

Final Evaluation Report
of
Mobilizing and Organizing Humanitarian Operations and Risk reduction activities in
disaster prone coastal Areas (MOHORA)

Conducted and compiled by the Final Evaluation Team of
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List of Abbreviation

APO	Assistant Project Officer
BDT	Bangladesh Taka
BRP	Bakultala Rehabilitation Project
CCDP	Community Based Cyclone Disaster Preparedness Project
CDRCDP	Cyclone Disaster Resilient Community Development Project
COVID-19	Corona Virus Pandemic
CPP	The Cyclone Preparedness Program
CRP	Community Resilience Project
CSMC	Cyclone Shelter Management Committee
DAC	Development Assistance Committee
DC	Deputy Commissioner
DDMC	District Disaster Management Committee
DMC	Disaster Management Committee
DMP	Disaster Management Plan
DRR	Disaster Risk Reduction
FE	Final Evaluation
ET	Evaluation Team
FY	Fiscal Year
GPS	Government School cum Cyclone Shelter
HH	House Hold
HO	Head Office
IDDR	International Day for Disaster Reduction
JJS	Jagrata Juba Shangha
MOHORA	Mobilizing and Organizing Humanitarian Operations and Risk reduction activities in disaster prone coastal Areas
NDPD	National Disaster Preparedness Day
NGO	Non-Government Organization
PDM	Project Development Matrix
PO	Project Officer
SCP	Sustainable Consumption Project
SDG	Sustainable Development Goals
SMC	School Management Committee
SN	Shapla Neer
SOD	Standing Orders on Disaster
TOR	Terms of Reference
UDMC	Union Disaster Management Committee
WaSH	Water Sanitation and Hygiene
WDMC	Ward Disaster Management Committee

Chapter 1: Introduction

Jagrata Juba Shangha (JJS) and Shapla Neer (SN) have been working in the disaster prone Sharankhola Upazilla of Bagerhat district since 2007 started working just after super cyclone SIDR in 2007. In these years, JJS & SN already implemented many different projects to support and to build capacity of the communities to cope with cyclone disaster impact. Currently JJS and Shapla Neer is implementing the MOHORA (Mobilizing and Organizing Humanitarian Operations and Risk reduction activities in disaster prone coastal Areas) project at 8 Unions under Morrelganj and Sharankhola Upazilas in Bagerhat District. As per the agreement between JJS & SN under MOHORA project, a Final Evaluation (FE) of the project was designed to be conducted in the last month of project. The FE was conducted by JJS from 06 to 15 June 2021. The final evaluation report is prepared by the JJS Evaluation Team (ET) with support from Shapla Neer.

1.1 Background

1.1.1 JJS

JJS is a non-political, non-profitable and Non-government, right based environmental and social development organization. It has been working since 1985 in the South-West coastal region covering both urban and rural areas. It has legal entities from relevant Govt. departments and authorities.

JJS focuses on governance and human rights, climate change adaptation and resilience, disaster risk reduction, WaSH, food security, child rights & child protection and gender mainstreaming & empowerment. JJS works for poor and marginal people, poor occupational groups, women, children, vulnerable women, disaster vulnerable people, children, and with differently abled people.

1.1.2 Shapla Neer

“Specified Nonprofit Corporation, Shapla Neer = Citizens’ Committee in Japan for Overseas Support” (Shapla Neer) is a Japanese International Non-Governmental Organization (NGO) established in 1972. It is an organization that is independent from any specific religion, political party, business, or organization. Problems Shapla Neer sees within society that arises from North/South issues, particularly related to poor people’s living conditions in South Asia, are what their work is aimed at in South Asia and Japan. Shapla Neer aspires to realize a world where all people can realize the rich potential of every human being.

Shapla Neer's mission is to improve the living conditions of underprivileged communities in South Asian countries through domestic and international activities and services that focus on solving current social and economic issues.

1.1.3 History of Project

JJS and Shapla Neer started working together in Sharankhola Upazilla in the year 2007 just after the cyclone SIDR. In the initial years the work was on emergency response and to support the affected population with food, water, and essential household materials. Then after emergency phase, JJS and Shapla Neer continued supporting SIDR affected people for rehabilitation and finally entered into a development partnership.

The partnership implemented Bakultala Rehabilitation Project (BRP) in July 2008 in 2 villages of Southkhali Union under Sharankhola Upazila of Bagerhat District. After completion of this project, JJS and Shapla Neer jointly implemented the "Cyclone Disaster Resilient Community Development Project (CDRCDP) from February 2010 to June 2012, focusing on organizing adolescents to lead establishing cyclone disaster resilient communities in the targeted villages of Southkhali Union under Sharankhola upazilla.

This project was followed by the "Community based Cyclone Disaster Preparedness (CCDP)" project. It was originally planned for 3-years from July 2012 to June 2015, but later extended for another 9 months and ended in March 2016. The project supported Southkhali Union DMC to coordinate and lead all DRR activities of NGOs and other institutions in the union.

Based on the lessons learned from the CCDP project, JJS and Shapla Neer have designed the present project "MOHORA" (Mobilizing and Organizing Humanitarian Operations and Risk reduction activities in disaster prone coastal Areas) targeting all 4 unions of Sharankhola Upazilla and 4 Unions of Morrelganj Upazilla (Boloibunia, Hoglabunia, Khawlia and Morrelganj Sadar). During the MOHORA project, the 2 UzDMCs, 8 UDMCs and 1 DDMC are expected to play the main coordinating role for DRR activities at each local government level. The project duration is 03 years 09 months from 02 Oct 2017 to 30 June 2021.

1.2 Present Situation of progress of the Project on the basis of PDM/OVI:

The purpose of the project is "Disaster management plans are implemented through good coordination of three types of helps (self-, mutual- and public-) in the project area." The evaluation team found good progress in coordination among the disaster management committees in different level as well as between the DMCs and actors and also with

communities. As an example the baseline findings is only 10% DMCs had budget allocation in project year 2016-17 for DRR activities whereas in project year 2019-2020 that increased to 70% DMCs and in project year 2020-21 that reached to 80% DMCs . This achievement is only possible because of coordination of 3 types of helps. The UDMC mobilized the committees and made the plan and also raised some funding by their own through local level fund raising, UzDMCs and DDMC approved the plans and provided support and funding.

Better coordination is also seen during Cyclone Fani, Bulbul, Amphan and Yaas management; all targeted 11 DMCs arranged emergency meetings, disseminated warning signals and mobilized communities to clean all cyclone shelters and providing dry food to the sheltered people. Besides, improved coordination is also seen during organizing Upazilla and district level disaster fair.

The details of the situation of the project as of June 2021 are described below under each of the outputs.

Output 1. Community needs are incorporated to Disaster Management Plan

Activities under this output include arranging bi-Monthly UzDMC meetings regularly. Morrelganj and Sharankhola UzDMC implemented 32 (about 86%) meetings out of 37 planned meetings, including 12 (about 38%) bi-monthly meetings by their own cost, and the average attendance rate was 35 (about 73%) out of 48.

They have all 32 meeting resolutions, attendance register/sheets and invitation letters. The 2 UzDMCs were also involved in other activities such as observing the NDPD and IDDR day from 2018 to 2020 through rallies involving community people, discussion sessions, and an art competition. Considering COVID-19 situation this activity was not possible to implement after March 2020.

Under this output, 72% (62 out of 86) Shelters have gone minor improvement/repair works in targeted 07 UDMCs of Sharankhola and Morrelganj, and 70% Shelters (60 out of 86) have established hand washing facilities at 08 targeted Unions of Morrelganj and Sharankhola Upazila which are in good condition. Through these improvement/repair works, 4430 peoples got water access in the last rainy season in 2019, and 854 people have got water access in the rainy season in 2020. Most of the cyclone shelters of the project area are School cum Cyclone Shelter. Due to COVID-19 pandemic situation, the school/Madrashas are closed since March 2020. As a result less people got water from these sources in 2020 compare to 2019.

Targeted 91% (02 UzDMCs + 08 UDMCs) =10 DMCs out of 11 DMCs (02 UzDMCs + 08 UDMCs + 01 DDMC) have prepared Annual Plans on Disaster Preparedness for FY 2019-20 and FY 2020-21. The plans have prepared indicating 03 different periods of Cyclone such as - pre, during and post cyclone disaster.

Output 2. Mechanisms of mutual support among community stakeholders are created and well-coordinated.

Under this output, UDMCs also planned to organize their regular monthly meetings. As of June 2021, 8 UDMCs conducted 281 meetings out of 309 monthly meetings as per SOD in the reporting period out of those meetings 68 UDMC meeting (about 24%) were organized with their own cost. They are filing all necessary documents like meeting minutes, pictures, attendance registers, and attendance sheet. The 8 UDMCs have also observed NDPD and IDDR day in 2018, 2019 and in 2020 through organizing rally involving community people, discussion sessions and art competitions. Considering COVID-19 situation, this activity was not possible to organize after March 2020.

In addition, the 8 UDMCs have organized 20 HHs level and shelter based Mock Drills on Cyclone disaster preparedness in which around 5,682 persons from the project location participated (villagers, CSMC members, CPP members and others).

Targeted 08 UDMCs organized thunderstorm message dissemination campaign publishing posters, organizing Rallies, Art competitions and discussion sessions on IDDR and NDPD day in 2018 and in 2019. Additionally, a vaccination campaign after cyclone Fani and a COVID-19 awareness campaign were organized under the output.

Output 3. Coordination among local level DMCs are strengthened.

Under this output, SOD Operational Manuals were developed for each of the two Upazillas following the project proposal. 01 Coordination and sharing meeting was held on 21 March 2019 at the DC office in Bagerhat with participation from different DMCs. The DC office of Bagerhat organized the meeting inviting all targeted participants following SOD.

The targeted 8 UDMCs in the project area prepared their annual Disaster risk reduction plans for the FY 2019-20 and 2020-21, and submitted their plans to their respective supervising UzDMCs. The targeted 2 UzDMCs also prepared their annual plans and followed their plans

during cyclone Bulbul in November, 2019, cyclone Amphan in May, 2020 and cyclone Yaas in May, 2021.

Output 4. Disaster preparedness at household level are strengthened.

Household level disaster preparedness was planned in the project through the school students. The district level and the upazilla level education department mobilized to support the initiative. The selected school selected appropriate teachers to run the initiative and they were trained to do the task. 7 DRR school sessions were conducted with class VII students in each of the targeted 59 Schools and Madrashes, where average 2431 students participated in the year 2019 out of 3130 students. On the other hand, 4 DRR sessions were conducted with class VII students in each of the targeted 59 schools and Madrasas where average 2652 students participated in the year 2018 out of 3110 students. Due to COVID-19 pandemic situation all Schools/Madrashes are closed since 17th March, 2020 according to government order. So no DRR session were organized after March 2020. A test has taken on DRR knowledge and practices with the students who have participated School DRR Session previously where first 03 questions were knowledge based and last 07 questions were on practical issues. The findings shows that 91% students who participated DRR sessions in the year 2019 know what they are supposed to do before, during and after a cyclone disaster. On the other hand 90% students have disseminated DRR message among their family members.

(For details, please see Annex-E.5)

During the field visit, the evaluation team has interviewed 04 students who participated School DRR session previously, among them 02 students have conducted courtyard meeting on disaster preparedness.

It is reported that during Cyclone Fani in May 2019, total 1,903 students out of 3,100 Students of class 7 of those targeted schools discussed preparedness issues with their family members.

1200 people got in knowledge on disaster preparedness and COVID-19 safety measures through 120 courtyard meetings. 600 students took part in 02 Durjog Prostuti Mela (DRR Olympic) at Morrelganj and Sharankhola Upazilas were organized in the year 2019 jointly by 02 UzDMCs and 08 UDMCs. On the other hand a district level Durjog Prostuti Mela was organized in Bagerhat by Bagerhat DDMC in 2020, around 400 people participated in the district level event.

Output 5. Lessons learnt from the project are documented and shared with the relevant stakeholders.

Under this output, 01 Coordination and sharing meeting was held in March 2019 at DC office Bagerhat where 43 members participated from different DMCs. DC office Bagerhat arranged the meeting inviting all targeted participants and Guests.

Due to COVID-19 pandemic situation, JJS and SN jointly decided to share different learning documents with different stakeholders through emails and by post.

05 UDMCs of Ukhia and Teknaf Upazillas of Cox's Bazar District visited Rayenda and Boloybunia UDMCs in July 2019. Besides, 02 teams from Chila and Sundarban UDMCs of Mongla Upazila visited Rayenda and Khawlia UDMCs to learn from the experiences of those UDMCs.

1.3 Purposes and Objectives of Final Evaluation

The Terms of Reference (ToR) stipulates that the objectives of the FE are as follows:

- To explore the final progress of, and major lessons from, the project according to PDM targets and compares the progress with baseline findings of the project.
- To find good practices and important challenges from the project to utilize in future similar project by JJS and SN in other areas and/or share with other relevant agencies/stakeholders.

1.4 Brief Introduction of Evaluation Team

The evaluation team is composed of members from JJS MOHORA and other projects. The names and roles of each member are stated in the table below.

SL	Name	Office and Address	Designation
01	Mr. ATM Zakir Hossain	Executive Director, JJS, Khulna	Team Leader
02	Mr. MM Chisty	Director Program, JJS, Khulna	Co-Leader
03	Mr Abdul Malek	Project Coordinator, MOHORA, Sharankhola Office	Member
04	Mr. Sheikh Nazmul Huda	Assistant Project Coordinator, MOHORA, Bagerhat Office	Member
05	Mr. Abdullah Al Jakaria	Training and Documentation Officer, MOHORA, Morrelganj Office	Member
06	Mr. Pranto Biswas	SCP, JJS	Member

SL	Name	Office and Address	Designation
07	Mr. Abdur Rahman	Child Protection Project, JJS	Member

In addition, the following staff from JJS participated in the evaluation process facilitating the field visits:

- Mr. Md. Shuayeb Uddin: PO, MOHORA, Sharankhola Office
- Mr. Md. Tariqul Islam: PO, MOHORA, Morrelganj Office
- Mr. Md. Johirul Islam: APO, MOHORA, Sharankhola Office
- Mr. S. M. Shahid Hossain: APO, MOHORA, Morrelganj Office

1.5 Evaluation Methodology or Methods applied

The period available for this evaluation is 10 days from 6th to 15th of June 2021 followed by a week for official reviews & comments from JJS and Shapla Neer.

The period started with a daylong initial meeting to understand the present situation of the project with all FE team at JJS Head Office in Khulna. Then the FE team spent 3 days for field visit in the project areas in Sharankhola and Morrelganj. A few of the team members and project staff did documents and numerical data analysis. During the next 4 days, the team members concentrated on report drafting at JJS head office in Khulna. The Team compiled & edited the drafts written by members and discussed the contents of drafts to finalize. The completed report was submitted to JJS and Shapla Neer immediately for their review and comments.

The evaluation is done in accordance with the Terms of Reference prepared for this evaluation. This evaluation has adopted more qualitative methods than quantitative ones. Available project related reports and documents have also been considered for the evaluation of the project.

The methodological procedures employed for undertaking this evaluation basically comprised of three aspects: (i) Pre-fieldwork meeting (ii) Field work and (iii) Information compilation and report writing.

(i) Pre-field work Meeting

Prior to proceeding to the project site in Sharankhola and Morrelganj areas of Bagerhat district for field study, the basic preparations were done at the JJS HO in Khulna by reviewing the documents related to the project and by holding a preparatory meeting among the evaluation team members.

The Pre-field meeting provided the Evaluation Team with an opportunity to understand the project context in which it was implemented, and methodology to be followed during the field work. The project documents review covered the Annual Reports, quarterly reports, Mid-term evaluation reports, financial Reports and other project related documents. Besides, the Evaluation Team also consulted the relevant government and international policy documents, and utilized the relevant data/information from these documents for the purpose of the evaluation.

(ii) Field Work

The field visit of the Final Evaluation included direct observation of the project areas, key informant interviews, interaction with local elected bodies, discussions with School DRR session participated students and so on. During the field visit, group discussions were conducted with the project target groups/beneficiaries including CPP, UDMC members to collect relevant information. At the end of discussions with each group and individual, the conclusions (results) of the discussions were also presented to them in order to confirm that the information gathered is valid. The Evaluation Team attempted to gather the information on what the project did and achieved, and wherever the impacts of the project on the communities.

(a) Direct Observation

Direct observation included the FE team's visits to some of the project areas. This activity particularly helped the evaluation process in terms of validating the already available data and gathering of additional information from the beneficiaries through their expression and reactions regarding the project activities. The Evaluation Team observed the infrastructures such as embankment, Cyclone Shelters. Moreover, the team also observed HHs level disaster preparedness, students' initiatives and DMCs initiatives.

(b) Group Discussion

Group discussions were carried in the project areas with UDMC members and students who have participated School DRR Sessions to collect necessary information.

(c) Key Informant Interview

Interviews were carried out with the following persons at Sharankhola and Morrelganj Upazilas, such as students who have participated School DRR Sessions, teachers who organized School DRR Sessions, HHs members, UDMC members, CPP member and CSMC members for getting ideas about the project achievements and the overall situation of the

project areas. The main purpose of these interviews was to assess the project status and impacts.

(d) Data Analysis

d-1. Numerical Data Analysis:

-Attendance rates of UDMCs' individual members are calculated to assess the degree of different stakeholders' participation in meetings,

-scores of School DRR Session student tests on knowledge and practice,

d-2. Document Analysis: UDMCs have produced Disaster Management Plans (DMPs). The team has compared these DMPs to find out degrees of reflection of particular needs and/or situation of respective Unions.

(e) Team Meeting: The FE team members have repeatedly discussed about their findings and lessons from their observations, findings, and analyses to form consensus and to draft report.

(iii) Information compilation and report writing

After completing the field interventions, all the team members have completed and compiled their field notes. The ET also studied and analyzed few documents like baseline report, mid-term evaluation report, monitoring reports, annual reports and other project documents. Then the ET had a writing workshop to draft the report. After completion of drafting the report, the Evaluation team had a meeting in Khulna on the draft report, and then the draft report was shared with Shapla Neer Bangladesh Office. The feedback from SN has been accommodated in this report.

1.6 Limitations of the Final Evaluation

All Field works were done by JJS staff members without any member from Shapla Neer. The FE team recognizes following points as limitations of this evaluation.

Limited Field Visit: Due to Government imposed lockdown and high COVID-19 pandemic infection rate in the targeted areas, it wasn't possible to conduct all planned field visits.

Limited Participation: Due to COVID-19 situation in the project areas, it was restricted to arrange any mass gatherings, as a result the participation rate of these gatherings were low.

Chapter 2. Findings

The evaluation team assessed the progress in comparison with the indicators of the project proposal. The good practices and important challenges were also assessed as learnings and suggestions for future interventions. The major findings have been classified in accordance

with the ToR of this evaluation. As the ToR suggests to evaluate the project in line with DAC 5 points criteria, the FE team has used these criteria where possible and appropriate, and also its relevance in connection with SDGs is seen.

2.1 Relevance

The project worked with the DRR actors and the DMCs for better coordination and cooperation for strengthening communities' resilience against cyclone disasters. During the evaluation work, the evaluation team found that the project beneficiaries feel that the project is very relevant to the DRR needs of the stakeholders and the communities considering the SOD demands. The ET has conducted an individual interview with Southkhali Union CPP team leader Aslam Hossen. He said that “during the cyclone Yaas, his team along with other DMCs members worked for protecting vulnerable embankment. When they got news that the water flow is rising they informed it to the UzDMC Chairmen, UDMC members and other CPP members. As a result, CPP team, UDMC members and Upazila Chairman visited the place and took emergency protection initiative from the overflow of rising water level.” He thinks project activities did the very important work of strengthening coordination among DMCs.

The project contributed to build coordination capacity of the DMCs through many different approaches (training, orientation, exposure visits, on job training). The project focused on local level disaster management through implementing disaster management plans involving local level DRR actors. The ET found during field visit that those initiatives contributed to strengthen HHs level disaster preparedness, coordination among the local level DRR actors and stakeholders' participation in local level disaster management actions to build disaster resilient communities.

The project emphasized building sustainable networks and coordination among different level of DMCs from union to District, among the government actors, civil society and with community people. During the field visit, the ET has interviewed UDMC member Md. Akramuzzaman Howlader. He said that they have good coordination with CSMCs and the supervising UzDMC than before the existence of MOHORA project. He also mentioned that UzDMC Chairmen has asked them to arrange emergency meeting before Cyclone Yaas and decided to prepare the cyclone shelters to accommodate the people. Then they communicated with CSMCs and prepare all cyclone shelters.

All the 10 DMCs (08 UDMCs and 02 UzDMCs) in the project area prepared annual disaster plans considering areas' disaster vulnerability and accommodating opinions from different DRR actors' like CSMCs, CPPs, WDMCs and others. They submitted their annual disaster

plans to superior DMCs. DMCs analyze subordinate DMCs meetings by following meeting resolutions, meeting decisions and updates of member's list. In the plans community needs are represented as well as the plans are results of participatory works of DMC members. The project assisted the DMCs to ensure participation and strengthen coordination among them.

Co-ordination among different level of DMCs in the period of a cyclone is strengthened. The ET interviewed UDMC members, CSMC members & CPP members and also reviewed documents to collect information about coordination among the DMCs during cyclone Yaas. During last cyclone Yaas, DDMC arranged an emergency meeting where participants from UzDMCs and UDMCs attended following the SOD demands. DDMC president and other members visited cyclone vulnerable points of Sharankhola and Morrelganj Upazilas. They follow-up UzDMCs and UDMCs activities like arranging emergency meetings, opening control rooms, disseminating warning signals, visiting cyclone shelters and vulnerable points, and providing dry food and drinking water for the people in cyclone shelters. On the other hand, UzDMCs and UDMCs have arranged emergency meetings, and those were followed by the activities of CPPs, CSMCs, WDMCs and other local level DRR actors' initiatives. DDMC, UzDMC and UDMCs members also visited disaster vulnerable areas and provided dry food, drinking water, masks, soaps and sanitizers to the sheltered peoples. Most of the people who were interviewed during the Final Evaluation field visit opined that the project helped them to address their needs in community level disaster management.

Considering the Standing Order for Disaster of Bangladesh Government suggests strong coordination among the DMCs and the project activities are fully relevant with its demands. All the DMCs of the project area like DDMC, UzDMC, UDMC, CPP and other local level DMCs are formed exactly following the SOD requirements. All targeted DMCs have been organizing all monthly, bi-monthly and quarterly meetings as per SOD. Also, they have been initiating pre, during and post disaster activities as mentioned in the SOD. DMCs have prepared their annual plan and submitted the plan to supervising DMCs according to the SOD.

The project aspiration of addressing community needs is well covered by the project and DMCs. The project has contributed to fulfill different important community DRR needs but the community demands of hardware services were not properly addressed by the project.

Relevance to the SDGs:

A Few of the SDGs are directly and indirectly related to the project. The project has the most relevance to the SDG Target 13.3: This project strengthens resilience and adaptive capacity to climate-related hazards and natural disasters.

The Project also contribute to the following SDG targets: 1) Leave No One Behind: This project is for reducing disaster risks of all residents irrespective of caste, race, religion, gender, and cultural orientation, so totally relevant to SDG demands of leaving no one behind.

2) Target 1.5: This project builds the resilience of the poor as well as those in vulnerable situations and reduces their exposure and vulnerability to climate-related extreme events and disasters. Also the project is contributing with these following indicators-

Indicator 1.5.1: Number of deaths, missing persons and directly affected persons attributed to disasters per 100,000 populations

Indicator 1.5.2: Direct economic loss attributed to disasters in relation to global gross domestic product (GDP)

Indicator 1.5.4: Proportion of local governments that adopt and implement local disaster risk reduction strategies in line with national disaster risk reduction strategies

3) Target 9.1: This project improved qualitative, reliable, sustainable and resilient infrastructure. Also the project is contributing with this following indicator-

Indicator 9.1.1: Proportion of the rural population who live within 2 km have access to an all-season road

4) Goal 11: This project makes human settlements inclusive, safe, resilient, and sustainable. 5)

Target 11.5: This project aim to reduce the number of deaths and the number of people affected and substantially decreases the direct economic losses caused by water-related disasters, with a focus on protecting the poor and people in vulnerable situations. Also the project is contributing with these following indicators-

Indicator 11.5.1: Number of deaths, missing persons and directly affected persons attributed to disasters per 100,000 populations

Indicator 11.5.2: Direct economic loss and damage to critical infrastructure and number of disruptions to basic services, attributed to disasters

6) Target 17.17: This project promotes effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.

Shapla Neer and JJS are collaborating in the field of cyclone disaster preparedness and management for a long period to bring resilience of all against disaster. The purpose of Mid-

term Vision of Shapla Neer focus on “Materialize the society where leave no one behind through the partnership among people” supports the purpose of the project.

2.2 Effectiveness

The Evaluation Team has conducted 13 interviews and 02 group discussions with UDMC members, CSMC members, CPP members, School DRR Session students, HHS members and other local level DRR actors about cyclone disaster preparedness and other DRR initiatives. Through those events the evaluation team realized that participation of the communities and the stakeholders was very good and their levels of ownership of the project works are also remarkable. It is also found that the stakeholders and the communities has contributed lots in different levels of the project. Besides, the ET has reviewed related documents and found that disaster preparedness initiatives of local level project stakeholders and DRR actors increased comparing with the baseline situation. Before the Cyclone Mora in the baseline period, there were no initiatives by the UDMCs like meetings, or dissemination of disaster management messages or worked for strengthening community level disaster preparedness measures. But during Cyclone Amphan on 18 May, 2020 all the 11 DMCs under the project arranged emergency meetings during warning Signal No 04 following the SOD. They have taken several initiatives such as Warning signal dissemination, opening and cleaning cyclone shelters, establishing medical team and health support system, distribution of dry food. DMCs capacity has increased through the project supports and the participation of communities and relevant stakeholders. During the baseline period no DRR related events were organized through community initiatives. On the other hand, during the project period, targeted 08 UDMCs organized 20 community level and shelter based mock drills on cyclone disaster preparedness.

(a) Capacity building of targeted DMCs

Before the initiation of the project no UDMCs had allocated budget but after the initiation of the project all 08 UDMCs have allocation in the Union Parisad annual budget and that increased gradually. Targeted 08 UDMCs organized various fund raising events and collecting fund for emergency disaster situation also.

Self-dependency among the targeted 08 UDMCs has increased because monthly meetings arranged by their own fund are increased gradually (36% monthly meetings in the 4th year of the project).

The evaluation team found the targeted 08 UDMCs were sharing their learning and challenges with outside DMCs, teams from Chila and Sundarbans UDMCs visited the UDMCs of the project area during the project period.

(b) Community level Cyclone disaster preparedness initiatives:

The Evaluation Team has interviewed and had discussion with the students who participated in school DRR sessions and with the HHs members. The ET has found that cyclone disaster preparedness knowledge among the HHs members has increased through the project initiatives. A mother of a school DRR Session student Ms. Ranjita Sheikh, said that they cut the branches of trees over their house and tied their house with rope before cyclone which they didn't do before the project. The HHs members know the meaning of cyclone signals and other preparedness issues. The ET observed during the field visit immediate after the Cyclone Yaas that the HHs members have taken few preparedness initiatives like cutting canopies, tying vulnerable houses with big and strong trees. People didn't go to cyclone shelters during cyclone Yaas, whereas huge number of people took shelter during cyclone Amphan. It also indicates the knowledge and awareness among the local people on cyclone disasters have improved.

After analyzing the data of students' knowledge and practices, the ET found that 91% students have primary knowledge on disaster preparedness whereas only 33% students had primary knowledge on disaster preparedness during the baseline period. Besides, 89% students have disseminated DRR message to their family where only 9% students have disseminated DRR message to their family during the baseline period.

(c) Participation, Contribution and ownership of local communities and other stakeholders

During the baseline period, no DRR Olympic or DRR related events were organized by DMCs but during the project period 2 Upazilas level and 1 district level Durjog Prostuti Mela were organized where the targeted DMCs and School DRR session students performed in many different ways for raising disaster preparedness knowledge. Targeted DMCs didn't initiated any mock drills in the baseline period but during the project period DMCs have initiated 20 mock drills for increasing disaster preparedness. The baseline findings show less participation and contribution of communities in disaster preparedness activities.

(d) Coordination among DMCs

The project promoted preparation of Disaster Preparedness Plan every year and submitted to the superior DMCs but before the initiation of the project no UDMCs used to prepare such plans. During the baseline period, targeted DMCs didn't initiated emergency meetings before cyclone disasters but they have been organizing emergency meetings and related activities during the project period. ADC General of Bagerhat along with other DDMC members initiated emergency meetings and visited the vulnerable points before the cyclone.

2.3 Efficiency:

The general feeling of the team was that the project was efficient to reach its objectives compare to other JJS projects.

Because of time constraint the evaluation team could not compare the efficiency with other projects adequately only did a simple comparison with a JJS project.

(e) Comparison with other similar types of project activities:

The Evaluation Team has conducted an interview with a Focal person of JJS Community Resilience Project (CRP) which is implemented at 6 unions of Mongla Upazila of Bagerhat district to compare the efficiency between MOHORA and CRP. CRP has been working for regular UzDMCs and UDMCs meeting as per SOD in the south-west coastal Mongla Upazila of Bagerhat District. The approved budget of CRP was TK 68,864,796 whereas the approved budget of MOHORA Project is TK 35,751,743. MOHORA project areas UDMCs have implemented 95% meetings as per SOD with 84% average attendance rate, but CRP has implemented 50% meetings with 60% average attendance rate from April, 2019 to March, 2020. In the CRP area, UDMCs haven't prepared annual work plans. UDMCs of CRP haven't had annual plans & budgets, own funds, and bank accounts. Among the 06 UDMCs of CPP areas 03 UDMCs organized emergency meetings during cyclone Amphan and 03 UDMCs have distributed dry food.

2.4 Impacts:

The project has impacted the community a lot. For instance, mobilization of the schools for DRR session and their participation with the DRR fair was planned in the project, but it was seen that many of the schools started their community level mobilization on DRR issues without any involvement of the project. After discussion with the District DMC about our cyclone shelter repair works, they also took plans to repair the rest of the shelters without the project intervention. The evaluation team also has seen the following impacts: (a) In MOHORA

Project design, it was not thought about Ward Disaster Management Committee (WDMC). But, as per revised SOD of Bangladesh Govt. 2019, it was decided to form 9 WDMC under each UDMCs. The UDMCs started forming ward level DMCs with their own initiatives, many already formed though the work was not completed in every ward because of the COVID 19 situation. (b) Due to sudden COVID-19 pandemic situation from March 2020, it was not possible to arrange some planned activities which requires mass gatherings, Considering COVID-19 few of the planned activities were postponed and a few new activities were incorporated. (c) During the COVID-19 situation, DMCs initiated HHs level courtyard meetings, distributed safety materials (mask, sanitizer and soap), published and distributed IEC materials (poster, leaflet, festoon and banner). (d) Outside DMCs visitors' team from Ukhia and Teknaf UDMCs have visited the UDMCs of the project area for sharing their learning and challenges. (e) After the initiation of MOHORA project, 04 cyclone shelters are established in Dhansagar, Khontaka and Rayenda union by the government. (f) It was not planned to share project achievement documents with project stakeholders. Through providing the documents total 104 valued stakeholders have come to know about project achievements and learning.

2.5 Sustainability

Evaluation team discussed with the DMC Member Secretary, President and other members; and the FE Team found that preparation of the disaster management plans are in practice. The evaluation team also found that the UDMCs a resolutions of every meeting and organized emergency meetings before Cyclone Bulbul 2019, Amphan 2020 and before cyclone Yaas in May, 2021. Besides, the targeted DMCs have opened emergency control room, cleaned & opened cyclone shelters on time, disseminated cyclone warning signals timely, provided dry food & drinking water and tried to ensure COVID-19 safety measures to address the community needs. They have said these practices they will continue always.

UDMCs have increased 17% budget comparing with the previous year. 07 UDMCs out of targeted 08 UDMCs managed to secure Tk.1,205,000 as their own Union Parishad annual budget at FY 2019-20. And all the 08 UDMCs also have managed Tk. 1,415,000 at FY 2020-21.

The stakeholders like CPP and schools are better skilled now and are contributing effectively for disaster risk reduction in their jurisdictions.

School DRR session concerned schools have mainstreamed the DRR issues in their regular extra-curricular activities like sports and cultural events. DRR preparedness activities are in

practice in most of the families of the students who participated the School DRR sessions and also by the other families. During the field work, the ET has conducted a group discussion (05 students) and interviewed 3 students who previously attended in School DRR Session, ET found students initiated disaster preparedness actions in the community like arranging courtyard meetings on DRR, distributed COVID-19 and thunderstorm awareness leaflets, and arranged swimming lessons in their communities by themselves. All this shows sustainability of the project activities. The sustainability is seen in the activities of Disaster management committees and different other types of stakeholders:

(i) Disaster Management Committees:

The DMCs are the main stakeholder of the project, through the project interventions, the capacity of the DDMC, UzDMCs and UDMCs' has enhanced. Through close working environment, a good coordination has developed between them, which will create scope for continuity beyond the project period. The project has assisted and motivated targeted DMCs to undertake local level fund raising initiatives and to keep budgets for implementing UDMCs' activities in the respective Union Parishad annual budgets. The initiative will sustain in the future.

Cyclone shelter infrastructure related repair works using DMCs' own funds were initiated through the project which is the sign of sustainability. The project has supported UDMCs and UzDMCs to make annual plans for disaster preparedness and to try to get resources for implementing their plans. The project has gradually decreased the funding for organizing the DMC meeting expecting that contributions of these committees would be increased for implementations of the activities and that works, the DMCs increased using their own money for the purpose. UDMCs of the working areas organized 38% monthly meetings in the 4th year of the project with their own fund that indicates the sign of sustainability, before the project meetings of the targeted UDMCs were irregular. The meeting organizing tendency shows the DMCs will continue regular meetings and the other project suggested important activities. Besides, 04 UDMCs of Sharankhola Upazila has done minor repair work for 25 cyclone shelters using their own fund which indicates strengthened capacity for sustainability.

(ii) Other stakeholders:

The schools/madrasahs demonstrated their interest to engage their students for community level disaster preparedness work, they tendency will be long lasting. Many individual DMC

members organizing and facilitating HHs level courtyard meetings on disaster preparedness in their own initiative after getting trainers training from the project.

(iii) Household level Disaster preparedness

All project initiatives especially school DRR session finally contributed to household level preparedness. The preparedness practices are now part of their daily life and that will last long with the communities.

Chapter 3: Good Practices and Lesson Learned

Good practices:

Through documentation study, field visit and other evaluation activities, the evaluation team identified quite a few good practices from the project interventions. One of the main learning is adolescent led DRR preparedness activity and school DRR Session. The Local level Fundraising initiative of the DMCs is also a good practice. Introduction of disaster fair (Bosai Koshien Process) succeeded to mobilize interest of all section of peoples and proved it as a good practice. Addressing emergency needs like COVID-19 safety equipment distribution, cyclone shelter minor repair, COVID-19 support to disables cyclone relief to the affected people). Introduction of annual DMC plans & budget is a very important addition to the system. Through active participation of community people, close collaboration, joint work and inclusiveness of the project, has ensured strengthened DMCs and good linkage between the DMCs at each level. Avoid every influence for fair selection of beneficiaries is also a good practice. Top down and bottom up approach, cost sharing approach, Doing things by the stakeholders and last not the least engaging media and Civil Society in highlighting local level DRR vulnerabilities are also good practices of the project. These activities weren't practice regularly before the initiation of the project but after the project initiation, all these activities are in practice.

Lessons Learned:

The evaluation team learns from the project that sincerity to work gain everyone's respect in the area. The evaluation team also has seen that the project worked with the mainstream system without inventing its own way to work under the project that is good always for sustainability of the work. Involving young generations in DRR is a great way to reach project objectives and for sustainability of the work to the future generations as well. Involvement of mass people in activities is a good approach that is also an important learning of the evaluation team. The other important learning is with higher level bureaucracy is difficult to work and to get results of the work, partially because of frequent transfers of high government officials and to work with the

higher level bureaucracy project requires staff with higher level of skills. The other important learning is rigidity in budget implementation without any flexibility disturbs proper implementation and to create ownership of the project participants and stakeholders on project work. The evaluation team also learnt that reaching the most vulnerable requires special attention and is difficult to cover those by projects targets everyone. Sudden disaster can have great impact on project that is learning and that happened when COVID-19 limits implementation of many important activities and slowed down the project achievements after March 2020. The ET has also observed that it is difficult to ensure household level disaster preparedness through only capacity building of DMCs and government mechanisms as it is not possible to reach the very root level. So it is needed to work in the community level with these activities.

Recommendations:

DMCs There should be a way to connect the union level DMCs with the Department of Disaster Management (DDM) through the connection of supervising DMCs to send the real problems and issues to be considered by the policy makers. The poor communities of the South west coastal region of Bangladesh faces frequent cyclone disaster and loss all their assets and resources and lives. This vulnerability is not given proper importance in national budgets and plans. To minimize the gaps strengthening coordination among the disaster management committees at different levels should get better priority and all the Upazillas with similar vulnerability in a district should be included in the coordination process.

The important innovations like preparation of UDMCs annual disaster plan. Local level fund raising for disaster management by UDMCs should be introduced nationwide. Organizing Durjog Prostuti Mela in the disaster prone areas of the country should be mainstreamed to give disaster risk reduction, the right level of importance. The NGOs should consider working with local government and also should give importance to HHs level disaster risk reduction. Giving leading role to the young generations for DRR should also be prioritized by all. All the actors should mainstream the Human Rights approach in humanitarian work.

Chapter 4: Conclusion

In the last couple of years Shapla Neer and JJS have been implementing projects to establish a cyclone disaster resilience society in the project areas. The project was very good useful in terms of reducing disaster risk in the affected communities of Sharankhola and Morrelganj Upazila. Many of the project activities brought sustainable changes in DRR practices, strengthened coordination among DMCs and established effective follow up process.

The project has made intensive efforts to reduce disaster risk in the project area through activating DMCs and other stakeholders' roles considering cyclone disasters and promoted DRR practices in the communities. The project got good level of cooperation from the local government authorities in its work. The self-evaluation approach is very good and that should be followed in the future to build capacity of the implementing organization and to give good knowledge about outcomes of their work.

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(Ends)