Learning from Present, Acting towards Future: More effective, responsive and accountable

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Executive Summery

The lesson learned process has followed up a participatory approach using FGDs, KII, all staff consultation and discussion with key stakeholders. Key lessons identified from the process are as follows:

1. Impact of cash transfer increased to maximum if the project targeted mostly women as participants

2. If a clear indication of most vulnerable areas given in the Joint Need assessment (JNA) of organizations, area selection for responses and family selection become more effective

3. Area selection for Emergency response will be more effective if the impact of flood, vulnerability of the poor people and number of affected families (as per criteria of the project) are considered.

4. If a 'birds-eye planning', guideline and orientation on CFW is given, it will increase the effectiveness, quality of work and integration of DRR

5. If a clear guideline is provided, the community participation will be increased and more effective.

6. If a 'Training Need Assessment' is conducted before deigning the training, it will increase the impact of cash transfer and investment for training to beneficiaries

7. Project output achievement will be more robust if a capacity building plan for staffs integrated in the project design.

8. If the coordination with the local government representatives starts from the beginning of programme design and planning, it will be helpful to avoid future constraints and overcome influences

9. Consortium approach will be more effective in terms of creating impact if it coordinates at the Union level where more than two-three members working.

10. If an advocacy strategy and plan is developed based on the disaster risk analysis, it will increase the effectiveness of the advocacy efforts at local and national level.

11. If A monitoring strategy is set for the project, it will increase the quality assurance process

12. If a project implementation plan is developed immediately after designing of the project, it will decrease the delays and associated risks in the projects.

Learning from Present, Acting towards Future: More Effective, Responsive and Accountable
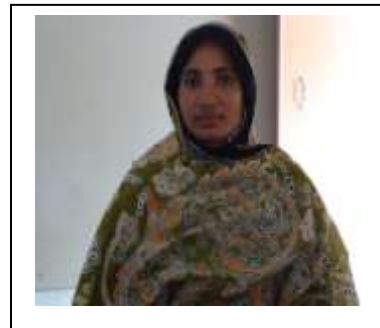
Chapter 1: Introduction

ActionAid Bangladesh has been implementing 2nd phase of the Water logging response project in Tala Upazila as a part of NARRI consortium, and through two local partner organizations- Bhumija Foundation and Dalit, with the assistance of ECHO. The specific objective of the consortium project is to ensure that targeted communities have access to adequate and appropriate food to uphold their survival and prevent erosion of assets in a manner that fosters early livelihoods recovery, reduces vulnerability and uphold dignity. The current proposed ECHO response will build on the achievements of the water-logging emergency response and promote medium-term recovery.

Five unions (Tala Sadar, Magura, Kumira, Tetulia and Islamkati) of Tala Upazila under Satkhira district has been covered under this project as per TOR. Total project participants are 3100 who were involved in 44 days Cash for Work (CFW) and 5 days Cash for Training (CFT). All the project participants are female except one.

As the project is going to be wrapped up by 30 June, 2012, AA Bangladesh wants to document the organization-level learning from the project for it's future response programme. Lesson learned process may include a one-day workshop with all the staffs of the project and management team as well as discussion with selected beneficiaries to develop a robust document to be shared with all consortium members and donors as well.

The purpose of the Lesson Learned process:

As per TOR, this assignment aims at capturing the opinions of project stakeholders including project participants, community people who get indirect benefits from the interventions of the project, project implementation committee members, local elites and project staffs.

The specific objectives are as follows:

- To examine the project achievements : what went well , what did not and why
- To Assess the sustainability of the project achievement
- To identify best practices and key feature of the best practices.
- To draw the key lesson which have been learnt in the process of project implementation

Chapter 2: Methodology

Definition: What is a lessons learned?

"Lessons is defined as the knowledge derived from experiences that is sufficiently well founded and can be generalized so that it has the potential to improve actions" IFAD, 2002

Reason for Documentation: Why do we want to identify lessons?

The purpose for this specific process to answer the question is: what have we learned from the implementation of this project: and how can we use that knowledge to make future projects better?

Target Audience: For whom are these lessons?

Project planner and Decision Makers (AAB, NARRI Consortium Steering Committee), Implementers (local partners' staffs of BHUMIJA and DALIT), AAB Humanitarian Team and Consortium partners.

2.1 Approach exercised in the process

The process of capturing key information on challenges, expectations, best practices and sustainability has followed a participatory approach. Secondary information from available documents for literature review was the start up process which guided the field level information collection, FGDs and case studies. Mainly focus group discussion with women beneficiaries, PIC members, project staffs and management team, Key Informant's Interview with selected women beneficiaries, one women UP member, one male UP member, One UP Chairman, UNO of Tala Upazilla, organizational head of local partners, project manager, and one-to-one discussion with consortium manager have been done to extract relevant information and data. The steps for collecting and consolidating information have been followed:

Step 1: collect and review of project document, reports and materials.

Step 2: develop a work plan mutually agreed with Manager, Projects of AAB

Step 3: Facilitation of a Day-long workshop with project staff including partners' staff in a pre-selected place, Satkhira.

The workshop has be designed to meet the need of data collection that included buzz group discussion, group works and plenary on the following issues:

1. Participation of affected communities in the project
2. Project planning & Logistics
3. Implementation procedure and achievement based on bench mark set in the proposal
4. Coordination with Stakeholders

5. Quality control
6. Integration of DRR
7. Advancement of women rights
8. Participation of Affected Communities
9. Local Partnership
10. Advocacy and Transparency
11. Standardization
12. Sustainability

Step 4: Conduct 10 (ten) KII with UP Chairman, elected UP members (2), women beneficiaries (2), UNO, consortium manager, 2 Executive Directors of PNGOs, and project manager of AAB.

Step 5: Two focus group discussions with project participants and community people of the project catchment areas

Step 6: A one-day workshop with all project staffs of local partners and AAB project team

Step 7: Consolidation and amalgamation of collected information

Step 8: Sharing of Draft report with AAB

Step 9: Brief Presentations on the process and collected information to AAB

Step 10: Finalization of the Report and submission to AAB

Design of the FGD and KII questionnaires and case study has been shared with AAB prior to field visit and lesson learned workshop at the field [see annex 2 and 3 for detail].

2.2 Limitations

One of the major limitations, apart from time and resource, was the absence of a content of the lessons learned document in the project design. A detail guideline for lesson learned document would be enough to provide value for future use and the contents need be consistent with other lessons learned documents or organizational standards.

Chapter 3: Reflection from the rights' holders and stakeholders

3.1: Women's voices

Most of the women reflected during the FGDs and KII that the cash transfer programme has not only helped them to survive, but also supported them to recover from the losses by the water-logging and restore the food security with dignity. All women participants of the programme used the income from the CFW and CFT to buy food grains, pay school fees for their children, buy some clothes that they have lost, spent some portion for medical treatment. Importantly, most of the women shared that they have tried to accrue asset in the form of goat, cows or poultry to cope with future shocks and hazards.

In one area of AAB response, most of the women were first timer for any CFW; in other area, women are used to the CFW in any form. The first-timers shared that it was a tremendous experience for them to work outside of the house and earn cash in hand. It was a different feeling that they could not share. But they said that it increased their dignity at home and to their spouses as well as to the neighbors.

3.2: Stakeholders

During the KII with UP chairman, members including women member, UNO of Tala Upazilla, and staffs of the projects (including organizational head of BHUMIJA & DALIT), the issue of coordination, quality assurance and issue of participation in the planning and implementation process came out strongly. The UNO reflected that he was more concern to support affected people at any cost in the first stage. Later on, he concentrated on the issue of overlapping, duplication and thus distributed areas among NGOs in the phase 2. His role in coordination was to ensure all area coverage and overcome complaint mechanism. The UP chairman of Tala Sadar shared his positive feelings to the work of the NGOs though he was not hesitant to reflect the gap in the planning process and lack of their participation in the designing of the project. Women UP member praised the efforts of the AAB partner for their support to the women of the affected areas. However, she also shared that the CFT sessions could have been on other practical issues like non-agro livelihoods that could created longer impacts for the families. The male UP member shared his concern about targeting almost hundred percent women for the CFW. He thought male worked better in CFW schemes done by other NGOs. However, when he has been pointed to the output of the CFW, he could not deny the fact that women groups achieved same level of output as men did in CFW schemes.

Analyses by the project staffs (both AAB and local partners) have focused on Challenges [internal], Gaps and Constraints [external] of project implementation [detail in annex 5].

Chapter 4: Key learning

1. **Impact of cash transfer increased to maximum if the project targeted mostly women as participants**

   Targeting women as almost 100% beneficiary has created a social change process and it also increased the total amount of family income in many cases. In the rural setting, male are the main income earner unless it is a women headed family. Due to the positive discrimination in targeting and selection of women as project beneficiaries, the families have got chance increase the income. While women were participating in the CFW and CFT, their spouses or elder children went out in search of work, even up to major cities, and earned money for the family.

2. **If a clear indication of most vulnerable areas given in the Joint Need assessment (JNA) of organizations, area selection for responses and family selection become more effective**

   Area selection indicators have not been considered during the Joint Need Assessment (JNA) for response and recovery works. As a result, the area selection process became depended on the consideration of local administrative body and influenced by the pressure of the elected UP bodies. The JNA can set out a mapping of the most affected and vulnerable areas as well as the communities for targeting based on the practiced selection criteria for families.

3. **Area selection for Emergency response will be more effective if the impact of flood, vulnerability of the poor people and number of affected families (as per criteria of the project) are considered.**

   During the area selection process, the political boundaries of the district and Upazilla have been mainly considered. The issue of area segregation was to avoid overlapping and duplication by agencies, but not based on the need of the area and communities. As a result, some areas have been selected where number of affected families (who are considered as the first receiver) was lesser than allocation. Many families could not be reached under the 'most priority list' or category due to this reason.

4. **If a 'birds-eye planning', guideline and orientation on CFW is given, it will increase the effectiveness, quality of work and integration of DRR**

   CFW was one of the major activities for transferring cash to the affected poor families to ensure food security. The CFW has been used to restore community communications and water-channels. However, in most cases, there was no proper guideline or orientation to the wage-laborers for the CFW. The overall planning for the selected was also missing which would have created a better impact in the Upazilla, for example, the excavation-excavation of the water channels schemes taken by AAB partners done without a linking plan with other villages or unions where other consortium members worked. The effect of the water-channels would have

been increased if the plans done before hand jointly. Again, the excavation/re-excavation of the water channels is good example of DRR, though these schemes lack technical inputs from water-engineers of WDB and technical experts of district administration. However, another gap in the implementation process was the absence of risk analysis of the schemes implemented through CFW that may have potential to increase future disaster risks at the local level.

5. If a clear guideline is provided, the community participation will be increased and more effective.

Clarification on the roles and responsibilities of PIC is needed to ensure the service and participation of the PIC members in the designing of the schemes. At the same time, coordination among the PICs is helpful to avoid political pressures and constraints like availability of earth, prioritization of schemes etc.

6. If a 'Training Need Assessment' is conducted before deigning the training, it will increase the impact of cash transfer and investment for training to beneficiaries

CFT was designed to hand over cash and also increase the knowledge of the participants on some critical issues. However, the trainings could have been more beneficial to the women if those focused on non-agro income generating skills that has a market value in the area. At the same time, availability of a trainers' guideline, training material, workbook for trainers and follow up orientation is necessary to increase the effectiveness of the trainings.

7. Project output achievement will be more robust if a capacity building plan for staffs integrated in the project design.

Most of the staffs of the project, both AAB and it's local partners, have mainly concentrated on the implementation of activities. They were not fully aware about the expected outputs or result of overall project. Even, the partners didn't receive any copy of the project proposal. Orientation on expected results and OVIs to all project staffs (including AAB and local partners) is needed to create common understanding and value of the works. Plan for Staff capacity building is very much needed within the project design (in terms of orientation, learning and sharing).

8. If the coordination with the local government representatives starts from the phase of project design and planning, it will be helpful to avoid constraints during implementation and overcome influences.

Participation of the local government representatives was given priority from the start of the project activities. Local government representative was involved for the very beginning of the implementation phase. However, Consultation with the Local government elected bodies during the project design and planning, including setting of selection criteria of beneficiaries and endorsement can be helpful to overcome the political pressure and interference of local elected bodies during the implementation period.

9. **Consortium approach will be more effective in terms of creating impact if it coordinates at the Union level where more than two-three members working.**

Coordination process of consortium need to be grounded at the Union level where more than two to three members are working through their local partners or by themselves. Most of their staffs are also based in either at union or Upazilla level. At the same time, regular sharing meeting involving INGOs and their local partners can also increase the level of involvement and ownership.

10. **If an advocacy strategy and plan is developed based on the disaster risk analysis, it will increase the effectiveness of the advocacy efforts at local and national level.**

An advocacy plan and strategy by involving all level of stakeholders of the project is helpful to create scope of impact which needs to be supported by People's mobilization to increase the impact of advocacy. At the same time, the advocacy efforts may need to focus on one or two key issues based on the cause-effect analysis of risks and vulnerabilities at the ground.

11. **If a monitoring strategy is set for the project, it will increase the quality assurance process.**

A monitoring strategy is an essential part when the project management team is small but diverse and number of implementers is large in number. In case of consortium, the monitoring process need to be based on an agreed strategy and mechanism to ensure quality of work and participation as well as outcome when large number of schemes are ongoing within a short period of time.

12. **If a project implementation plan is developed immediately after designing of the project, it will decrease the delays and associated risks in the projects.**

Due to the government rules and regulation, there was a delay in getting approval from NGOAB, which delayed the implementation process for more than couple of weeks and created a 'rush' at the ground level. The bank transfer system could have been analyzed properly at the local level and attempts taken to build up rapport with the local banks. Due to banking rules, there was a delay in money transfer from AAB to local partners, which created a security risk at the ground level. Partners had to distribute large amount of money in one day which has been planned for three or four days. At the same time, delay in transferring money to beneficiaries after their hard-work has created scope of political influence and mistrust.

Chapter 5: Good Practices

During the discussion with women participants, stakeholders and staffs, some of the achievements came out as good practices which are elaborated below. A set of indicators have been agreed upon in the staff workshop to pick up key good practices. However, a prioritization exercise with all the participants of the workshop brought down the number of good practices to a limited number of five. A 1-5 scale was used to prioritize the good practices based on participants' expectation, experience and knowledge as well as using the set of indicators. The indicators are described below followed by prioritized good practices:

Good practice Indicators:

- Progress visible: the practice has made a progress to change the situation, that is visible to all, not only to the communities and staffs, but also to local authority and other stakeholders
- Team work: is an effort jointly by all stakeholders, including affected communities, organizations, local authority (local elected government and local administration)
- Continuity: is going on even after the specific task completed as community and/or local authority has a clear ownership of the practice
- Sustainable: affected community and local government are able to take it forward with/without sustained resources
- Supportive to reduce risk: has made a specific contribution to reduce the threat and future risks of disasters
- Recognition by others: is appreciated by different stakeholders and other community groups as an action/practice that benefit all
- Model/replicable: is possible to do it in other places that with similar resource, plan and expected similar impact (considering all social, political, economic, cultural and spatial differences)
- Documented: is recorded black and white by the staffs/community members/media
- Shared with others: different stakeholders know, learn and understand it through meeting, workshop, and discussion (formal/informal) or through printed version.

Key Good practices from the project

1. Integration of DRR in CFWs:

During the selection of schemes of CFW, future risk reduction has been considered. For example, canal excavation, re-excavation are selected and implemented to avoid water-logging in the area and reduce risks of over-flooding during the rainy season. In case of restoring the rural earth-roads, the height of the last flood was considered and raised above that. This is identified as a good practice because the analysis was clear to the community, the process was documented, it is easy to replicate and these are sustainable as community will be able to take care of the schemes & UP will

look after the schemes under their annual plan in future. At the same time, the schemes will be handed over to the UP bodies formally to ensure the ownership.

2. Participation of affected communities in the implementation process:

Staffs of the project including Local Partners have ensured opinion and involvement of community in selection of beneficiaries, selection of schemes and implementation of schemes. For example, one owner of land has not only given earth from his land, but also entertained the CFW workers with a full lunch one day. This is a good practice because it is easily replicable, impact is visible, sustainable process through community leadership, documented and recognized by Local government bodies, UNO and other stakeholders as a good practice.

3. Establishment of PIC in all schemes

During the CFW, PIC has been established in all areas where AAB worked. As a result, the coordination with the stakeholders was increased; it helped to avoid many political influence, mal-practice in finalization of beneficiary and increased ownership of the schemes by the local government bodies. It also helped to solve the issue of conflict within community over sharing of land, access to earthen places, distribution of work load etc.

4. Establishment of 'complaints/suggestion box' with mobile number and in other places that information boards as a part of accountability and transparency

The project has followed a significant rule of maintaining transparency by putting information board at key points of the project area which not only have programmatic information but also full of financial information. It has increased the trusts and ownership at the community level. At the same time, there were number of 'complain boxes' posted in different places to hear from community on any malpractice or mis-information. The boxes also had mobile number which helped the less literate or illiterate community people to share their concern or complain to staffs of partners and AAB as well. The project team of AAB and it's partners' staffs received number of call from the community about different issues like 'demand of money from some influential people to get work in the CFW' or 'beneficiary selection not met shared criteria' or PIC not monitoring the process properly etc. which indicates that people have recognized it as a process that have potential to change the perception and practice currently applied for similar schemes by government and non-government organizations.

5. Ensuring drinking water, first aid, and childcare and constructing trench latrine in remote schemes for project participants during work.

The project has ensured integration of gender by targeting women as participants. It has also addressed the diversity issue by selecting PWDs, aged, pregnant and lactating mothers in the CFW schemes. During the CFW schemes, the workers were provided with facilities of child care, latrine, drinking water and also primary medical care. This practice is, though guided by the SPHERE and HAP, not regularly practiced in humanitarian works in Bangladesh due to a prevailing stereo-type plan and perception of the organizations. However, in the AAB project area, the project team plan

has integrated it in the implementation process and also shared it with the communities and local authority to facilitate the ownership in the local level. The UP chairman and UP members have recognized it as a different practice that they never thought of, and appreciated the idea. They also shared that they will start using the practice wherever possible in future.

Chapter 6: Conclusion

Water-logging emergency response is sometimes termed as a response to localized disaster which, in terms of area coverage is relevant. However, the disaster is an outcome of long-term development failure that associated with power-relation, political influence and economic potential. So, it is important to document all available lessons learned from the projects implemented in the area. The lesson learned process of AAB is a pioneering work that will help the organization to reflect on challenges, gaps, constraints identified from the project and overcome these issues in future responses.

A lesson learned process describes how the learning document will be created, what it will consist of, and how lessons will be categorized. It is important that the learning approach is covered in the project planning and design. The methodologies along with an appropriate set of tools need to be established to capture these lessons throughout the project's lifecycle. A project journal is also an example to capture these lessons. If no thought is given to lessons learned until project closeout then it is likely that many lessons and details will be omitted from the document. The contents of the lessons learned document should also be determined ahead of time. They should be detailed enough to provide value for future use and the contents should be consistent with other lessons learned documents or organizational standards. The categorization of lessons learned is another consideration. Many organizations categorize lessons by project lifecycle phase or by the knowledge area that the lesson applies to.

Chapter 7: Annexes

Annex 1: Consultations and meetings held with project stakeholders

SI no.	Event	location	date	Remarks
1.	Discussion with Project Coordinator of AAB on documentation check list and design	Dhaka	15 June 2012	Zinat Ara provided necessary guidance and suggestion on the checklist and documentation design
2.	FGD with women beneficiaries	Hatbash village of Tetulia union, tala	17 June 2012	Name of some participants are: Chandana, Nargis, Jahura, Jarina, Jotsna, Rahima, Hasina, Rebeca, Farida, Fatema etc.
3.	KII with UP member, Ward 3,	Tetulia union	17 June 2012	UP member was Mr. Aminul Islam
4.	KII with UP Chairman, Tetulia	Tetulia UP office	17 June 2012	Chairman was S.M. Nazrul Islam
5.	KII with UNO of Tala Upazilla	UNO office, tala	17 June 2012	Mr. Mahbubur Rahman
6.	FGD with women beneficiaries	Mobarakpur, Tala	17 June 2012	Name of the participants are: Selina, Seeta, Swapna, Sonya, Amena, Monika, Shahina, Rikta, Poly, Dilara, Rokeya, Nazma, Shamim Ara, Rupiya etc.
7.	KII with UP Women Member - (Ward 7,8,9), Islamkathi Union	Office of Bhumija, Tala Sadar	19 June 2012	Mrs. Atika Begum
8.	KII with ED of Bhumija	Office of Bhumija, Tala Sadar	19 June 2012	Mr. Achyntya
9.	Interview with Woman beneficiary (widowed)	Ghona village, Ward 9, Islamkathi Union	19 June 2012	Shukjan Bibi
10.	Interview with Woman beneficiary	Ghona village, Ward 9, Islamkathi Union	19 June 2012	Razia Begum
11.	KII with ED of Dalit	Dalit project office, Tala Sadar	19 June 2012	Mr. Swapan
12.	KII with Woman beneficiary	Baruihati village of ward 9, Tala Sadar	19 June 2012	Nazma Begum. Some other women and men also contributed to the discussion - Masuda, Saleha, Rubina, Ilyas Gazi,Gaffer Morol, Mariam, Snowara, Anjuara etc.
13.	KII with ERRP consortium manager	Concern worldwide project office, Keshabpur, Jessore	19 June 2012	Yousaf Jogezai was kind enough to give a substantive time.

Checklist for FGD/beneficiary

- How many days' works did you get in the project?
- What you know about DRR?
- Were your houses above the flood level?
- What type of training you received
- How did it help you? (in terms of increasing knowledge, attitude change, started practice)
- What type of training you needed?
- Was there any discussion on training topics with you?
- How training topics has been decided?
- What type of schemes selected for CFW? Why? How?
- Have you been involved in the planning of the CFW and trainings?
- What you know about Village Management Committee? Who established that and why?
- What you did with the cash received? How much you could have saved?
- What will you do with the savings?
- How will you continue these activities when the project will be over
- Any suggestion to the project team and AA
- What are you doing in the household and community level on DRR and emergency response

Checklist for KII (with UP Chairman/member/UNO)

- How did you know about the project?
- Was there any discussion on training topics with you?
- What you know about the project design?
- What was your involvement in the planning process of the project?
- Did you know about the VMC? Its roles and responsibilities?
- What you think about the effectiveness of the project?
- Have you joined any meeting of the NGOs? What was discussed there?
- What kind of issues of the project shared with you? (for UNO/UP Chairman)
- Can you share your perception about AAB, NARRI and its partners
- What are the activities you are doing on DRR and emergency responses?
- How those are supported by NARRI and AAB project and why?
- How did you coordinate with different actors during emergency response and this project?
- Do you have any monitoring system for the project activities?
- Can you kindly share your learning
- How will you continue the activities after the project ends/ over
- Any suggestion to AAB and its partners

For Consortium members and local partners

- What are the activities jointly done till date?
- What your perception about AAB's approach and method of work in this water logging project?
- How NARRI+ is working at district and Upazilla level
- What value added by AAB in the consortium and local partnership
- How the collaboration can be increased/enhanced
- What are the other areas AA can work with consortium
- What are the challenges in consortium and possible way to overcome it in future projects on emergency responses
- Any suggestion for future works, (on policy, response, DRR)
- What is the monitoring process from Consortium lead at Upazilla and Union level for this Emergency works?
- Any suggestion to scale up and sustain these initiatives
- How did you work in the same union? What were the enabling factors? What are the key challenges?
- What specific advocacy you have initiated at the local level and national level?
- What is the impact?
- How did you ensure the participation of affected communities in designing and planning of the project? And also in the implementation level?
- How did you consider the SPHERE standards? Any example?
- What was the accountability and transparency mechanism?
- How did you integrate DRR in the response process? Especially in the case of CFW and training?

AAB – ActionAid Bangladesh

CFT – Cash for Training
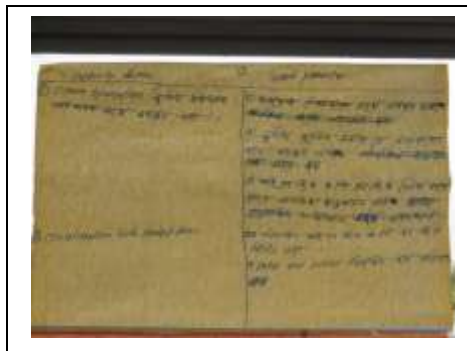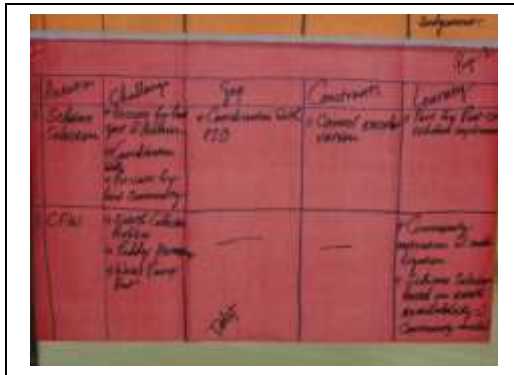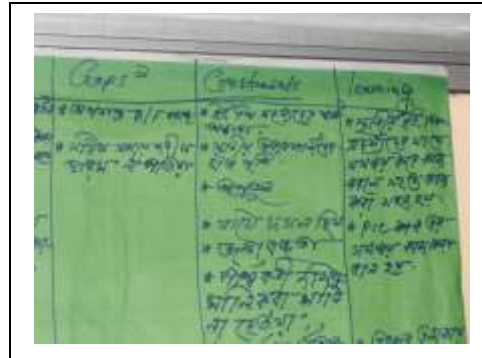
CFW – Cash for Work

DRR – Disaster Risk Reduction

NGO - Non Governmental Organization

ToT - Training of Trainers

UNO – Upazilla Nirbahi Officer

UP – Union Parishad

A. Challenges

A.1 Area Selection:

   a. Tendency of covering all areas (unions/wards/villages) by the local administration and local government representatives.
   b. Selection/allocation of areas for response where number of beneficiaries (as per project criteria) was less than targeted number (not considering the vulnerability of families and area).
   c. Change of working area

A.2 Beneficiary Selection and finalization

   a. Problems in the list of beneficiaries of first phase
   b. Introduction of new format for beneficiary selection by consortium in the middle of the process (when 50% selection was already done by the local p[partners using AAB format)

A.3 Scheme Selection

   a. Absence of any guideline at the organizational level
   b. Lack of orientation to the project staffs
   c. Lack of information on the area (geo-physical, socio-political and economic)

A.4 CFW

   a. Difficulties to prioritize the schemes from a large number of proposition
   b. Delay in start up of the works
   c. Unavailability of earth for CFW schemes (especially raising public places, roads, houses and repairing roads etc.)
   d.

A.5 CFT

a. absence of workbook and guidance material for conducting training

b. absence of relevant training materials (like flip chart, pictorial presentations etc.)

c. Relatively new staffs as trainers

B. Gaps:

B.1 Area Selection:

   a. Selection/allocation of areas for response where number of beneficiaries (as per project criteria) was less than targeted number.

B.2 Beneficiary Selection

a. lack of communication and sharing on the formats

B.3 Scheme Selection

a. staff number against the total volume of work (difficult to monitor a large number of schemes by a limited number of staffs)

B.4 Cash For Work (CFW)

a. Absence of a consortium plan and guidance document on CFW

B.5 Cash for Training (CFT)

    a. absence of Overall planning for knowledge sharing,

    b. Absence of training needs assessment (TNA)

C. Constraints:

C.1 Area Selection:

    a.   Arbitrary area allocations by the local administration

C.2 Beneficiary Selection

    a. Influence by the elected local government representatives

    b. absence of families against the set criteria of the project

    c. Hiding information by beneficiaries during finalization of numbers

C.3 Scheme Selection

    a. absence of a risk analysis of the schemes

    b. Influence of administration and local government on Scheme selection (prioritization given by the Local Administration on canal re-excavation, excavation without any technical analysis)

C.4 Cash for Work (CFW)

    a.   Standing crops in the field
    b.   Water-logging in the fields
    c.   Lack of cooperation from the land-owner to get access to earth
    d.   Beneficiary cash payment is delayed due to lack of cash-liquidity in Local Bank Branch
    e.   Due to paddy harvesting season, participants were on leave for 3 days in three unions
    f.   Soil erosion in the schemes increased time of the CFW

C.5 Cash For Training (CFT)

a. difficulties in getting venue for training at the remote communities