunteers did not happen since no effective/complete FPP framework was established. ZZZ	Partial. Gender sensitised flood and cyclone preparedness training programmes have been conducted both at community level as well as DMC members' level. FPP institutional framework has been drafted.

<p>Indicator 5.4: No. of people (disaggregated by gender, age and disability) from increased access to early warning information from FPP expansion</p>	<p>Baseline value is 0 since FPP as a framework did not exist before 2018.</p>	<p>Incomplete. The NRP has not been allowed significant time to attain these numbers. Further, FPP expansion has not been completed. Against a target of 50% trained FPP volunteers disseminating warning, NRP resulted in only about 30% disseminating warning.</p>
<p>Indicator 5.5: No. of social safety net programmes revised to meet disaster specific needs of women from the most vulnerable areas</p>	<p>SSNPs of Bangladesh generally focus on poverty reduction of vulnerable communities that also include women. But no programs are revised to meet disaster specific needs of women from most vulnerable areas meaning the baseline value is 0.</p>	<p>Completed. DRR inclusive EGPP guidelines have been developed and piloted. 200 extreme poor households have been provided training on disaster resilient EGPP schemes. Women have been given specific focus in developing these guidelines</p>
<p>Indicator 5.6: No of women in the project area pursuing non-traditional livelihood options contributing to their resilience building</p>	<p>Baseline value is 0 (Baseline Survey, DWA Part 2018).</p>	<p>Incomplete. 45% of targeted women (1215 out of 2700) women are pursuing non-traditional livelihood options. Target could not be achieved due to COVID induced economic barriers.</p>
<p>Indicator 5.7: Percentage of women involved in the project that self-report decreases assets loss (in case of disaster) compared to previous disasters</p>	<p>Baseline value 14% (Baseline Survey, DWA Part 2018).</p>	<p>Inconclusive. 75% women involved in the project has reported decreased asset loss as compared to a target of 50%. However, the contribution of NRP in affecting this decrease in asset loss is uncertain.</p>
<p>Indicator 5.8: Progress towards inclusion for Forecast-Based Financing within DDM operations.</p>	<p>Forecast based financing initiatives non-existent performed by Department of Disaster Management (DDM).</p>	<p>Completed. Forecast based financing taskforce activated and the forecast based financing included in the SOD-2019</p>
<p>Indicator 5.9: Progress towards development of location specific dynamic flood risk model for up-scaling.</p>	<p>Non-existent of location specific (local level) dynamic flood risk model.</p>	<p>Completed. Ward level dynamic flood forecasting model developed and piloted. The model is up-scalable.</p>
<p>Indicator 5.10: Progress towards earthquake preparedness through the formulation of an Implementation package for Ward-Level Minimum Preparedness model</p>	<p>Non-existent at NRP implementation areas (Rangpur City Corporation and municipalities of Tangail, Rangamati, Sunamgonj).</p>	<p>Partial. A significant number of volunteers have been trained for earthquake response. 2 Contingency plans prepared.</p>
<p>Indicator 5.11: Proportion of at-risk population covered by community level contingency plans for earthquakes</p>	<p>Baseline value 0 because no community level contingency plan for earthquake exists (Rangpur City Corporation and municipalities of Tangail, Rangamati, Sunamgonj).</p>	<p>Completed. 20.63% population at risk covered against target of 20%.</p>

3.8 Risk Analysis

The NRP during its conception had considered several risks and had formulated mitigation measures to counter those risks. It would be prudent to look into how accurate were those risk predictions and whether the planned mitigation strategies worked in the project scenario. This is important to understand for taking corrective actions, should there be a next phase of NRP.

Table 4: Risks and mitigation measures

Risk and significance of risk	Project mitigation measures	Analysis
Strategic risk		
<p>Lack of understanding of all-of-society approach among key stakeholders hinders transformational effect of programme on disaster risk management and resilience building</p> <p style="text-align: center;"><i>(Moderate)</i></p>	<ul style="list-style-type: none"> • Considering that a full transformation to all-of-society approach will require considerable change to mandates, business and resource allocations, it is recognized that the NRP will only make a partial contribution towards this larger outcome. The programme therefore focuses on developing the capacities of the implementing partner ministries for integrating a gender-sensitive, multi-hazard risk informed approach into their programmes and policies and supporting other government entities to do so as well. • The programme governance structure is set up to both ensure empowerment of implementing partner ministries in implementing disaster risk management and resilience building activities and bring the partner ministries’ representatives together for dialogue. The Programme Steering Committee (PSC) will high-level representation from all implementing partner ministries, while the Programme Implementation Committee) convenes representatives from key divisions/departments of the ministries. • Across programme outputs, activities are planned to develop the understanding and capacity of a diverse set of stakeholders, including private sector leaders, parliamentarians, line ministry officials and staff, key NGOs, academia, the women’s empowerment and gender equality machinery, organizations of people living with disabilities, and urban local government. 	<ul style="list-style-type: none"> • While the NRP identified that it would only be able to make partial contribution towards transformational progress, it did not take adequate measure to reduce the breadth of the programme and focus on increasing the depth of the interventions. Hence, NRP would do well to take a more pragmatic approach towards the extent of changes it wishes to effect. • The programme governance structure has ensured wholehearted participation of the government. The effort of the entire NRP team including the government counterparts is really commendable in this respect. However, the NRP would also need to ensure an informal coordination structure to maximise all-of-society approach among the implementing partners. • Transformational change can only be brought about by linking capacity building with transformational aspects. The NRP needs to reconsider some of its activities and link them with desired systemic changes to avoid being merely transactional in its intervention selection.

<p>Weak sustainability of project outputs and models due to lack of integration in existing government structures and programmes</p> <p>(Moderate)</p>	<ul style="list-style-type: none"> • National Implementation Modality has been adopted to ensure strategic guidance from decision-makers in the implementing partner ministries, operational coordination with government agencies, and alignment with government initiatives, policies and programmes. • Activities have been designed to dovetail with existing structures and systems, not separately. Dialogue on hand-over and institutionalisation of outputs and products (i.e., models around Flood & Earthquake Preparedness, DRR inclusive Social Safety Net, Resilient Livelihood etc, and tools around SADDD, Gender Marker, Asset Management, Disaster Impact Assessment and Risk Information Platform etc) will be initiated from the beginning of each activity, to ensure that they fit the needs, structure and realistic capacity of the final “owner” government agency. • Each sub-project will develop an exit strategy within the first 12 months of the programme period. 	<ul style="list-style-type: none"> • The NRP has taken the right approach towards integrating systemic changes and tools by involving the government counterparts from the initial stages of the interventions. • Working with existing systems and introducing small changes with larger impacts is the right way to ensure uptake and sustainability. Breakthrough changes are important but require more effort in integration and sustainability and would therefore require better planning with clearer change pathways defined. Changes that require least disruption would have greater chance of success. • While each NRP sub-project was supposed to prepare an exit strategy, none of them was actually prepared to ‘exit’ and all the sub-programmes operated under the assumptions that the next phase of NRP will surely come. This is optimistic thinking at best. NRP needs to ensure that exit strategies are in place immaterial of whether the programme would be continued.
Operational risk		
<p>Time cost and complexity of coordinating sub-projects and partnering agencies that may delay decision-making and disbursement of funds</p> <p>(Moderate)</p>	<ul style="list-style-type: none"> • The programme has been designed so that overarching decision-making authority and approval of funds disbursement rests with the Programme Steering Committee (PSC). Upon approval of Annual Work Plans by the PSC, funds will be disbursed through the UN system directly to the implementing partner ministries. • In order to ensure that the PSC may make informed, timely decisions, they are supported by the Programme Implementation Committee in which all sub-project directors are represented and a staffed Project 	<ul style="list-style-type: none"> • The complexity of the NRP almost guarantees unhomogenised progress of sub-projects. The operational and financial structure of the NRP needs to accommodate for this and a more flexible project operation structure is required to ensure maximum efficiency and timeliness in utilisation of funds. Ring-fencing funds for specific project activities, no matter the outcome, is not the right approach for NRP.

	<p>Coordination and Monitoring Team (PCM Team) facilitates. The PCM Team will ensure that sub-projects submit inputs for PSC discussions when required, ensuring that the PSC is provided with the required information and high-quality planning documents in a timely manner.</p>	<ul style="list-style-type: none"> The PCMT needs to play a bigger role in coordinating between the sub-projects and to ensure that all the 4 sub-projects are working towards a common goal, following an all-of-implementers approach instead of siloed operation.
<p>Delay in implementation of activities due to sudden changes in the security environment <i>(Moderate)</i></p>	<ul style="list-style-type: none"> This external risk cannot be fully contained at project level. However, impact on activities will be mitigated through a comprehensive contingency plan. Risk assessments will be conducted, and risk logs maintained and updated regularly by the project. 	<ul style="list-style-type: none"> The evaluation team did not find any evidence that any risk assessments (from security or environmental hazards perspective) were conducted during the implementation of the programme. However, the programme had to face a once-in-a-century disruption in the form of COVID-19. The programme has been quite successful in navigating through COVID-19 related disruptions and have shown adequate flexibility in adopting to changed ways of working during COVID-19. The entire NRP team should be commended for this. It is a suggestion from the evaluation team that the NRP develop an internal knowledge product on the steps and actions taken for minimising the disruptions due to COVID and use it as a standard template for possible future interruptions in project delivery.
<p>Small- or medium-scale disaster that may prevent/delay the implementation of activities <i>(Moderate)</i></p>	<ul style="list-style-type: none"> This external risk cannot be fully contained at project level. However, impact on activities will be mitigated through a comprehensive contingency plan. The work plan will consider seasonality of hydro meteorological hazards, biological hazards (Epidemic/Pandemic) and their potential impacts on mobility and activity implementation. Risk assessments will be conducted, and risk logs maintained and updated regularly by the project. 	
<p>A major disaster that may disrupt the function of the participating UN organizations, government and/or programme units <i>(Low)</i></p>	<ul style="list-style-type: none"> This external risk cannot be fully contained at project level. However, impact on activities will be mitigated through a comprehensive contingency plan for the programme, the UN system contingency plans, and the business continuity plans of the participating UN organizations. The work plan will consider seasonality of hydro meteorological, geo-physical and biological hazards (Pandemic) and their potential impacts on mobility and activity implementation. 	
<p>Fiduciary risk <i>(Moderate)</i></p>	<ul style="list-style-type: none"> Checks and balance will be introduced in the major decision-making process related to tendering, procurement and selection of implementing partners. 	

	<ul style="list-style-type: none"> • The project will facilitate regular audit by Foreign Aided Project Audit Directorate of the Auditor General Office. • Spot checks and other missions will be undertaken to assess and reduce fiduciary risks (in addition to the regular audits). • Internal audit of the programme will follow the procedures set out in the Guidance Note on Joint UN Programmes. • For its output 5, the project will introduce and gradually upscale a social audit mechanism which will allow beneficiaries to review the project and give critical feedback, which will be reviewed by the Programme Implementation Committee. 	<p>discussions and/or quality control to ensure the NRP achieve its declared goals as a programme and not as a combination of 4 sub-programmes while achieving value-for-money. Rather, selection of some of the activities under NRP calls into question the reasoning behind selection of such activities. There has been no internal central mechanism to ensure that the money is well-spent. As stated earlier, the PCMT need to play a bigger role in mitigating such fiduciary risks.</p>
<p>Political influence on geographical targeting of the implementation.</p> <p><i>(Moderate)</i></p>	<ul style="list-style-type: none"> • Identification of beneficiary communities based on agreed selection criteria. • Endorsement of targeted communities by all key parties. 	<ul style="list-style-type: none"> • For a programme with significant government partnership, this is a risk which cannot be eliminated entirely. The evaluation team have found no evidence of this risk playing out in the selection of the geographic areas or socio-economic beneficiaries
Social and environmental risk		
<p>Environmental degradation, pollution, extraction of resources from sensitive and protected natural sites, or adverse impacts to habitats from project activities</p> <p><i>(Low)</i></p>	<ul style="list-style-type: none"> • Due to its nature as a strategic capacity development support programme targeting government agencies and their practices, the NRP contains few activities likely to have an environmental impact. • The activities which may have a direct environmental impact have been identified as: 5.1 (Model for risk reduction through social protection), 5.3 (Resilient and empowering livelihoods for women) • While both these activities are of limited scale within the programme, the purpose is to create models which may be replicated at scale through government programmes. As such, the utmost consideration will be given to ensuring that these programme activities are designed to support environmental sustainability, prevent mal adaptation to climate change, and minimize adverse 	<ul style="list-style-type: none"> • The evaluation team did not find any evidence that this risk has played out during the implementation of the programme. In general the NRP has maintained a 'Do No Harm' philosophy.

	<p>environmental impacts (such as habitat/environmental degradation and extraction of resources from sensitive sites).</p> <ul style="list-style-type: none"> • Implementation guidelines have been devised for environmental sustainability, considering 'Do No Harm'. 	
<p>Decision-making processes in the programme and its activities (including community mobilisation) are dominated by the elite and unequal power dynamics and structures which create barriers for gender equality machinery and women's groups to engage in DRM and exclude key target groups such as women and girls, adolescents, the extreme poor, persons with disabilities, elderly and ethnic and religious minority groups.</p> <p><i>(Moderate)</i></p>	<ul style="list-style-type: none"> • Due to its particular focus on gender mainstreaming in disaster and climate risk management and resilience-building, the programme will both develop a gender mainstreaming plan and hire a full-time gender mainstreaming advisor for the duration of the programme. The advisor will support sub-projects on how to integrate gender issues into the technical and operational aspects of their activities, including community mobilisation processes. In addition, UN Women as participating UN organization will contribute with advice based on its expertise in women's empowerment and gender equality, including gender-responsive resilience, climate change and DRM. UN Women will also contribute with its strong partnerships with the gender equality machinery and advocates, as well as women's groups. • In order to ensure that the programme considers the needs and rights of persons with disabilities and minimize unintended exclusionary effects on this population, the programme will a) include a senior representative of the Ministry of Social Welfare (mandated government agency for disability inclusion and rights) on the PSC; b) consider the concerns and call of the Dhaka Declaration on Disability and Disaster Risk Management in activities as far as possible; and c) partner with organizations of persons to identify ways in which their rights and inclusion can be integrated into models generated by the project. 	<ul style="list-style-type: none"> • The programme has not addressed this risk in its entirety. Rather, the structure of the programme worked towards exclusion of gender sensitisation in the sub-programmes. This has primarily happened due to the perception that gender inclusivity is solely the role of UN Women whereas gender inclusion is a cross-cutting issue and should have been everybody's responsibility. It is therefore suggested that to eliminate this risk, each sub-project within the NRP should have separate gender focal points. The NRP as a whole should adopt a two-pronged approach where UN Women provides guidelines and expertise but the gender focal points in each sub-project ensure gender mainstreaming in its activities.

Field level activities aiming to empower women, girls and marginalized groups create conflict by challenging gender and social norms

(Moderate)

- There will be an emphasis on ensuring that programme interventions at the community level (including planning, beneficiary selection, baseline data collection, monitoring and evaluation) are implemented based on thorough context and situation analysis.
- The programme will ensure substantive sensitisation of community members including local community leaders (local authorities, men in the community, community elders, religious leaders, etc) to benefits to the broader community from programme activities. There will be a systematic process for engaging men and local leaders and authorities as gender equality champions, to strengthen community support for the programme.
- The evaluation team did not find any evidence that this risk has played out during the implementation of the programme. However, to further mitigate this risk, the evaluation team would suggest to employ women trainers for women training and locally influential people like religious leaders (imams) be co-opted for social messaging.

04 Lessons Learnt

Some of the lessons learnt from implementation of the NRP is as follows:

- A participatory approach in programme design and implementation ensures greater buy-in by government counterparts. NRP's inclusive design approach followed by tailoring priorities in line with specific requirements of the nodal ministries, has been a major contributing factor for success. The NRP's flexible approach of responding to demand-driven initiatives was a key to success and increased both ownership and buy-in among national and sub-national counterparts.
- A sub-project approach is indeed a good approach to leverage existing relationships with government counterparts. However, to be successful in achieving greater value for money, this approach requires a strong coordination mechanism among the IEs.
- For a complex project like NRP it is necessary to have a narrower focus as it is not practicable to try to address all resilience issues through one technical assistance project. It is also necessary to have robust programme level planning to ensure that the IEs play to each other's strengths rather than at cross purposes with each other.
- The development and demonstration of innovative tools/approaches instil confidence and increase ownership with governments. The Evaluation Team has noted the passion with which government counterparts have defended the NRP interventions.
- Technical and capacity building support services need to be institutionalised within existing institutions with similar mandates. One-off training activities do not contribute significantly towards transformational changes. It is necessary to design targeted capacity building/training programmes that support adoption of policies/strategies/tools.
- Targeting training and capacity building to either a 'core group' or 'expert group' within nodal departments comprising people at operational levels will have a greater sustainability of policy actions. Such an approach will help manage the risks associated with the frequent transfer of higher-level officials.
- Existence of other donor funded programmes in the same sector lead to better complementarity and value addition. It is also a commendable approach to continue with the activities conducted in other precursor programmes.
- The importance of champions and the early engagement of stakeholders in pushing the programme towards its goals should be noted.

- A siloed approach is not the correct way for gender mainstreaming since gender is a cross-cutting issue which need to be addressed by everybody. Gender mainstreaming and gender budgeting should be integrated in project designs right from the inception of the interventions.
- Knowledge management of the NRP needs to be strengthened to establish the relevance of the project interventions in meeting with the NRP goals
- Internal monitoring of the NRP needs significant strengthening to capture the success as well as failures of the NRP and for identifying process inefficiencies.
- A technical assistance project should aim to work towards more strategic projects instead of smaller interventions. Smaller interventions should always be followed up either with policy directions, up-scaling or mechanisms for replication. Technical assistance programmes take longer time to be adopted and demonstrate impact.

05 Recommendations

There are several recommendations provided throughout Chapter 3 while discussing the findings from the evaluation. The following recommendations follow from the discussions earlier and should be read in conjunction.

5.1 Recommendations for Donors consideration

- * Deliverables from a technical assistance programme requires a longer gestation period to be integrated in government systems and even longer time to demonstrate impact. Therefore, a technical assistance programme with the time-frame of 3 years is extremely ambitious and the programme duration may not be adequate to effect transformational changes. This drives project implementers to target low hanging fruits without considering whether such interventions would actually serve towards actual changes. It is thus recommended that technical assistance programmes as complex as NRP be designed with a minimum duration of 5 years and allowing for a longer inception period where the selection of activities can be thoroughly vetted.
- * Since increasing the resilience of vulnerable population is intricately linked with economic resilience of the target population, it is recommended that a component to leverage additional finance is built into any programme that seeks to address disaster resilience, sustainable planning, livelihood support or climate change.
- * To actively seek mandatory inclusion/ consideration of gender and social inclusion in all interventions of the sub-projects as well as in the narrative and financial reporting.

5.2 Recommendations for Implementing Partners

- * Define the log-frame of the project such as to create logical change pathways from deliverables to outputs to impacts. Consider shifting monitoring priorities from deliverables to outputs and to intermediate outcomes which are crucial for converting outputs to outcomes and eventually impacts. Overall, enhance the internal monitoring system of the project.
- * Create a centralised project coordination structure which is empowered to approve projects and budgets, periodically monitor progress and fund utilisation and if need be, reallocate funds between projects. This would ensure stricter operational control of the project, better delivery as well as better utilisation of funds.
- * Prepare an exit strategy well in advance of the ending of the project. The exit strategy should clearly highlight the steps envisaged for the sustainability of the interventions in the absence of the project. This should also include, if applicable, guidelines for replication and scaling up of pilots and identification of complimentary projects from other donors that may be used for funding. However, it would be more impactful if such funding sources could be identified or created from within government systems.

- * Training strategies should always be linked with higher purpose of the training such as to embed policies or tools or guidelines and followed up after adequate time to assess the effectiveness of the training. Training feedback should be diligently collected, and training impact should be assessed as part of the project monitoring.
- * Ironic as it may sound, gender mainstreaming activity should be ‘mainstreamed’ in the programme interventions right from the planning stages. NRP should develop an overarching gender and social inclusion policy and clear strategy with a plan of action and steps for mainstreaming gender and social inclusion across all the activities of the sub-projects. This should include assessment of gender related budgets and expenses. A gender focal point is a necessity for all the sub-projects as well as the PCMT. This does not have to be separate person but the role needs to be identified. There needs to be coordination and regular communication between the Program Managers of the sub-projects to ensure that GESI is being adequately mainstreamed.
- * Knowledge management system for the project needs to be improved to communicate the relevance of the project interventions to all stakeholders. Some recommendation on this has been provided in chapter 3.
- * While the programme has been successful in leveraging informal relation with other donors and donor funded projects, this should be formalised in the programme structure. This will aid in cross-learning and cross-dissemination of products and would lead to faster replication of tools/ system enhancements. This does not mean arranging of workshops or seminars but to purposefully engage with complimentary programmes that may act as force multipliers.
- * Introduce a workstream to leverage finance for enhancing resilience of the most marginalised. This may be through international funds such as the GCF, through other donor projects which are more suited for implementation projects or through influencing changes in government financing and existing schemes. Involve Ministry of Finance and Planning Commission to develop a gender responsive investment strategy for DRR based on SADD and gender and social analysis. Currently Sendai Framework Priority 3 for gender responsive investments seems to be a weak area for the NRP.

5.3 Possible new areas to consider

- * Government subsidised Weather based livelihood Protection Insurance could be developed in collaboration with International partnerships (such as InsuResilience Global Partnerships) and Bangladesh Bank’s sustainable financing policy. This would be immensely beneficial in protecting livelihoods in the aftermath of disasters.
- * Disaster affected population while able to save lives now also needs help to re-build their lives in the after math of disasters. No trainings or tools have been received for rebuilding livelihoods especially when their agriculture has been upended by saline ingress during cyclones (other than some support provided through NGOs). Alternative non-farm livelihood support programme followed by training is likely to be more effective in building their resilience. (Suggested by CSOs as well). Women trainers to be used for training for better outreach among women. A suggestion was also provided to involve the Imams in training as their reach and acceptability is huge.

- * A national housing project could be developed (similar to the PM-AWAS scheme in India) to provide low-cost, disaster resilient housing to the poorest in the most vulnerable areas. This would significantly reduce the vulnerable population of the country and also contribute to the SDG goals. The NRP could design the guidelines for those houses depending on the areas and hazard vulnerability.
- * Flood plain zoning could be built in development master plans followed by awareness building to prevent settlement of population in specifically hazardous areas. Population displacement plans (including rehabilitation) may be drawn up for shifting most vulnerable populations from highly vulnerable regions.
- * NRP does not seem to generate new knowledge within the arena of climate change and disaster management, rather it follows the existing practices based on government policies and plans. There were opportunities to feed back the government process with new knowledge such as threshold for resilience, climate modelling, sustainability indices; specific climate model based projections for inner, major, coastal and meandering rivers and such. While knowledge generation was not considered a part of the NRP, it is nevertheless a component with far-reaching implications in guiding resilience planning. It would be prudent for the NRP to consider generation of knowledge as a new intervention if the NRP is continued.

06 Conclusion

The NRP has contributed significantly in raising awareness among the stakeholders in Bangladesh about resilient planning and development.

The programme design has good alignment with country priorities, SDG goals, Sendai Framework and development agencies' priorities as well. The NRP has built on existing precursor programmes, therefore maintaining continuity and also ensured that good initiatives started by earlier programmes are taken to their logical conclusion. It has been able to harness great ownership of the Government of Bangladesh through close collaboration and a demand-driven approach. It is the first purely technical assistance programme of this scale in Bangladesh and is hence a paradigm shift in itself from implementation oriented programmes to strategic development programme structure.

The NRP has been successful in creating a common platform on resilience and have been able to bring multiple government ministries on-board. Through its interventions the NRP has taken some very encouraging first steps towards building long-term innovative tools and systems as well as gender integration (AMS, DRIP, DIA, Gender Markers, Supply chain resilience) and have also contributed to policy level changes in few instances (SOD, NPDM, DIA, AMS, SADDD, NWDP). Having to operate during the period of COVID induced disruptions, the NRP has demonstrated extraordinary flexibility in adopting to COVID as well as 2020 floods and cyclone Amphan. It has taken promising steps towards institutionalisation of systemic changes and training programmes and in some cases have also been able to leverage relationships with other donor funded programmes to complement its own activities.

The greatest strength of the NRP has been its ability to engage the Government of Bangladesh right from the inception of the programme. The NRP adopted an approach of implementing the programme 'with the government' instead of 'for the government'. This ensured that the interventions of NRP had sustained ownership with the Ministries that it worked with. The diverse expertise brought on-board by the different UN agencies is another strength of the NRP. Another strength of the NRP was its demand-driven approach whereby it responded well to the requirements of the Government of Bangladesh. Simultaneously, the NRP could have benefited from a stronger coordination mechanism among the UN agencies which could have contributed to more streamlined and gender responsive intervention selection process. The NRP would need to strengthen further its knowledge management and monitoring processes and take a more focused approach towards strategic interventions.

Interventions started by the NRP are in various states of completion and it is the evaluation team's opinion that the NRP will be able to complete the present phase of interventions as agreed with the Government of Bangladesh by the end of 2022. However, as stated earlier, many of the interventions of the NRP will take a considerable bit of time, capacity building and influencing to be further integrated in the Government systems which is not allowed by a three year window for a technical assistance programme. It is therefore the recommendation of the evaluation team that the NRP is allowed to continue for another suitable period, depending on the resources available, to anchor the changes that was envisaged during selection of the interventions during this phase. This will also allow the NRP to evolve as a stronger, more effective and visionary programme if the recommendations, findings and lessons learnt from this evaluation exercise are implemented in the right spirit.

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Annexure

Annex A Achievements, challenges, risks and recommendations for gender mainstreaming

Major accomplishments for the gender-responsive DRM

NRP has made the following gender-responsive changes in the understanding system from the perspective of Sendai Framework for Disaster Risk Reduction, resilience and sustainable development.

Sendai Framework Priority One: Understanding Risk

1. Bangladesh Bureau of Statistics (BBS), with support from DWA and DDM, finalized **Protocol and guidelines for Sex, Age, and Disability Disaggregated Data (SADDD)** for integrating gender and social inclusion in climate change and disaster-related statistics. This as a significant achievement for gender mainstreaming in disaster risk management. This guideline is for the data collectors and statisticians involved in the design and implementation of data collection and compilation systems. The guidelines focused on 26 national indicators from Sendai, Framework, SDGs, and the Paris Agreement. It provides methodological guidelines on the steps to collect data by government line ministries and agencies. SADDD data for DRM when collected, analysed and used by the government and development partners could be transformational in gender-responsive national planning and resource mobilization.
2. The Department of Disaster Management (DDM) of the Ministry of Disaster Management and Relief (MoDMR), with technical support from UNDP, revised the SOD 2019 to include sex, age and disability disaggregated data (SADDD) in the damage form (D Form) to ensure proper sex, age and disability disaggregated data on damage faced during disasters.
3. Capacity development of journalists in partnership with BBC Media Action was successful in sensitizing the local journalists and resulted in more than 70 reports aired/published on print and electronic media on gender-responsive DRM topics ranging from women in disasters and their role in preparedness, the role of Women's Organizations/ community-based organizations in disaster management, women and climate action, violence against women and protection during disasters. The training imparted helped to change the perspective of the journalists about the needs and ways to cover issues of vulnerable women, children, and vulnerable groups in disaster management. The training has had some actual effect on the reporting of the journalists.

Sendai Framework Priority Two: Strengthening disaster risk governance to manage disaster risk

1. **Standing Order on Disasters (SOD):** DWA provided technical support to DDM in reviewing SOD from gender and social inclusion perspective and influence to integrate a separate gender guideline as an annex for the first time in SOD. **Annexure 13, was specifically on Gender Responsive Guidelines for Disaster Risk Management**, which is comprehensive and coherent with CEDAW and Agenda 2030. MOWCA and DWA were included as members of different sectoral committees during the drafting process. This shows a shift in MoDMR and MoWCA's commitment to the gender equality agenda.
2. Strengthened the capacity of the national planning process to address Gender Responsiveness, at the planning and investment stage, NRP is supporting the government to review and update the **Gender Guidelines for Development Project Proposal** which the MoWCA developed in 2009 but remained largely unused. DWA supported the Programming Division to develop a policy brief by conducting several studies on the effectiveness and gaps of the earlier guideline aiming at gender mainstreaming into DPP. In consultation with the line ministries MoWCA developed the guideline and recommendations.
3. The first ever gender-responsive disaster management plan, "National Plan for Disaster Management 2021-2025," was produced. The project incorporated "Leaving no one behind" and "Gender and Disability inclusion" as the critical transformative strategy for the plan.
4. National Women's Development Policy 2011 – DRR was missing in this policy document. Under the NRP, technical support was provided to include DRR in the recent Action Plan of four ministries

Sendai Framework Priority Three: Investing in disaster risk reduction for resilience

1. NRP developed a **Gender Marker toolkit for Infrastructure** for LGED which is yet to be piloted. This activity is likely to provide more insights on necessary gender re-thinking of LGED projects.
2. **NRP** developed five livelihood training modules on Vermicompost, Mushroom cultivation, Honey cultivation, Dry fish preparation, and Crab- prawn cultivation and provided training to 2700 vulnerable women living in disaster-prone zones. According to CPP volunteers and women-led CSOs, supporting economic resilience of women and girls is the key for community resilience in Bangladesh. CPP volunteers highlighted that growing of problem of unemployment among the young generation. They requested NRP to conduct trainings on livelihoods and income generation trainings on agriculture, poultry, cottage industry and digital literacy. However, there was no financial mechanism to support the activity other than the training provided.

Sendai Framework Priority Four: Enhancing disaster preparedness for effective response and "Build Back Better" in recovery, rehabilitation, and reconstruction.

1. NRP provided several capacity development trainings on women's leadership and gender-responsive DRR, early warning-early action, preparedness and response to the sub-national government, Cyclone Preparedness Program (CPP) volunteers, Flood Preparedness Programme volunteers and 56 women-led CSOs so that they can effectively engage in gender responsive resilience building discussion and decision making.
2. NRP-DWA subproject provided technical support to Gender in Humanitarian Action (GiHA) Working Group.

3. **Disaster Impact Assessment** is a positive step for mainstreaming gender and social inclusion in the disaster impact, which previously seemed to be heavily engineering-focused.
4. The DRR-EGPP guidelines are an excellent first step for supporting the resilient livelihoods of the poorest populations. It also included some gender-responsive steps such as breastfeeding corners and special provisions for widows. However, it needs to be rolled out and scaled up by involving women's machinery supported by the DWA and women's groups at all levels.

Weaknesses, challenges, and recommendations for gender mainstreaming in NRP

1. **Gender mainstreaming was perceived as primarily DWA/UN Women's work.** The goal of the NRP was to achieve gender-responsive risk-informed development across all five outcomes. The stakeholders perceived the gender action plan fundamentally challenging for them to understand the need and the rationale to integrate gender into risk-informed planning, preparedness, and resilience-building process through the institutional mechanism. It was informed by several stakeholders in the course of the KIIs that gender integration was DWA/ UN Women responsibility. This impeded gender mainstreaming in all the activities of the NRP.

Recommendation: National resilience agenda cannot be achieved without a twin-track approach. While DWA/UN Women plays a crucial role for gender mainstreaming, the responsibility for gender empowerment, responsibility of gender mainstreaming equally lies with all other stakeholders as well. In NRP, a stand-alone overarching gender-responsive resilience outcome /output is necessary in addition to gender inclusive design in every result area. The stand-alone result area will develop tools, capacity, and strategy to integrate gender in other result areas. The lead agency responsible for delivering other results areas will advance the agenda with the strategy, tools, and improved capacity.

2. **Gender as a cross-cutting issue: Gender** is a cross-cutting issue, but the siloed structure of NRP impeded gender mainstreaming in several activities carried out by the IEs. A gender action plan was developed for the project but that was not apparent in implementation. There was an absence of an overarching umbrella that could systematically design, plan, budget, monitor, and guide gender-responsive DRM across all the sub-projects. There were no Gender Specialist or Focal points for UNDP-DDM or planning division activities and UNOPS (Gender Forum existed within LGED but no gender focal point for UNOP) sub-projects. This lack of focus on gender as a cross-cutting issue resulted in the inability of IEs to share the numbers of women and men benefitted in their activities (trainings and others) or the budget that was spent on gender-responsive activities. Gender-responsive budgeting for NRP as a whole was missing. There was no mechanism to assess, allocate and track how much funds have been spent on gender-responsive activities. Even the PCMT did not have adequate mechanisms to capture gender related data, either operational or financial nor did it have the authority to impose gender critical thinking during the planning of the interventions.

Recommendation: While the foundation for moving towards gender empowerment agenda is established, NRP should develop a concrete and clear mechanism for joint planning, budgeting and monitoring both quantitatively and qualitatively the inclusion of women, girls, men and boys in their project activities and funding. Each UN agency/ government department should have a Gender Focal Point that can communicate and coordinate with the gender focal points of other agency/department. Gender responsiveness across sub-projects requires strong, regular, and more systematic coordination between the sub-projects and the PCMT

3. Focus towards smaller interventions rather than strategic interventions: Many activities of the NRP are deemed to be too small to create larger impacts as commensurate with a complex technical assistance programme as the NRP. This is equally true for some of the gender centric activities of the NRP where the activities of the NRP would directly benefit a very small cross-section of people in the absence of follow-up action. Such kind of activities should be avoided and activities with bigger strategic impact should be recognized. LGED gender markers or SADDD are examples of activities which will have strategic impact in the long run whereas CSO trainings, while important needs to be linked with broader objectives of the NRP.

4. Need for gender-responsive disaster management plans, budget, and adequate skills amongst the local administration – Disaster Management Committees: Results from the FGDs reflect that among the DMCS interviewed, not all the Disaster Management Plans had integrated gender-responsive actions and none of the interviewed DMCS included separate budget lines for gender and social inclusion. Some DMCS in their disaster management plans do not have actions/ steps to help or support the vulnerable groups such as women-headed households, pregnant mothers, and persons with disability. They have not prepared list of vulnerable groups such as female-headed households, elderly, and children. There is also no funding allocation for gender inclusion in the budget.

Recommendation: NRP should provide guidance and monitoring to ensure that actions and steps to be taken for gender and social inclusion are integrated with clear instructions in the disaster management plans and align well with the SOD and its Annexure 13 on Gender mainstreaming in DRM developed by the DWA. These plans should be accompanied by an adequate budget for gender and social inclusion, wherever possible.

5. Women's leadership remains low, especially in senior and decision-making roles. The existence of quotas does not automatically guarantee the acceptance of women leaders in a patriarchal society. As it requires changes in perceptions, attitudes and understanding. Women leaders face many socio-economic challenges, including socio-economic discrimination, religious orthodoxy, and gender-based violence. For example, in addition to all the unpaid household work and child care, women work as day laborers, and their families' subsistence depends on their daily wages/earnings. In the absence of any compensatory mechanism, women laborers find it difficult to attend meetings.

Women's role in decision-making at local levels/ upazilla level is seen to be limited. Women members are there (up to 30% maximum) – but these are there to make up numbers. Men's opinions are prioritized. Cyclone committees are considered men's committees where women are neither welcome nor feel comfortable sharing women-specific issues. Even those women who are part of the committee have to prove their capabilities several times over to be taken seriously.

Recommendation: Women's economic empowerment remains the key, as explained earlier. Women's leadership at all levels has to be supported and promoted by the government, donors, and civil society. On-the-job training and mentoring support should be provided to women leaders at the grassroots and subnational levels on leadership, communication, writing funding proposals, and project management. Compensation should be given to the women leaders to attend the meetings, training, and workshops. On the spot, child care should be provided to facilitate their active participation. Women leaders need to be adequately invited, awarded, and their critical roles need to be acknowledged during international and national DRR days. More needs to be done at the national level communication strategy to disseminate women and children's needs, impacts, and roles in disasters.

DRM volunteers both men and women are a precious resource and should be connected to the local government, MoDMR and its local machinery. All volunteers, especially women, should be given adequate compensation, recognition and appreciation by the government for their efforts especially during the DRR day or national workshops et al as well as their contributions should be broadcasted on radios. NRP should facilitate linking of these community DRM volunteers to DRM machinery. NRP can take support of the UN Volunteers to accomplish this. Women trainers may be used for training for better outreach among women. A suggestion was also provided to involve the Imams in training as their reach and acceptability is huge.

6. Vicious poverty cycle, debts and extreme vulnerabilities in chars: People in chars live in very high-risk zones by dint of poverty and poorly built shelters “wrapped in polyethene” extremely vulnerable to cyclones and flooding. They cannot afford to buy a house in safe zones. Thus they are forced to construct their homes in disaster-prone zones where there is high risk of their productive assets such as chickens and goats to get washed away. In the aftermath of disasters, most poor people face food insecurity disasters due to loss of productive assets, inability to find work and access food. People are forced to take loans from the landlords to recover from disasters. This loan system (Dadon) exists in many different regions of Bangladesh and pushes the borrowers in to forced labour. Children from poorest families often drop-out of schools after disasters and are pushed into child labour to support their families. Thus, access to food security, finance and livelihood support is very critical to the existence of char and other poor and marginalized communities. Urban vulnerabilities especially in low lying areas exacerbate the situation due to a high risk of fire, floods and earthquakes. Most structures in slums are poorly built and lack drainage system, potable water, and sanitation and hygiene facilities jeopardizing the lives, health, education and livelihoods of people during the disasters.

Recommendation: Access to finance and livelihoods resilience is critical for the existence of poor and marginalized communities especially in context of recurrent disasters. NRP through its EGPP initiative should support the development of systems for finance access and diversification/skill development for livelihoods especially for local women’s groups, landless, urban poor and marginalized communities living in chars. Disaster affected population while able to save lives now also needs help to re-build their lives in the after math of disasters. No trainings or tools have been received for rebuilding livelihoods especially when their agriculture has been upended by saline ingress during cyclones (other than some support provided through NGOs). Alternative non-farm livelihood support programme followed by training is likely to be more effective in building their resilience.

7. Participation of other marginalised groups remain abysmal or non-existent in the volunteer groups or disaster management committees at all levels: Women and girls within refugees/internally displaced population constitute the most vulnerable. FGDs highlighted that Bangladesh witnessed much internal migration/displacement due to disasters and economic distress, especially among poor, landless, and homeless people. The conflict and genocide in Myanmar have also led to Rohingya refugees' influx into the disaster-prone regions of Bangladesh. Women and girls within internally displaced/ refugee groups constitute the most vulnerable. During these displacements, women and girls are the most vulnerable to social discrimination and sexual and gender-based violence, often due to the breakdown of social networks and protection mechanisms, closure of schools, poverty, and loss of livelihoods. The inclusion of marginalized groups such as **refugees, tribal groups** such as Munda and third **gender/hijra** is non-existent many places.

Recommendation: NRP should make a concerted effort to mention and include all the marginalised groups in its Pro-Doc and activities.

Annex B Case Studies

Case Study I: Implementation of Asset Management System in Local Government Engineering Department

a. Genesis and brief description

The Local Government Engineering Department (LGED) under the Ministry of Local Government, Rural Development and Cooperatives of the Government of Bangladesh is responsible for management of local infrastructures. Over the years LGED has developed over USD 25 billion worth of rural assets including 3 lakh 52 thousand kilometres of rural roads. Monitoring and maintenance of this enormous asset could not be done in a piece-meal approach and required a more holistic approach. This became evident with the development of Resilient Infrastructure Framework during an earlier programme, namely Comprehensive Disaster Management Programme (CDMP) – Phase II. To develop and maintain resilient infrastructure, asset management system (AMS) becomes important and was hence taken up under the NRP after thorough consultation with the government. The government saw value in developing an integrated system for asset management instead of the silo approach followed earlier and with support of UNOPS, has established an AMS in line with the provisions of ISO 55000. The AMS includes an Asset Management Policy, a Strategic Asset Management Plan (SAMP), Asset Management Plans (AMPs) for roads and bridges, and an Asset Information Strategy (AIS). The development of these policies and plans were followed by extensive training and capacity building of relevant stakeholders and implementers including TOTs for sustainability. This has made the LGED leadership aware of the time, effort, and resources required to bring about a positive institutional change.

b. Implementation process

The AMS was developed following a co-creation approach where the AMS was not developed by UNOPS for LGED but along with LGED. This ensured very strong partnership and ownership of the AMS on the government side. The UNOPS team provided technical support and brought in reputable international consultants while LGED provided the ground level inputs for developing an implementable and practical AMS. Initially awareness building activities were conducted and familiarisation visits were organised to Australia for demonstration of how an AMS works and helps in holistic management of assets. On return, a working group was formed which consisted of an asset management council and 4 small sub-committees (roads, bridges, climatic risks and database and information). The working group consisted of 30 people from different divisions within the LGED. The international consultants provided the ISO frameworks for MAS and conducted capacity building of the working group. 25 people were provided training through Institute of Asset Management. 20 of these trainees later obtained certification from IAM as well and eventually acted as trainers for subsequent AMS trainings. Initially the AMS was completely unknown, but through extensive capacity building, confidence was built among the stakeholders. The UNOPS team along with the LGED has so far completed the AM policy, AM strategy, Capacity Building Plan, AM plans for roads and bridges (yet to be completed) and have provided training to almost 240 people from LGED as well as other departments including public works, water development board, disaster management etc. The LGED has also signed MOUs with Water Development Board, BUET and few others for sharing of data pertinent to strengthening the AMS.

c. Challenges faced and action taken

Establishing an Asset Management System (AMS) in LGED had its own challenges. Building an overall understanding of the Asset Management System at LGED required a complete overhaul of preconceived notions about it being a software or a database limited to maintenance management. Also, the fact that AMS would not produce anything physically tangible brought about a shift in LGED's idea of AMS. Nevertheless, the top management at LGED played a key role in quickly realizing the importance of AMS within their institution and with their support and continuous engagement on capacity building, the UNOPS team could instil enough confidence within LGED to integrate AMS in their system. The capacity building served dual purpose – increase the awareness of the stakeholders on AMS and ensure whole hearted participation from all levels of government hierarchy.

Also, to ensure that the AMS does not remain as 'shelf-ware', the UNOPS team avoided the pitfall of 'one-time engagement'. Rather it constituted an institutional structure by creating Asset Management Committees and Working Groups which provided strong leadership, support and commitment to the entire process.

d. Expected/ Demonstrated impacts

The effects of successful implementation of the AMS is yet to be fully visible and will take at least another couple of years of handholding before the system is attuned enough to show impacts. The AMS will bring in a systematic approach where in 25 billion USD worth of asset created by the LGED may be monitored and managed and future assets are planned in a risk-informed inclusive manner. Asset management is at present seen as maintenance of asset only. Target of AMS is to introduce LCA based holistic planning and maintenance of assets.

Nevertheless, even in these initial stages, introduction of AMS and associated capacity building has caused a shift towards LCA based planning approach. Introduction to AMS have also indirectly influenced system enhancements through revision of MoCs and integration of climate change concerns in Asset Creation Standards (change in bitumen type and grade in event of erratic rainfall, change in Reinforced Cement Concrete (RCC) for resilient infrastructure).

e. Linkages with other initiatives – internal, external, scale-up, replication probability, sustainability

Training modules have been developed under the NRP for training-of-trainers for AMS. This is the right approach since it ensures sustainability of the training and continuation of the AMS in future and in the absence of the NRP. To ensure the continuity of capacity building initiatives on Asset Management, LGED has signed a contract with the Engineering Staff College of Bangladesh (ESCB) to train the staff of LGED and other public institutions within the country.

The AMS development and the learnings therefrom has been informally shared with both ADB and World Bank for replication in other departments as well for enhancements of Information and Communication Technologies (ICT) through World Bank support. ADB's Rural Connectivity Improvement Project (RCIP) will upgrade about 1,700 kilometres of rural roads to all-weather standards in 34 districts located in five divisions; improve the capacity of the rural infrastructure agency to address institutional constraints relating to rural road development; and finance enhancements to the national rural road master plan to enable the selection of priority rural roads for improvement using a geographic information system covering the entire country. Data from the RCIP will be used by the LGED and will provide complimentary support to implementation of the AMS. Climate change concerns included in the RDM and strengthening of the RSDMS will be supported through the KfW funded Climate Resilient Local Infrastructure Center (CReLIC). CReLIC will be a center of excellence that will act as a knowledge and

information hub which will collect, process and provide knowledge and exchange of information on climate resilient infrastructure to and from LGED Engineers, relevant research institutions and other agencies. CRELIC therefore provides complimentary support to the AMS. Data generated through World Bank funded Rural Transport Improvement Project is being used for finalisation of the AMP (Bridges).

Thus, the AMS has been able to synergise with other complementary programmes and have also put in place systems to ensure sustainability of the AMS.

e. Lessons learned

- The AMS establishes the importance of having a focused approach towards implementing complex system enhancements and also highlights the need for a participatory approach.
- By establishing complementary relationships with other programmes, the AMS has set itself up for smoother implementation and value-for-money during implementation.
- Developing internal trainers and institutionalizing training activities is the correct approach towards sustaining any initiative in the long run.

Case Study II: Integration of gender and social inclusion in environment, climate change and disaster related statistics

a. Genesis and brief description

Bangladesh has achieved remarkable improvement in disaster management and climate change adaptation over the years. Risk informed and inclusive development planning supported by a strong gender responsive data system is of utmost importance to sustain these development gains. In spite of Bangladesh's strong track record in managing disasters, the gender dimensions of disaster risk reduction and the impacts of climate change are still not well understood, not only in Bangladesh but also around the globe. This is because of limited technical capacity at the national and local level that results in a lack of collection, analysis and usage of data disaggregated by sex, age, disability, ethnicity and geographical location. This continues to impede the development of appropriate and targeted strategies for disaster risk reduction and climate change response. These data, when combined with other forms of gender statistics, are important because they help assess if an initiative is successful at targeting and benefiting women, men, girls, boys, and unpack the differentiated impacts of disasters. Collecting gender statistics, including SADDD is a pre-requisite for gender analysis for disaster risk reduction policies, plans and budgets. This is emphasised in Sendai Framework as well as Paris Agreement on climate change. CEDAW General Recommendation 37 on gender-related dimensions of disaster risk reduction and climate change actions emphasized on disaggregated data. Further, Asia Regional Plan for the implementation of Sendai Framework for Disaster Risk Reduction (SFDRR), adopted at Asian Ministerial Conference of Disaster Risk Reduction (DRR), reaffirms that countries will have methodologies to collect disaster loss data and risk profiles with gender, age, disability disaggregated data by 2020. Also, Bangladesh will be expected to report against the targets of Sex, Age and Disability Disaggregated Data (SADDD) while reporting on the progress in SFDRR implementation.

Under this backdrop, Environment, Climate Change and Disaster Statistics (ECDS) Cell, Bangladesh Bureau of Statistics (BBC) and UN Women Bangladesh joined hands to strengthen overall environment, climate change, disaster, and gender-related statistics in Bangladesh. ECDS cell jointly with UN Women organized a brainstorming workshop on 20 May 2019 involving SADDD and to discuss priorities to enhance gender, DRR and CC statistics in

Bangladesh. One of the key recommendations emerging from the workshop was to develop a methodology for collecting SADDD on disaster and climate change risks in Bangladesh and build capacity of relevant government officials on the methodology.

b. Implementation process

Once the initial seeds of SADDD collection was planted in 2019, another round of consultation workshop was organized on 15 October 2019 with mid-level statistical and planning professionals of government agencies. The key focus of the workshop was to review the outcomes of the 20 May 2019 National Workshop on SADDD, to identify and review each of the potential national indicators to assess their relevance and feasibility for providing disaggregated and gender-related information and also to provide inputs to the next steps in rolling out a national protocol and guidelines on producing disaggregated statistics on climate change and disasters. Through comprehensive group discussion and review of literature, the groups collected detailed information of data sources, disaggregated data availability and relevancy of 52 indicators. Finally, 26 national indicators drawn from monitoring framework linked to the national, regional and global commitments were selected for the initial piloting in 5 districts and 10 upazillas.

After series of bi lateral and multilateral discussion with relevant ministries, the draft Methodological guidelines and protocol for data producers and users for Integration of gender and social inclusion in environment, climate change and disaster related statistics was drafted. The draft protocol and guideline was shared with all the ministry focal point to get inputs and feedback. Finally, after addressing all the inputs received from ministries, the SADDD protocol guideline has been endorsed by BBS in December 2020.

Once the protocol and guideline was approved, BBS together with DWA organized a Training of Trainers (ToT) on Methodological Guidelines and Protocol for Data Producers and Users for BBS officials in December 2020 so that they can roll out training to different ministry focal point. A total of sixteen BBS officials (2 female, 14 male) received ToT on sex, age, disability disaggregated disaster data (SADDD) Protocol and Guideline document. These trainers then conducted 3 days training for 50 ministry data focal points to build their capacity on the collection, analysis and reporting on the environment, climate change and disaster management indicators. 3 sets of training were conducted for three days each where in 245 government officials from 50 departments of different ministries were trained on Generating Gender Responsive Environmental Data held during November - December 2021. Presently a pilot data collection is being carried out for 5 districts which is likely to be completed by April 2022. The project could not proceed to the upazilla level as initially envisaged due to COVID induced disruptions. The pilot report is likely to be completed by June 2022 after which the process is likely to be replicated for the entire country.

c. Challenges faced and action taken

Since SADDD collection is still at its infancy in Bangladesh, developing and finalizing data collection protocols and guidelines took more time than initially stipulated. This was further exacerbated due to COVID 19 pandemic. The International Gender and Statistics Specialist couldn't facilitate the ToT in person but hold virtually trainings which to some extent compromised the quality of the training. To overcome this, one National Consultant was also engaged to assist the International Consultant holding the ToT virtually. This initiative undertaken by the BBS and UNW is a first-of-its-kind initiative in Bangladesh and hence a lot of capacity constraints came to the fore. The activity has conducted intensive trainings and have also provided ToTs for sustainability of the initiatives even after NRP is completed.

There was strong commitment within government for gender responsive statistics for DRR and climate change as the country considers climate change and disaster as key development challenges. However, since this was a completely new initiative, to encourage the relevant data producers to participate in the initiative, the initial data points have been restricted to 26 instead of entire 52 indicators. This is a prudent approach while introducing new protocol and tools.

d. Expected/ Demonstrated impacts

The SADDD protocol guideline is one of the first initiative in the Asia-Pacific region where the national mandated statistical agency develops a gender-responsive guideline in relation to DRR and climate change for public agencies. Through this effort to formulate protocol/guidelines on SADDD and building capacity of government officials to generate and analyse Sex, Age and Disability Disaggregated Data (SADDD); gender responsive public data management system for disaster, climate change has been strengthened.

BBS's periodical disaster and climate change data collection has been highly influenced by this protocol and improved capacity of the BBS professionals. Though BBS had first started collecting data on disaster and climate impacts in 2015, BBS did not properly look at gendered impact of disasters and disaggregated data was not available in most cases. But after this support from NRP, BBS modified their methodology following the protocol which clearly shows the changes in practice. It is expected that the activity when scaled-up for the whole country and with maturity in including all 52 indicators, will provide a very strong foundation for gendered approach toward disaster mitigation and resilience building.

e. Linkages with other initiatives – internal, external, scale-up, replication probability, sustainability

BBS's own effort to periodically collect disaster and climate related data has been improved with enhanced in house capacity of BBS officials and formulation of protocols and guidelines. BBS has been highly influenced by NRP's pilot effort to make disaster related public data system gender responsive. Since the practice has been changed and BBS has started collecting disaggregated data with GoB resources, it is expected that NRP's efforts are going to sustain. With expansion of the pilot to cover all districts and upazillas, there is a strong replication potential of the initiative as well.

If Bangladesh successfully implements SADDD Protocol by collecting, analyzing and using SADDD across SDGs and Sendai Framework implementation, planning and budgeting, this initiative can serve as a best practice in the Asia-Pacific region and therefore have potential for wider replication.

f. Lessons learned

- The effort was successful only because of a highly collaborative approach adopted from the very beginning of the activity between UNW and BBS. BBS managed to mobilize all the relevant ministries. The whole-hearted involvement of BBS also ensured smooth implementation, ownership and sustainability.

Case Study III: Piloting of DRR-EGPP in Kurigram

a. Genesis and brief description

The Government of Bangladesh has extensive social safety net programmes. Employment Generation Programme for the Poorest (EGPP) is one such programme for reducing the economic vulnerability of poor people including women and persons with disability. The purpose of EGPP is to (i) provide short-term employment to the hardcore poor in lean seasons and (ii) develop rural infrastructure by constructing various programs under EGPP, mainly earthworks. The EGPP, while supporting employment generation and food security for the poorest, also have immense potential to build resilience to disaster shocks. This is particularly important as a scoping study¹ conducted by the NRP found that “When exposed to a shock or disaster, majority of the households were not able to adopt any measure to mitigate the adversity of the event (approximately 41% of the beneficiary)”.

In this backdrop, the National Resilience Program (NRP) worked towards developing a model to leverage existing social safety nets, such as the EGPP of Ministry of Disaster Management and Relief, for DRR. The proposed DRR inclusive Social Safety Net (DRRiSSN) model was piloted in the northern districts of Kurigram (Chilmari Upazilla) and Jamalpur (Islampur Upazilla) where the poor vulnerable people suffer a lot due to seasonal hazards (e.g. monsoon floods 2019, 2020). The piloting served two purposes:

- a) test the proposed model of risk reduction for resilience infrastructures (mostly earth roads/dam) in the field and document lessons learnt, and
- b) provide flood risk reduction support to most vulnerable households/community, particularly the households headed by woman, elderly households, and households with disable members.

b. Implementation process

The DRRiSSN Piloting identified 15 schemes (structure/infrastructure) based on local risk reduction plans developed through Community Risk Assessment (CRA). These were validated among the community, representatives of UP, local administration/government, UDMC, WDMC, line department and NGOs, and community. The community was engaged to design, implement and monitor the schemes with a project implementation committee (PIC) which looked after the activity to ensure the representation of women and persons with disabilities.

The 15 schemes identified small changes to make the earthwork constructed through the EGPP more resilient. These include 5 schemes on raised plinth of homestead (to reduce flooding), 2 schemes of vetiver grass and tree plantation of road built by EGPP fund (to prevent erosion and washing away of roads), one scheme on box culvert construction (increased drainage), 2 schemes on guide wall construction, 3 schemes on renovation of school cum flood shelter by construction of accessible ramp (disability friendly changes), installation of hand washing point and renovation of a toilet for women, 1 scheme on raised Eid gaon field as flood shelter and 1 scheme for raised connecting road to access to shelter along with vetiver and tree plantation for protection.

Following the structural modifications to EGPP schemes, a Training Need Assessment (TNA) was conducted for 200 EGPP beneficiary households under the pilot project to aid in poverty alleviation of the poorest. These households were provided capacity building training on resilient livelihoods including non-farm alternative livelihoods and adaptation technologies such as flood resilient vegetable cultivation, poultry & goat rearing, solar panel repairing, bamboo craft, electrical house wiring, tailoring, small business, nursery & grass production (vetiver), auto mechanic, handicraft, local service provider etc.

¹ BIDS study on ‘Implication of Employment Generation Programme for the Poorest (EGPP) to Reduce Disaster and Gender Vulnerability’

c. Challenges faced and action taken²

Since the primary purpose of the EGPP is wage generation for the poorest, the programme is not particularly attuned towards better resilient planning, lacks adequate non-wage funding for induction of DRR planning and there is a lack of political will to prioritise risk informed interventions vis-à-vis politically motivated interventions. This was particularly evident while pursuing design and lay-out of infrastructures considering High Flood Level (HFL) as the budget limitation of EGPP did not allow for elevated earthworks. The project team worked closely with the District Disaster Management officials to highlight the importance of considering the HFL in the design stages. The issue of low non-wage allocation was mitigated through demonstration within the piloting schemes for both of wages and non-wages interventions that required a minimal level of budget increment. For future consideration, the requirement of non-wage resources have been communicated to the MoDMR and DDM to consider and change the guidelines if agreeable. Similarly, a risk informed approach was undertaken after thorough dialogue with the community and relevant local officials.

d. Expected/ Demonstrated impacts

The model has demonstrated enormous potential as it does not only create employment for the poor but also works to reduce risk in flood-affected areas as crucial dividend of resilience. Communities around the raised plinth of cluster based households would get shelter facilities along with livestock and other assets during floods. People around the renovated and raised flood shelters would get shelter facilities in flood situation. Raised grounds built through the project will act as temporary flood shelters. The vetiver and tree plantation is likely to reduce the erosion of roads during floods. The programme has therefore identified options for risk reduction activities that can be implemented through the EGPP and has set the stage for a broader approach for adaptive social protection.

In numerical terms, the DRRiSSN pilot schemes employed 268 EGPP beneficiaries - 125 female and 143 male including 21 persons with disability - and generated 3,969 person-days of employment. Besides, the direct beneficiaries, 71 local masons get opportunity for employment to the tune of additional 696 man-days. The extra man-days contributed in enhancing the strength of earth work for road, raised land for flood shelter. The pilot has therefore provided a vital advocacy agenda for GOB's SSN programme in increasing the span of employment and contribute to resilient infrastructures. In addition to these, skill development training and implementation of adaptive livelihoods have the potential to build the economic resilience of the poorest of the poor as well.

e. Linkages with other initiatives – internal, external, scale-up, replication probability, sustainability

The findings and outcome of the piloting of DRRiSSN are found to be instrumental to recommend risk informed and inclusive social safety nets which are flexible to disaster risk reduction. The pilot initially collaborated with SSNP of MoDMR. The result is promising to target other SSN programmes of relevant agencies like Ministry of Women and Children Affairs, Ministry of Social Welfare who have robust and large investment in safety net programmes. It is understood that some of the proposed schemes as demonstrated by the pilot have been taken up by World Bank which provides financial and technical support to the largest safety net programs in Bangladesh. Therefore, the programme has a strong replication as well as up-scaling potential, provided that adequate follow-up advocacy is pursued among relevant stakeholders.

² The challenges faced do not consider COVID which caused disruption in the planned activities. This is because of the global nature of COVID which affected almost all activities world-wide and is not a specific challenge for this particular intervention.

f. Lessons learnt

- The EGPP guidelines require revision to incorporate DRR elements as project screening tool to ensure risk informed, gender responsive and disability inclusive scheme. Allocation of non-wages budget under EGPP has an important role for enhancing resilience of community to climate induced disaster by construction of different resilient infrastructure. This need to be expanded to other relevant safety net schemes of GoB. Transformational change of policy/guideline are critical in this regard.
- All development/risk reduction interventions at UP/Upazila level should be designed (infrastructure and non- infrastructure) based on Risk Reduction Action Plan (RRAP) of Community Risk Assessment report to ensure community participation. A comprehensive participatory selection process for identifying appropriate participants for safety net programme is required as well as to maintain a central database with data analytics to strengthen the governance.
- Risk informed fund allocation needs to be prioritised over politically motivated fund allocation
- Increased knowledge on disaster preparedness and risk reduction, including awareness raising, are needed for resilience while adaptive capability of system is critical for resilient livelihoods, services and enhance nature- based solutions as well
- Science based tools like GIS mapping can be incorporated in planning, designing, and monitoring the schemes

Case Study IV: Development and integration of Disaster Impact Assessment Tool

a. Genesis and brief description

Any development project proposal in Bangladesh has to conduct a feasibility analysis which reports mainly on the economic and technical feasibility of project. In some instances, separate environmental impact analysis were also carried out which were not integral part of the feasibility studies and are concerned about the effects of the project on the environment rather than the other way round. Due to the effect of disasters on assets and schemes, the National Disaster Management Council of Bangladesh had proposed the formulation of a disaster impact assessment in line with feasibility assessments of projects and schemes as far back in 2015. This found renewed interest in 2017. Since the NDMC is headed by the Honourable Prime Minister of Bangladesh, developing the DIA to ensure disaster resilient development was already in focus at highest levels of the Government of Bangladesh. Hence, when the NRP came forward to provide support to the GoB with disaster resilient plans and strategies, the DIA was one of the tools that was immediately identified for implementation and support was sought from UNDP team to develop the guidelines for DIA.

b. Implementation process

The major consideration while developing the DIA tool was to ensure that the tool does not become too cumbersome for the users of the tool. Hence, from the beginning of the project emphasis was given towards developing a tool that would be simple enough to encourage more participants to use the tool. Keeping this in mind, the NRP developed a 6 step guide for evaluating disaster impacts in development project proposals. The six steps included – a. locating the project activity, b. Identifying impacts of hazards, c. Listing proposed counter measures, d. Assessment of resilience, e. Estimation of cost of DRR, f. Reporting residual risks. Steps 1-3 are closely associated with the information that would already be available in the course of preparing the feasibility study.

Steps 4-6 are essentially the only new information that would require to be supplemented by the project implementers. This was deliberately done to keep the burden of compliance low during the Initial stages of DIA roll-out. Gender issues were also considered under mitigation measures in step 3, but no guidance has been provided on how to respond to gender issues identified. This is likely to be introduced in the next phase.

Once the tool was developed, it was piloted with LGED first and later pilot DIAs have been developed for Roads and Highways, Water Development Board and Public Works Department. Development of the tool was followed by dissemination and capacity building through trainings and workshops. Approximately 300 officials from different departments have been provided training which included some simulated DIA as well as part of the training. Several practical sessions for reviewing DPPs from a resilience perspective and implication of DIA in project formulation were also conducted during these trainings.

Due to high level of ownership from the Government of Bangladesh, the Planning Commission has included DIA in the feasibility study format as a mandatory option for feasibility study for the projects having investment more than BDT 50 crores. This has come into effect since 31 January 2021.

c. Challenges faced and action taken³

The biggest challenge faced by the implementation team has been to develop a guideline which is comprehensive and yet simple to use at the same time. The implementation team ensured this through continuous engagement with the Planning Division as well as the end users to understand the likely problems that the implementers would encounter in using the tool. This resulted in a usable tool which would not prove to be daunting to the end users.

The second challenge that was envisaged by the implementing team was that of acceptability and capacity building of the end users. To ensure this, a robust training programme and series of workshops were conducted to increase the awareness of the stakeholders including simulated exercises.

d. Expected/ Demonstrated impacts

It is expected that DIA will contribute towards risk screening doing project formulation and implementation. Practice of such tool in planning process would eventually be scaled-up and provide the way for greater resilience in the society. The DIA will be used as an 'ex-ante' tool to assess whether a proposed project is threatened or to be impacted by existing disaster risks, or the project itself can increase the intensity, frequency, and extent of existing risks, or the proposed intervention can also generate new risks in an area of development; and, also to suggest appropriate actions or effective 'countermeasures' that would be required at each stage of project formulation, appraisal and implementation.

The revised Standing Order on Disasters (SOD) of 2019 and National Plan for Disaster Management 2021-2025 (NPDM, January 2021) have incorporated DIA as an essential tool for disaster risk reduction, and made Bangladesh Planning Commission responsible to introduce DIA as a tool to prepare and appraise development project proposals for gender responsive, disability inclusive and risk informed development planning. Following the Planning Commission's inclusion of DIA in the feasibility report template, ministries and agencies already started including disaster impact assessment in the project proposals. Institutionalization of DIA can be acknowledged as a best practice of mainstreaming of DRR for sustainable development.

³ The challenges faced do not consider COVID which caused disruption in the planned activities. This is because of the global nature of COVID which affected almost all activities world-wide and is not a specific challenge for this particular intervention.

e. Linkages with other initiatives – internal, external, scale-up, replication probability, sustainability

Since the DIA has been included in the feasibility report template, it can be confidently said that the DIA will sustain. As the DIA matures over time, newer parameters or hazard evaluation or cost of DRR estimation should be incorporated.

f. Lessons learnt

- Simplicity is the key to ensure rapid integration of system enhancements. The proposed system enhancement does not have to be the best there is as long as it is moving in the right direction. Once a system is integrated, follow-up changes may be taken up to add layers to the tools to make it more robust. However, looking to integrate a very complex tool right at the onset could prove to be counter-productive. The way the DIA has been implemented is reflective of the strategic understanding of how change works in government systems.

Annex C Findings from Household Survey

Summary findings from quantitative analysis

Following the discussion with UNDP, the quantitative households survey was based on information collected from 720 households from the same upazillas of baseline study. The respondents were equally distributed across male and female, while majority were from the age group of 25-44 years. While prevalence of higher education was greater among male family members, majority of the female were engaged in domestic duties. Female had lesser ownership of mobile phones, bank accounts and land.

About 37% of the households were covered under SSNP and the primary utilization of the benefits were to pay for education, buy food and buy medicines.

Earthquake, cyclone and river floods were the most prevalent form of natural hazards in the study locations. Around 2-3rd of the households who reported of any natural hazard in last five years, faced loss of asset / health. Almost 3/4th faced damage of residential building and around 1/3rd faced loss of agricultural land, livelihood or other assets. Primary consequence was on reduction in food (47%) and non-food (55%) expenses, and close half of the affected families ended up borrowing money. Only about 1/5th received any support from government / NGOs / international bodies, where in almost 3/4th of the case male members was the receiver of the compensation.

Close to 60% of the families received early warning, which was mainly announced by miking by government and community volunteers. Adult male members of the family were the primary receiver of the messages. The main focus of the messages was on the tentative time and intensity of the flood / cyclone, about nearby shelters with little (14%) information related to female / child / aged related preparations or services.

While both male and female equally took part in the discussions on disaster preparedness at the household level, female played a major role in packing. Respondents shared that In post disaster period, female may significant role in food and fuel storage, reconstruction of households along with managing the household chores. Surprisingly, very few of the respondents (both male and female) reported of increase in violence against women and children during post-disaster period.

In general, the average awareness about disaster preparedness among respondents was low – it was comparatively low for flood / cyclone preparedness than earthquake preparedness.

Only about 1/4th of the respondents were aware about the disaster management committee in their community, while majority of the members being adult male. Respondents shared that the DMC members help in providing early warning messages and preparedness measures. However, reported training to build capacity at the community level for disaster preparedness was very limited.

In terms of women participation in different committees, close to half of the respondents reported that their female family members participate in micro credit organizations. About 28% mentioned of any capacity building programme for women in last two years, which were primarily focused on sewing.

While most of the disabled received benefits under SSNP, 2 out of 30 disabled people in our sample participate in local communities to advocate for disabled and to provide inputs for disaster management.

The following section provides the detailed findings from the household survey.

Sample description

Following the suggestions from UNDP, primary quantitative data was collected from 720 households. Given the focus of this project is to evaluate the NRP, we used a repeated cross section sampling method, where the data was collected from the same districts and upzillas as of the baseline survey. Table 1 provides the brief description of the sample. Information was collected equivalently from male and female respondents. Roughly equal number of households were sampled from rural and urban areas.

While among the male respondents, majority were in the age group of 25-44 years (43%), followed by 46-64 years (3%) (Table 4); majority of the female respondents were from 25-44 years of age group (67.3%). Around one-fourth of the respondents were Muslims, followed by around 18% from Hindu. Interestingly, while 15% of the male respondents were from migrant family, it was 32% for female respondents. Overall, 42% of the households reported to have a total monthly income between Taka 10000-20000. On the health status, 11.9% of male and 13.8% of female members of the surveyed households suffer from some type of chronic illness, while ~19% of the female are anaemic. While there was not much striking difference in educational attainment among male and female household members, almost 60% of female adults were engaged in domestic duties. Among male members, roughly equal proportion (~20%) were engaged in agriculture, non-agriculture enterprises and regular salaried jobs. With respect to access to mobile phones, about 44.7% of female owns a mobile phone as against 63.1% of male family members. Similar trend was followed for ownership of bank account and land as well.

Table 5: Sample characteristics (%)

Indicators	Male respondents	Female respondents	Total
Age-group of respondents			
16-24 years	8.8	13.3	11.1
25-44 years	43.1	67.3	55.3
46-64 years	33.1	18.2	25.6
>=65 years	15.0	1.2	8.0
Whether the respondent has any disability			
Yes	5.0	3.3	4.2
Religion of the household			
Islam	72.6	73.5	73.1
Hindu	17.0	18.0	17.5
Christian	0.3	0.3	0.3
Buddhist	10.1	8.3	9.2
Ethnicity			
Not indigenous	86.3	85.1	85.7
Indigenous tribes	13.7	14.9	14.3
Migration status			
Original inhabitant of the village	84.9	68.0	76.4
Migrant	15.1	32.0	23.6

Total monthly income of the household			
Taka 3000-5000	4.2	3.6	3.9
Taka 5000-10000	20.1	21.6	20.8
Taka 10000-20000	39.9	44.5	42.2
More than Taka 20000	35.8	30.4	33.1
Health status			
Chronic illness (by male / female)	11.9	13.8	12.9
Anaemia among women in family	18.4	19.3	18.9
Stunted / waste children below 5 years of age	7.8	8.0	7.9
Education level of family members (male / female)			
Illiterate	15.0	21.2	18.1
Primary	23.5	19.7	21.6
Middle	16.7	19.5	18.1
Secondary	16.8	18.8	17.8
Higher secondary	9.1	8.5	8.8
Graduation & above	11.8	7.3	9.6
Primary occupation (male/ female)			
Agriculture	18.3	1.5	9.7
Fishing / foraging / livestock	1.5	3.6	2.6
Contractual labour	6.3	0.6	3.4
Regular salaried	12.1	4.3	8.1
Non-agri enterprise	19.4	1.4	10.2
Domestic worker	0.2	58.2	29.8
Non-agri casual worker	9.6	3.7	6.6
Student	18.2	13.6	15.8
Not working	8.8	9.8	9.3
Others	5.7	3.4	4.5
Access to mobile phones (male / female)			
Owens a mobile phone	63.1	44.7	53.8
Access to various services (male / female respondents)			
Bank account			
Adult males	85.8	67.7	77.4
Adult females	39.0	50.6	44.4
Land ownership			
Male	93.1	85.2	89.6
Female	3.1	7.9	5.2
Both	3.9	6.9	5.2

Social safety net programs

About 37% of both the male and female respondents reported of any family member being covered under any social safety net program (SSNP) (as against 8.3% reported in baseline) (Table 3). Most of them approached the chairman / member to include their name under the SSNP (similar to baseline). While around 46-49% felt the benefit was inadequate (similar to baseline), more than 50% were satisfied with it (as against 17.3% in baseline). The benefits were primarily used to pay for education (35-42%), to buy food (29-34%) and to buy medicines (39-51%).

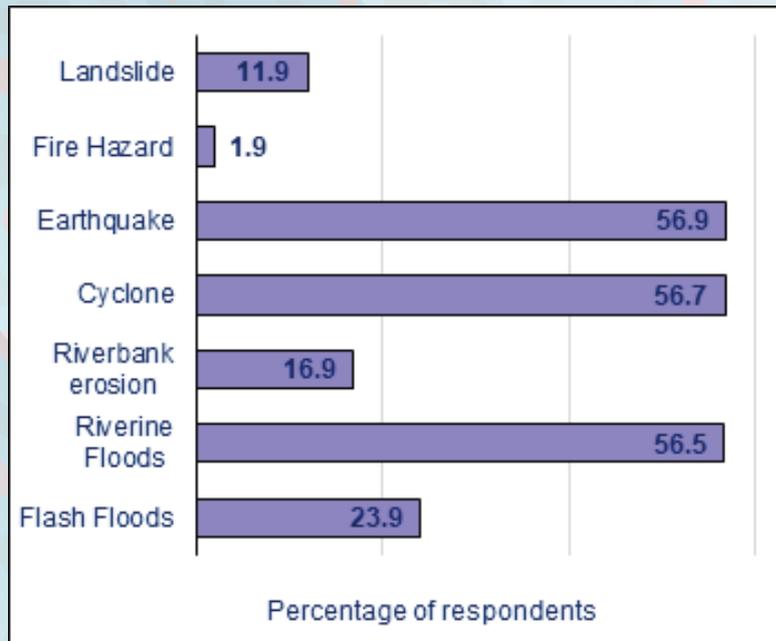
Table 6: Coverage by social safety net programs (SSNP)

Indicators	Male respondents	Female respondents
Did anyone in this household is covered under any social safety net programme	37.4	37.0
How were your household chosen for SSNP?		
Through community consultation	23.9	20.1
By political leaders	0.0	2.2
I went to Chairman/member and then name was included	52.2	47.0
Local NGOs recommended	1.5	0.0
Others	22.4	30.6
What do you think about the benefits under the SSNP?		
Inadequate but useful	45.5	48.5
Adequate and I am happy to receive it	53.7	51.5
I am entitled but did not receive it yet	0.7	0.0
How did you use the benefit received under SSNP?		
To buy food	29.1	34.3
To buy medicine	50.7	38.8
To repay loan	3.0	1.5
To pay for education	35.1	41.8
To buy other household essentials	26.9	19.4
Used in reducing disaster risk	0.7	0.0

Disaster management

Earthquake, cyclone and riverine floods are reported to the most (57% for each) prevalent natural hazards in their area, followed by flash floods (23.9%) and water congestion (21.9%) (Figure 1).

Figure 3: Types of natural hazards in the study area



Around two-third of the households reported of facing some loss due to these natural hazards (Table 6). Among the affected families (73%), ~one-fourth reported of loss / damage of residential building, followed by loss of other assets (41.1%), crop loss (35.4%), livelihood loss (35.2%) and livestock loss (27.5%). During baseline, 27% of respondents reported of effect on income generation, 21% of house damage, 13% of illness, 14-17% of loss of cow / goat / sheet and 39% of poultry. While 46.6% and 55.2% affected households reported that they had to reduce food- and non-food expenditure respectively, 48.1% reported to borrowed money to meet expenses. Only 18.9% of the affected people received any humanitarian assistance / support from any agency as compensation / help. The main sources of humanitarian assistance were government and national NGOs, with assistance mainly in kind (77.9%). Around three-fourth of the humanitarian assistance were given to the adult male members of the family.

Table 7: Types of loss faced by households due to natural hazards in last 5 years (%)

Natural hazard type	2022
No loss	36.7
Among affected	
Life	2.6
Health related	17.8
Livestock	27.5
Crop	35.4
Agricultural Land	23.1
Residential building	74.7
Loss of other assets	41.1
Livelihood	35.2
Credit	9.0
Consequence on the family	
Reduced food expenditure	46.6
Reduced non-food expenditure	55.2
Could not seek treatment if ill	15.4
Could not pay for child's education	11.9
Borrowed money from lender / relative	48.1
Received any humanitarian assistance / support from any agency as compensation/ help	18.9
Source of compensation - Government	48.8
Source of compensation – NGOs (National)	46.5
Source of compensation – International agencies	3.5
Type of compensation received	

Early warning system for flood / cyclone

Among the respondents, who reported of any natural hazard in last five years, around 60% reported of receiving early warning for flood or cyclone, where majority (61.5%) received the warning 1-2 days before the natural hazard took place (Table 7) (around 61-75% of the respondents in urban and rural areas during baseline reported not to be aware of the early warning hotline number). The primary source of information was through miking by community volunteers (64.1%) and miking by government officials (51.1%). Only ~12% of the respondents mentioned warning message dissemination by DMC members. There was large gender gap in receiving the information (68.1% adult male vs 29.5% adult female). Following the same trend, majority of the messages were focused on tentative time of the cyclone / flood (76.3%), intensity (86.7%), precautions that need to be taken (45.2%), preparative activities (38.1%) and information about shelter homes (47.0%). The messages contain limited information on services available for women, children and other vulnerable group, including about protection to counter violence and abuse.

Table 8: Early warning system and disaster preparedness (%)

Early warning system and disaster preparedness	
Received early warning	59.3
How long before did the warning come?	
Less than 12 hours	17.8
Less than 24 hours	10.4
1-2 days before the flood / cyclone	61.5
3-5 days before the flood/cyclone	8.5
1 week before the flood/cyclone	1.9
What was the source of the message?	
Miking by government officials	51.1
Miking by community volunteer	64.1
Messages on television	18.1
Messages on social media	18.1
Audio message in mobile	4.4
SMS in mobile	7.8
Household visit by community volunteers	1.1
Household visit by government officials	3.0
From relatives / friends / neighbours	14.8
Colour coded signal flags	4.8
DMC members	11.5
Women's rights organizations / Women's groups	1.1
Who first heard the message in your family?	
Adult female member	29.5
Adult male member	68.1
What all information were covered?	
Tentative time of the cyclone/flood	76.3
Intensity of the cyclone/flood	86.7
Precautions that needed to be taken	45.2
Preparative activities in case to evacuation	38.1
Information about shelters	47.0
Information about the emergency contacts	7.0
Health awareness related to cyclone/flood	7.4
Livestock advisory	19.3
Agromet advisory	7.0

Asset protection	3.3
Information about services available for women, children, elderly, disability and socially excluded groups women, children, elderly, disability and socially excluded groups)	14.1
Information about women and child protection to counter violence and abuse	1.1
Information on crop / fish harvesting	3.3
Information on the protection of small shops / SMEs	0.4

Preparatory activities by households

While both adult male and female took part in the discussion on next steps after receiving the flood / cyclone warning, females played a greater role, first in taking the decision on what to pack (71.5% as against 66.3% for male), and then in packing (74.8% for female vs 55.6% for male) (Table 8). While the primary focus of preparedness by the households were on packing valuables, clothes and food, 37-46% of the respondents reported to pack items related to feminine hygiene, for children and aged.

Table 9: Preparatory activities by households after receiving the early warning (%)

Preparatory activities taken by households	
Participation in discussion after receiving early warning message (among those received early warning)	
Adult male	93.5
Adult female	93.5
Who took the decision on what to pack?	
Adult male	66.3
Adult female	71.5
Who did the packing?	
Adult male	55.6
Adult female	74.8
What preparations did you make?	
Packed important documents and valuables money, jewellery etc.) in a small bag	64.8
Packed clothes in bags	71.1
Reserved dry food, cooking fuel, firewood, fire box, portable stove	67.8
Charged mobile phones fully	25.9
Packed things related to feminine hygiene	45.9
Packed things necessary for children	37.4
Packed things necessary for aged	40.0

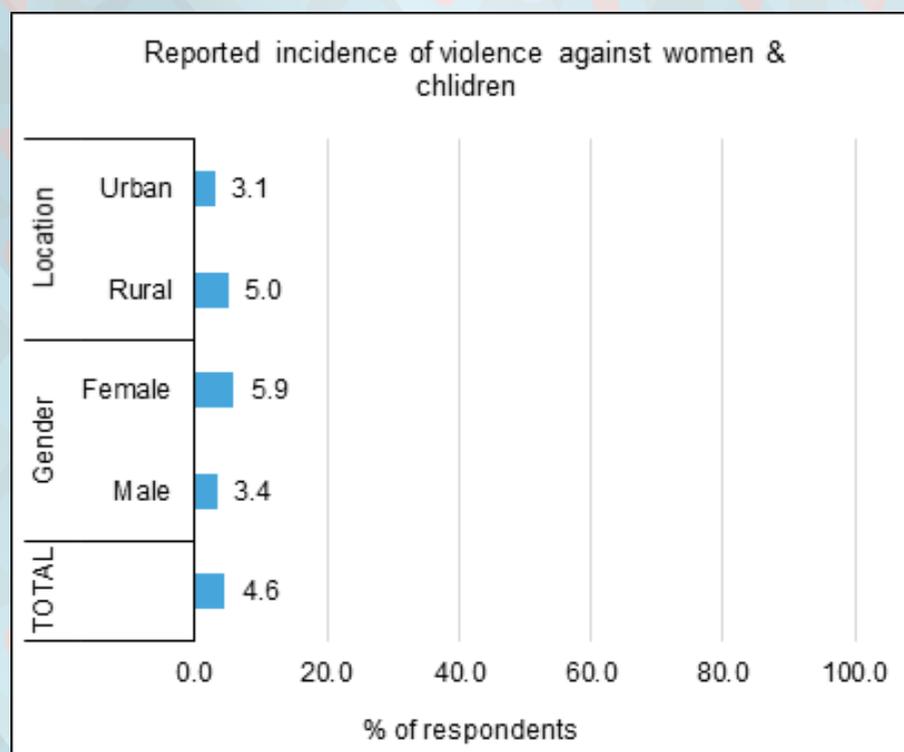
The respondents reported that after the disaster, the women play a significant role in food and fuel storage (53.0% (as against 74.8% reported in baseline) and 45.7% (70.1% in baseline) respectively), taking part in household construction along with the male members (53.4%, similar to baseline figure of 53.5%), in addition to continuing the regular household chores (80.45) (Table 9). Only about 6.6% of the respondents reported that women support the family with livelihood activities by earning money.

Table 10: Role played by women in post disaster management

Activities	Percentage
Food storage	53.0
Fuel storage	45.7
Take care of livestock	29.5
Take part in household reconstruction	53.4
Borrow from micro-credit institutions for supporting family's rehabilitation	17.1
Childcare	17.4
Care for elderly/sick	9.7
Household chores – cooking, cleaning	80.4
Fetching water	21.1
Support with livelihood activities for earning money	6.6

During the primary study, only ~5% of the respondents reported of any incidence of violence against women and children in post-disaster period (Figure 2), though there was difference in reporting by male (3.4%) and female (5.9%) respondents. Contrastingly, during baseline, 30-40% of the respondents in urban and rural areas opined that violence against women and children increases in post-disaster period.

Figure 4: Reported incidence of violence against women & children in post disaster period (%)



General awareness about disaster preparedness among respondents

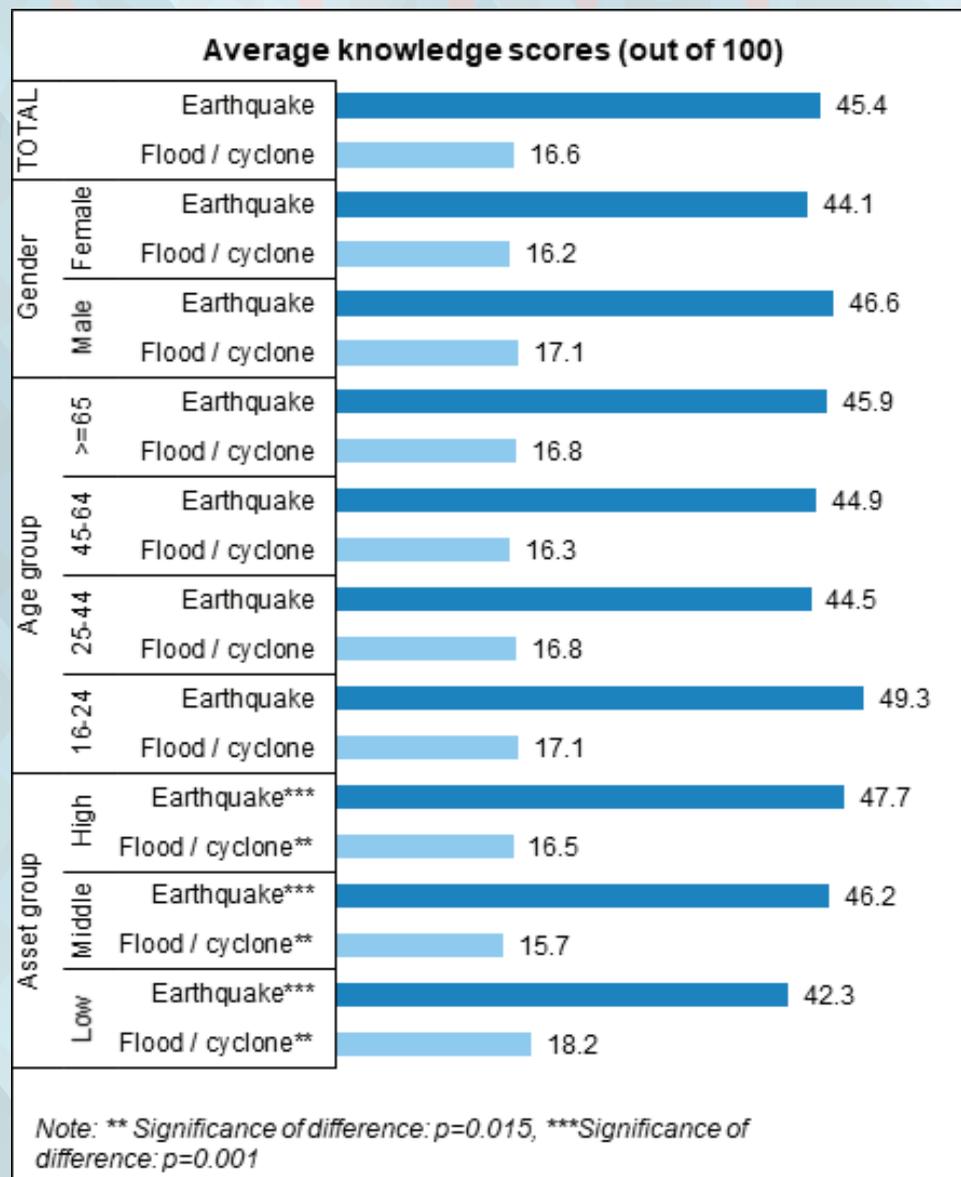
In general, majority of the respondents were aware about the basic preparation for flood / cyclone like packing documents and valuables, clothes and food, though awareness about packing items necessary for feminine hygiene, children and aged was very limited (Table 10). Regarding earthquake, more than three-fourth of the respondents were aware that they need to run out of house and stand in open areas during earthquake, but only ~15% were aware that if inside house, they need to hide under tables.

Table 11: Knowledge about disaster preparedness

Preparatory steps	Percentage
Flood / cyclone	
Pack important documents and valuables (money, jewellery etc.) in a small bag	68.7
Pack clothes in bags	43.4
Reserve dry food, cooking fuel, firewood, fire box, portable stove	59.6
Arrange small boats and homemade raft	1.9
Collect water purification tablets before floods / cyclone	4.2
Arrange tube well sealing, water reservoirs, heightened tube well heads	4.9
Collect emergency medicine and oral saline before flood	14.0
Relocate livestock on higher grounds, reserved livestock feed	6.0
Dissemble houses and move household assets and belongings in higher or safer places	5.7
Dissemble houses and move to higher or safer places	4.9
Pack things necessary for children	5.7
Pack things necessary for aged	4.5
Pack things related to maintain feminine hygiene	1.5
Charge the mobile phones	7.5
Earthquake	
Run out of house	87.6
Stand in open area	78.5
If inside house, hide under table	14.6
If you are in high rise, take stairs, not lift	0.8

Based on the average knowledge score (out of 100) computed, over the awareness about both flood / cyclone preparedness and steps to take during earthquake is low: only 16.6% for flood / cyclone and 45% for earthquake (Figure 3). Though there was not much difference in knowledge with respect to gender and age-group of respondents, there was statistically significant difference between the three economic groups by asset index. While the low economic group had higher knowledge for flood / cyclone preparedness, the high and middle economic group scored more for earthquake preparedness. This can be linked to their economic conditions as low-income groups are expected to be more affected by floods / cyclone, whereas the economically better off people probably are more aware about specific needs, like not using lift and hide under the table in their house during earthquake.

Figure 5: Average knowledge score (out of 100) for flood / cyclone and earthquake preparedness



Disaster management committee

While more than one-fourth of the male respondent were aware about the presence of DMC in their community, about 23% of the female respondents knew about it (Table 11). Majority of the respondents from both the genders (84% of male & 72% of female) reported that adult male are the members of the DMC, followed by adult females (during Baseline, <10% of the respondents reported of women participation in DMCs). The respondents shared that the primary role of the DMC members in their community involves providing early warnings for cyclones / flood (which is similar to the findings of the baseline where ~96% of the male and female respondents in Satkhira and 64-85% of the respondents in Khulna) reported to inform the community about upcoming flood/cyclone by miking) and inform the community members about preparedness. Around 36-37% of the respondents informed that DMC members help them evacuate to safe places. However, only a very few of the respondents reported of any capacity building visit / event by DMC members apart from the time of natural disaster.

Table 12: Awareness about and reported activities by DMCs at the community level

Responses	Male (%)	Female (%)
Aware of a local disaster management committee (DMC) in the community**	25.7	22.7
Who is part of it?		
Young male members from the community	26	28
Young female members from the community	14	22
Adult male members from the community**	84	72
Adult female members of the community	65	54
Aged (65+ years) members of the community	3	5
Local administrative authority members	8	13
Person with disability	0	0
How do they help you in times of natural disasters?		
Provide early warnings for cyclones / flood	91	95
Inform us about preparedness for different types of disaster	70	63
Train us on precautions during cyclone / earthquake / flood / fire	26	18
Collects information from every household about the family members (member names, age, gender, illness, disability etc.)	16	17
In times of natural disaster, help us in evacuate to safe places	36	37
In times of natural disaster, help us with food, medicine, doctors, shelter materials etc.	26	30
In last one year, apart from any specific natural disaster, did anyone come and talked to you about preparedness in such situations?	5.6	7.7
Who visited your household?		
Government officials	15	29
Community leaders	30	18
NGO people	50	50
DMT members	60	36
How many times did they come in last one year (median)	2.0	1.5
In last one year, was there any group capacity building activity in your community	12.3	9.7
How many times did it happened in last one year (median)	2.0	2.0

Note: **Significant difference among responses by male and female ($p < 0.05$)

Women leadership & capacity building

Around 12% of the respondents were aware about the women-led organizations under NRP-DWA in the study locations (Table 12). Close to half of the respondents reported that women from their families take part in micro-credit organizations. About 29% of the respondents informed of any skill development training programmes in their community in last two years, where majority of these were on sewing (89.35), followed by farming related training (29.3%), operational aspect of cottage industries (25.45) and poultry rearing (20.5%).

Table 13: Capacity development & leadership for women & disabled in the study areas

Percentage	
Women	
Do you know if there is any women-led organization under NRP DWA in this area?	11.9
Do women in your family go to government departments for seeking supports during /post disasters?	7.5
Do women in your family take part in micro-credit organizations through which they get financial support when needed?	43.5
In last two years, was there any skill development programme in your community for Women?	28.5
What was it about?	
Sewing training	89.3
Food processing training	1.5
Mechanics (like different tool / appliance repair etc) training	1.5
Farming related training	29.3
Mobile-phone based earning	2.4
Agricultural farm	10.7
To run cottage industry	25.4
Compost / fertilizer preparing and selling	1.0
Large animal husbandry	26.8
Poultry rearing	20.5
Disabled	
Disabled in the family	4.0 (30)
Receive SSNP benefits	86.6 (26)
Engaged in any organization, committee, platform to raise voices	7.7 (2)

Only about 30 households (4%) in the sample had any disabled member, out of which 26 reported of receiving any SSNP benefits (compared to only about 11.2% reported as reported in baseline), which are mainly the financial assistance by the government for the disabled. Two out of the 26 disabled in our sample were engaged in any organization / committee / platform for raise voices for disabled (corresponding figure during baseline was 3.1%): one is part of the local level disaster committee and another is engaged in advocacy for improved access for dis

Annex D Sampling plan for HH survey

District Name	Upazila	Union/Ward	Village/Mohalla	Sample hh	Household	PSU #
Kurigram	Kurigram Sadar	Holokhana	*Khamar Holokhana	10	522	1
Kurigram	Kurigram Sadar	Jatrapur	Garuhara	10	590	2
Kurigram	Kurigram Sadar	Punchgachhi	Dakshin Noabash	10	329	3
Kurigram	Chilmari	Chilmari	*Dhushmara	10	172	4
Kurigram	Chilmari	Ranigonj	Johitari	10	342	5
Kurigram	Chilmari	Nayerhat	*Phechuka Patrahata	10	331	6
Jamalpur	Islampur	Chinadulli	Chinaduli (Purba)	10	420	7
Jamalpur	Islampur	Belgachha	Belgachha	10	332	8
Jamalpur	Islampur	Patharsi	Patharshi	10	932	9
Jamalpur	Dewangonj	Bahadurabad	*Char Bahadurabad	10	731	10
Jamalpur	Dewangonj	Char Aomkhaoo	Baira Para	10	417	11
Jamalpur	Dewangonj	Chikajani	Chikajan Digir Par	10	250	12
Tangail	Tangail Sadar	Municipality Ward No. 13	*Tangail Mahallah	30	390	13
Tangail	Tangail Sadar	Municipality Ward No. 14	*Purba Adalatpara	30	2105	14
Tangail	Tangail Sadar	Municipality Ward No. 16	*Akur Takur Para (Part)	30	2353	15
Rangamati	Rangamati Sadar	Municipality Ward No. 6	*Bedbedi Para	30	995	16
Rangamati	Rangamati Sadar	Municipality Ward No. 8	*Dakshin Kalindipur	30	1174	17
Rangamati	Rangamati Sadar	Municipality Ward No. 9	*College Gate	30	768	18
Cox's Bazar	Chakoria	Surajpur	*Manikpur	10	986	19
Cox's Bazar	Chakoria	Surajpur	Bamonkata	10	189	20
Cox's Bazar	Chakoria	Surajpur	Kair Bil Para	10	88	21
Cox's Bazar	Chakoria	Surajpur	Mogpara Bil	10	229	22
Cox's Bazar	Chakoria	Surajpur	Bilijar Para	10	218	23
Cox's Bazar	Chakoria	Kakhara	Maij Kakara	10	769	24
Cox's Bazar	Chakoria	Kakhara	Proper Kakara	10	757	25
Cox's Bazar	Chakoria	Kakhara	Saker Mohammed Char	10	641	26
Cox's Bazar	Chakoria	Kakhara	*Lotani	10	606	27
Rangpur	Rangpur Sadar	Ward No-04	*Chikli	30	1011	28
Rangpur	Rangpur Sadar	Ward No-10	*Central Road	30	358	29
Rangpur	Rangpur Sadar	Ward No-14	*Dhumkhatia	30	413	30
Sunamgonj	Sunamganj Sadar	Municipality Ward No. 2	*Dakshin Salaghar	20	265	31

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Sunamgonj	Sunamganj Sadar	Municipality Ward No. 4	*Uttar Hasan Nagar	20	484	32
Sunamgonj	Sunamganj Sadar	Municipality Ward No. 5	*Kamarkhali Para (College Road)	20	276	33
Satkhira	Shyamnagar	Munshigonj	Parshikhali	10	385	34
Satkhira	Shyamnagar	Munshigonj	Harinagar	10	557	35
Satkhira	Shyamnagar	Munshigonj	Dhankhali	10	641	36
Satkhira	Shyamnagar	Munshigonj	Uttar Kadamtala	10	528	37
Satkhira	Kaligonj	Krishnangar	*Bena Dona	10	117	38
Satkhira	Kaligonj	Krishnangar	Nengi	10	252	39
Satkhira	Kaligonj	Krishnangar	Sankarpur	10	206	40
Satkhira	Kaligonj	Krishnangar	*Sota	10	344	41
Satkhira	Kaligonj	Champaphul	Chandulia	10	237	42
Satkhira	Kaligonj	Champaphul	*Khajra	10	30	43
Satkhira	Kaligonj	Champaphul	Sainhati	10	338	44
Satkhira	Kaligonj	Champaphul	Yusufpur	10	102	45
Khulna	Koyra	Koyra	1 No. Koyra	10	887	46
Khulna	Koyra	Koyra	3 No. Koyra	10	525	47
Khulna	Koyra	Koyra	5 No. Koyra	10	600	48
Khulna	Koyra	Koyra	Dhakin Madinabad	10	963	49
Khulna	Koyra	Koyra	Uttar Madinabad	10	848	50
Khulna	Koyra	Koyra	Ghatakhali	10	156	51
Total				720		

Annex E List of KIIs

KIIs	Key Informants
KII -1	The National Coordinator, NRP
KII -2	Programme Coordination and Monitoring Team (PCMT), NRP
KII -3	UNDP representatives/cluster head/focal person from sub-projects
KII -4	Project Director, Programming Division sub-project
KII -5	Project director, Department of Disaster Management (DDM) sub-project
KII -6	Director General (DG), Department of Disaster Management (DDM)
KII -7	Secretary, Ministry of Disaster Management and Relief (MoDMR)
KII -8	Team leader/Focal of piloting DIA
KII -9	Team leader/Focal of piloting DRIP
KII -10	Team leader/Focal of piloting of Earthquake Preparedness Programme
KII -11	Team leader/Focal of piloting Ward Level Flood Preparedness Programme
KII -12	Project director, Local Government and Engineering Department (LGED) sub-project
KII -13	UNOPS representatives/cluster head/focal person from sub-projects
KII -14	Team leader/Focal of piloting RB AMP (Roads)
KII -15	Team leader/Focal of piloting RB AMP (Bridges):
KII -16	Project director, Department of Women Affairs (DWA) sub-project
KII -17	Team leader/Focal of piloting SADD
KII -18	UN Women representatives/cluster head/focal person from sub-project
KII -19	Representative of FCDO
KII- 20	Representative of Government of Sweden
KII- 21	District Relief & Rehabilitation Officer (DRRO) at District level
KII- 22	Upazila Nirbahi Officer, Upazila Parishad, at selected Upazila
KII- 23	Town Planner/Executive Engineer, Ranpur City Corporation/Municipality
KII- 24	Chairman (DMC & UDMC Member) of selected Union Parishad
KII- 25	Assistant Director, CPP office at Upazila Complex, Upazila Level
KII- 26	Representative of Fire Service & Civil Defense of Corporation/Municipality
KII- 27	Female DMC Member of Selected project area
KII- 28	Upazila Women Affairs Officer (UWAO), Upazila Parishad, at selected Upazila

Annex F List of FGDs

Location	Participants
National level	Representatives from NRP PCMT and individual sub-projects.
National level	DIA training beneficiaries
National level	IAM certification beneficiaries
Tangail Municipality	Building Construction committee representative, Pourashava representatives, local administration representatives, Fire Service & Civil Defense Representative
Rangamati Municipality	Building Construction committee representative, Pourashava representatives, local administration representatives, Fire Service & Civil Defense Representative
Sadar Upazila, Kurigram	Trained & Sensitized Journalist at Kurigram
Deowangonj Upazila, Jamalpur	FPP Volunteers, CSO Representatives and Community People
Kaligonj Upazila, Satkhira	Resilience Livelihood supported beneficiaries
Koyra Upazila,, Khulna	CPP Volunteers and female CPP Volunteers
Koyra Upazila, Khulna	DMC Members and Female DMC members
Teknaf Upazila, Cox's Bazar	CPP Volunteers and female CPP Volunteers
Shyamnagar Upazila, Satkhira	Resilience Livelihood supported beneficiaries
Shyamnagar Upazila, Satkhira	CSOs Leader/Representative from Satkhira District
Islampur Upazila, Jamalpur	Local administration representative, DMC Member, UP Representative, INGOs/NGOs Representative
Islampur Upazila, Jamalpur	FPP volunteers (Male & Female), and Community people
Chilmari Upazila, Kurigram	Local administration representative, DMC Member, UP Representative, INGOs/NGOs Representative
Chilmari Upazila, Kurigram	FPP volunteers (Male & Female), Self help Group Representatives/leaders, and Community people
Sadar Upazila, Kurigram	CSOs Leader/Representative from Sadar Upazila, Kurigram District
Rangpur City Corporation	Representatives from City Corporation (Planners), Fire Service & Civil Defense Representative, Urbans Community Volunteer, Local administration representative
Sadar Upazila, Sunamganj	Building Construction committee representative, Pourashava representatives, local administration representatives, Fire Service & Civil Defense Representative

Annex G Preliminary questions and comments from desk review of available documents and reports

Reports	Preliminary Questions/ comments
DDM	
NPDM	<ol style="list-style-type: none"> 1. Did it not exist before? If yes, then in what form? 2. What was the programme contribution? 3. How is it being grounded? 4. How does it affect SFDRR reporting since D-form doe not address all data requirement for SFDRR?
Training Module for DRR	<ol style="list-style-type: none"> 1. What is new in the module? Did local level planning not happen earlier? 2. Did MoDMR not conduct such trainings earlier? 3. The report mentions that NGOs will prepare local level plans for DRR/ER. Then where is the capacity addition? 4. The social map preparation is a good initiative. Has it been done by the villagers themselves anywhere? Has the negative implications of possible social bias been considered while preparing the social map? 5. No gender/ disability sensitisation was evident in the training module
TOT for flood management	<ol style="list-style-type: none"> 1. Focuses on disability sensitive flood response. Good initiative 2. Was there any existing flood response volunteer training module? 3. How many actually disabled people were invited/ consulted for developing this module?
EGPP Orientation	<ol style="list-style-type: none"> 1. Purpose of the document not clear 2. Will this be an add-on to existing planning documents or a new project? 3. No women-centric criteria evident in the document. Please explain
DWA	
Why Corona related posters/ festoons prepared by DDM was not re-used instead of preparing new materials?	
CPP Module	<ol style="list-style-type: none"> 1. Who was this targeted for – existing volunteer corps or new volunteer corps? 2. What was the gender balance in the training? 3. How many of these were existing volunteers?
DDMC Module	<ol style="list-style-type: none"> 1. Mentions that loss of life due to cyclone is in single figures now. Considering the same would this be sufficient value-for-money. If so, explain how? 2. Has this resulted in increased women participation in DDMC? 3. Has there been any specific change that can be related back to the training (anecdotal evidence will suffice) 4. DMP-2015 provided clear policy towards gender responsive DMP. What was the status of implementation of the same prior to the NRP? 5. What is the status of implementation of SOD-2019?

Reports	Preliminary Questions/ comments
RGA Cyclone/ RGA Flood	<ol style="list-style-type: none"> Both are basically the same report highlighting same set of issues. Further, issues highlighted are in reality known issues and not even specific to Bangladesh, which begs the question – was this value for money? None of the reports address with any clarity the effect of the disasters on the livelihood/ food security of women in the aftermath of the disasters. None of the reports highlight the plight of other vulnerable population – young boys and girls. This calls into question the purpose of the reports and the impact of these reports, if any
Media Sensitisation	<ol style="list-style-type: none"> Good initiative. Has there been any follow-up activities to monitor any subtle changes in reporting? How was the training/ learnings from the training further pushed/ grounded?
Women Leadership	<ol style="list-style-type: none"> Who is this targeted for? Is the issue around women not being aware/ able that they play a big role in DRM or the system/ society does not permit them to step forward and take more active roles? How was this co-ordinating with the CPP and DMC modules and vice-versa since all these modules had the same set of modules on differentiated risks for women in disasters?
What is the difference between the UDMC module and the UZDMC module in terms of actual technical inputs?	
LGED	
8FYP	<ol style="list-style-type: none"> Is the yellow highlighted portion the only contribution of NRP? How was this introduced – formal versus informal channels? What are the plans translating these changes to action points on ground?
Asset Management Policy	<ol style="list-style-type: none"> What was the ISO55000 Policy of AMS? Was this existing prior to the NRP intervention? AM policy statement should have explicitly mentioned gender concerns in policy statement Since it is already 2 years since the AM policy was updated, has it been reviewed? Is there any plans to have the AMS audited? If no, why?
LGED Asset Management Capacity building plan	<ol style="list-style-type: none"> What initiated this entire activity around developing an AMS? Interviews required with the beneficiaries to assess their understanding of LCA Need discussion on the roles identified for different hierarchies in AMS (Table 2) No reflection on other competencies required/ to be developed, for example – hydrogeology/ GPS mapping/ climate responsive planning How many pilots delivered? How non-tangible assets are being managed – goodwill, trust etc?

Reports	Preliminary Questions/ comments
Other reports	
Study on waterlogging impact on local trade	Too localised. Has there been any follow-up/ lessons learned dissemination/ up-scaling in other locations?
Supply chain resilience training (RMG industry)	Is this related to any other activity? How does this activity relate to other NRP activities?
DRIP	What is the status of implementation? Is it presently active? What is the sustainability planning?
DIA	This is likely to be already present in feasibility studies. So what is the value addition of the activity?
SFDRR Monitoring report	What changes have been introduced in the D-form? How were these changes introduced? Is the activity sustaining? Will the government be able to prepare the next SFDRR report by themselves?
Dynamic flood risk model	Who has prepared this, base on what data and which modelling? How has the model been validated, over how many years? How is the model being used presently? Is there capability within the government to use the model? Are there any planes to up-scale/ replicate?
Road Deterioration Model	What value addition has been done to the existing RSDMS and RDWE?
Gender Markers for LGED	What is the present status? How is this useful? What impacts are expected from the gender markers?
Review of DPP-2009 and unpacking guidelines	What is the outcome of the activity?
Livelihood Cash Grants	Uncertain about the nature of the project. Please explain why a technical assistance project undertook a cash-grant scheme and whether this is the best possible use of funds available

Annex H Tools for household survey for NRP

Eligible Respondent:

- Adult (≥18 years of age) members of the household, primarily the head of the household. In absence of the Head, other senior member of the household who can inform about various aspects of the questionnaire. Emphasis will be given to include roughly 50% female respondents considering the high gender focus of the NRP
- Household members (all those members who eat food, that is cooked from the same kitchen together)

A. Identifier					
Q. No.	Question	Codes			Skip
A.1.	Name of Interviewer				
A.2.	Code of Interviewer:				
A.3.	Name of Supervisor:				
A.4.	Code of Supervisor:				
A.5.	District:				
A.6.	Sub-district (Upazilla):				
A.7.	Union Parishad				
A.8.	Pin Code:				
A.9.	Location:	1=Rural 2=Urban			If 2, then go to A.12.
A.10.	Gram Panchayat:				
A.11.	Village Name:				
A.12.	Ward No:				Skip if A.9 is 1.
A.13.	Ward segregation number:				Skip if A.9 is 1.
A.14.	Structure number:				
A.15.	Household Number:				
A.16.	Name of the Household Head				
A.17.	Mobile No.				
A.18.	Name of the Respondent				
A.19.	Date of Interview	Day	Month	Year	
A.20.	Interview Start Time:				
A.21.	Interview End Time:				

B. Introduction and Consent

First of all, we would like to thank you for your time. My name is _____, Thank you very much for meeting us here today.

Purpose of the study and respondent selection process: We work for a research company called [NAME OF SURVEY AGENCY] and we are collecting data for a project to understand the status of knowledge and awareness, preparedness towards natural disasters and effects of the same on the general population in Bangladesh. The study is conducted in collaboration with Oxford Policy Management and the United Nations Development Programme. We'll ask you a few questions about the

background of your households and the family members, economic conditions, consequences and coping mechanisms from natural disasters, along with your knowledge, awareness and preparedness to fight against disasters, and female members' involvement in disaster management.

Your household has been selected for this study. This is why we are asking you to participate in this study.

Before we start, we would like you to know that:

- Participation is completely voluntary, and you can leave at any time during our discussion. There will be no consequences for dropping out.
- The information you provide will be kept confidential and used only for this research in a generalised way.
- Everything you say will not be associated to you individually, but anonymised.
- Please note that there will be no consequences if you refuse to take part in the study
- Still, you can refuse to answer any questions you find uncomfortable.
- Participation is completely voluntary. You can stop participating at any point during the discussion if you feel uncomfortable.
- Consenting to take part in the discussion today is no commitment to take part in any future research, either with us or with any other organisation.
- During the interview, Covid-19 appropriate precautions will be followed, which will include: wearing mask by both enumerator and respondent (including anyone around), maintaining distance, using hand sanitization etc.
- Participation in this discussion will take about 30-45 minutes.

Contact Numbers: If you have any questions now, I will answer them. If you want to talk to anyone about this study because you think you have not been treated fairly or think you have been harmed in any way by joining the study, or you have any other questions about the study in the future, you may speak directly with the following people:

For ethical issues: CONTACT NAME AND ADDRESS OF IRB BOARD. Tel: XXX e-mail: XXX

For questionnaire related issues: CONTACT NAME AND ADDRESS OF SURVEY AGENCY. Tel: XXX e-mail: XXX

We would also like to inform you that a supervisor may come to ask you few questions to cross-check the responses you have given to me.

Do you have any further questions?

If I have answered all your questions, do you consent to participate in this study?

(For written consent) Please circle as appropriate and sign below.

Do you consent to be part of this discussion today?	Yes	No
Date	Signature (Respondent)	Signature (Researcher)

If we come back for the next round of the study, would you consent to participate in the study? Yes =1 No= 0

Would you like a copy of the consent form?

Participant would like to have a copy of the consent form Yes=1 No=0

C. Respondent Information			
Q. No.	Question	Codes	Skip
A.1.	Gender	1=Male 2=Female 3=Others	
A.2.	Age		
A.3.	Disability		
A.4.	Economic group	1= Below Poverty Line / Landless,/ Subsistence farmers/Migrant workers working in informal urban economy 2= Above Poverty Line	
A.5.	Religion	1=Muslim 2=Hindu 3=Christian 4=Buddhist 5=Others, specify	
A.6.	Social background	1=Indigenous 0=Not indigenous 2=Lower castes	
A.7.	Migration status	0= Original inhabitant of the village 1= Migrant 2= Internally Dispalced Person (IDP) 3= Refugees	

D. Household Roster		D.15.						
		Social Background (code)						
		D.15.						
		Migration status (code)						
		D.14.						
		Mobile phone ownership 1=Yes, 0=No						
		D.13.						
		Chronic illness (code)						
		D.12.						
		Disability (code)						
		D.11.						
		Ask if Sex=2 and Age>=14 (For female members) Is she engaged in any non-traditional livelihood (like mechanics job, construction worker, helper in any retail shop, factory worker, etc.) 1=Yes, 0=No	Type of non-traditional work (code)					
			<i>If Yes in D.10, Type of non-traditional work (code)</i>					
		D.10.						
		Highest Education Level completed (code)						
		D.9.						
		Are wages earned? (Code)						
		D.8.						
		Main source of income/ earning (code)						
		D.7.						
		Marital Status (code)						
		D.6.						
		Age (in completed years)						
		D.5.						
		Sex (code)						
		D.4.						
		Relationship to the Head (code)						
		D.3.						
		Name of the person (Start with the Household Head)						
		D.2.						
		SL No.						
		D.1.						

Codes for Section D

- D.3 - Relation to the head: 1=Head, 2=Spouse of head, 3=Child of head, 4=Spouse of child of head, 5=Grandchild of head, 6=Parent of head, 7=In-laws of head, 8=Siblings of head, 9=Spouse of siblings, 10=Non-relative, 88=Others
- D.4 – Sex: 1=Male, 2=Female 3=Other
- D.6 – Marital status: 1=Unmarried, 2=Currently Married, 3=Widowed, 4=Divorced, 5=Separated, 6=Deserted by spouse, 7=Married, but 'gauna' not
- D.7 – Occupation / Activity (for age >=14 years):
 - o For Rural areas (if A.A.9=1): 1=Cultivation in own land; 2=Landless agriculture Labour/ Manual casual labour/ Subsistence Farmer; 3=Fishing; 4=Foraging, rag picking; 5=Non-agricultural Own Account Enterprise, 6=Regular salaried, 7=Contractual labour, 8=Student, 9=Domestic work, 10=Not working, 88=Others
 - o For Urban area (if A.A.9=2): 1=Beggar/ rag-picker; 2=Domestic worker (house helps); 3=Street vendor/ cobbler /hawker /other service provider working on streets, 4=Construction worker / plumber/ mason/ labour/ painter/ welder/ security guard/ coolie and other head-load worker, 5=Sweeper/ sanitation worker / mali, 6=Home-based worker/ artisan/ handicrafts worker / tailor, 7=Transport worker/ driver/ conductor/ helper to drivers and conductors/ cart puller/ rickshaw puller, 8=Shop worker/ assistant/ peon in small, establishment/ helper/ delivery assistant / attendant/ waiter, 9=Electrician/ mechanic/ assembler/ repair worker, 10=Washer-man/ chowkidar, 11=Regular salaried, 12=Contractual labour, 13=Other work, 14=Non-work (Pension/ Rent/ Interest, etc.), 15=No income from any source, 88=Others (specify)
- D.8 – Are wages earned: 1=Daily, 2=Weekly, 3=Monthly, 4=Irregularly, 5=Not wage earner, 97=Not applicable
- D.9 – Education: 0=Illiterate, literate through informal sources, below class 1, 1=Completed class 1, 2=Completed class 2, 3=Completed class 3, 4=Completed class 4, 5=Completed class 5, 6=Completed class 6, 7=Completed class 7, 8=Completed class 8, 9=Completed class 9, 10=Completed class 10, 11=Completed class 11 / diploma after class 10, 12=Completed class 12 , 13=1 year diploma after class 12, 14=2 years diploma after class 12, 15=BA/BSC/BCom/Fazil, 16=Diploma after BA/BSC, 17=MA/MSC/M.Com/Kamil & above, 18=Hafezia/Kiratia/Nurani madrasa, 19=Child less than 6 year and not in pre-school , 20=Child less than 6 and currently in pre-school, 88=Others (specify), 98=Don't know
- D.11 – Non-traditional work: 1=Mechanic's job, 2=Helper in shop / other places, 3=construction worker, 4=factory worker
- D.12 – Disability: 0=Not disabled, 1=In Seeing, 2=In Hearing, 3=In Speech, 4=In Movement, 5=Mental Retardation, 6=Mental Illness, 7=Other disability, 8=Multiple disability
- D.13 – Chronic Illness: 0=No chronic illness, 1=Cancer, 2=Diabetes, 3=Hypertension, 4=Tuberculosis, 5=Leprosy, 6=kidney disease, 7=Heart related, 88=Others (specify)
- D.15. Migration status: 0= Original inhabitant of the village, 1= Migrant, 2= Internally Displaced Person (IDP) ,3= Refugee
- D.16. Social Background: 0 = Indigenous tribes , 1 = Lower castes 2 = Minority religions

E. Household Economic Condition, Living Condition and Amenities

Q.No	Question	Codes	Skip
E.1.	What is the total monthly income of the household (combining all the members)?	1=Less than Taka 3000 2=Taka 3000 - 5000 3=Taka 5000 – 10000 4=Taka 10000 – 20000 5= More than Taka 20000	
E.2.	What is the monthly income of women?	1=Less than Taka 3000 2=Taka 3000 - 5000 3=Taka 5000 – 10000 4=Taka 10000 – 20000 5= More than Taka 20000	
E.3.	What is the monthly income of men?	1=Less than Taka 3000 2=Taka 3000 - 5000 3=Taka 5000 – 10000 4=Taka 10000 – 20000 5= More than Taka 20000	
E.4.	In last 30 days, for how many days did your household did not have enough to eat for all the members?	(in days, write 0 if answer is all days)	
E.5.	What is the status of anaemia in women if known?	1= Existence of Anemia 2= No Anemia	
E.6.	Are children below 5 stunted/wasted?	1=Yes 2= No	
E.7.	Usual consumer expenditure in a month for household purposes out of purchase (last 30 days)	Amount (Taka)	
E.8.	Imputed value of usual consumption in a month from home grown stock (last 30 days)	Amount (Taka)	
E.9.	Imputed value of usual consumption in a month from wages in kind, free collection, gifts, etc. (last 30 days)	Amount (Taka)	
E.10	Expenditure on purchase of household durables (last 365 days)	Amount (Taka)	
E.11.	Did anyone in this household is covered under any social safety net programme (SSNP)?	1=Yes 0=No 98=Don't know	
E.12.	If not covered under the SSNP, what are the reasons? (multiple responses possible)	1=Do not know about any SSNP 2=Do not have the required documents 3=Do not know whom to approach 4=Not eligibility for any SSNP 88=Others (specify)	Ask if E.7=0

E. Household Economic Condition, Living Condition and Amenities

Q.No	Question	Codes	Skip
E.13.	What is the type of SSNP?	0=No 1=Test Relief (TR) 2=Employment Generation Programme for the Poor (EGPP) 3=Gratuitous Relief (GR) 4=Food for Work (FFW) 88=Others (specify)	Ask if E.7=1
E.14.	How was your household chosen for SSNP?	1=Through community consultation 2=By political leaders 3=I went to Chairman/member and then name was included 4=Local NGOs recommended 88=Others (specify) 98= Do not know	
E.15.	What do you think about the benefits under the SSNP?	1=Inadequate but useful 2=Adequate and I am happy to receive it 3=I am entitled but did not receive it yet	
E16.	How did you use the benefits received under SSNP? (Multiple responses possible)	1=To buy food 2=To buy medicine 3=To repay loan 4=To pay for education 5=To buy other household essentials 6=Used in reducing disaster risks such as house repair and plinth raising, fixing water supply systems 88=Others (specify)	
Covid-19 effect			
E.17.	In last two years, was your household affected due to the Covid-19?	1=Yes 0=No	
E.18.	What kind of effect? (Multiple responses possible)	1=Main earning member died 2=Other family members died 3=Family members suffered from Covid, incurring high health expenditure 4=Family members lost their job 5=Overall family income reduced due to less economic activity 6=Shortage of food supply / medical/ essential supplies (including due to loss of incomes?) 7= Permanently out-of school girls 8 = Permanently out of school boys Indebtedness	

E. Household Economic Condition, Living Condition and Amenities			
Q.No	Question	Codes	Skip
		9 =Gender Based Violence 10 = Child Marriage 11= Economic exploitation 12 = Human trafficking and exploitation 88=Others (specify)	
Living Condition and Amenities			
E.19.	Household ownership	1=Owned 2=Rented 3=Shared 4=Living on premises with employers 5=House provided by employer 88=Others (specify)	
E.20.	If 1, then who owns the house?	1 = Male 2 = Female	
E.21.	Building type (by observation)	1=Pukka 2=Kutchra 3=Mixed	
E.22.	Number of dwelling rooms exclusively in possession of this household	Number	
E.23.	Separate room used as kitchen exclusively for the household	1=Yes 0=No	
E.24.	Main source of drinking water	(Piped water) 11=Piped into dwelling 12=Piped to yard/plot 13=Public tap 21=Tube well or borehole (Dug well) 31=Protected well 32=Unprotected well (Water from spring) 41=Protected spring 42=Unprotected spring 51=Rainwater 61=Tanker truck 71=Cart with small tank 81=Surface water (river/dam/ Lake/pond/stream/canal/ Irrigation channel) 91=Bottled water 92=Community RO plant 88=Others (specify)	

E. Household Economic Condition, Living Condition and Amenities

Q.No	Question	Codes	Skip
E.25.	What kind of toilet facility do members of your household usually use?	Flush or pour flush toilet 11=Flush to piped sewer System 12=Flush to septic tank 13=Flush to pit latrine 14=Flush to somewhere else 15=Flush, don't know where Pit latrine 21=Ventilated improved Pit (vip)/biogas latrine 22=Pit latrine with slab 23=Pit latrine without slab/ Open pit 31=Twin pit/composting toilet 41=Dry toilet 51=No facility/uses open space or field 88=Others (specify)	
E.26.	What is the main source of lighting in the household?	0=No electricity 1=Electricity 2=Kerosene 3=Solar 4=Other oil 88=Others (specify)	
E.27.	What type of fuel does your household mainly use for cooking?	0=No food cooked in household 1=Electricity 2=LPG/natural gas 3=Biogas 4=Kerosene 5=Coal/lignite 6=Charcoal 7=Wood 8=Straw/shrubs/grass 9=Agricultural crop waste 10=Dung cakes 88=Others (specify)	

E. Household Economic Condition, Living Condition and Amenities			
Q.No	Question	Codes	Skip
Land ownership			
E.28.	Own any land (excluding homestead land)	1=Yes 0=No 98=Don't know	If "0/98", skip to E.25
E.29.	Who owns the land? Total unirrigated land	1 = Male 2 = Female	
E.30.	Total irrigated land – with assured	(in acres)	
E.31.	irrigation for two crops	(in acres)	
E.32.	Does the household owns the following item?	1=Yes, 0=No	
E.33.	Mobile phone (smart)		
E.34.	Mobile phone (basic)		
E.35.	Landline phone		
E.36.	New paper		
E.37.	Radio		
E.38.	Television	0=No access	
E.39.	Do you have access to the following types of public transport? (Multiple responses possible)	1=Shared four-wheeler (motorized) 2=Shared three-wheeler (motorized) 3=Shared four-wheeler (manual) 4=Shared three-wheeler (manual) 88=Others (specify)	
E.40.	Do you have access to the following types of private transport? (Multiple responses possible)	0=No access 1=Four-wheeler (motorized) 2=Three-wheeler (motorized) 3=Four-wheeler (manual/animal driven) 4=Three-wheeler (manual/animal driven) 5=Motorcycle / scooter 6=Bicycle 88=Others (specify)	
E.41.	Does any household member has a bank account?	1=Yes 0=No 98=Don't know	If 0/98, skip to next section
E.42.	Who owns the bank account?	1=Adult male member of the household 2=Adult female member of the household	

F. Disaster Management

Q.No	Question	Codes	Skip
F.1.	What types of natural disasters are prevalent in your area? (Multiple responses possible)	0=No natural disaster 1=Flash Flood 2=River Flood / Monsoon flood 3=Riverbank erosion 4=Cyclone 5=Earthquake 6=Fire hazard 7=Water congestion 8=Landslide 9=Epidemic 88=Others (specify)	
F.2.	In last 5 years, have your family faced any loss due to these natural disasters?	1=Yes 0=No 98=Don't know	If "No", then skip to F.32.
F.3.	What kind of loss? (Multiple options possible)	1=Life 2=Health related 3=Livestock 4=Crop 5=Agricultural Land 6=Residential building 7=Loss of other assets 8=Livelihood 9=Credit 88=Others (specify)	
F.4.	Did you left your house and stayed in any shelter/relative's / friend's / neighbour's place as your house was not liveable condition?	1=Yes 0=No	
F.5.	What was the consequence of it on the family? (Multiple options possible)	1=Reduced food expenditure 2=Reduced non-food expenditure 3=Could not seek treatment if sick 4=Could not pay for child's education 5=Sale assets 6=Borrow money from lender / relatives 88=Others (specify)	
F.6.	Did you receive any humanitarian assistance / support from any agency as compensation/ help?	1=Yes 0=No 98=Don't know	
F.7.	What was the source of help /compensation? (Multiple options possible)	1=Government 2=NGOs (national) 3=International agencies 98=Don't know	
F.8.	What was the type of compensation/help? (Multiple options possible)	1=Monetary 2=Kind (food / clothes / building material / medical supplies etc.) 98=Don't know	
F.9.	Who received the compensation/help? (Multiple options possible)	1=Adult male member 2=Adult female member 3=Young member of the household (absence of adult member)	

F. Disaster Management			
Q.No	Question	Codes	Skip
Early warning system (for flood / cyclone)			
F.10.	For flood/cyclone, was there any early warning given?	1=Yes 0=No 98=Don't know	If 0/98, skip to F.25
F.11.	How long before did the warning came?	1=Less than 12 hours 2=Less than 24 hours 3=1-2 days before the flood / cyclone 4=3-5 days before the flood/cyclone 5=1 week before the flood/cyclone	
F.12.	What was the source of the message? (Multiple options possible)	1=Miking by government officials 2=Miking by community volunteer 3=Messages on radio 4=Messages on television 5=Messages on social media 6=Audio message in mobile 7=SMS in mobile 8=Household visit by community volunteers 9=Household visit by government officials 10=From relatives / friends / neighbours 11=Colour coded signal flags 12=DMC members 13=Women's rights organizations / Women's groups 88=Others (specify) 98=Don't know	
F.13.	Who first heard the message in your family?	1=Adult female member 2=Adult male member 3=Young female member 4=Young male member	If 1/2/3/4/5 in F.12
F.14.	Who received the audio message / SMS in the household first?	1=Adult female member 2=Adult male member 3=Young female member 4=Young male member	If 6 / 7 in F.12
F.15.	When representatives/officials visited your house, who did they talk? (Multiple options possible)	1=Adult female member 2=Adult male member 3=Young female member 4=Young male member	If 8/9 in F.12
F.16.	What all information were covered? (Multiple options possible)	1=Tentative time of the cyclone/flood 2=Intensity of the cyclone/flood 3=Precautions that needed to be taken 4=Preparative activities in case to evacuation to safer locations 5=Information about shelters	

F. Disaster Management			
Q.No	Question	Codes	Skip
		6=Information about the emergency contacts 7=Health awareness related to cyclone/flood 8=Livestock advisory 9=Agromet advisory 10=Asset protection 10 =Information about services available for women, children, elderly, disability and socially excluded groups. 11= Information about women and child protection to counter violence and abuse 88=Others (specify)	I
F.17.	After receiving the information, was there any discussion among the family members?	1=Yes 0=No 98=Don't know	If 0/98, skip to F.19
F.18.	Who participated in the discussion? (Multiple options possible)	1=Adult male members 2=Young male members 3=Adult female members 4=Young female members 5=Relatives / friends / neighbours	
F.19.	What preparations did you make? (Multiple options possible)	1=Packed important documents and valuables (money, jewellery etc.) in a small bag 2=Packed clothes in bags 3= Reserved dry food, cooking fuel, firewood, fire box, portable stove 4= Arranged small boats and homemade raft 5=Collected water purification tablets before floods / cyclone 6=Arranged tube well sealing, water reservoirs, heightened tube well heads 7=Collected emergency medicine and oral saline before flood 8=Relocated livestock on higher grounds, reserved livestock feed 9=Dissembled houses and moved household assets and belongings in higher or safer places 10= Dissembled houses and moved to higher or safer places 11=Charged mobile phones fully 12=Did nothing 88=Others (specify)	

F. Disaster Management			
Q.No	Question	Codes	Skip
F.20.	Did you/your family member pack things relate to feminine hygiene?	1=Yes 0=No 97=Not Applicable 98=Don't know	
F.21.	Did you/your family member pack things necessary for children?	1=Yes 0=No 97=Not Applicable 98=Don't know	
F.22.	Did you/your family member pack things necessary for aged?	1=Yes 0=No 97=Not Applicable 98=Don't know	
F.23.	Who took the decision on what to pack / arrange? (Multiple options possible)	1=Adult male members 2=Young male members 3=Adult female members 4=Young female members 5=Relatives / friends / neighbours	If 0/98, skip to F.19
F.24.	Who packed / arranged things? (Multiple options possible)	1=Adult male members 2=Young male members 3=Adult female members 4=Young female members 5=Relatives / friends / neighbours	
Experience at the shelter house			
F.25.	Did your family move to a shelter?	1=Yes 0=No 98=Don't know	If 1, go to F.27
F.26.	Why did not your family move to a shelter? (Multiple options possible)	1=Asset back at home might be stolen 2=Taking small livestock with us is a problem 3=Taking large livestock with us is a problem 4=Spaces in the shelter is inadequate 5=Toilet facility in the shelter is a problem for female 6=Travelling the distance to the shelter with all family members is a problem 7=Did not feel the magnitude of the disaster required to relocate to shelter 8= Lack of privacy for women 9= Incidences of violence and sexual harassment against women and children 10 = Lack of child friendly spaces 88=Others (specify)	Skip if F.25=1 / 98

F. Disaster Management			
Q.No	Question	Codes	Skip
F.27.	Was there separate room for women in the shelter?	1=Yes 0=No 98=Don't know	
F.28.	Was there separate toilet for women in the shelter?	1=Yes 0=No 98=Don't know	
F.29.	Was there separate area to dispose menstrual waste?	1=Yes 0=No 98=Don't know	
F.30.	Do you think that violence against women and children have increased in your area after the disaster?	1=Yes 0=No 95=Don't want to answer 98=Don't know	
Experience at the shelter house			
F.31.	In general, what role do women at your household play during and post disaster period? (Multiple options possible)	1=Food storage 2=Fuel storage 3=Take care of livestock 4=Take part in household reconstruction 5=Borrow from micro-credit institutions for supporting family's rehabilitation 6= Child care 7= Care for elderly/sick 8= Household chores – cooking, cleaning 9= Fetching water 10 = Support with livelihood activities for earning money 88=Others (specify)	
General awareness about disaster preparedness			
F.32.	In general, what all preparatory activities one needs to take after receiving information on upcoming cyclone / flood? (Multiple options possible)	1=Pack important documents and valuables (money, jewellery etc.) in a small bag 2=Pack clothes in bags 3= Reserve dry food, cooking fuel, firewood, fire box, portable stove 4= Arrange small boats and homemade raft 5=Collect water purification tablets before floods / cyclone 6=Arrange tube well sealing, water reservoirs, heightened tube well heads 7=Collect emergency medicine and oral saline before flood 8=Relocate livestock on higher grounds, reserved livestock feed	(ask this section if answer to F.2=0 or 98)

F. Disaster Management			
Q.No	Question	Codes	Skip
		9=Dissemble houses and move household assets and belongings in higher or safer places 10= Dissemble houses and move to higher or safer places 11=Pack things necessary for children 12=Pack things necessary for aged 13=Pack things related to maintain feminine hygiene 14=Charge the mobile phones 88=Others (specify)	
F.33.	What we need to do in case of earthquake? (Multiple options possible)	1=Run out of house 2=Stand in open area 3=If inside house, hide under table 4=If you are in high rise, take stairs, not lift 88=Others (specify)	
F.34.	In general, what is your opinion of natural disaster preparedness in your community? (say 2-3 sentences about it)	Open answer	

G. Community Capacity Building for Disaster Management			
Q.No	Question	Codes	Skip
G.33.	Is there a local disaster management committee (DMC) in your community?	1=Yes 0=No 98=Don't know	If 0/98, skip to G.4
G.34.	Who is part of it? (Multiple responses possible)	1=Young male members from the community 2=Young female members from the community 3=Adult male members from the community 4=Adult female members of the community 5=Aged (65+ years) members of the community 6=Local administrative authority members 7=Person with disability 88=Others (specify)	

G. Community Capacity Building for Disaster Management

Q.No	Question	Codes	Skip
G.3.	How do they help you in times of natural disasters? (Multiple responses possible)	1=Provide early warnings for cyclones / flood 2=Inform us about preparedness for different types of disaster 3=Train us on precautions during cyclone / earthquake / flood / fire 4=Collects information from every household about the family members (member names, age, gender, illness, disability etc.) 5=In times of natural disaster, help us in evacuate to safe places 6= In times of natural disaster, help us with food, medicine, doctors, shelter materials etc 88=Others (specify)	
G.4.	In last one year, apart from any specific natural disaster, did anyone come and talked to you about preparedness in such situations?	1=Yes 0=No 97=Not Applicable 98=Don't know	If 0/97/98, skip to G.9
G.5.	Who visited your household? (Multiple responses possible)	1=Government officials 2=Community leaders 3=NGO people 4=DMT members 88=Others (specify) 98=Don't know	
G.6.	How many times did they came in last one year?		
G.7.	What did they discuss? (Multiple responses possible)	1=How we can access information on early flood/ cyclone warning 2=The precautionary measures we need to take for flood / cyclone 3=How we need to prepare for it 4=Who needs to be given priority, while evacuating 5=How to float during flood 6=What to do in case of earthquake 7=What to do in case of fire 8=First aide in case of medical emergency 9=Shared emergency contact numbers 10=Informed us about the nearest shelters 11=How to take care of women (including) pregnant women, young children, aged, PwD 12 = How to ensure that village/ community disaster management plans are gender-responsive and are developed with the equal participation of women and men? 13= How to ensure women's leadership in disaster management committees and teams. 88=Others (specify) 98=Don't know	

G. Community Capacity Building for Disaster Management			
Q.No	Question	Codes	Skip
G.8.	Whom did they mostly talk in your household? (Multiple responses possible)	1=Adult male members 2=Young male members 3=Adult female members 4=Young female members 5=Relatives / friends / neighbours 98=Don't know	
G.9.	In last one year, was there any group capacity building activity in your community for disaster management?	1=Yes 0=No 98=Don't know	If 0/98, skip to G.16
G.10.	How many times did it happened in last one year?	Number	
G.11.	Who organised it? (Multiple responses possible)	1=Government officials 2=Community leaders 3=NGO people 4=DMC members 5=Womens groups / Women's rights groups 88=Others (specify) 98=Don't know	If G.12=0 Ask if G.12=1/2/5
G.12.	From your household who attended it? (Multiple responses possible)	0=No one 1=Adult male members 2=Young male members 3=Adult female members 4=Young female members 5=Relatives / friends / neighbours 98=Don't know	
G.13.	Why no one attended from your household? (Multiple responses possible)	1=Timing was not convenient 2=Location was not convenient 3=Did not feel it was required 4=Did not know about it beforehand 5=Went outside my community that day 88=Others (specify)	
G.14.	Why did any female member not attend it? (Multiple responses possible)	1=Timing was not convenient 2=Location was not convenient 3=Did not feel it was required for female 4=Did not know about it beforehand 5=Went outside my community that day 6=Female members in our household do not go outside 7= Child care 8= Household chores 88=Others (specify)	
G.15.	Apart from your household, who all from your community attended it? (Multiple responses possible)	1=Adult male members 2=Young male members 3=Adult female members 4=Young female members	

G. Community Capacity Building for Disaster Management

Q.No	Question	Codes	Skip
G.16.	Was there any announcement beforehand on the capacity building programme?	1=Yes 0=No 98=Don't know	If 0/98. Skip to G.20
G.17.	What was the source of information? (Multiple responses possible)	1=Miking by government officials 2=Miking by community people 3=Audio message in mobile 4=SMS in mobile 5=Household visit by community representatives 6=Household visit by government officials 7=Household visit by NGO people 8=From relatives / friends / neighbours 9=Poster / handouts / local news paper 88=Others (specify) 98=Don't know	
G.18.	What was discussed in the meeting? (Multiple responses possible)	1=How we can access information on early flood/ cyclone warning 2=The precautionary measures we need to take for flood / cyclone 3=How we need to prepare for it 4=Who needs to be given priority, while evacuating 5=How to float during flood 6=What to do in case of earthquake 7=What to do in case of fire 8=First aide in case of medical emergency 9=Shared emergency contact numbers 10=Informed us about the nearest shelters 11=How to take care of women (including) pregnant women, young children, aged, PwD 12 =How to ensure gender and social inclusion in disaster risk management plans and activities? 13 = Capacity development and equal participation of women in disaster management activities? 14 =How to promote women's leadership for DRM at grassroots level? 88=Others (specify) 98=Don't know	
G.19.	Did you / your family members find it useful?	1=Very useful 2=Useful 3=Indifferent 4=Not useful	
G.20.	Overall, what do you think about such kind of capacity building programmes? (say 2-3 sentences about it)	Open answer	

H. Women/ person with disability in leadership and capacity building for women			
Q.No	Question	Codes	Skip
H.1.	Do you know if there is any women-led organization under NRP DWA in this area?	1=Yes 0=No 98=Don't know	
H.2.	Do women in your family go to government departments for seeking supports during /post disasters?	1=Yes 0=No 98=Don't know	
H.3.	Do women in your family take part in micro-credit organizations through which they get financial support when needed?	1=Yes 0=No 98=Don't know	If 0/98, skip to
H.4.	If there is a PwD in the family, does she/he receive any SSNP benefits? (Ask only if there is a disabled person in the household, link it to the household roster)	1=Yes 0=No 98=Don't know	H.6 If 0/98, skip to H.8
H.5.	What kind of benefits?	Open question	
H.6.	Is she/he individually engaged with any organization, committee, platform to raise voices?	1=Yes 0=No 98=Don't know	If 0/98, then END.
H.7.	How is she / he engaged? (Multiple responses possible)	1=She/he advocates for improved accessibility 2=Works/ suggests for disability friendly early warning 3=She/he helps designing device that are useful for the people like her/him 4=She/he works promote better support provisions in the Infrastructural facilities such as shelter, rescue boats, toilets, tube-well etc 88=Others (specify)	
H.8.	In last two years, was there any skill development programme in your community for women?	1=Yes 0=No 98=Don't know	
H.9.	What was it about? (Multiple responses possible)	1=Sewing training 2=Food processing training 3=Mechanics (like different tool / appliance repair etc) training 4=Farming related training 5=Mobile-phone based earning 6=Agricultural farm 7=To run cottage industry 8=Compost / fertilizer preparing and selling 9=Large animal husbandry 10=Training to make masks during Covid-19 11=Training to pack hygiene kits 88=Others (specify)	

H. Women/ person with disability in leadership and capacity building for women

Q.No	Question	Codes	Skip
H.10.	Are women and men equally represented in Disaster Management Committee?	1= More than 50 percent: 2=Less than 50 percent 3= Less than 30 percent 4= Less than 20 percent:	
H.11.	Percentage of men and women headed Disaster Management Teams?	1= More than 50 percent: 2=Less than 50 percent 3= Less than 30 percent 4= Less than 20 percent:	
H.12.	Percentage of men and women headed Disaster Management Committee?	1= More than 50 percent: 2=Less than 50 percent 3= Less than 30 percent 4= Less than 20 percent:	

Annex I Guiding Questions for KIIs at National level

The following questions are set as guiding questions to gain the most understanding about the project and how it was delivered. We are not primarily looking for number-centric answers here. Though numbers are important, we are looking at what those numbers actually mean towards the impact of the interventions. Gender-responsiveness is a critical and crosscutting issue to be addressed in replies for all the questions. Thus, for example, while we will appreciate if an intervention has resulted in 100 man-days of training and we do encourage you to share those sex-disaggregated numbers with us, we will be more interested on what happened to those trainees after the training and whether the training activity will sustain without the NRP. We are looking at the 'stories' that made each of the interventions possible. We expect as much candour as possible in answering these questions. If you would like to state something off-the-record, we will gladly accommodate such information without assigning source.

- a. **What are the main interventions delivered by the programme?** – State the interventions and try to provide an assessment of the most and least impactful ones
- b. **How were the interventions selected?** – Was it demand driven, asked for by the government or other stakeholders, was it a hard priority in local context, what was the process followed – long list to short list to actual interventions, was any matrix used for analysing/ justifying the selection of the interventions, how were the stakeholders consulted especially the Ministry of Women and Children's Affairs at national and subnational level, women's groups, persons with disabilities and other excluded groups?
- c. **What were the assumptions in planning and delivering the intervention?** – state the anticipated risks in delivering the interventions and how were mitigative measures/ plan Bs set up. How were these assumptions/ preventive measures arrived at? For the NRP – why was the programme designed as a combination of 4 sub-projects and whether the whole is more than the sum of the parts
- d. **How was gender-responsiveness incorporated in the interventions?** – at the sub-programme level as well as the intervention level. How was it ensured/ communicated to vendors/ sub-contractors to ensure gender responsive planning and intervention? What was the oversight mechanism? Did the project collect SADD and conduct gender-analysis and how did this SADD and gender analysis feed into the planning and implementation of the project? What kind of guidelines and tools were developed? What percentage of total budget of the sub-project was dedicated for gender and social inclusion? How was the leadership of women promoted at senior and decision -making levels as well as at the subnational and community level? Were any laws/regulations/policies and plans enacted or revised to ensure that gender equality is mainstreamed in the project interventions and budgeting?
- e. **How were the interventions delivered?** – Here we are not looking at detailed operational arrangement but rather on how the different challenges in implementing the interventions were navigated and whether the challenges faced were those that were anticipated earlier or newer challenges (such as COVID but not restricted to the same) were faced. How much authority/ flexibility was allowed to the implementing teams to manage such on-field challenges? How did new challenges affect the design and delivery of interventions? What were the challenges for gender inclusion? The basic premise here is whether the interventions were hard-wired or followed a problem-driven iterative approach

- f. **What marks the success (or failure) of the intervention and why?** – This question is related to question a. What in your own opinion (which may be different from the overall stated objective of the intervention/ sub-project) constitutes a successful intervention? We are not looking to mark an intervention as a failure in any way. We are simply seeking to understand (along with you) if there was a better way to deliver the intervention/ enhance its impact/ design a different intervention that may be taken up in the future.
- g. **What were the key reasons for the success (or failure) of the interventions?** – Please try to highlight what worked and what did not? What did not work could also apply to ‘successful’ interventions which would suggest the course correction taken up mid-intervention. What MEL systems were put in place to ensure the interventions/ sub-programmes proceeded as planned?
- h. **How was value for money established?** – internal collaboration (between sub-programmes), external collaboration (other donors, government, other NGOs), resource sharing, duplication of interventions, selection of sub-contractors, use of funds made available
- i. **What is the sustainability planning for the intervention?** – Government ownership, grounding of intervention, implementation and continued use of system enhancements, training of trainers, changes in training curriculums etc.
- j. **How does the intervention relate back to the goal of the NRP?** – Please try to link the objective of the sub-programme/selection of the intervention to NRP’s goals as well as to Bangladesh’s SDF and/or UN organisations DAF and the legally binding Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) especially the CEDAW Recommendation 37 on Gender and DRR? What more needs to be done in future to fulfil/ enhance the impacts of the NRP

Annex J Tools for FGD with community members involved in local level disaster management

Name of interviewer(s) :	
Name of the village/ward :	
Name of the Upzilla :	
Name of the District :	
Date of the interview :	

My name is and I am working as a researcher with XXX

Purpose of the study: We work for a research company called [NAME OF SURVEY AGENCY] and we are collecting information for a project to understand the status of gender responsive knowledge and awareness, preparedness towards natural disasters and effects of the same on the general population in Bangladesh. The study is conducted in collaboration with Oxford Policy Management and the United Nations Development Programme. As you are involved in the disaster management at the community level in the study locations. The overall objective of the study is to understand your experience and perspective on Community's knowledge and awareness about disaster preparedness, the activities that are planned/being undertaken to make the community more resilient to natural disasters, the management aspects when actually the disasters happen, including other issues.

Expected duration: The whole interview process will take about 45-60 minutes to complete.

Your participation: You have been selected to participate in this study because your experience is relevant to strengthening the program. Your participation is entirely voluntary. You may refuse to take part in the discussion without any consequences. You may also stop at any time if you do not want to continue. It's your right whether to skip or answer any particular questions.

Risks: We do not anticipate any risks to you from participating in this study.

Benefits: While there are no direct benefits to you from participating this study, the study results can help the NRP and the Government of Bangladesh improve the implementation of the programme.

Your rights: You will have the right to ask questions / seek clarification at any point before, during or after the discussion. Although we will be collecting some personal information from you, please be assured that all the information you provide will be kept confidential at all time. This means that information from this study will never be used to personally identify you.

Audio recording: With your permission, we would like to audio record this discussion. We would like to record so to make sure we do not miss anything. Audio recordings will be transferred to a password protected computer file and the original recording will be erased as soon as that is complete (within 6 months). You do not need to share any names or personal identifiers in the audio recording.

The OPM and implementing partner team may sometimes accompany the field team to observe your interview.

If you do not want the discussion to be audio recorded, we will only take notes. A note-taker will be present throughout the interview for this purpose.

Do you have any questions for me?

Do you consent to participate in this interview? Yes No

Do you consent for this interview to be audio-recorded? Yes No

If you require any additional information about this survey, you can contact XXX, at the Dhaka Office of Mitra at XXX or the Member Secretary, IRB XXX at XXX. Thank you for your support.

Introduction

1. Information on names, age, gender, education

Name of participant	Gender	Age	Disabled (1=Yes, 0=No)	Ethnicity 1 = Indigenous 0=Not indigenous

2. Sex disaggregated data on social and demographic composition of village/ urban area

a. What is the primary occupation of majority of the people?

b. Till what class do most people continue to study?

c. Are there any communities who are migrants from outside? Where are they from? Is this because of displacement? What kind of displacement?

d. What are the ways in which common property is managed (probe- shelter), and how is access to it regulated?

e. Do particular groups live in areas at greater risk or proximity to hazards (e.g. next to a river that bursts its banks, on slopes that have regular landslides etc)? What are the different types of disaster that is experienced here? What is the average annual frequency?

f. To what extent are essential public services (health, education, social protection, infrastructure, justice, security) being delivered and (perceived to be) accessible to women and men, boys and girls, people with disabilities (physical or mental) and all individuals and groups? What are the barriers.

3. Training for natural disaster management for the DMC members

a. Have you received any training on steps you should take in times of natural disasters?

b. How did you find out about the training? How many days before the training it was announced? Who organized the training? How were the participants selected for the trainings?

c. How many trainings did you attend? When were the trainings organized?

d. How many men and women attend the training?

e. What percentage of members of DMC are women and men?

- f. Is the leader of DMC a female or male?
 - g. Does the team have any members from diverse genders, persons with disability and marginalised sections of the community? What percentage?
 - h. Where was the training organized? How far was the training location? How did you commute to the place of training?
 - i. Who were the trainers?
 - j. What did the training cover? (Probe: early warning information receipt and dissemination, gender specific risk and vulnerabilities, first aid, evacuation bags including things that they need to carry (essential, dry ration etc.), how to take care of vulnerable groups (women, pregnant women, young mothers, children, aged, PwD, sick), search and rescue, early warning, early action and evacuation drills)? Did the trainings cover any mock-drills? What did you do in the drills?
 - k. Building on women and tradition/local knowledge, how to promote and facilitate women's participation including in decision making and women's leadership?
 - l. Were the trainings easy to understand? If no, why?
 - m. Is there anything you would want that the trainings should cover?
 - n. Were there any separate trainings with the purpose to increase the reach to women and other vulnerable groups? If yes, what did you discuss in them? Was it in terms of disseminating early warning, knowledge and awareness generation, during and post disaster?
4. Training for natural disaster management for the community members
- a. Have you organized any training to increase knowledge and awareness about natural disaster preparedness and management for your community members? (if not, then ask for their plans)
 - b. How did you disseminate the information? How many days before the training it was announced? Who all were involved in organizing the training? How were the participants selected for the trainings?
 - c. When was the training organized (date, timing of the day)? Did you ask any community representative before arranging the training? If so, with whom did you discuss? What inputs were given? How were these inputs incorporated in the training?
 - d. Where was the training organized? How far was the training location? How did the community people commute to the place of training?
 - e. Do you think that the timing and location was decided to increase participation from female and other vulnerable groups? If not, what can be done to
 - f. Who were the trainers? (Male and female composition, DMC members or people from outside)
 - g. What did the training cover? (Probe: early warnings, first aid, things that they need to carry (essential, dry ration etc.), how to take care of vulnerable groups (women, pregnant women, young mothers, children, aged, PwD, sick), search and rescue, drills)? Did the trainings cover any drills? What did you do in the drills?
 - h. Were there any separate trainings for women and men? Young and adults? If yes, were the training contents same for all?
 - i. Who all participated in the training? Was there good participation from female and other vulnerable groups? Did they participate actively in the training programs (in terms of asking questions, providing suggestions etc)?

- j. Was there any discussion on violence against women and children with respect to natural disaster during the training? If so, what were the topics covered in it?
 - k. What do you think can be done to improve the inclusive nature of participation for female and other vulnerable groups in such trainings? What are the present constraints?
5. Role in disaster management
- i. Was there any disaster in last two years in your area? If so, did you participate in managing it?
 - ii. How did you disseminate the information of upcoming cyclone/flood in the area? How did you prioritize reaching the women and vulnerable section? Was there any list available to identify them on a priority basis?
 - iii. What information did you gave to them?
 - iv. Was there resistance among community people to relocate to the shelter? What were the primary reasons for that? How did you convince them to relocate to the shelter?
 - v. How did you help the women and other vulnerable group to relocate to the shelter house?
 - vi. In the shelter house, how did you ensure safety and security of the people, especially of women and other vulnerable groups?
 - vii. When did the people started going back to their respective home? How did they cope with the damage, if any? What types of damage did the community people faced?
 - viii. What role did you play in rehabilitating the people / reconstructing their homes/ How did you helped them with their livelihoods in post-disaster period? What role did women of the household played in it? How did you helped the women members in it?
6. Do you want to share anything positive about the DMT? In your opinion, what are the scopes of improvement, particularly for the female, both at DMT participation and in the community, in disaster management?
7. Gender-reponsive disaster management and risk-informed planning and budgeting
- i. How far the village development plans integrates gender-responsive DRR in their workplans and budgets? (Probe : does it include food security and livehoods of vulnerable groups especially women headed households, landless laborers, informal workers in slums (mostly women and girls), elderly, diverse genders and other marginalised groups, education and protection of girls and boys during and after disasters, actions to address gender based violence, reproductive health, nutritional plans for women and children, climate change actions et al)
 - ii. Do all the above mentioned group participate in the development of (a) risk-informed development planning (b) Village Disaster Management Plan?
 - iii. Do Village Disaster Management Plan have gender-responsive actions written in them?
 - iv. What is the approximate percentage of the budget allocated for gender mainstreaming in disaster management and DRR activities?
 - v. Does the Village Disaster Management Plan have specific actions for supporting and empowering vounlerable groups particularly - single women and women headed households, pregnant and lacting mothers, diverse genders, persons with disability, elderly, children and infants?

Annex K Tools for FGD with community members for local level women-specific capacity building

Name of interviewer(s) :	
Name of the village/ward :	
Name of the Upzilla :	
Name of the District :	
Date of the interview :	

My name is and I am working as a researcher with XXX

Purpose of the study: We work for a research company called [NAME OF SURVEY AGENCY] and we are collecting information for a project to understand the status of knowledge and awareness, preparedness towards natural disasters and effects of the same on the general population in Bangladesh. The study is conducted in collaboration with Oxford Policy Management and the United Nations Development Programme. As you are involved in the disaster management at the community level in the study locations. The overall objective of the study is to understand your experience and perspective on Community's knowledge and awareness about disaster preparedness, the activities that are planned / being undertaken to make the community more resilient to natural disasters, the management aspects when actually the disasters happen, including other issues.

Expected duration: The whole interview process will take about 45-60 minutes to complete.

Your participation: You have been selected to participate in this study because your experience is relevant to strengthening the program. Your participation is entirely voluntary. You may refuse to take part in the discussion without any consequences. You may also stop at any time if you do not want to continue. It's your right whether to skip or answer any particular questions.

Risks: We do not anticipate any risks to you from participating in this study.

Benefits: While there are no direct benefits to you from participating this study, the study results can help the UNDP and the Government of Bangladesh improve the implementation of the programme.

Your rights: You will have the right to ask questions / seek clarification at any point before, during or after the discussion. Although we will be collecting some personal information from you, please be assured that all the information you provide will be kept confidential at all time. This means that information from this study will never be used to personally identify you.

Audio recording: With your permission, we would like to audio record this discussion. We would like to record so to make sure we do not miss anything. Audio recordings will be transferred to a password protected computer file and the original recording will be erased as soon as that is complete (within 6 months). You do not need to share any names or personal identifiers in the audio recording.

The OPM and implementing partner team may sometimes accompany the field team to observe your interview.

If you do not want the discussion to be audio recorded, we will only take notes. A note-taker will be present throughout the interview for this purpose.

Do you have any questions for me?

Do you consent to participate in this interview? Yes No

Do you consent for this interview to be audio-recorded? Yes No

If you require any additional information about this survey, you can contact XXX, at the Dhaka Office of Mitra at XXX or the Member Secretary, IRB XXX at XXX. Thank you for your support.

Introduction

1. Information on names, age, gender, education

Name of participant	Gender	Age

2. Social and demographic composition of village/ urban area

- What do most people do?
- Till what class do most people study till?
- Are there any communities who are migrants from outside? Where are they from?
- What are the ways in which common property is managed (probe- shelter), and how is access to it regulated?
- Do particular groups live in areas at greater risk or proximity to hazards (e.g. next to a river that bursts its Zanks, on slopes that have regular landslides etc).
- To what extent are essential public services (health, education, social protection, infrastructure, justice, security) being delivered and (perceived to be) accessible to women and men, boys and girls, people with disabilities (physical or mental) and all individuals and groups? What are the barriers?
- What are the livelihood options that most of the female in your community are engaged in?
- In your opinion, how prevalent is the violence against women and children in your community? Does it increase in the post-disaster phase?

3. Status of women in leadership in the community

- What is the role of women from your community in the Upzilla Parishad? Are women from your community is part of any of the local level decision making activities?
- In general, what role women play in decision making in their daily life in your community?
- In general, what role women play in decision making with regards to their livelihood choices?
- Do the women play any role in disaster management at community level? In your opinion, what are the current opportunities and areas of improvements in this regard?

4. Training for capacity development for women leadership at the local level
 - a. Have you received any training to improve the women leadership in your community?
 - b. How did you find out about the training? How many days before the training it was announced? Who organized the training? How were the participants selected for the trainings?
 - c. How many trainings did you attend? When were the trainings organized?
 - d. Where was the training organized? How far was the training location? How did you commute to the place of training? Was there any constraints to attend the training?
 - e. Who were the trainers? From which organizations were they from?
 - f. What did the training cover? (Probe: DRR in local development planning and budgeting, climate change, disaster management, local planning, health and hygiene, shelter design)?
 - g. Were the trainings easy to understand? If no, why?
 - h. Is there anything you would want that the trainings should cover?
5. Training for capacity development for women with regards to their participation in non-traditional livelihood options
 - a. Have you received any training to improve women participation in non-traditional livelihood options, which are disaster resilient, in your community? What are the livelihood options covered under these trainings?
 - b. How did you find out about the training? How many days before the training it was announced? Who organized the training? How were the participants selected for the trainings?
 - c. How many trainings did you attend? When were the trainings organized?
 - d. Where was the training organized? How far was the training location? How did you commute to the place of training?
 - e. Who were the trainers? From which organizations were they from?
 - f. What did the training cover? (Probe: animal husbandry, poultry, cottage industry, value added food products, tailoring etc.)?
 - g. Were the trainings easy to understand? If no, why?
 - h. Is there anything you would want that the trainings should cover?

Annex L Tools for FGD with DMC members/ Urban hazard management representatives

Name of interviewer(s) :	
Name of the village/ward :	
Name of the Upzilla :	
Name of the District :	
Date of the interview :	

My name is and I am working as a researcher with XXX

Purpose of the study: We work for a research company called [NAME OF SURVEY AGENCY] and we are collecting information for a project to understand the status of gender responsive knowledge and awareness, preparedness towards natural disasters and effects of the same on the general population in Bangladesh. The study is conducted in collaboration with Oxford Policy Management and the United Nations Development Programme. As you are involved in the disaster management at the community level in the study locations. The overall objective of the study is to understand your experience and perspective on Community's knowledge and awareness about disaster preparedness, the activities that are planned/being undertaken to make the community more resilient to natural disasters, the management aspects when actually the disasters happen, including other issues.

Expected duration: The whole interview process will take about 45-60 minutes to complete.

Your participation: You have been selected to participate in this study because your experience is relevant to strengthening the program. Your participation is entirely voluntary. You may refuse to take part in the discussion without any consequences. You may also stop at any time if you do not want to continue. It's your right whether to skip or answer any particular questions.

Risks: We do not anticipate any risks to you from participating in this study.

Benefits: While there are no direct benefits to you from participating this study, the study results can help the NRP and the Government of Bangladesh improve the implementation of the programme.

Your rights: You will have the right to ask questions / seek clarification at any point before, during or after the discussion. Although we will be collecting some personal information from you, please be assured that all the information you provide will be kept confidential at all time. This means that information from this study will never be used to personally identify you.

Audio recording: With your permission, we would like to audio record this discussion. We would like to record so to make sure we do not miss anything. Audio recordings will be transferred to a password protected computer file and the original recording will be erased as soon as that is complete (within 6 months). You do not need to share any names or personal identifiers in the audio recording.

The OPM and implementing partner team may sometimes accompany the field team to observe your interview.

If you do not want the discussion to be audio recorded, we will only take notes. A note-taker will be present throughout the interview for this purpose.

Do you have any questions for me?

Do you consent to participate in this interview? Yes No

Do you consent for this interview to be audio-recorded? Yes No

If you require any additional information about this survey, you can contact XXX, at the Dhaka Office of Mitra at XXX or the Member Secretary, IRB XXX at XXX. Thank you for your support.

Introduction

1. Information on names, age, gender, education

Name of participant	Gender	Age	Disabled (1=Yes, 0=No)	Ethnicity 1 = Indigenous 0=Not indigenous

8. Sex disaggregated data on social and demographic composition of DMC (or other FGD groups)

- What is the primary occupation of majority of the people?
- Are there any DMC members who are migrants from outside? Where are they from? Is this because of displacement? What kind of displacement? (Not to be asked of other groups)
- What is the average percentage of women DMC members/ urban representatives? If participation of women is high, why it is high? If participation of women is low, why it is low – provide as specific reasons as possible. Probe societal roles, individual driven approach, cultural barriers
- Do particular groups (social or economic) live in areas at greater risk or proximity to hazards (e.g. next to a river that bursts its banks, on slopes that have regular landslides, more earthquake prone zones etc)?
- What are the different types of disaster that is experienced here? What is the average annual frequency?
- To what extent are the DMC members/ other groups conversant with issues pertaining to disaster management – disaster warnings – earthquake, landslide, cyclone and flood warnings, disaster plans – whether there is any, if everybody in the DMC/ other groups is aware of it, clarity of roles and responsibilities of DMC/ other group members, climate change. Provide a gradation of the knowledge for the DMC/ other group members on a scale of 1-5 with 1 being low and 5 being high.

9. Training for natural disaster management for the DMC/ other group members

- Have you received any training on steps you should take in times of natural disasters?
- How did you find out about the training? How many days before the training it was announced? Who organized the training? How were the participants selected for the trainings?

- c. How many trainings did you attend? When were the trainings organized?
 - d. How many men and women attend the training?
 - e. What percentage of members of DMC/ other groups are women and men?
 - f. Is the leader of DMC/ other groups a female or male?
 - g. Does the team have any members from diverse genders, persons with disability and marginalised sections of the community? What percentage?
 - h. Where was the training organized? How far was the training location? How did you commute to the place of training?
 - i. Who were the trainers?
 - j. What did the training cover? (Probe: early warning information receipt and dissemination, gender specific risk and vulnerabilities, first aid, evacuation bags including things that they need to carry (essential, dry ration etc.), how to take care of vulnerable groups (women, pregnant women, young mothers, children, aged, PwD, sick), search and rescue, early warning, early action and evacuation drills)? Did the trainings cover any mock-drills? What did you do in the drills?
 - k. Building on women and tradition/local knowledge, how to promote and facilitate women's participation including in decision making and women's leadership?
 - l. Were the trainings easy to understand? If no, why?
 - m. Is there anything you would want that the trainings should cover?
 - n. Were there any separate trainings with the purpose to increase the reach to women and other vulnerable groups? If yes, what did you discuss in them? Was it in terms of disseminating early warning, knowledge and awareness generation, during and post disaster?
10. Role in disaster management
- i. Was there any disaster in last two years in your area? If so, did you participate in managing it?
 - ii. How did you disseminate the information of upcoming earthquake/landslide/cyclone/flood in the area? How did you prioritize reaching the women and vulnerable section? Was there any list available to identify them on a priority basis?
 - iii. What information did you gave to them?
 - iv. Was there resistance among community people to relocate to the shelter? What were the primary reasons for that? How did you convince them to relocate to the shelter? For urban groups – is there awareness on earthquake/ landslide hazards? Are people willing to relocate if such hazards are pointed out? If no, what are the main reasons
 - v. How did you help the women and other vulnerable group to relocate to the shelter house/ temporary camps?
 - vi. In the shelter house/ temporary camps, how did you ensure safety and security of the people, especially of women and other vulnerable groups?
 - vii. When did the people started going back to their respective home? How did they cope with the damage, if any? What types of damage did the community people face?
 - viii. What role did you play in rehabilitating the people / reconstructing their homes/ How did you help them with their livelihoods in post-disaster period? What role did women of the household played in it? How did you helped the women members in it?

11. Do you want to share anything positive about the DMC/ Urban hazard management team? In your opinion, what are the scopes of improvement, particularly for the female, both at DMC participation and in the community, in disaster management?

12. Gender-responsive disaster management and risk-informed planning and budgeting

- vi. How far the village/ Urban development plans integrates gender-responsive DRR in their workplans and budgets? (Probe : does it include food security and livelihoods of vulnerable groups especially women headed households, landless labourers, informal workers in slums (mostly women and girls), elderly, diverse genders and other marginalised groups, education and protection of girls and boys during and after disasters, actions to address gender based violence, reproductive health, nutritional plans for women and children, climate change actions et al)
- vii. Do all the above mentioned group participate in the development of (a) risk-informed development planning (b) Disaster Management Plan?
- viii. Do Disaster Management Plan have gender-responsive actions written in them?
- ix. What is the approximate percentage of the budget allocated for gender mainstreaming in disaster management and DRR activities?
- x. Does the Disaster Management Plan have specific actions for supporting and empowering vulnerable groups particularly - single women and women headed households, pregnant and lactating mothers, diverse genders, persons with disability, elderly, children and infants?

Annex M Tools for FGD with Media sensitisation participants

Name of interviewer(s) :	
Name of the village/ward :	
Name of the Upzilla :	
Name of the District :	
Date of the interview :	

My name is and I am working as a researcher with XXX

Purpose of the study: We work for a research company called [NAME OF SURVEY AGENCY] and we are collecting information for a project to understand the status of knowledge and awareness, preparedness towards natural disasters and effects of the same on the general population in Bangladesh. The study is conducted in collaboration with Oxford Policy Management and the United Nations Development Programme. As you are involved in the disaster management at the community level in the study locations. The overall objective of the study is to understand your experience and perspective on Community's knowledge and awareness about disaster preparedness, the activities that are planned / being undertaken to make the community more resilient to natural disasters, the management aspects when actually the disasters happen, including other issues.

Expected duration: The whole interview process will take about 45-60 minutes to complete.

Your participation: You have been selected to participate in this study because your experience is relevant to strengthening the program. Your participation is entirely voluntary. You may refuse to take part in the discussion without any consequences. You may also stop at any time if you do not want to continue. It's your right whether to skip or answer any particular questions.

Risks: We do not anticipate any risks to you from participating in this study.

Benefits: While there are no direct benefits to you from participating this study, the study results can help the UNDP and the Government of Bangladesh improve the implementation of the programme.

Your rights: You will have the right to ask questions / seek clarification at any point before, during or after the discussion. Although we will be collecting some personal information from you, please be assured that all the information you provide will be kept confidential at all time. This means that information from this study will never be used to personally identify you.

Audio recording: With your permission, we would like to audio record this discussion. We would like to record so to make sure we do not miss anything. Audio recordings will be transferred to a password protected computer file and the original recording will be erased as soon as that is complete (within 6 months). You do not need to share any names or personal identifiers in the audio recording.

The OPM and implementing partner team may sometimes accompany the field team to observe your interview.

If you do not want the discussion to be audio recorded, we will only take notes. A note-taker will be present throughout the interview for this purpose.

Do you have any questions for me?

Do you consent to participate in this interview? Yes No

Do you consent for this interview to be audio-recorded? Yes No

If you require any additional information about this survey, you can contact XXX, at the Dhaka Office of Mitra at XXX or the Member Secretary, IRB XXX at XXX. Thank you for your support.

Introduction

6. Information on names, age, gender, education

Name of participant	Gender	Age

7. Social and demographic composition of participants

a. What is the percentage of women in media?

b. Is there a difference between the roles of men and women in media? If so – explain the probable reasons

c. What is the importance allotted to disasters, resilience, climate change, women issues in media? Rate on a scale of 1 to 5 with 1 being low importance. Is there a difference between print and electronic media?

d. Is there sustained focus on disaster planning, post-disaster violence on women, climate change in times when there has been no natural disasters? Do women specific issues get highlighted during disaster reporting?

e. What percentage of women are reporting from the ground on disasters/ women issues/ climate change?

f. Do women journalists/ reporters face societal issue while reporting from the ground?

g. What is your understanding on differential effects of disasters on men, women and other vulnerable groups?

h. In your opinion, how prevalent is the violence against women and children in your community? Does it increase in the post-disaster phase?

i. In your opinion, what is the role of women in – disaster response planning, disaster management, violence on women (both as perpetrator and victim), post-disaster rebuilding?

8. Status of women in leadership in the community

a. In general, what role women play in decision making in your community?

b. In general, what role women play in decision making with regards to media coverage of issues?

9. Training for media sensitisation on gender issues in disasters
 - a. What was the subject of the training? What did the training cover?
 - b. How did you find out about the training? How many days before the training it was announced? Who organized the training? How were the participants selected for the trainings?
 - c. How many trainings did you attend? When were the trainings organized?
 - d. Where was the training organized? How far was the training location? How did you commute to the place of training? Was there any constraints to attend the training?
 - e. Who were the trainers? From which organizations were they from?
 - f. What was the participation level of women in the trainings? Were the women interactive?
 - g. Were the trainings easy to understand? If no, why?
 - h. Is there anything you would want that the trainings should cover?
 - i. Has there been any change in your reportage due to the training?
 - j. Are you aware of any further follow-up actions after the training?
 - k. Has there been any change in the pattern of reporting – dedicated page/ segment for environment/ climate change/ disaster and women issues/ resilience?
 - l. Has your perception been affected due to the training in anyway on gender and disasters? Can you provide any anecdotal evidence

Annex N Gender responsive risk-informed development in line with Agenda 2030 for Sustainable Development

17 SDGs

Gender and DRR are crosscutting and integral part of monitoring and reporting across SDG targets.



CEDAW and DRR

Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)⁴ is a legally **binding international** treaty **for member-states**. Bangladesh is **legally bound** to put its provisions into practice. CEDAW is unlike the Sendai Framework for Disaster Risk Reduction, which is not legally binding. **CEDAW General Recommendation 37 (2018) on the gender-related dimensions of disaster risk reduction in the context of climate change**⁵ explicitly links disasters, pandemics, and women's rights in an actionable way taking into account the principles of substantive equality and non-discrimination, participation and empowerment, accountability, and access to justice. It serves as guidance to State Parties to ensure that gender equality and women's empowerment are central to disaster risk management and humanitarian response and are reported in Universal Periodic Review. It outlines the process of gender mainstreaming in disaster risk reduction in the context of Agenda 2030.⁶

⁴ United Nations General Assembly (1979) Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW): <https://www.ohchr.org/Documents/ProfessionalInterest/cedaw.pdf>

⁵ CEDAW (2018) CEDAW General recommendation No. 37 (2018) on the gender-related dimensions of disaster risk reduction in the context of climate change: <https://digitallibrary.un.org/record/1626306?ln=en#record-files-collapse-header>

⁶ CEDAW (2018) Committee on the Elimination of Discrimination against Women, Sixty-ninth session Statement of the Committee on the Elimination of Discrimination against Women on gender related dimensions of disaster risk reduction in the context of climate change: https://www.ohchr.org/_layouts/15/WopiFrame.aspx?sourcedoc=/Documents/HRBodies/CEDAW/Statements/StatementGR_DRRCC.pdf&action=default&DefaultItemOpen=1

Sendai Framework on Disaster Risk Reduction

The Sendai Framework for Disaster Risk Reduction 2015-2030 provides the UN Member States with policy structure and concrete actions to protect development gains from disaster risks linked to natural hazards or induced by human processes. The State has the primary role to reduce disaster risk, but that responsibility should be shared with other stakeholders including local government, the private sector and other stakeholders. The Sendai Framework for Disaster Risk Reduction (2015-2030) underlines **women's participation and leadership** as critical for effectively reducing disaster risk and designing, resourcing, and implementing gender-sensitive policies, plans, and programmes to build resilience.

Four Priorities of Sendai Framework for Disaster Risk Reduction

Following are the Four Priorities of Sendai Framework for Disaster Risk Reduction (2015-2030), and gender mainstreaming is crucial for its achievement at local, national, regional, and global levels:

Priority 1: Understanding disaster risk.

Priority 2: Strengthening disaster risk governance to manage disaster risk.

Priority 3: Investing in disaster risk reduction for resilience.

Priority 4: Enhancing disaster preparedness for effective response and "Build Back Better" in recovery, rehabilitation, and reconstruction.

Seven Sendai Framework targets

(a) **Target A** - Substantially reduce global disaster mortality by 2030.

(b) **Target B** - Substantially reduce the number of affected people by 2030.

(c) **Target C** - Reduce direct disaster economic loss in relation to the gross domestic product (GDP) by 2030.

(d) **Target D** - Substantially reduce disaster damage to critical infrastructure and disruption of essential services, health, and educational facilities, and develop their resilience by 2030.

(e) **Target E** - Substantially increase the number of countries with national and local disaster risk reduction strategies by 2020.

(f) **Target F** - Substantially enhance international cooperation to developing countries by 2030.

(g) **Target G** - Substantially increase the availability and access to multi-hazard early warning systems and disaster risk information to people by 2030.

Other gender-responsive DRR and risk-informed development frameworks to be considered:

1. Paris Agreement
2. Agenda for Humanity - World Humanitarian Summit, Universal Periodic Review of Human Rights
3. New Urban Agenda
4. Addis Ababa Action Agenda on Development Finance
5. Bangkok Principles for the implementation of the health aspects of the SFDRR
6. Ha Noi Recommendations for Action on Gender and DRR
7. Nansen Initiative - Agenda for the Protection of Cross-Border Displaced Persons in the Context of Disasters and Climate Change
8. Global compact on Refugees contributing to the achievement of SDGs and overall Agenda 2030

Annex O Ethical Guidelines for Evaluation



ETHICAL GUIDELINES FOR EVALUATION
PLEDGE OF ETHICAL CONDUCT IN EVALUATION



United Nations Evaluation Group

By signing this pledge, I hereby commit to discussing and applying the UNEG Ethical Guidelines for Evaluation and to adopting the associated ethical behaviours.

<p>INTEGRITY</p> <p>I will actively adhere to the moral values and professional standards of evaluation practice as outlined in the UNEG Ethical Guidelines for Evaluation and following the values of the United Nations. Specifically, I will be:</p> <ul style="list-style-type: none"> Honest and truthful in my communication and actions. Professional, engaging in credible and trustworthy behaviour, alongside competence, commitment and ongoing reflective practice. Independent, impartial and incorruptible. 	<p>ACCOUNTABILITY</p> <p>I will be answerable for all decisions made and actions taken and responsible for honouring commitments, without qualification or exception; I will report potential or actual harms observed. Specifically, I will be:</p> <ul style="list-style-type: none"> Transparent regarding evaluation purpose and actions taken, establishing trust and increasing accountability for performance to the public, particularly those populations affected by the evaluation. Responsive as questions or events arise, adapting plans as required and referring to appropriate channels where corruption, fraud, sexual exploitation or abuse or other misconduct or waste of resources is identified. Responsible for meeting the evaluation purpose and for actions taken and for ensuring redress and recognition as needed. 	<p>RESPECT</p> <p>I will engage with all stakeholders of an evaluation in a way that honours their dignity, well-being, personal agency and characteristics. Specifically, I will ensure:</p> <ul style="list-style-type: none"> Access to the evaluation process and products by all relevant stakeholders – whether powerful or less or powerful – with due attention to factors that could impede access such as sex, gender, race, language, country of origin, LGBTQ status, age, background, religion, ethnicity and ability. Meaningful participation and equitable treatment of all relevant stakeholders in the evaluation processes, from design to dissemination. This includes engaging various stakeholders, particularly affected people, so they can actively inform the evaluation approach and products rather than being solely a subject of data collection. Fair representation of different voices and perspectives in evaluation products (reports, webinars, etc.). 	<p>BENEFICENCE</p> <p>I will strive to do good for people and planet while minimizing harm arising from evaluation as an intervention. Specifically, I will ensure:</p> <ul style="list-style-type: none"> Explicit and ongoing consideration of risks and benefits from evaluation processes. Maximum benefits at systemic (including environmental), organizational and programmatic levels. No harm. I will not proceed where harm cannot be mitigated. Evaluation makes an overall positive contribution to human and natural systems and the mission of the United Nations.

I commit to playing my part in ensuring that evaluations are conducted according to the Charter of the United Nations and the ethical requirements laid down above and contained within the UNEG Ethical Guidelines for Evaluation. When this is not possible, I will report the situation to my supervisor, designated focal points or channels and will actively seek an appropriate response.


 _____ (Signature and Date)
 15/06/2022

Some photos
during the Primary Data Collection for the Evaluation



FGD with CPP Volunteers, Teknaf



FGD with FPP Volunteers, Belgacha, Jamalpur



**FGD with Local Administration,
DMC members and UP representatives at Chilmari, Kurigram**

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