



Jamuna **Baseline**

**Baseline study for the project:
Joint actions for mitigating climate uncertainties
and natural adversities (JAMUNA), 2024-2028**



Swiss Red Cross



Acronyms

AA	Anticipatory Action	KII	Key informant interview
ANC	Ante-natal care	MoDMR	Ministry of Disaster Management and Relief
ARI	Acute respiratory infection	NbS	Nature-based solutions
BDRCS	Bangladesh Red Crescent Society	NRM	Natural resource management
BDT	Bangladesh Red Taka	NSD	National Society development
CAP	Community Action Plan	PNC	Post-natal care
CCA	Climate change adaptation	PNS	Partner National Society
CCHST	Community Clinic Health Support Trust	PPS	Probability Proportional to Size
CEA	Community engagement and accountability	RCY	Red Crescent Youth
DRR	Disaster risk reduction	R2R	Roadmap to Community Resilience
EAP	Early action protocol	RRC	Regional Response Centre
EVCA	Enhanced vulnerability and capacity assessment	RRR	Reinforcing Rural Resilience
FCS	Food consumption score	SDC	Swiss Agency for Development and Cooperation
FGD	Focus group discussion	SRC	Swiss Red Cross
HH	Household	SSNP	Social safety net programmes
IFRC	International Federation of Red Cross and Red Crescent Societies	SWM	Solid waste management
JAMUNA	Joint actions to mitigate climate uncertainties and natural adversities	ToR	Terms of reference
		ULO	Unit-level officer
		WDMC	Ward Disaster Management Committee

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Jamuna baseline.

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Introduction

Our captain carefully scans the waters ahead. The small ripples in the distance indicate shallow waters. He dials down the throttle of the Chinese diesel, steers slightly to the right — and successfully keeps clear of the sand-bank underneath. With the monotonous ‘chug-chug-chug’, we are on the way to the next community for this baseline study.

Steering a boat across the Jamuna is a challenge at all times — it requires expertise and good judgment. Especially when water flows are low, as they were during this study in late May, shallow depths and evolving sandbanks are challenging. Yet, boat travel is the only option to reach many communities, in particular those located on the river islands (locally known as *chars*).

The Jamuna river is part of the Brahmaputra system and refers to the 280 kilometre passage between the points where it joins the Teesta in the north and the Ganges in the south. The Jamuna basin is one of the country’s main watersheds. At its lower end, the Jamuna discharges the equivalent of 8 to 40 olympic-size swimming pools per second.

The river is more than 10 kilometres wide in many places. Carrying lots of sediment from its catchment area, the river always evolves: yesterday’s maps are quickly outdated.

Home to 42.8 million people, the Jamuna basin covers all of Rangpur Division as well as parts of Rajshahi, Mymensingh, and Dhaka Divisions.¹ The basin includes some of the country’s most at-risk districts. Floods are common (in 2020, four consecutive floods proved especially destructive).

For the residents of *chars*, floods, erosion², and other hazards are great risks, especially as government services and support tend to be severely limited. The accelerating onset of the climate crisis already adds stressors and makes hazards more frequent and severe.

It is in this context that Swiss Red Cross (SRC) and Bangladesh Red Crescent Society (BDRCS) have planned to pursue a new project: entitled “Joint actions to mitigate climate uncertainties and natural adversities” (Jamuna), they seek to raise the resilience of communities and help them adapt to climate change. In so doing, SRC and BDRCS extend a programmatic focus on the Jamuna basin that was started in 2013.

This report is structured in three sections, covering the background, findings, and implications of the research.

Section A contains a brief overview of the planned project (*chapter 1*) and presents the objectives and approach of the baseline study (*chapter 2*).

Section B presents the findings. It first looks at the results of the resilience radar (*ch. 3*) and resilience star (*ch. 4*), presenting a comprehensive analysis across all eleven resilience dimensions. *Chapter 5* presents the baseline data for the logframe indicators. In light of the study findings, it furthermore proposes several adjustments to the logframe itself.

Section C offers guidance towards the approach of the new project. A special focus is given to the question of ‘localisation’ — the notion that BDRCS and its branches are geared to have a stronger role in implementation itself while strengthening its organisational capacity at the same time (*ch. 6*). Section C furthermore provides a set of overarching recommendations (*ch. 7*) and ends with concluding remarks (*ch. 8*).

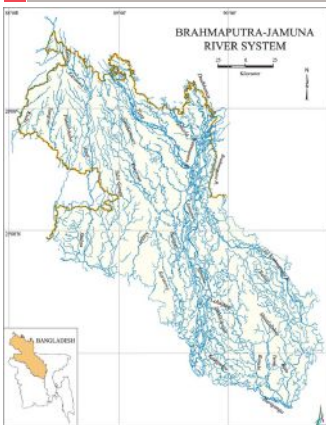
As with any baseline study, it is crucial that tools can be replicated as part of mid- and endline studies — thereby enabling longitudinal comparisons and the eventual assessment of the project’s impact. Therefore, the **appendix** contains all key tools (such as questionnaires and facilitation sheets), as well as raw data and data analysis.

While any report is inevitably the product of the author, it must be noted that the combined study of this baseline as well as the evaluation of the preceding project (see RRR evaluation report) would not have been possible without a very strong and dedicated team.

A total of 63 persons supported the studies, working hard and meeting targets despite scorching heat and long days.

Gratitude to the team is also extended to the many drivers and captains (including the one mentioned above) who safely took us to the all sites and back, and to the community members who provided the information that is the foundation for this report. May the report be a small but useful step to reinforce their resilience.

Jamuna basin (click to enlarge)



1. The Jamuna basin is defined in hydrological terms as a drainage basin (click on the map above for a larger image). This extends beyond the borders of Bangladesh. Within the country, it includes all eight districts of Rangpur Division (including Kurigram and Gaibandha), some districts of Rajshahi Division (Naogaon, Bogura and Sirajganj), and the northern part of Natore), plus Jamalpur and parts of Tangail districts.

2. While the erosion of riverbanks is a largely natural phenomenon that is an innate feature of the dynamic Brahmaputra river system, it poses major challenges for local communities and is thus seen as a hazard. Residents of chars typically move homes several times in their lives, as chars erode and new ones emerge as a result of accretion.



SECTION A | BACKGROUND

1. Project context

Entitled “Joint actions to mitigate climate uncertainties and natural adversities” (Jamuna), the new project will be implemented between 2024 and 2028 across four districts in the Jamuna basin.

The project seeks to work in 138 communities across eight unions in the districts of Kuri-gram, Gaibandha, Bogura, and Sirajganj (*see map overleaf*). The coverage includes 166,900 residents in 39,900 households.

Jamuna will be part of a wider effort that includes a consortium of nine Swiss organisations (called Compact) and that is funded by the Swiss Agency for Development and Cooperation (SDC).

The project aims to strengthen the climate resilience of local communities and features four outcomes (*see fig. 1 overleaf*).

Outcome 1 focuses on the community level and seeks to address underlying vulnerabilities and to promote adaptation. In particular, advances in health and hygiene, livelihoods and food security are envisaged. Nature-based solutions (NbS) are integral in this effort.

Outcome 2 focuses on disaster preparedness and seeks to integrate anticipatory action (AA), an improved system for risk management (linking communities and local government institutions, LGI), and enhanced response capacities within communities.

Outcomes 3 and 4 go beyond the community-level, as they seek to enhance the enabling environment for climate resilience.

Outcome 3 is about learning and evidence-based policy dialogue. Jamuna aims to establish and foster a mechanism for knowledge-sharing, learning and capacity-building, and to share good practices so that it can inform climate policy at regional and national levels.

Under **outcome 4**, the project aims to strengthen the organisational capacities of BDRCS so that branches can deliver effective services. In particular, it is envisaged that selected branches will have improved capacities in resource development, management and service delivery. Furthermore, a regional response centre (RRC) is to be established.

The overall structure can be roughly summarised as a combination of **adaptation** to climate stressors (outcome 1) and improved **preparedness** (outcome 2) as well as **strengthened enablers** (outcomes 3 and 4).

■ **Seeking insights:** Interview with the Secretary of BDRCS Bogura unit, upon return from a community visit.

3. The lines of defence model illustrates possible actions to reduce the impact of hazards and climate stressors on communities. These include a) reducing exposure, b) decreasing sensitivity, c) improving preparedness, and d) enhancing coping capacity. Two foundations — raising adaptive capacity and reducing social vulnerability — underpin these lines of defence. For a full description of this model, see the RRR evaluation report.

4. It was noted during data analysis that all nine communities in Gaibandha's Kamarjani union that have been selected as part of the Jamuna project had been previously supported in 2013-2016.

5. For details on the RRR project, see the evaluation report.

Thus, the Jamuna project seeks to reinforce multiple lines of defence³ and all resilience dimensions. At the same time, its strong focus on the enabling environment is commendable.

The Jamuna project builds on experience from three preceding projects:

- ▶ **2013-2016:** The initial disaster risk management (DRM) project covered 24 communities in **Gaibandha district** — specifically, the upazillas of Gaibandha Sadar (Karmajani and Mollar Char unions) and Shaghata (Haldia union).⁴
- ▶ **2017-2021:** The second iteration continued in **Gaibandha district** but shifted to Fulchari upazilla, where it covered 77 villages across seven unions.
- ▶ **2021-2024:** The Reinforcing Rural Resilience (RRR) project covered 88 communities across in the districts of Gaibandha and Kurigram (total of eight unions).⁵

The work of SRC and BDRCS in the Jamuna basin has grown more ambitious over time, both in terms of coverage and with regard to complexity: whereas the first iteration focused primarily on DRM as well as water & sanitation, additional components on health, livelihoods and connectedness were successively added.

Standing in the tradition of this engagement, the Jamuna project is the most ambitious iteration yet: it extends over a larger and non-contiguous area (in terms of upazillas, *see map*), and adds more focussed aspects on climate change adaptation and a stronger enabling environment.

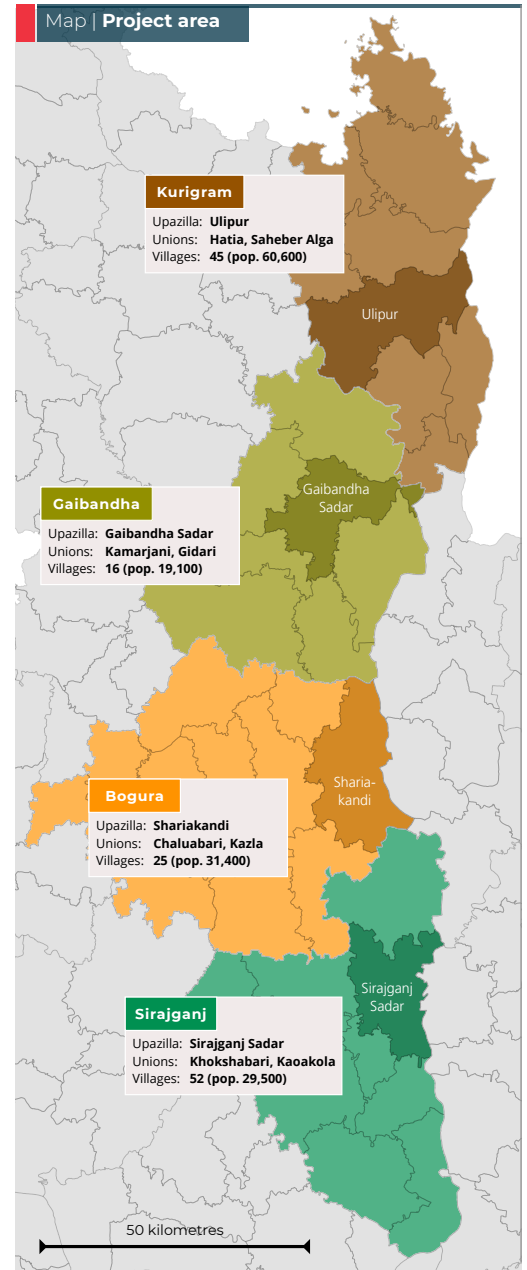


Fig. 1 | Project outline

Impact The resilience of communities to climate change along the Jamuna River basin is improved through strong local actors

Outcome 1 Communities apply their acquired knowledge and capacities for increased resilience and adaptation to climate change.

Outcome 2 Communities are better prepared to effectively anticipate, respond and recover based on a climate risk-informed approach.

Outcome 3 Local actors contribute to shape the climate policy dialogue at regional and national levels.

Outcome 4 BDRCS and its branches provide effective services to people and communities with a focus on the impact of climate change.

Output 1.1 Communities are aware of climate change-related health impacts and have access to health services, demonstrate improved **health and hygiene** behaviour.

Output 1.2 Communities have knowledge and opportunities to apply and adapt climate-responsive **livelihood** options to ensure **food security**.

Output 1.3 Communities have knowledge and scope of **nature-based solutions** to reduce environmental hazards.

Output 2.1 Communities are sensitised, trained and equipped on Anticipatory Actions.

Output 2.2 LGIs and communities are better prepared to reduce the impact of climate-related disasters through community-driven inclusive planning.

Output 2.3 Communities are trained in response capabilities.

Output 3.1 A knowledge-sharing, learning and capacity-building mechanism in Jamuna basin region is established and practiced.

Output 3.2 Good practice is disseminated and widely shared with partners and important stakeholders.

Output 4.1 BDRCS and its selected branches have established diversified income sources, improved management and service delivery capacities.

Output 4.2 Establishment of one Regional Response Centre (RRC) for improved preparedness and response.

2. Study approach

This study was commissioned to gain baseline data for the project's tentative logframe indicators, and to help shape its design and approach. The tasks included the assessment of resilience patterns (what is needed?) as well as the identification of recommendations as to how the organisational and implementing capacity of BDRCS units could be strengthened.

This baseline study was one of two components of an overarching consultancy (the other component was the evaluation of the RRR project). Both components were carried out in May and June 2024.

The overall research design included the following tools:

- ▶ **Document review:** reviewing the Jamuna project proposal and logframe helped to understand the project and define the analytical enquiry. The BDRCS Strategic Plan 2021-2025 was also reviewed. Furthermore, data from the Inform Index sub-national risk assessment⁶ were also analysed and mapped to support the selection of target areas.
- ▶ **Staff reflection workshop:** at the outset of the overall study, a one-day workshop with RRR project staff was conducted to elicit lessons from the previous round of implementation (see details in the RRR evaluation report).
- ▶ **Key informant interviews:** a range of semi-structured interviews were conducted with representatives of BDRCS branches and headquarters, of local government, RC/RC Movement partners, and national entities.⁷
- ▶ **Resilience radar and resilience star:** these two tools were the main foundation for the study, combining quantitative and qualitative methods to obtain a full picture.

Sampling

At the outset of the study, **the exact project coverage had yet to be defined.** To assist in this process, the consultant reviewed Inform Index risk data and provided a mapping of the most vulnerable upazillas. BDRCS then explored other variables, such as local branch capacity, coverage by other actors, and insights from local governments.

Eventually, the four districts were selected: Gaibandha, Kurigram, Bogura, and Sirajganj.

In each district, the Jamuna project will focus on one upazilla and two unions (see fig. 2 *overleaf*). The total coverage extends over 138 villages and a population of 166,866 across 39,928 households.

With the target area determined, the next step was **sampling** — i.e., which villages would be visited as part of the study.

At the outset, it was determined to sample eight villages, and to use a sample that represents a **confidence level of 95%** and a **margin of error of 5.0%** — this would be robust enough to enable the eventual longitudinal comparison between base- and endline. Overall, 381 respondents would be required to meet these benchmarks, and the number was rounded up to 396.

Since the target population varied greatly between districts, it was decided to create four strata (one per district), and to effectively create four sub-surveys.

For each strata, two villages were sampled through the Probability-Proportional-to-Size (PPS) technique. The eight villages were used for both the resilience radar (which is based on a survey) and the resilience star (based on focus group discussions).

For the resilience radar, 400 interviews were conducted. The planned sample of 49 per village was slightly exceeded.

Specific sampling intervals were set for each village (see [appendix A](#)), and enumerators were advised to alternate between male and female respondents. The actual share of respondents is slightly higher for women (56.3%) than for men (47.7%).

Resilience radar questionnaire

The resilience radar is a multi-dimensional tool to assess community resilience. It converts survey responses to index scores, which are then visualised in a spider chart.

This tool allows for a quick overview of resilience patterns, and the comparison between base- and endline patterns.

The resilience radar was originally developed by Banyaneer in 2017. In its original form, it had been applied in all previous studies for Swiss Red Cross (including for the base- and endlines of the Reinforcing Rural Resilience (RRR) project.

6. See the [Inform Index 2022 sub-national risk assessment](#), which contains data for all 64 districts and 553 upazillas.

7. The following persons were interviewed for this study:

- BDRCS Headquarters: Secretary-General, Deputy Secretary-General, Directors Disaster Response, Disaster and Climate Risk Management, Planning & Development
- BDRCS units: Secretaries of Kurigram, Gaibandha, and Bogura
- Partner National Societies: Swiss Red Cross, German Red Cross, Danish Red Cross, Swedish Red Cross, IFRC
- External partners: Department of Disaster Management (DDM), Community Clinic Health Support Trust (CCHST).

Fig. 2 | Jamuna project area and sampled communities

District	Gaibandha	Kurigram	Bogura	Sirajganj
Project upazillas	A. Gaibandha Sadar	B. Ulipur	C. Sariakandi	D. Dirajganj Sadar
Project unions (# of supported villages)	A.1 Kamarjani (9) A.2 Gidari (7)	B.1 Hatia (38) B.2 Saheber Alga (7)	C.1 Chaluabari (15) C.2 Kazla (10)	D.1 Khokshabari (30) D.2 Kaoakola (22)
Villages and population	16 villages 19,080	45 villages 60,646	25 villages 31,421	52 villages 29,496
Sampled villages	A.1.7 Pardiara A.2.6 Kisamot Folia	B.1.14 Kumarpara B.2.3 Namazer Char	C.1.9 Dhabarsha C.2.8 Paker Doh	D.1.29 Saluavita D.2.16 Mohesh Bangla

In 2019, a new version of the resilience radar was created for IFRC, in a process that involved sector and monitoring experts. The new version features eleven resilience dimensions that are identical for radar and star.

Part of a resilience measurement dashboard, the radar now has a ‘question bank’ with 227 at its core. All users must apply 36 mandatory questions (2-5 per resilience dimension). In addition, optional questions can be added that are used to assess a total of 54 sub-index scores. For instance, under connectedness, there are three sub-indices for ‘access to information’, ‘external support’, and ‘connected citizens’. These sub-indices can be used as logframe indicators.

Following discussions with the Jamuna project team, it was decided to use the new radar version. A total of 44 sub-indices were selected.

Thus, the questionnaire was developed on the basis of the question bank: it includes a total of 177 questions, comprising the 36 mandatory plus 129 optional questions, as well as 12 custom questions that were added to assess certain logframe indicators that had not been otherwise covered. See the questionnaire/data analysis sheet in [appendix B.1](#) for more information (including the ascriptor values and formulas behind the scores).⁷

Data collection process

Red Crescent Youth (RCY) members with prior experience in surveying were recruited by the project team to work as enumerators and facilitators. A first group of enumerators were trained by the consultant over two days, and training included the basics of surveying (behaviour, safety, sampling), the use of the Kobo Collect smartphone application, and familiarisation with the RRR endline and CCA baseline questionnaires. Enumerators had paper copies to study the full questionnaire, and then practiced interviewing each other

during the training. The training also served to test the questionnaire; the final versions were prepared incorporating enumerators’ feedback.

This initial group of enumerators first completed the RRR endline and then continued to conduct the CCA baseline survey in Gaibandha and Kurigram districts. A second group of enumerators was trained to conduct the CCA baseline in Bogura and Sirajganj districts.

Despite scorching heat, thanks to enumerators and project team, data collection proceeded smoothly. Minor limitations (that do not diminish the validity of the results) include a) the slightly skewed sample in terms of gender mentioned above, and b) the fact that in one village of Kurigram, the team only completed 40 of the 49 interviews (compensated in Kurigram’s other village).

Resilience star

Whereas the resilience star had been used in its original form during previous SRC studies, the updated 2019 version of the IFRC was used, both for the RRR endline and the CCA baseline.

In addition to the eleven new dimensions, the new star comes with an improved process for scoring. Following the discussion of vulnerabilities and capacities related to a dimension, such as risk management, standard indicators are used for scoring. This process is described in [appendices C.3 and C.4](#).

The resilience star discussions were facilitated by RCY members (assistants helped with documentation and writing up of cards), and included at least 8 women and 8 men (often, many more). For individual resilience star results, see [appendix C.2](#). For a summary of scores, see [appendix C.1](#).

⁷ In appendix B.1, the ascriptor values are shown in column E. These are used to interpret the responses to a question and express them in a single figure. The percentages of an answer option are multiplied with an ascriptor to gain an answer option score. All answer option scores are then added up to reveal a question score (all of which have a value between a minimum of 0.00 and a maximum of 1.00).

To see the formulas for any indices, select any index cell (shown in purple). This will highlight the underpinning formula.



SECTION B | FINDINGS

3. Resilience radar

The results of the resilience radar survey are summarised in *fig. 3 overleaf* and show that overall, **the level of resilience is low**. The average score is **0.32**, and slightly lower for **women (0.30)** than for **men (0.34)**.

All but three dimension scores fall into the 'low' band, with the exceptions being risk management and natural resource management (both with a 'very low' score of 0.18) as well as water & sanitation, which falls into the 'medium' band with a score of 0.43.

Before delving into the details of each dimension, it is worth looking at the profile of the 400 respondents.

In terms of **gender distribution**, the sample is slightly skewed in favour of women (n=225, 56.3%), with fewer male respondents (n=175, 43.8%). For overall results, the non-weighted average was used.

The average **household size** is 5.28, and there are very few large households (only 1.7% have 10 or more members).

The **average age** amongst respondents is 42.7 years (**40.2 for women** and **46.0 for men**).

In terms of **education level**, we asked for the number of years at school, which averages at 3.19 years (**2.78 for women**, **3.71 for men**). Only **3.1% of women** and **13.1% of men** enjoyed at least 10 years of schooling.

Notably, **43.1% of women** and **40.0% of men** had no schooling at all. These results suggest **poor literacy** amongst the target population, which must be considered during project implementation.

Considering this context, it may come as little surprise that most dimension scores are lower for women than for men (*see fig.5*). While gender gaps tend to be minor (with the most pronounced being 0.07 for connectedness), some specific results stand out when we look closer at the details. In particular:

- ▶ **Early warning:** the share of women who say that they receive a warning ahead of a flood at least five days in advance is **9.3%** amongst women, about half the respective share amongst men (**18.9%**).
- ▶ **Access to information:** **20.9% of women** but **52.5% of men** agree with 'I have access to information I need, when I need it.'

■ **Great interest:** Residents in Paker Doh (Bogura) gather around the resilience star and carefully listen as facilitator Md. Tuhin Alam explains the process.

Photo: P. Bolte



Let us now turn to more granular results. As mentioned earlier, all dimension scores consist of a range of sub-indices — 44 in total. The values are illustrated in the dashboard in *fig.6 on page 9*. Full details can be found in the data analysis sheet (*appendix B.1*).

Below is a summary of the most relevant findings for programming, arranged by dimension.

1. Risk management

Amongst the five sub-indices, three focus mainly on the **community level** (early warning, community preparedness and community risk reduction), and all three are very low.

This is basically because risk management systems are largely absent or dysfunctional, as the following examples illustrate:

- ▶ **23.8%** receive any early warning messages (question M1.11), even fewer with a 5-day lead time (9.8%, C1.11).
- ▶ Only **9.8%** of respondents who have been affected by a disaster in the past five years say they were supported in evacuations (C1.61X). Meanwhile, **14.0%** say their family received any support during the most recent disaster (1.62).
- ▶ **13.3%** say their community has services in place to help people after a disaster (1.63).

- ▶ Even smaller shares say their communities are proactive in reducing risk. Only **5.3%** say that vulnerabilities have been assessed (1.72), and just **3.5%** say that a community action plan (CAP) is in place (1.74).
- ▶ Some **11.8%** say that their household is effectively protected by any structural measures (1.76/1.77).

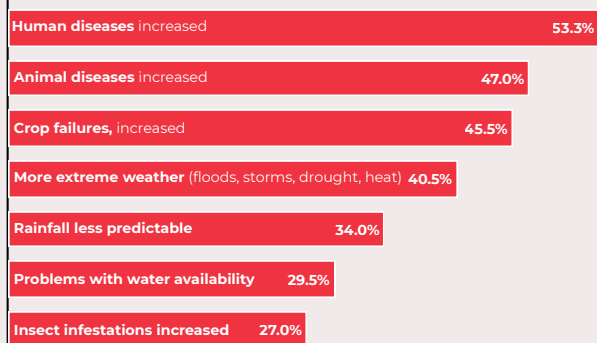
At the **household level** meanwhile, preparedness is somewhat higher. For instance:

- ▶ **60.2%** have applied at least one appropriate measure to reduce their risk (M1.41).
- ▶ **44.0%** keep emergency bags with important documents (1.45), and **25.3%** say they have assessed their household risk (1.46).
- ▶ Overall, **29.8%** say they know what measures to take before, during, and after disasters (1.47).

Climate change is included as a sub-index under risk management. The survey results show that knowledge is limited and adaptation to it barely existent. Some numbers:

- ▶ Only **8.8%** say they understand climate change and how it may affect their community (1.24). Merely **0.5%** know what causes climate change (1.23).
- ▶ **8.5%** know at least one appropriate measure for adaptation (1.29), with **7.3%** having adopted at least one of them in practice (1.31).

Fig. 4 | Observed climate change manifestations



respective question scores ranged between 0.24 and 0.35.

With regard to **health practice**, the question score regarding past treatment of ARI (2.41) is identical to the respective knowledge question (2.24) - both standing at 0.24. The reason why the health practice sub-index is higher is due to the inclusion of other health-related practices, including smoking and physical exercise (which both have higher scores - 2.42 and 2.43).

This very limited knowledge and level of adaptation is concerning: if you are to adapt, **you first need to know what it is you adapt to**.

Furthermore, our enquiry revealed that respondents already observe many of the manifestations of climate change, as illustrated in *fig. 4*. Note that the underlying question (1.27) did not refer to climate change itself.

2. Health

The health dimension includes six sub-indices, and the picture is mixed. Health access and knowledge is low. For instance:

- ▶ **15.8%** say there is a functioning primary healthcare facility in their community (2.13).
- ▶ Amongst those who visited a community clinic, **48.0%** were very/rather satisfied with the service (2.17).
- ▶ About one-quarter (**28.0%**) seek professional health assistance for any preventative care, such as check-ups and immunisations (M2.11).
- ▶ **39.8%** say there are factors that prevent them from using health services more frequently (2.14). Long distance, long wait times, and cost are the three most-cited reasons (2.15).
- ▶ In terms of **health knowledge**, we asked for knowledge of symptoms, treatment or preventative measures related to diarrhoea and acute respiratory infections (ARI). The

In terms of a **healthy environment**, the score is at a medium **0.56**. Water pollution (66.8%) and agro-toxics in the environment from pesticides (57.3%) are the respondents' main concerns (M2.31).

Related to **disease control**, more than half (57.5%) say that their communities are not at all prepared, and that they would be devastated by epidemic disease outbreaks (2.51). However, 44.6% say they would take adequate measures if they became aware of a person they suspected of being sick and infectious (2.52). 54.5% say they would report a seriously ill animal to the veterinary service (2.53).

Regarding **maternal and child health**, we only posited questions to households with children up to 5 years of age, and asked questions to mothers (even if the main respondent was not the mother). Key results:

- ▶ **46.4%** of mothers had at least 2 ante-natal care (ANC) visits (2.63).
- ▶ **30.4%** delivered their youngest child with the support of a trained healthcare professional (2.65).
- ▶ **21.7%** had at least one post-natal care (PNC) visit (2.66).
- ▶ **89.9%** say they exclusively breastfed their youngest child for the first six months (2.69).

The following results are based on responses from all respondents (not only mothers):

Fig. 5 | Resilience radar: gender-disaggregated scores

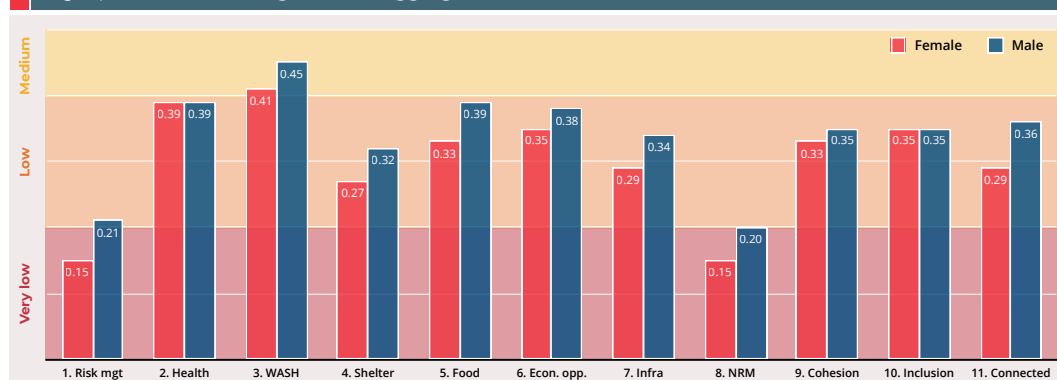
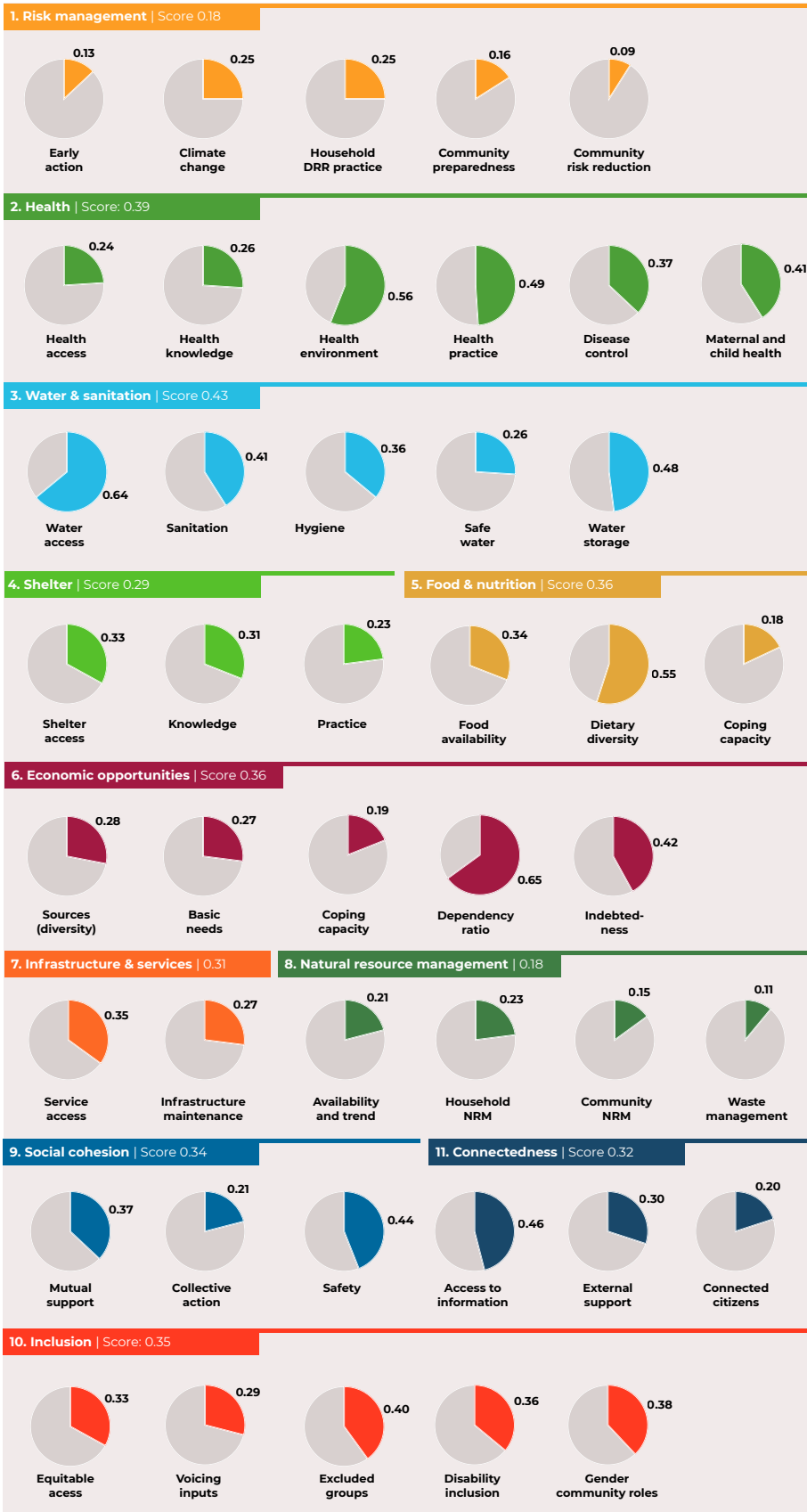


Fig. 6 | Dashboard: overview of all 44 sub-indices



The dashboard illustrates the scores for all 44 sub-indices. To understand what is included in each of them, how they are calculated, or what the respective scores are for women and men, see the data analysis sheet in [appendix B.1](#). One identified issue concerns the fact that health practice (0.49) is higher than health knowledge (0.26). This is due to different aspects (of knowledge/practice) are being assessed. This will be rectified in future updates of the resilience radar tool.

- ▶ 41.0% were able to show the vaccination card for their youngest child (2.70).
- ▶ 12.3% said there was regular child growth monitoring in place (2.71).
- ▶ In terms of danger signs of pregnancies, only 8.3% of respondents could list all danger signs. The question score (which encompasses knowledge of any signs) stands at 0.49 (2.68).

3. Water & sanitation

This dimension consists of five sub-indices. Let us have a close look at each of them, starting with those related to water.

- ▶ Concerning **water access**, 18.0% say they can access sufficient water to meet their needs throughout the year — most encounter some limitation (M3.11). 78.3% spend less than one hour on accessing water (3.12).
- ▶ Regarding **water safety**, most (72.3%) use water from a tube well (3.41) — but only 3.3% say their primary water source has been tested as being safe (3.42).
- ▶ **Water storage** is not without problems, with only 42.8% presenting clean containers (3.52), and only a quarter of them having a lid (3.53).
- ▶ Regarding **sanitation**, it is found that 47.0% have a latrine, but only 15.3% of these were deemed hygienic. Meanwhile, 39.3% of latrines are connected to uncovered drainages (M3.21, M3.22, 3.23).
- ▶ In terms of **hygiene**, only 13.8% of respondents were found having a fixed water point with soap present (M3.31). Hand-washing practices vary - 69.3% say they wash their hands after using the toilet, but only 10.8% say they do so after caring for a sick person. The hand-washing practice score stands at 0.38 (3.32).

4. Shelter

The shelter dimension consists of three sub-indices: access as well as knowledge and practice of safe shelter principles.

- ▶ In terms of **access**, only 13.3% say their homes are safe and acceptable. Roughly one-third says that it does not meet one of these benchmarks, while another third says it does not meet either (M4.11).
- ▶ Regarding **knowledge**, 59.2% were able to name at least one appropriate measure to make their houses more resistant to common hazards (M4.31).
- ▶ Safe shelter **practice** scores the lowest of the three sub-indices (0.23). However, 64.7% of households had at least one

appropriate safety measure in place (M4.51). **17.3%** say they had made their homes more resistant to common hazards over the past three years (4.59).

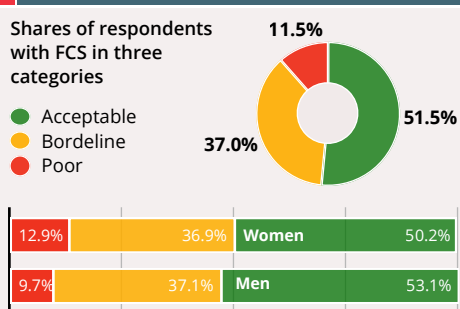
disasters. Most however have reactive strategies, including eating less preferred food or reducing other expenditures (M5.51). Only **5.3%** say their communities have systems in place to prepare for and cope with food crises (5.53).

5. Food and nutrition security

This dimension consists of three sub-indices relate to food availability, dietary diversity, and coping capacity.

- ▶ Concerning **food availability**, only **14.8%** say that all household members have enough to eat throughout the year. Meanwhile, one-third each says that there are times of sporadic shortages (37.5%) and that none of the household members have sufficient food for all or most of the year (32.0% - M5.11).
- ▶ To assess **dietary diversity**, the Food Consumption Score (FCS) was used (5.XX). While the average FCS is **39.2** (**37.3 for women** and **42.1 for men**), the distribution along the 'acceptable', 'borderline', and 'poor' categories matters most (see fig. 7).
- ▶ Regarding **coping capacity**, **7.0%** say that they always have had enough money or food to meet needs even during shocks or

Fig. 7 | Food consumption score



The Food Consumption Score is calculated on the basis of a 7-day recall: on how many of the past seven days did the respondent consume items from the various food groups? These numbers are then weighted, and the results added up. FCS values can fall into three brackets: poor (0 - 21.0), borderline (21.5-35.0), and acceptable (35.5 - 112.0). **Programming** should aim to eliminate or drastically reduce % of those in the two lowest brackets, rather than merely use the average FCS as an indicator.

Food group	Weight	Max.
Main staples (e.g., maize, rice, sorghum, pasta, bread, other cereals, cassava, potatoes, sweet potatoes)	2.0	14.0
Pulses (e.g., beans, peas, groundnuts, cashew nuts)	3.0	21.0
Vegetables and leaves	1.0	7.0
Fruits	1.0	7.0
Meat and fish	4.0	28.0
Milk & milk products (e.g., yoghurt, cheese)	4.0	28.0
Sugar , sugar products and honey	0.5	3.5
Oil , fats or butter	0.5	3.5
Maximum FCS		112.0

6. Economic opportunities

Regarding this dimension, also known as livelihoods, there are five sub-indices.

- ▶ **Basic needs** is the most critical one, and only **8.0%** of respondents say they can cover all basic needs fully and throughout the year. **36.5%** say they can never meet these needs (M8.31).
- ▶ In terms of **sources**, livelihoods are not very diversified: **67.3%** only have one income source (M8.11). Most livelihoods are based on natural resources (such as agriculture) and thus sensitive to extreme weather: **47.8%** say that nature-based income sources make up for 100-75% of their income (8.17).
- ▶ The **dependency ratio** (number of dependents aged 0-14 and 65+ divided by all other household members) is favourable, with **53.8%** having a ratio of 70% or less (8.XX).
- ▶ The level of **indebtedness** is somewhat concerning, with **44.0%** saying they often have difficulties repaying their debts (8.82).
- ▶ In terms of **coping capacity**, only 1 in 10 have either insurance (**9.0%**, 8.52) or keep savings for hard times (**12.8%**, 8.55). **42.5%** say they would not get support from family and friends if hit by a crisis (8.56), and **12.5%** would need to sell productive assets, migrate, or engage in criminal activities to cope (M8.51).

7. Infrastructure and services

This dimension consists of just two sub-indices: service access (score: 0.35) and infrastructure maintenance (0.27).

- ▶ **29.6%** agree that they have access to basic community services, such as education, health, childcare, public administration (M9.11).
- ▶ **61.3%** disagree with the statement that public infrastructure (roads, schools, health facilities) is swiftly repaired if broken (M9.21).

8. Natural resource management (NRM)

This dimension consists of four sub-indices, with the first being the one that is cause for the greatest concern:

- ▶ In terms of **availability and trend**, **49.0%** rate the availability of natural resources, such as groundwater, fields, forests, marine life as rather or very low (M10.12). **37.8%** say that natural resources have declined (M10.13).
- ▶ In terms of **household-level NRM**, **87.0 %** use wood as the energy source for cooking (M10.31). Use of environment-friendly practices is limited. While 41.3% say they plant trees and 39.3% produce vegetables in their home, other practices, such as the use of environmentally-friendly cook stoves (11.3%), composting (5.8%), and reduced use of chemical fertilisers (10.8%) and pesticides (11.5%) are more limited (10.34).
- ▶ At the **community level**, most say there is no committee regulating the use of natural resources (6.3% - 10.42), and about the same share says that there are well-enforced regulations (6.5% - M10.41). **42.3%** say the availability of natural resources is likely or certain to further diminish over time (10.43).
- ▶ In terms of **waste management**, only **3.8%** say there is a waste collection system in place (10.53). **66.9%** dump their waste around the house or in the the river, or burn it (10.52).

9. Social cohesion

This dimension consists of three sub-indices:

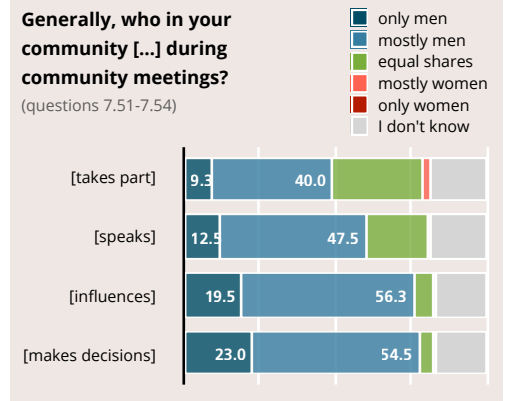
- ▶ The score for **mutual support** stands at a 'low' **0.37**. For instance, just 11.8% say that people in their community are very close and supportive of each other (M6.11).
- ▶ **Collective action** scores even lower, with just **0.21**. 28.6% say that people work together in the interest of the community (M6.21), and merely 6.8% are members of any group or organisation (6.24).
- ▶ The sense of **safety** is mixed (with a score of **0.44**). 47.8% say their community is safe for both women and men (6.33). However, 40.0% say there are ongoing tensions or conflicts (6.32).

10. Inclusion

The level of inclusion is measured through five sub-indices.

- ▶ **Equitable access** to services and opportunities: **37.6%** say they do not have the same access as other community members (M7.11).
- ▶ **Voicing inputs**: **40.5%** say they do not 'feel safe to speak up and challenge the way things are done' (M7.21).

Fig. 8 | Decision-making: it's a men's world



- ▶ **Excluded groups**: **30.8%** say that there are groups in the community who are excluded from accessing services and opportunities (M7.31).
- ▶ **Disability inclusion**: **39.6%** say that persons with disabilities do not have the same access to community services as others (7.41).
- ▶ **Gender community roles**: concerning participation in community affairs and decision-making, the survey finds that men dominate this realm (*see fig.8 above*).

11. Connectedness

This dimension consists of three sub-indices.

- ▶ In terms of **access to information**, there is a substantial difference between female and male respondents. **20.9% of women** but **51.5% of men** say they have access to information they need, when they need it (M11.11). **81.1%** of households have at least one functioning phone (11.12), while access to internet is much more limited (**18.8%** - 11.13).
- ▶ Considering **external support** that communities receives from government agencies, only **26.3%** say that those agencies welcome community inputs (11.22), while **43.5%** say that government does not address their concerns (11.23).
- ▶ **Connected citizens**: merely **6.0%** say they have attended a ward shava or open budget session (11.43).⁸ Respondents say that few people know their legal rights (**23.0%** - 11.41) and government services available to them (**21.3%** - 11.42).

⁸ Ward shavas and open budget sessions are legally ordained processes at local level that enable grassroots inputs and accountability.

4. Resilience star

In addition to the survey-based resilience radar, which summarises results across the target area (*multiple communities*), the study also included its qualitative sister tool, the resilience star. Based on a focus group discussion, it provides detailed insights on capacities and vulnerabilities, and leads to individual ‘star’ patterns — one for each sampled community.

The detailed results can be viewed in [appendix C](#). In this chapter, let us look at common threads across the communities.

How resilience patterns compare with the radar

First off, it must be reiterated that the two tools use different methods of calculating scores. While the **radar** uses sub-indices for underlying questions, the **star** proceeds as follows: after the focus group has discussed a dimension, the facilitator posits statements for standards indicators. The group then agrees on one answer option.

For instance, one of these statements (for risk management) reads ‘we have a well-trained and active disaster response team in our community.’ The answer options are a) yes, absolutely (2 points), b) yes, with limitations (1 point), and c) no, not at all (0 points). The points for all indicators under one dimension are then added up. The maximum (10 points per dimension) corresponds with 1.00 on the resilience score.

Figure 9 shows the average resilience pattern based on all eight stars (the radar scores are also listed for comparison).

On five of the eleven dimensions, scores are very similar (variation of up to 0.05). Those with greater variations are:

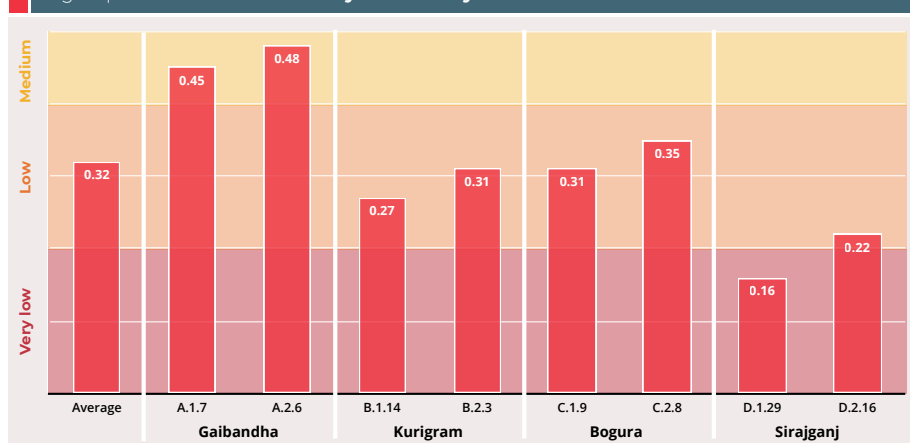
- ▶ **Health** (star: 0.33 vs. radar: 0.39)
- ▶ **Water & sanitation** (0.34 vs. 0.43)
- ▶ **Social cohesion** (0.49 vs. 0.34)
- ▶ **Inclusion** (0.41 vs. 0.35)
- ▶ **Connectedness** (0.19 vs. 0.32)

These variations are not uncommon and can be expected, due to the somewhat different ways of measuring.

Fig. 9 | Resilience Star (summary of eight individual stars)



Fig. 10 | Resilience star scores by community



Variability

Looking at the average scores for each community, it is evident that there is difference of patterns between districts (see fig. 10). Scores for the two communities in Gaibandha are higher than elsewhere.⁹ Those in Sirajganj are particularly low.

Main issues

A key issue that underpins other dimensions concerns the very low level of **connectedness** (score: 0.19). Communities say that the service and responsiveness of union parishads is mostly poor, and that most agencies are not responsive when concerns are raised. Seven of eight communities say that government agencies usually do not take community concerns into account as part of government planning.

⁹ It should be noted that one of the communities in Gaibandha — Pardiara (code A.1.7) had been previously supported by the initial DRM project between 2013 and 2016.

In terms of **risk management** (0.19), the lack of trained teams and dysfunctional early warning systems are key concerns (some villages however have people trained in search & rescue). Only one community (the one previously supported in Gaibandha) said that risks were reviewed and addressed through an action plan. Meanwhile, several issues related to sensitivity were raised, including the fact that many roads were regularly flooded, and that there were no flood shelters for animals. One community raised the risk of young children drowning during floods.

Another main issue concerns **natural resource management** (0.16). Communities listed limited knowledge of climate change and adaptation options, and of ways to sustainably manage natural resources. Unsustainable practices include the common use of chemical fertilisers and pesticides as well as dredging of rivers close to the riverbank (which contributes to erosion). None of the communities has systems in place that regulates the use of natural resources effectively.

Regarding **health** (0.33), key problems raised included the lack of services for pregnant and new mothers (ANC, PNC, birth attendance by a trained staff), and women either have to travel long distances to get adequate care. As a result, many do not go for any check-ups. While some community clinics exist, they often provide poor services and lack medicines. Diarrhoea was mentioned by several communities, the incidence of which spikes after floods.

In terms of **food and nutrition security** (0.36), all communities raise the fact that basic food needs are not met for all, and/or for the entire year. The most difficult period is August-October, when flooding is most

common. Most communities lack adequate food storage resources and techniques, which makes it difficult to sustain food supply during crises and lean periods. Most said that awareness of nutritious diets was limited. However, vegetables and fruits are commonly produced and consumed.

Regarding **water & sanitation** (0.34), community members said that many tube wells lacked platforms and were not flood-resilient. Most latrines were unhygienic and not to standard. Open defecation remains common, and hand-washing practices varied. Some said that water availability was insufficient.

Concerning **economic opportunities** (0.36), the lowest indicator relates to sensitivity, with 7 of 8 communities saying that livelihoods are easily affected by common external shocks and stressors (such as extreme weather events and market downturns).

Typically, there are three months over the year when people are out of work. Across all communities, there are many households who do not make ends meet. Some communities also mentioned that there was no vocational training or support for entrepreneurs.

With regard to **shelter** (0.34), most homes are in low-elevation zones and prone to flooding, and very few have raised their plinths. Understanding of safe shelter practices was seen as limited.

With regard to **infrastructure and services** (0.34), communities said that infrastructure was generally inadequate and poorly maintained. Where flood shelters exist, they are usually maintained poorly. Some communities have schools and community clinics.

Finally, in terms of **social cohesion** (0.49) and **inclusion** (0.41), scores are higher than the respective radar scores (which may be partially attributed to group dynamics during the facilitated sessions).

But while aspects such as trust and collective action rate highly, discussants also mentioned that there were several latent conflicts, especially over land ownership. Some said that Hindus and Muslims also were rather separate to each other (this may be referred to as limited 'bridging capital').

The inclusion of persons with disabilities was described as limited across all communities.

■ **Bleak picture:** Results of the resilience star in Paker Doh (C.2.8), Bogura. The pink cards represent identified vulnerabilities, while the yellow ones signify capacities. With a score of 0.35, this community is close to the overall average score.



5. Logframe indicators

Having reviewed the findings from resilience radar and star, let us now turn to the logframe of the upcoming Jamuna project.

This chapter uses the most recent logframe version and presents the baseline data for relevant indicators (i.e., those that could be assessed as part of this study). In a second step, the logframe is reviewed based on three criteria: relevance (needs basis), coherence, and smartness.

Baseline values

The baseline data for impact as well as outcome 1 and 2 indicators are included in *fig. 11* below. Where possible, respective values for **women** and **men** are included. Note that baseline values for outcomes 3 and 4 were not included in the baseline — either because they would require separate surveys (e.g., amongst DMC members), or because they can only be

measured once project implementation has started.¹⁰ *Figure 12 overleaf* includes baseline values for outputs that could be assessed through the resilience radar survey.

Several adjustments of indicators are suggested. Baseline values shown in brackets, such as (0.32) for the impact indicator I1, represent the value of the amended indicator.

Concerning this **indicator I1**, the original version refers to a progress value (% increase) rather than an actual baseline. Such progress values cannot be measured at the start of the project (however, the baseline must still be recorded to eventually calculate progress). Thus, the actual baseline value is suggested as a replacement (0.32).

In the case of **indicator OC11**, the issue is that various environmentally-friendly practices will be promoted — so does the indicator refer to the percentage of those who apply all or any practices? Here, it may be useful to use an index that measures the overall adoption of practices. The same issue applies to **OC14**.

¹⁰ At the outset of the study, all indicators were checked to determine which ones could be included in the resilience radar survey. See the overview in [appendix D.1](#).

Fig. 11 | Logframe indicators with baseline values (part 1)

Logic	Statement	Indicator	Baseline	Comment	
Impact	The resilience of communities to climate change along the Jamuna River basin is improved through strong local actors	I1	Average % increase of resilience radar dimensions	(0.32) 0.30 0.34	This value represents the average resilience score based on the resilience radar. See details in the main text.
		I2	Regional Response Center is functional	no	The RRC is yet to be developed. 'Functional' needs to be defined.
		I3	% of branches have increased at least 50% key humanitarian services following their plan of action	n.a.	This indicator should be replaced. See details in the main text.
		I4	# of people benefitting from health projects (IPHealth01)	n.a.	This indicator can only be assessed once the project has been launched.
		I5	# of persons benefitting from DRR and CCA (IPDRM1)	n.a.	This indicator can only be assessed once the project has been launched.
Outcome 1	Communities apply their acquired knowledge and capacities for increased resilience and adaptation to climate change	OC11	% of households that use the promoted environmentally-friendly practices	(0.20)	This is meant to capture six different practices; an index value should therefore be used. At baseline, % varied between 41.3% for tree-planting and 5.8% for composting. <i>Source: question 10.34</i>
		OC12	% of the target population with acceptable Food Consumption Score (FCS)	51.5% 50.2% 53.1%	A more suitable indicator would be "% with poor FCS" - the drastic reduction of this most vulnerable group matters most (BL 11.5%, 12.9% 9.7%) <i>Source: 5.XX</i>
		OC13	% of people reporting satisfaction with Community Clinic (CC) services	48.0% 44.2% 52.9%	Should be specified: % of people who have visited a CC in the past 3 years reporting very/rather satisfied with the service. <i>Source: 2.17</i>
		OC14	% of people knowing about danger signs of pregnancy	8.3%	This value refers to those knowing <u>all</u> danger signs. However, it may be more useful to use the pregnancy danger signs index, which captures knowledge of any danger signs (BL: 0.49) <i>Source: 2.68</i>
		OC15	% of the population with adequate hygiene practices (As per SPHERE standards - appropriate use & maintenance of facilities and hand washing)	10.3% 9.8% 12.0%	The % indicate those washing hands at <u>all</u> critical times. A hand-washing index may be more suitable that includes <u>any</u> hand-washing practices (BL: 0.38) <i>Source: 3.32</i>
		OC16	% of people from whom soap and water is available on premises at commonly used handwashing station (OCWH9)	13.8% 8.9% 20.0%	<i>Source: M3.31</i>
Outcome 2	Communities are better prepared to effectively anticipate, respond and recover based on a climate risks-informed approach	OC21	% of communities at risk with a functional emergency committee (OCDRM1)	0.0%	As this indicator refers to the % of communities, <i>Star indicator 1A</i> is used. None of the eight sampled communities had a functional group.
		OC22	% of residents in flood-prone areas receiving early warning messages with 5 days of lead time from at least one source	13.5% 9.3% 18.9%	Some 23.8% receive any early warning messages (<i>Source M1.11</i>). The share of those with a 5-day led time is much smaller. Note that the share is much smaller for women. <i>Source: C.11</i>
		OC23	% of households living in hazard-exposed areas that have reduced their vulnerability by improving their houses (OCSH2)	17.3% 15.1% 20.0%	Should be specified 'in the past three years'. <i>Source: 4.59</i>

Fig. 12 | Logframe indicators with baseline values (part 2)

Logic, statement	Indicator	Baseline	Comment
Output 1.1 Communities are aware of climate change-related health impacts and have access to health services, demonstrate improved health and hygiene behaviour	OP11e # of people who gained access to hand washing facilities (OPWH15)	0	If this indicator refers to (newly) gained facilities, the baseline value is zero. This indicator can be retained for monitoring. See also the related outcome indicator OC16.
Output 1.2 Communities have knowledge and opportunities to apply and adapt climate-responsive livelihood options to ensure food security	OP12a # of HHs having minimum food security throughout the year	(14.8%) 9.8% 21.1%	Suggested to replace with: "% of households who report that <u>all</u> household members have enough to eat throughout the year." <i>Source: M5.11</i>
	OP12b # of diversified livelihood options adapted by the community	(0.28) 0.26 0.29	This indicator is not sufficiently specific. It is suggested to replace it with the 'sources' sub-index, which has a baseline value of 0.28 and measures the range of livelihood sources. <i>See questions M8.11 - 8.17.</i>
	OP12c # of houses grow vegetables at their homestead that meet up their year-round needs	(6.8%) 4.4% 9.7%	Suggested to change to: "% of all households growing enough vegetables to meet their needs throughout the year." <i>Source: 5.76/5.77</i> While 24.8% grow vegetables, only 27.3 of them (and thus, 6.8% of all HH) say they produce enough for the year.
Output 1.3 Communities have knowledge and scope of nature-based solutions to reduce environmental hazards	OP13b # of HHs used improved cooking stoves	(11.3%) 9.8% 13.1%	Suggested to change to "% of households that use improved cook stoves" <i>Source: 10.34</i>
	OP13c # of household established compost pit	(14.5%) 12.0% 17.7%	Suggested to change to "% of households that have [...]" <i>Source: 10.51X</i> Note that in a similar question (10.34), the share that says they apply composting is just 5.8%.
Output 2.1 Communities are sensitised, trained and equipped on Anticipatory Actions	OP21b # of persons covered with early warning systems (OPDRM7)	(23.8%) 19.6% 29.1%	Suggested to change to: "% of persons [...]" <i>Source: M1.11</i>
	OP21c # of households supported for safe evacuation during disaster	(9.8%) 8.0% 12.1%	Suggested to change to: "% of households [...]" <i>Source: 1.61X</i>
Output 2.2 LGIs and communities are better prepared to reduce the impact of climate-related disasters through community-driven inclusive planning	OP22b # of persons protected through structural mitigation measures (OPDRM9)	(20.8%) 18.7% 23.4%	Suggested to change to "% of households [...]" <i>Source: 1.76</i>
	OP22e # of ward shavas and open budget declaration sessions facilitated	(6.0%) 2.7% 10.3%	Technically, the value is 0 because no sessions have been facilitated or supported by the project. It is suggested that the indicator be changed to "% of people who have participated in a ward shava or open budget session over the past three years". The values shown represent the baseline for this suggested indicator. <i>Source: 11.43</i>

There are several minor issues concerning output indicators too, as shown in *fig. 12*. Beyond these issues, let us now go further and explore the overall structure of the logframe.

Logframe review

Although all logframes should be considered living documents (adaptive management is a key success factor in programming), it is prudent to review logframes at the outset to ensure that their actions are relevant to local needs, that their logic is coherent and their indicators smart.

Relevance

In light of the findings, we should ask two questions: a) are the proposed actions relevant to identified needs, and b) are there any gaps that are not yet sufficiently addressed in the current logframe?

The results of this study suggest that the proposed actions are indeed relevant. The very low scores for risk management (both on the resilience radar and the star) highlight that interventions such as those under outcome 2 are needed. The focus on early warning systems (in particular their reach of women), risk governance, preparedness capacities, and structural mitigation is warranted.

Likewise, the efforts envisaged under outcome 1 are relevant. Improving health access, health and hygiene practices, and working towards uninterrupted food security are relevant priority areas. Great focus should be placed on ensuring more gender-equitable roles and results.

However, there are **substantial gaps in terms of climate change adaptation**. Considering on the one hand the surprisingly limited understanding of climate change in general and of adaptation measures in particular, and the extreme level of climate stressors that are already being experienced on the other,¹¹ the project outline thus far lacks adequate activities to facilitate greater understanding and support to adaptation measures, in particular for the rural livelihoods that are dependent on natural resources and thus highly sensitive to climate stressors and shocks.

The promotion of 'environmentally friendly practices' such as improved cookstoves and composting are insufficient to adapt to the climate-related adversities that already affect local communities. Increased incidence of crop failures, animal diseases, more extreme and unseasonal rainfall, more extreme heat are being observed already and are there to stay. For a project that rightly has climate change

¹¹ For details, see chapter 3, in particular figure 4.

Fig. 13 | Indicators and targets

All of the indicators in the current logframes lack targets, and these are needed to see at endline whether targets have been attained (or, at midline, whether the project is on the right track).

An updated logframe should include target value and, ideally, target formulas that describe the reasoning behind target values. The proposed logframe in [appendix D.2](#) includes these items.

One common mistake is to include targets in the indicator itself — this should be avoided.

In example 1 below (which would be about the effectiveness of a medicine that reduces fever), the indicator is simply 'body temperature'. Target formula and value are set separately. At endline, we can check whether the target has been reached — i.e., the endline reaching or exceeding the target value.

Indicator	Baseline value	Target formula	Target value	Endline value	Level of achievement
1. Body temperature	41°C	Reduction to normal body temperature	37°C	39°C	Not achieved
2. % with a poor food consumption score (FCS 0.0 - 21.0)	11.50%	Reduction by 50%	5.75%	4.20%	Achieved

adaptation in name and essence, a broader spectrum of activities is essential. This must include education on climate change itself and a suite of suitable options for adaptation. This may include (but should not be limited to) NbS (e.g., agroforestry, soil conservation techniques) — there is a plethora of proven techniques that could be promoted through farmer field schools and in collaboration with agricultural extension departments (see also recommendations B.1 and B.2).

Coherence

In terms of coherence, we should ask: are outcomes and their underpinning outputs logically linked to the extent that if all underpinning outputs are reached, the overarching outcome is (automatically) attained too, provided that any assumptions hold true.

The logframe's statements for impact, outcomes and outputs are coherently linked. The (horizontal) link between community-centred efforts (outcomes 1 and 2) and enabling environment (outcomes 3 and 4) is commendable, as it supports sustainability, learning, and replicability.

Smart indicators

The third check looks whether indicators are specific, measurable, achievable, relevant, and time-bound (smart).

In addition to the comments listed in the tables above (fig. 11-12), it is noted that the indicators thus far lack targets, which makes it impossible to judge whether they are achievable.

As explained in fig. 13, it also poses difficulties for the eventual evaluation and the question as to whether targets have been reached.

Furthermore, there are some issues concerning the relevance of indicators: OP13b and OP13c refer to the uptake of improved cookstoves and composting as a measure for NbS — but neither of them are NbS as such.

In many cases, some of the sub-indices of the resilience radar (see fig. 6) can be used as alternative or additional indicators.

Many other indicators, especially those related to outcomes 3 and 4 (not shown in the tables but in [appendix D.1](#)) require further definition to be sufficiently specific and measurable.

[Appendix D.2](#) provides a revised logframe that comprehensively addresses the issues listed above. Click on the image below to explore the proposed amendments (all changes to the original logframe are highlighted in red).

Adjusted logframe (click [here](#) to view)

Logic	Statement	Indicator	Baseline value	Target formula	Target value	Endline value	Source of information	Remarks
Impact	The resilience of communities to climate change along the Jamuna River basin is improved through strong local actors	I1	Average resilience radar score	0.32	Increase by 100%	0.64	Resilience radar (RR)	Ambitious but realistic target (The RR project's endline score was 0.78)
		I2	% of communities that have an average resilience star score of at least 0.61 (high level of resilience)	0%	Independently set target	75%	Resilience star (RS)	This new indicator is suggested to ensure broad gains. Utilises the star as a community-based monitoring tool.
		I3	% of target branches that meet all of the following criteria: a) non-project branch revenue has steadily increased, b) additional humanitarian services are provided in an ongoing manner, and c) at least 30% of contributions to project-related structural measures in their respective target area have been leveraged	0%	Independently set target	75%	Branch monitoring system, financial reports	Suggest that the original I3 be further specified. Item c) challenges branches in their role of the project.
		I4	# of people benefiting from health projects (PHealth7)	0	50% of the target area's population	83,450	Project monitoring	Review of this target may be needed
		I5	# of persons benefiting from ORR and CCA (IPDRM1)	0	50% of the target area's population	83,450	Project monitoring	Review of this target may be needed
Outcome 1	Communities apply their acquired knowledge and capacities for increased resilience and adaptation to climate change	OC11	% of Households that have applied at least one of the promoted measures for climate change adaptation	n.a.	tdb	tdb	Not included in baseline. Catalogue of promoted measures to be developed first.	The 'promoted environmentally-friendly practices' in the original indicator are not adaptation measures but rather RRM (although vegetable production and tree planting can be). Under outcome 1, an indicator was missing that captures the adoption of adaptation measures.
		OC12	% of the target population with a poor Food Consumption Score (FCS 0-21)	11.50%	Reduction by 80%	2.30%	RR questions 5.32-6.39	Replaced the focus on the 'poor' rather than 'acceptable' bracket
		OC13	% of people who have visited a CC in the past 3 years reporting very/halfway satisfied with the service	48.00%	Increase by 50%	72.00%	RR question 2.17	Indicator further specified
		OC14	Index on knowledge of danger signs of pregnancies (range 0.00-1.00, with 1.00 implying all respondents know all six danger signs)	0.49	Increase by 50%	0.73	RR question 2.68	Indicator further specified
		OC15	% of DMC members understanding the key principles and practices of all respondents wash their hands at all critical times	0.38	Increase by 30%	0.49	RR question 3.32	Realistic target, based on RRR experience
		OC16	% of people from whom soap and water is available on premises at commonly used handwashing station (OCWH9)	13.88%	Increase by 500%	69.00%	RR question M3.31	Realistic target - RRR had increase from 15.4% to 76.8%
Outcome 2	Communities are better prepared to effectively anticipate, respond and recover based on a climate risks-informed approach	OC21	% of communities at risk with a functional emergency committee (OCORM1)	0.00%	Independently set target	100.00%	RS indicator 1A	Realistic target, based on RRR experience
		OC22	% of residents in flood-prone areas receiving early warning messages with 5 days of lead time from at least one source	13.50%	Increase by 600%	81.00%	RR question C.11	Ambitious target but essential
		OC23	% of households living in hazard-exposed areas that have reduced their vulnerability by improving their houses in the past three years (OC3H2)	17.30%	Increase by 300%	51.90%	RR question 4.59	
Outcome 3	Local actors contribute to shape the climate policy dialogue at regional and national levels.	OC31	# of DMC members understanding the key principles and practices of environmental mainstreaming	n.a.	tdb	n.a.		this requires a separate survey amongst DMC members
		OC32	% of LGUs having the capacity for effective climate change-related planning and management	n.a.	tdb	n.a.		requires operationalisation and assessment amongst LGUs
		OC33	Involvement in the development of climate policies at local, national and international level	n.a.	tdb	n.a.		requires operationalisation and assessment amongst LGUs
Outcome 4	BORICs and its branches provide effective services to people and communities with a focus on the impact of climate change.	OC41	% of selected branches reporting improvements in 25% of BOCA attributes	n.a.	tdb	n.a.		
		OC42	# of volunteers and staff benefiting from support to NSD (IPNSD1)	n.a.	tdb	n.a.		
		OC43	Volunteer engagement score (VES)	n.a.	tdb	n.a.		Volunteer satisfaction survey
		OC44	# of functional regional response centers (RRC)	n.a.	tdb	n.a.		Previously indicator I2. 'Functional' to be specified



SECTION C | GUIDANCE

Facilitator Nazrin Nahar Nimmi guides the discussion during a resilience star exercise.

Photo: P. Bolte

6. Towards localisation

The deliberate and prominent focus on local capacity strengthening (in particular under outcome 4) is commendable: branches must be well-equipped, staffed, trained, funded, and connected if they are to be able to deliver sustained services to their local communities.

From the perspective of the Jamuna project, there are two issues. *First*, the project seeks to contribute to strengthened capacity of the four branches in Kurigram, Gaibandha, Bogura, and Sirajganj. *Second*, it aims for a stronger role of the branches in the implementation itself. These twin goals are both sensible and relevant, but not without intrinsic challenges.

The new project will be challenging in terms of overall management and thematic complexity — so robust management and expertise is needed to ensure effectiveness and quality.

But nurturing those qualities (where they are currently insufficient) at the same time as they are needed appears akin to building a car while driving it. Great care is needed to not endanger the effectiveness of the project in

communities, without risking the sense of ownership amongst the branches.

During the RRR project, SRC staff have already been shifted to BDRCS. Formally, the project has thus been in hands of the branch. Yet, in actual terms, the project team thus far remained in a separate office, and a rather separate entity under Gaibandha branch.

Although structures are linked — for instance, the RRR project manager was also the unit level officer (ULO) — the ownership was rather limited. An interview with the branch secretary indicated limited understanding and interest, as he is occupied with several other roles outside the BDRCS.

In fact, the case of Gaibandha branch, whose capacity gains are modest when considering that it has been supported for more than a decade (see RRR evaluation report) serves as a warning that local capacity does not automatically develop as a result of being included in community-centred projects.

There is merit of the Jamuna project being owned and driven by BDRCS and its branches — after all, branches have the potential to utilise and nurture networks, to advocate for the interests of communities, to drive resource

development and request greater government contributions to much-needed measures at the community level.

But is important to understand where branches are coming from. The secretary of Bogura branch pointed out that his branch was used to relief operations; programming on DRR however was new to him. Joining the baseline assessments in communities, he reflected that “there are so many needs, and the feelings expressed [during the resilience star] were real and authentic.”

Returning from these visits, he pointed to elements of a strategy related to the project. This included joining regular government meetings that are attended by upazilla chairperson and union representatives, organising inter-sectoral workshops with government agencies, and training at least 150 volunteers specifically for the roles related to the project.

The secretary of Kurigram branch, who travelled several hours to meet the study team in Char Rajibpur, showed similar thoughtfulness and vision for the implementation and the role of his branch.

Such buy-in and ownership of branch leaders represents a good foundation for localisation: any gaps can be identified and addressed with endorsement of leaders. Without such ownership, things are more difficult.

Of course, some steps can be taken to improve the sense of ownership. The BDRCS director for planning and development for instance mentioned that projects often failed to provide induction to projects to the leadership of branches. Indeed, leadership should not just be *informed* about the projects they are to implement, but *involved* in their planning (for instance, branches were asked to prioritise areas and collect data to enable the definition of the Jamuna target area).

Beyond those basic steps, support, guidance and direction from BDRCS headquarters is required. The Deputy Secretary-General (DSG) reflects that there are gaps in this regard. “National Society Development (NSD) is happening through projects and the efforts of the NSD department — but these are not very well integrated.” He laments issues with the existing NSD framework, calling in addition for an organisational resilience framework.¹²

Branches should be measured against key benchmarks and meet five key criteria: a) a branch office they own, b) strong office

management and governance, c) sound volunteer management and recruitment, d) strong resource development capacity, and e) the ongoing delivery of services and projects.

He cautions that branches have very variable resources at present. Many are ‘owned’ by one man from local elites, with much revolving around patron-client networks. “For example, fundraising is mostly based on personal networks, not on institutionalised processes.” He stresses that all units should have multiple channels for fundraising to be more resilient.

With each branch being different, there can be no one-size-fits-all approach, points out the Secretary-General (SG): assess the strengths and gaps of each branch, then develop a growth plan specific for each branch.

Both the SG and the DSG say that the notion of regional hubs, as envisaged in the current Strategic Plan, remained valid and relevant. In addition to serving as warehouses and training centres, the hubs should serve more decentralised and localised decision-making and support.

From the perspective of branch development, that latter function is arguably most crucial: a span of control of 1 to 68 (the proportion between headquarters and branches) is inefficient at best, and ineffective at worst.

But for the Jamuna project, the question is what to do about it. The current goal of establishing a regional response centre (RRC), envisaged under output 4.2, is a suitable first step. Nevertheless, Swiss Red Cross should continue advocating for a full-fledged hub over the mid-term.

Coordinating with Movement partners, in particular those who support activities in the Jamuna basin, is essential in this regard (IFRC and Swedish Red Cross).

More broadly, Movement partners should seek for a better exchange on localisation as well as technical aspects: while strategic coordination works rather smoothly, mutual learning from implementation could be enhanced.

12. In the DSG’s vision, the organisational resilience framework should delve deeper than the current NSD framework: instead of merely looking at capacity as such, it should also seek to strengthen the resilience of a branch.

For instance, instead of looking just at the capability to raise funds (which may be based on individuals’ networks), it should seek to foster institutionalised processes for resource development from a range of sources. Another example concerns volunteers: greater efforts are needed to retain volunteers over different stages of their life, and to thereby have more diverse and qualified volunteers who can contribute specific expertise to the operation of the branch.

■ The new building of the BDRCS Gaibandha branch, which was opened in early 2024 and constructed with support of Swiss Red Cross.



7. Recommendations

As the results of this baseline study have shown, targeted communities have a low level of resilience. They are disconnected from governments, have dysfunctional early warning systems, are sensitive to climate stressors and hazards, and have very limited coping capacities. Although the study was conducted at a time without major floods in preceding years, many struggle to meet even basic needs.

Climate projections show that we must expect regional climates that will be warmer, wetter, wilder, and drier in the decades to come. However, the climate crisis has long begun — it is now. Survey respondents already observe multiple manifestations associated with climate change.

From a programmatic perspective, the ‘good’ news is that the targeting of districts and communities in the Jamuna basin is very appropriate, and the new project has the potential to make a major difference to the lives of the local residents. But what is the most promising way ahead?

‘More of the same’ is part of the answer. After all, preceding projects have been hugely successful at raising resilience. Many approaches and tools should be retained and applied broadly. These include the clustered plinth-raising of homesteads, the focus on connectedness, the comprehensive nature of programming, and the requirement of co-funding from communities and governments.

At the same time, we must also do *more* than ‘more of the same’. Three aspects are noted: a much stronger focus on adaptation, greater attention to the needs of women, and a gear change in terms of strengthening the local capacity of BDRCS branches.

The report proposes a set of 22 recommendations that are grouped in five categories: **replicate what works; support adaptation; tweak implementation modalities; localise core capacities; and monitor to manage.**

A. Replicate what works.

A.1 Continue treating connectedness as a foundation for resilience-raising.

By definition, all projects have an end. However, even the most resilient communities

will continue to face challenges that can only be addressed with the support of local governments. Thus, ensuring that communities are well-connected and supported by LGIs is essential for sustained resilience and growth.

The previous DRM and RRR projects excelled at connecting communities — both the villages (primarily through DMC structures) and individuals (e.g., greater participation in ward shavas and open budget sessions, more uptake of SSNPs). This strong notion of ‘connectedness at the core’ has been a hallmark of SRC-supported programming and should be retained.¹³ For further advances, see also recommendations A.3, B.3, C.3, and D.3.

A.2 Retain the comprehensive lens on resilience programming and consider the lines of defence for adaptive management.

One lesson of the resilience game that was played at start of resilience star sessions is that all ropes must be tight to enable a swift ‘bounce back’.¹⁴ Indeed, resilience is multi-dimensional, and as this study demonstrated, all of the dimensions are in poor shape (all of the ropes are rather loose). Simply focusing on just one or two dimensions would be ineffective: after all, there are multiple inter-dependencies between dimensions.¹⁵

The importance of comprehensive and integrated programming is well established, but in a context of a development zeitgeist that appears to favour a resurgence of single-issue programming, this notion is worth reiterating.

The ‘lines of defence’ model (see footnote 3 as well as a detailed description on p. 20 of the RRR evaluation report) can serve as an additional tool to reflect on (and adjust) the overall project outline: to what extent does the portfolio of activities **reduce exposure, decrease sensitivity, improve preparedness, enhance coping capacity, raise adaptive capacity, and reduce social vulnerability?** Ideally, all of these elements should be addressed by the Jamuna project.

A.3 Retain co-funding requirements but adopt a more nuanced system.

One of the strong aspects of the RRR project was the consistent requirement for local co-funding.

Typically, around 30% of the costs for structural measures were contributed by local sources (for household measures, 20% were contributed by local governments and 10% by beneficiaries). This had three effects: *first*, it

13. The strong focus on connectedness extends beyond SRC-supported programming in the Jamuna basin and was urban UER project in Gazipur.

14. The resilience game is an exercise that illustrates the relation between functional and outcome perspective of resilience. Eleven volunteers stand in a circle and hold flexible ropes (each representing a resilience dimension). The ropes hold up a tyre, which represents the community. Another volunteer then drops a pumpkin on the community. If all ropes are held tightly, the community bounces back up (which is not the case if some or all of the ropes are held loosely).

15. For instance, the strength of economic opportunities impacts on many other dimensions at household level, such as health, WASH, food security, and risk management.

increased the leverage of project funds. For instance, CHF 1,000 (70% of costs) of project funding effectively became CHF 1,428.50 (428.50 being 30% of total costs). **Second**, the contribution requirement served as an inherent relevance check: neither households nor governments would invest in something they would not seem worthy in terms of a return. **Third**, the requirement endears sustainability, as beneficiaries rightfully expect that the benefit of their investment is sustained and maximised.

The Jamuna project should thus retain this mechanism to foster leverage and local ownership. However, there is a case for a more staggered and nuanced approach. Rather than requiring the same standard contribution rate of 30%, it would be more prudent to consider a staggered system, for instance of 30, 50, and 70%. On the downside, this would necessitate some administrative work (e.g., eligibility criteria would need to be established for each bracket, and a system established for managing applications).

On the upside, such a system would provide incentives for a broader group of residents. For instance, a farming household with mid-range income would still be eligible for a subsidy from the project to raise its plinths or to pursue other eligible adaptation efforts. This more nuanced approach would pay tribute to the fact that all residents are exposed to climate change (not just those who are counted as the most vulnerable).

A.4 Promote and support clustered plinth-raising at scale.

The formation of homesteads on elevated ground that is well above historical flood markers has been hugely successful in the RRR project. Several households are clustered and equipped with latrines, wells, and areas for vegetable production and livestock. The practice means that flood exposure and sensitivity are reduced, and that families can expect far fewer flood-related losses.¹⁶

The RRR project supported 451 households with raised plinths. Convinced by the merit of this measure, another 420 households replicated the practice with their own funding or the support of others.

Yet, the total coverage extends to only 1.7% of households in the RRR target area. Thus, a large share of families remains exposed to floods and their wholesome damages. Under the Jamuna project, clustered plinth-raising should seek to maximise coverage, utilising

also the nuanced system proposed in recommendation A.3.

A.5 Continue upscaling the network of community clinics.

Another feature of the RRR project worth replicating concerns the construction or revitalisation of community clinics, each of which is supported by a community group in charge of management and three community support groups in charge of health education and promotion of healthcare utilisation. With funding of staff covered by the Community Clinic Health Support Trust (CCHST), the system is rendered sustainable.

As the resilience dashboard (*fig.6*) illustrates, health access and knowledge are the lowest scores. Experience of the CCHST shows consistently improved health access as well as sustainable results.

A.6 Continue investing in upgraded early warning systems.

The number of survey respondents saying that they are commonly warned ahead of hazards is just 23.8% — even lower than the respective figure for the RRR baseline in 2021 (36.2%). The RRR experience has demonstrated that coverage can be drastically improved through investments in EWS (coverage in the RRR area is now 99.5%).

According to the Department of Disaster Management (DDM), there have been great improvements in the accuracy of forecasting of floods for the Jamuna basin — these are now very reliable for 5-day forecasts and increasingly accurate for 7-day forecasts. Having such long lead times enables the evaluation of livestock, productive assets, and at least partial ‘emergency’ harvests. More work is needed to ensure that warnings reach communities early (in the RRR area, only 12% said they are warned 5 days or more before an incoming flood).

An partnership opportunity for more accuracy is a new project by DDM that will enable not just water-level, but also inundation forecasting. Data and modelling will be available for Kurigram and Gaibandha from 2025 onwards, according to the DDM.

B. Support adaptation.

B.1 Educate communities on climate risk, especially on the need and ways to adapt.

While Bangladesh is one of the world’s hot-spots in terms climate change impact, it was surprising to note that the understanding of climate change as such is very limited.

¹⁶ A similar experience of raised plinths is shown in [this video](#) (from 1:55), which shows the work of Concern Worldwide in Sirajganj.

Communities must know what to expect.

Having knowledge as to how the climate crisis will increasingly affect them is a precursor to adaptation: what do we need to adapt to?

The community sessions and IEC material should be designed to raise general awareness (note that literacy levels are low, especially amongst women). Project staff and facilitators must be trained so they can offer sound guidance. Common effects expected for the Jamuna basin as well as their scale and scope, principles for adaptation (what are no-regret options and risks, such as maladaptation), as well as main options and techniques, should be covered.

B.2 Prepare a broad catalogue of effective adaptation options.

Climate change comes with many manifestations (such as less predictable and more unseasonal rainfall, more extreme heat (and thus, more evapotranspiration)) and has complex impact chains. Furthermore, climate risk interacts with other factors, such as those related to unsustainable natural resource management.¹⁷

The project team should compile a suite of proven adaptation measures, and offer specific training and support on each of them. Agroforestry, climate-smart agriculture, and soil conservation are examples of proven practices for agriculture. In addition, diversification of livelihood sources and efforts to strengthen coping capacity (e.g., by promoting existing crop insurance schemes) should be part of this catalogue.

B.3 Align adaptation efforts with key frameworks and closely collaborate with government agencies on all levels.

Bangladesh has a strong policy environment for climate change adaptation, which includes the [National Adaptation Plan \(NAP\)](#), the [Mujib Climate Prosperity Plan](#), and the [Bangladesh Delta Plan 2100](#). The overall approach should be aligned with these plans, in particular the NAP. The Ministry for the Environment, Forests, and Climate Change (MoEFCC) has the lead over its implementation and should be an entry point for collaboration with other agencies and district governments.

B.4 Consider demonstration of adaptation options through model villages and farmer field schools.

All residents of the target areas are exposed to climate stressors — in particular the overwhelming majority whose livelihoods are based on agriculture.

Yet, there are multiple barriers to adaptation that must be addressed:

- knowing **the reason** to adapt (see B.1);
- having the **resources** (see A.3 on nuanced support);
- having **confidence** that an adaptation will bring benefits in terms of increased and/or more stable income; and
- having the **skills** to adapt.

To address barriers c) and d), nothing is more powerful than demonstration. Seeing is believing. The self-funded replication of clustered plinth-raising (RRR project) is a case in point.

The Jamuna project should therefore consider model villages and farmer field schools (with demonstration plots) so that farmers can witness the effectiveness of measures with their own eyes, while learning from others.

B.5 Explore the use of nature-based solutions together with qualified partners.

Nature-based solutions (NbS) are a catchphrase and remain poorly understood. They are typically implemented at scale, require long timeframes and technical expertise.¹⁸

While the Jamuna project envisages NbS under output 1.3, it appears that the management implications are not yet fully appreciated. Technically experienced partners are essential. The [NbS Bangladesh network](#) (that includes the Dhaka-based [International Centre for Climate Change and Development, ICCCAD](#)) and [IUCN Bangladesh](#) could be initial contacts. For details on NbS, see [The Nature Navigator handbook \(IFRC 2022\)](#).

C. Tweak implementation modalities.**C.1 Plan for adequate structures and staff resources to ensure quality at scale.**

Compared to its predecessor (RRR), the Jamuna project is even more ambitious and complex due to four aspects:

- ▶ **greater project scope** (138 villages),
- ▶ **non-contiguous target area**, with long travel times between project sites,
- ▶ **greater thematic complexity**, with a stronger focus on CCA and NbS; and
- ▶ **the aim for a localised approach** that will need to entail capacity-strengthening efforts and networking with four branches.

As shown in the RRR evaluation report, capacities of staff and volunteers were stretched and only compensated through very dedicated team members who consistently worked (unpaid) overtime to reach targets.

¹⁷ For instance, the extent of riverbank erosion (a natural phenomenon) can be aggravated by climate change (e.g., higher flood levels and flow velocity) as well as unsustainable NRM. Sand-dredging close to the riverbank, as was witnessed by the study team and also reported by communities) is a contributing factor.

¹⁸ See chapter 1 of the [IFRC Nature Navigator](#) on the foundations of NbS.

Unless staffing structures are adequate both in terms of staffing numbers and required expertise, there is a risk that the new project may fall into an ‘ambition trap’. Staffing with field officers should be proportionally higher than in the RRR project in order to prevent loss of quality and necessary depth.

C.2 Strengthen the capacity for gender-sensitive analysis and programming.

Gender-sensitive project delivery has not been a strong point in preceding projects (as well as in many other BDRCS projects). Project teams are either completely or mostly male, and while there is no doubt over team members’ best intentions, there are limitations in terms of gender-sensitive analysis and delivery.

As this study has shown, resilience patterns are generally lower amongst women. Furthermore, community-level decisions are mostly made by men, and this is likely to shape parts of programming (such as the community action plans). The Jamuna project should strive to assess gender-specific needs and priorities (see the disaggregated resilience radar data). A more gender-balanced project team should be part of this effort.

C.3 Assess, plan, implement, and monitor with a more central role of local government bodies and communities.

As highlighted in A.1, SRC-supported projects feature a commendable focus on connectedness. Yet, connectedness should not only be seen as an important result of programming, but also as a success factor for implementation itself. Its role could and should become even more central throughout all stages of the project cycle.¹⁹

The local branches may be in a position that plays this connecting role, aiming for greater shares of government funding through its regular budget.

D. Localise core capacities.

D.1 Strengthen the framework for branch development, featuring clear benchmarks.

As described in chapter 6, there is a need for an organisational resilience framework that better highlights critical benchmarks. SRC should consider supporting the development of such a framework and coordinate efforts with other Movement partners.

D.2 Drastically improve vertical structures through a regional hub or centre.

The current state of vertical coordination is inefficient and ineffective: BDRCS’ capacity to

adequately guide and support its 68 branches is stretched. The creation of a regional coordination structure, as envisaged in the Strategic Plan 2021-2025, is an essential instrument if BDRCS is serious about growing its capacity countrywide.

The planned establishment of the Regional Coordination Centre (RRC) is a step into the right direction. At the same time, the vision of hubs with the full functionality for localised support must not be lost. SRC should continue to advocate and support their roll-out.

D.3 Create branch-specific development plans to enable independent services.

All branches are different — and to enable the objective under outcome 4, which ultimately aim for sustained capacity of independent service delivery — branch-specific growth plans should be developed by BDRCS and respective branches (board, staff, and volunteers). Consider conducting workshops on gap analysis, growth strategy, targets, monitoring, and management.

D.4 Carefully nurture the project management capacities of branches.

As a sub-set of the activities under D.3, project management capacities as well as the expertise required for the community-centred programming (outcomes 1 and 2) need to be nurtured quickly: where branches have gaps, these must be filled with support of BDRCS headquarters and specific recruitment.

Ensure that branch governance as well as regular staff and volunteers are closely involved and in control of these processes. Isolated project teams (even if formally part of the branch) should be avoided.

D.5 Enhance coordination and exchange of effective practices amongst BDRCS and its partners.

While strategic coordination amongst BDRCS and its Movement partners was reported to work smoothly, there is limited exchange on technical aspects (e.g., what works well in community-based programming and why?). Technical working groups would be suitable to advance mutual learning and exchange.

The experience of the RRR project for instance offers many lessons that could be applied by other Movement partners (for instance, plinth-raising, the model around community clinics, or the overall approach that centres on community capacity and connectedness). Conversely, SRC may learn from effective solutions applied by other Movement partners.

¹⁹ For instance, let’s think of needs assessments and planning. The current approach is that the project team identifies the needs for specific items (let’s say tube wells), and then requests co-funding from the government (and communities) for their construction. Budget limits typically imply that only the tube wells are only constructed in areas where the need is greatest.

By contrast, it is suggested that assessments and planning are pursued jointly with governments. Overall numbers of required tube wells would be identified, and the government could then allocate funding in their regular budgets, possibly over multiple years. While the project would contribute some funding, the majority of funding would be from the government side.

E. Monitor to manage.

E.1 Strengthen monitoring of outcomes and outputs to enable adaptive management.

In the RRR project, effective communication amongst team members and with communities provided a good gauge as to how the project was tracking. However, there was little systematic monitoring of outputs and outcomes — e.g., on the extent to which community DRR sessions actually led to the expected gains in terms of knowledge and practice.²⁰

As the Jamuna project enters new territory, it is essential to have a better overview to enable swift course corrections if needed.

E.2 Utilise the resilience star annually as a tool for community-based monitoring.

The annual use of the resilience star can serve as a means of community-based monitoring. It also allows for joint reflection as to how the community is tracking, enabling locally-led adjustments of community action plans.

E.3 Conduct hazard event reviews in the aftermath of disasters.

“There is no glory in prevention”, goes a common saying: if DRR is successful, hazards do not turn into disasters (and receive less attention).

But successes of DRR should be highlighted, and hazard event reviews are useful tools to explore with communities a) how a DRR measure made a difference (e.g., avoided losses), b) whether the DRR measure performed as intended, c) whether there are gaps that can improve functionality, and d) whether any measures have been damaged by the event and thus need to be repaired.

The project team should plan for such reviews and make results public — showing whether it passed the ultimate test it was designed for, and what can be learned and improved.²¹

²⁰. At the staff reflection workshop, it was highlighted that these sessions were facilitated by trained community resilience volunteers, and that coaching as well as monitoring was very limited. RRR project team

²¹. These reviews should be conducted 3-6 months after a hazard event, such as a flood (not while residents may still be fully occupied with recovery). For instance, the actual effectiveness of clustered plinth-raising during a flood could be reviewed. A template is available in the appendix of the Nature Navigator.

8. Conclusion

For the *char* communities in the Jamuna basin, life is a struggle: remote and disconnected, they are vulnerable even in the absence of a major shock. At the time of this study in May 2024, the area had not been hit by major floods since mid-2020, when a destructive quartet of floods had inundated communities along the Jamuna. And yet, people barely get by: more than one-third of respondents says they cannot meet their basic needs.

With coping capacities extremely limited, even a minor event can mean crisis for many families. Overall, the low resilience scores illustrate multiple needs.

The climate crisis is set to make matters much worse. Although local understanding of climate change is limited, most have observed common manifestations. The climate crisis has long begun. It is now.

The upcoming Jamuna project is an opportunity to make a major difference to local communities. BDRCS and SRC are in a good position to support the journey of adaptation. The partners have worked on resilience since 2013 and have made successive improvements over three programming rounds. Holistic in nature and centred on improved connections between communities and local governments, the work of BDRCS and SRC has helped reinforce the resilience of nearly 200 communities.

The Jamuna project is commendably ambitious in scale and scope, and will be by far the largest community resilience project pursued by BDRCS and its Movement partners. To achieve its goals, the new project will need to consider four foundations.

First, the many practices that have proved effective shall be retained. This includes a sound mix of ‘trust and tangibles’, nurturing of connectedness, the holistic approach, improved early warning systems, the model around community clinics, and clustered plinth-raising.

Second, the partnership will need to move out of its ‘comfort zone’, and innovate to boost adaptation. Support to livelihoods, which thus far had limited coverage and scope, will need to be more central. With residents being hugely sensitive to climate stressors, a key task is to demonstrate, guide and inspire more climate-resilient livelihoods. A nuanced

approach to support is likely to be most effective: all residents — both the poorest and those better off — are affected by climate stressors, after all.

Third, the new project requires adequate structures, resources, and partners to ensure that quality and depth is not compromised for the sake of scale. The capacity of the RRR project team was stretched but compensated with overtime and dedication. Staffing levels and expertise must adequately reflect Jamuna's scale and scope.

Finally, the role of BDRCS and its branches must be more central in driving the project than has been the case in its predecessors. This is not only because strengthened branch capacity is one of the project outcomes. Rather, it is for strategic reasons. With their mandated auxiliary role, BDRCS and its branches have the power to network with local governments, to leverage funding and to advocate for the needs of local communities.

Branches must be in a position to accompany, connect, and enable communities (ACE), to deliver services independent of funding from Movement partners. Only if this vision is

realised can BDRCS play a truly scalable role in promoting climate change adaptation and supporting community resilience at the scale that is required in the face of the daunting challenges posited by the climate crisis.

In practical terms, the Jamuna project needs to carefully navigate the pathways of raising community resilience on the ground, while strengthening the capacity of branches at the same time. There is no silver bullet to this end, as every branch is different. The willingness amongst branch leadership to engage and grow varies and must be nurtured in different ways. The vertical linkages between BDRCS headquarters and its branches plays a crucial role in this regard, and creating an intermediate level that enables a more conducive span of control is essential — be they called hubs or regional response centres.

Localisation is not just about transferring responsibilities from SRC to BDRCS, but also about the regionalisation of responsibility within BDRCS structures.

The task ahead is enormous. Yet, the challenges posed by the climate crisis are bigger still. Bold action is warranted.

