

GWAPB COMPONENT 6 MANAGEMENT LOGISTICS EVALUATION AND AUDITS

ACTIVITY 6.14. EVALUATION

Evaluation

Final

External Evaluation Report of GWAPB, Phase 1 (July 2013-June 2016)

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List of abbreviations

| | |
|---------|--|
| ADB | Asian Development Bank |
| AMCOW | The African Ministers' Council on Water |
| APA | American Planning Association |
| BIDS | Bangladesh Institute of Development Studies |
| BORDA | Bremen Overseas Research & Development Association |
| BMWR | Bangladesh Ministry of Water Resources |
| BRAC | Bangladesh Rural Advancement Committee |
| BUET | Bangladesh University of Engineering and Technology |
| BWDB | Bangladesh Water Development Board |
| CB | Capacity Building |
| CBO | Community-based Organisation |
| CDSP IV | Char Development and Settlement Project IV |
| CEDAW | Committee on the Elimination of Discrimination against Women |
| COP | Conference of the Parties |
| CSO | Civil Society Organisation |
| DWASA | Dhaka Water Supply and Sewerage Authority |
| EKN | Embassy of the Kingdom of the Netherlands |
| EKNSPs | EKN supported Programmes |
| ET | Evaluation Team |
| FGD | Focussed Group Discussions |
| GAP | Gender Action Plan |
| GDD | Gender Disaggregated Data |
| GDI | Gender Development Index |
| GEM | Gender Empowerment Measure |
| GFP | Gender Focal Point |
| GIZ | Deutsche Gesellschaft für Internationale Zusammenarbeit |
| GM | Gender Mainstreaming |
| GO | Governmental Organisation |

| | |
|----------|---|
| GoB | Government of Bangladesh |
| GWA | Gender and Water Alliance |
| GWAPB | Gender and Water Programme in Bangladesh |
| GWI | Gender and Water Inventory |
| ICDDR,B | International Centre for Diarrhoeal Disease Research, Bangladesh (Earlier “The Cholera Hospital”) |
| ICZMP | Integrated Coastal Zone Management Program |
| IFC-PaCT | International Finance Corporation – Partnership for Cleaner Textile |
| INGO | International Non-Governmental Organization |
| IGAP | Individual Gender Action Plan |
| IPSWAM | Integrated Planning for Sustainable Water Management |
| IPU | International Organization of Parliaments |
| IUCN | International Union for Conservation of Nature |
| IWRAW | International Womens' Rights Action Watch Asia Pacific |
| IWRM | Integrated Water Resource Management |
| LCS | Landless Contracting Society |
| LGED | Local Government Engineering Department |
| M&E | Monitoring and Evaluation |
| MASP | Multi-Annual Strategic Plan |
| MDG | Millennium Development Goals |
| NAP | National Action Plan |
| NGO | Non-Governmental Organization |
| NGO AB | NGO Affairs’ Bureau |
| NPSWSS | National Policy for Safe Water Supply and Sanitation |
| NPWA | National Policy for Women’s Advancement |
| NSAPR | National Strategy for Accelerated Poverty Reduction |
| NWMP | National Water Management Plan |
| PMIT | Programme Management and Implementation Team |
| PRSP | Poverty Reduction Strategy Paper |

| | |
|-------------|---|
| SAFAL | Sustainable Agriculture, Food Security & Linkages |
| SBSTA | Subsidiary Body for Scientific and Technological Advice |
| SC | Steering Committee |
| SDG | Sustainable Development Knowledge Platform |
| SW Project | South-west Area Integrated Water Resources Management Project |
| TL | Team-Leader |
| ToR | Terms of Reference |
| TOT | Training of Trainers |
| UDDP | Urban Dredging Demonstration Project |
| ULAB | University of Liberal Arts Bangladesh |
| UNEP | United Nations Environment Programme |
| UNESCO-WWAP | UNESCO-World Water Assessment Programme |
| UNICEF | United Nations International Children's Emergency Fund |
| UN-NGLS | The United Nations Non-Governmental Liaison Service |
| WASH | Water, Sanitation and Hygiene |
| WDB | Water Development Board |
| WECF | Women International for a Common Future |
| WEPO | Women in Engineering Program Orientation |
| WMA | Water Management Association |
| WRI | World Resources Institute |
| WSSCC-B | Water Supply and Sanitation Collaborative Council, Bangladesh |
| WWF | World Water Forum |

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Especially the ET would like to thank:

Executive Director Joke Muylwijk, GWA/GWAPB and EKNSPs for the generous time they took to respond to our requests for information and made time available for personal interviews, focus group discussion and meetings, besides for documentation, which made it possible for the ET to make efficient use of the limited time available. This was highly appreciated.

The staff in GWAPB office, who assisted with the logistical arrangements for the various site visits.

The ET consisted of Ms. Vibeke Munk Petersen, PEMconsult, Denmark, and Ms. Kazi Rozana Akhter, Development anthropologist and currently consultant. An evaluation mission to Bangladesh (Dhaka) took place from September 13 - October 1.

Executive Summary

The Embassy of the Kingdom of the Netherlands (EKN) has taken a unique lead, effort and opportunity to support EKN supported programmes, civil society, water professionals and government organisations in Bangladesh to adopt and implement a gender mainstreaming strategy in water related policies and practices in order to achieve measurable and positive impact in the lives of poor women and men as an essential contribution to the achievement of the EKN targets related to water, food security, sanitation and poverty eradication. Women's rights and gender equality has been a policy priority for Dutch development cooperation since long. The Netherlands are respected because of its work related to women's empowerment by government and donor partners. The coming years the Embassy will continue this policy and integrate gender issues in all its programmes as well as support organisations working on the improvement of women's empowerment and gender equality.

There is no doubt that the Project through GWAPB/GWA's engagement has created a very good awareness and understanding about the importance of gender equality and gender mainstreaming, though it is a slow process to change social and cultural behaviour, perception and deep rooted constraints.

To adopt and implement a gender mainstreaming strategy is a long process that normally requires a long and coordinated effort/process with the various project partners to be a success. While measuring is often considered to be a technical exercise, the decision to measure progress towards gender equality is rather political, as gender is often seen as a marginalised issue, and it is a major effort to change attitude.

The project has reached to a level where it has shown good evidence on benefits of an effective gender approach, but to ensure a proper gender mainstreaming, the Project needs more time and a clear mandate to GWAPB to work with the EKNsPs as a facilitating gender unit. Most of the EKNsPs have progressed a lot in terms of achieving their gender specific target with the coaching and capacity building support of GWAPB. But to create a sustainable and long lasting impacts in the ground, it is very important that the collaboration with GWAPB should continue, where GWAPB had served the EKNsPs as a resource pool combined with multi-dimensional gender expertise. Furthermore, the demand for more support is on.

The training workshops and meetings, etc. have created a scope to let partners sit together to share their lessons learned, as well as to create new and informal networks.

Recommendation. The ET strongly recommends a second phase of a timeframe depending on the duration of most of the water-related EKNsPs, but at least 3 years to be implemented building on lessons learned from phase one, and with a suggested interim phase of three months, with support for the office and the staff. The ET further recommends a second phase to start on 1 January 2017 to avoid losing momentum in form of staff, office, project activities with partner organisations, etc.

The GWAPB project has only had three years to facilitate a process of ten EKNsPs (with the MTR downscaled to six) -all with major complex and diverse projects under the Gender and Water Project. GWAPB has not had a clear mandate from EKN and a Memorandum of Understanding (MoU) between EKN, GWAPB and the EKN supported water projects, civil society, water professionals and government organisations in Bangladesh to facilitate the process. The missing mandate has caused a difficult process for GWAPB. No project by nature would let an external facilitating organisation get full access to its reports or even write common reports on gender and gender mainstreaming - to propose changes to the leadership in its overall project strategies, goals, objectives, action plans, indicators that might cause major changes regarding the implementation of the projects as well as new and added demands for reporting, monitoring and evaluation to EKN – without

such a clear mandate. It was, however, just as important for GWAPB to get the trust from the EKNSPs. GWAPB managed, as an example, without this established institutional framework in December 2014 to get a common MoU between GWAPB, UDDP and WOP-DWASA.

Blue Gold, and others also emphasised on the absence of an agreement among the three parties that was lacking. It was not specified who will do what and how? they told. For a next phase they recommended that there should be an MoU mentioning specific roles of GWAPB and partners.

Recommendation. For a next phase the ET strongly recommends EKN to give the GWAPB office a clear mandate to facilitate gender and gender mainstreaming with the EKNSPs that ensures that gender analysis becomes a mandatory requirement in all programming of the EKNSPs. In almost all the contemporary development sector projects in water and food security sector, Gender Analysis is an integral part, whereas incorporating this recommendation only improve the effectiveness of the EKN supported programme in Bangladesh, and also at the same time expand the understanding level of the sector professionals how to systematically address various challenges and where to invest more to achieve the core goal of ensuring gender equality. GWAPB can be a great support for conducting the gender analysis and train the EKNsPs staff on the implementation part of the findings as well as recommendations. A mandate and a MoU includes that GWAPB keeps confidentiality about the information she gets about the projects, which is clearly not meant to be disseminated.

Recommendation. The ET further recommends to establish a MoU between EKN, GWA/GWAPB and the EKNSPs to provide the best options for a facilitating process between GWAPB and the EKN supported water projects, civil society, water professionals and government organisations in Bangladesh - to ensure gender mainstreaming in all projects. To develop the MoUs a number (two or three) at tripartite workshops (meetings) could be organised between EKN, GWAPB/GWA and EKNSPs including TL's, programme managers, gender coordinators, and Government representatives. From here little workload is expected for the EKN as such, as an added reporting system should be simple and overall be included in the usual Annual Reports for the sector programme.

The ET is convinced that with the recommended mandate to GWAPB the Project (GWAPB in cooperation with the EKNSPs) has now reached a stage, in which with another phase, it would be able to actually ensure a full implementation of the objectives as required by the EKN based on lessons learned, and not least to be able to measure real and qualitative outcomes in regard to the new gender and gender mainstreaming approach. Especially qualitative better results have been difficult to monitor within the short Project period, though a major Monitor and Evaluation Report by an external consultant from July 2016 came up with some good findings.

Recommendation. To organise a meeting with the Embassy and the team leaders of EKNSPs, was perhaps difficult at the beginning, three years ago, but would now be very well possible. All team leaders know GWAPB, and in such a meeting the ET recommends that they agree upon what they would expect from GWAPB as an external facilitating unit, work areas - methods, and which hesitations they might have, as well as their recommendations based on lessons learned, so that a mandate and a MoU can be established right from the beginning. It is important that the set-up won't be too heavy for the EKN.

Recommendation. For a next phase the ET recommends that GWAPB organises regular meetings, maybe at a quarterly basis with project team leaders, and the same for project gender specialists, and top level managers to ensure a continued common understanding and progress of the cooperation, and not least to

develop common procedures to ensure that gender and gender mainstreaming initiatives in practice relate to each project's needs, and how development is continuously monitored and regulated.

All EKNSPs interviewed have been satisfied with the cooperation with GWAPB and their provided support for capacity building/training of their staff for gender awareness and gender mainstreaming. Max Foundation as well as other EKNSPs told that they had experienced much better results in their projects with their focus on gender through their collaboration with GWAPB. The standard tools/approach/methodology used by GWAPB have been highly praised by the partners for the combination of a practical and theoretical learning often followed up by exchange visits and study reports.

Some constructive critics and recommendations were, however, also given by the EKNSPs based on lessons learned during the three years. Not least the Gender Action Plans (GAPs) and in most projects the Individual Gender Action Plans (IGAPs) have been seen as important tools used by GWAPB (developed by GWA) to change the mindsets of projects staff according to the added value of including gender equity in the projects, and focused project indicators have been developed with all the EKNSPs projects. Other suggestions were for instance, that it would be more workable if GWAPB Project staff might have a chance to visit all project sites and give feedback accordingly. This could for instance be combined with some trainings at districts level for project staff. GWAPB has tried this with success, low cost, and with great impact, and would be glad to include that. For a second phase several of the EKNSPs told the ET that they would like to be more involved in planning of activities based on their particular needs, both in regard to training workshops, but also for other activities. This is also a good sign that shows that GWAPB has had good success with raising of gender awareness. GWAPB has received different level of very good to few constructive feedbacks from the EKNSPs on regular basis especially when it comes to the lessons learned and how the legacy of the GWAPB work can be carried forward because GWAPB has already created the base of the gender mainstreaming trend in those projects. Now it should be really the time for actual implementation, harvesting the good and hard work that had been put forward to achieve the actual goal considering the complex process of social transformation. Even most of the projects have expressed their willingness how they like to see GWAPB again in a facilitating role to accomplish their Gender Action Plan. Of course the real implementers are the EKNSPs, but they seek the backstopping support and GWAPB expertise which they don't have and which can guide them through the process.

Some of the major EKNSPs recommended GWAPB in a next phase when they offered courses to their employees that it would be done with three months' notice so that they could reach to get it properly organised in their internal procedures, and that they wanted to determine themselves, which of their staff members to be trained. At the same time, they would like to be more involved regarding the content of the training, which was recommended to be adapted to specific professional groups in a second phase. CDSP IV told that the facilitating role of GWAPB without a clear mandate and not being institutionalised with formal arrangements had caused that they only occasionally had sent their reports to GWAPB. CDSP IV told the ET that GWAPB had been lacking staffs in their office to handle such a big issue with various partners, and recommended more staff in future. They mentioned that their partners in the field did need practical monitoring support from GWAPB. The GWAPB experts were recommended to train staff of partners about what kind of tools to be set within qualitative gender monitoring at a yearly basis, which would support the EKNSPs in their efforts to ensure gender mainstreaming.

They were, however, convinced like the other EKNSPs that GWAPB should continue its work with gender equality and gender mainstreaming activities, as there are lots of works to be done yet.

By being clear and outspoken about the fact that gender is not only women, but at least as much about men, this has taken root with the EKNsPs projects staff, and made them more open to include/implement gender equity in their work.

Recommendation. The ET recommends for a second phase that more project specialist will be employed by GWAPB, not least within M&E and gender, and it would be an advantage if they have project implementing experience, even though the GWAPB is a facilitating unit. It might create a room for an even better understanding of the projects' challenges.

Recommendation. With a larger team, and already lots of preparatory work done in Phase 1, GWAPB will have to show more visible results, not least in form of a reporting and monitoring system with all the involved EKNsPs. The monitoring system should be regarded as a tool to ensure better outcomes, and not as a control in itself – here the established trust will be important. The ET recommends GWAPB to discuss with each EKNsP how to best analyse if present gender indicators and GAP's are helping them to achieve desired goals/outcomes, or which new benchmarks and indicators might support a wanted improvement in actual implementation and/or enforcement, such as actual empowerment or decision-making power to vulnerable groups. However, recent experience of GWAPB while conducting the M&E workshop for EKNsPs staff on gender sensitive indicators in water and food security projects also showed that a set of work/activities needs to be done or series of interventions are required to strengthen the gender sensitive M&E framework and developing the skills of the monitoring personnel on this. It is also important that appropriate context specific and sector based indicators needs to be identified in light of gender and empowerment. At the same time the ET recommends to get a system established for reports, and access to progress reports, etc.

Recommendation. Based on the recommendations from the interviewed EKNsPs the ET recommends the EKNsPs to become more pro-actively involved with GWAPB for a next phase - to be actively involved in decisions, expectations and needs built on lessons learned from phase one to ensure the best options for gender and gender mainstreaming in their projects.

The whole Project is established to provide the best opportunities for the EKNsPs to obtain even better results by ensuring proper gender approach is being implemented.

Recommendation. The ET recommends that those EKNsPs that for one or another reason would not be directly involved in a next phase still maintains contact with the Project, and get actively involved with GWAPB in organising workshops for EKNsPs to, for instance, present each other's gender work for the remaining EKNsPs, and to discuss possible constraints and successes with each other's - or even, to volunteer to act as mentors for less experienced EKNsPs.

Conclusion 1. Within the timeframe, the frequent political unrest, mainly at the beginning of the Project and the modality set-up provided for the Project together with activities carried out, the Evaluation Team (ET) has assessed the Project to be highly relevant and successfully carried out, and outcomes are considered adequate. However, the ET has some observations and recommendations, which imply focussing on substantial adjustments to the set-up of the triangle between the EKN, the EKNsPs and GWAPB – the modality of the Project.

Some of the EKNsPs mentioned that GWAPB needed to put more special efforts particularly to change the mindset of people in higher levels, as at the policy level of concerned Government departments. It was however strongly recommended not to use wordings as lip service, which had offended more people.

Recommendation. The ET recommends GWAPB to avoid wordings as lip service. Even though gender equity is not new in Bangladesh, as gender work has been going on for decades, then gender equity is still new to many technical staff of EKNs. It requires a more subdued approach for a fruitful and joint cooperation – more constructive to use good examples of changed mindsets, etc. though the ET acknowledges the difficult balance, as it is an overall task for GWAPB to work towards real impact at the ground.

Recommendation. The ET recommends EKN to allow GWAPB to establish the original planned Gender and Water Action Advisory Group (GWAAG) from the very beginning of a second phase to provide technical guidance for the Project.

Conclusion 2. The ways to achieving gender results and gender mainstreaming are complex and depend on a variety of institutional and contextual factors. The evaluation learned that demonstrating a direct correlation between GWAPBs facilitating efforts and actual measurable development results was challenging for a number of reasons as the missing mandate, short timing to measure outcomes based on the initiated gender approach, etc. However, assessing the Project by looking at its strengths and weaknesses, successes and failures, considering the Bangladesh context of the past three years, and the work which can only indirectly be in the benefit of poor women and men, the ET assessed the work of GWAPB to be carried out successfully and with great engagement.

But another important factor was the complexity of gender programming. Complexity is intrinsic to such programming, which addresses issues that are deeply rooted in cultural norms, values and belief systems at both the individual and societal levels, and where much of the achievement of results is dependent on factors outside the control of GWAPB. Moving to gender-transformative change and gender mainstreaming will require a longer lead time, and EKN will need to make a sustained commitment and ensure adequate funding for a second phase. Phasing out of GWAPB in such a critical and important time-frame would be a real missing opportunity for the sectors and hinder the process of achieving gender equality in the water sector. It is evident that the water sector in Bangladesh still requires visible and strategic outcome in terms of gender and IWRM as in all phases of water management there are very few women leadership, not adequate funding for gender budget on water sector, lack in gender sensitive M&E and very few focused projects on gender mainstreaming in IWRM, factors that are hindering the overall achievement in the sector.

Conclusion 3. The ET assessed the trends in EKNs' practice in gender mainstreaming over the three years to have developed in the right direction because of the continued support and guiding from GWAPB.

Most of the EKNs had even employed or had considered to employ gender facilitators, not because GWAPB did not fulfil their task - on the contrary. GWAPB had through their sustained efforts managed to change the mind-set of the EKNs regarding the importance of gender equity and gender mainstreaming to receive better results and to respect individuals as an important resource. But as many of the EKNs explained to the ET, the GWAPB will be indispensable as a facilitation unit to continue to support this process and to be a link between the projects - and the ET assessed, ultimately, with great potential to develop into a true Resource Centre for gender equity and gender mainstreaming in the water sector in Bangladesh.

1 Background

Bangladesh is the world's most densely populated country. The low-lying country is vulnerable to flooding and cyclones, and stands to be badly affected by any rises in sea levels. Poverty is deep and widespread. Formerly East Pakistan, Bangladesh came into being only in 1971, when the two parts of Pakistan split after a bitter war which drew in neighbouring India. Bangladesh spent 15 years under military rule and, although democracy was restored in 1990, the political scene today remains volatile. Political tensions often spill over into violence, and Islamist extremism has been rising in this traditionally tolerant country.

The overall aim of EKN's water Programme in Bangladesh¹ is to contribute to a healthy living environment and wellbeing for the population, in particular for the poor and vulnerable, that supports economic growth in a country where it is anticipated there will be more extreme rainfall, higher sea water levels, increasing industrial pollution and further urbanization. Bangladesh continues to have high needs and expectations for close bilateral cooperation in the area of water management. Important challenges in that area include climate change adaptation, providing protection against storm surges along the coast, preventing floods in cities, and ensuring a sustainable water supply in light of groundwater depletion, arsenic and industrial contamination, and saline water intrusion along the coast.

The Embassy of the Kingdom of the Netherlands (EKN) Water Programme for the period 2014-2017 will focus on assisting the Government of Bangladesh in the formulation of a Bangladesh Delta Plan (BDP) and Framework 2100 which will in turn provide the basis for on-going and new activities in the areas of (i) participatory water management in the existing polders and in the reclaimed land of the coastal zone, (ii) river management, (iii) drinking water and sanitation in rural and urban areas and (iv) skills development and institutional strengthening.

Women's rights and gender equality has been a policy priority for Dutch development cooperation since long. The Netherlands are respected because of its work related to women's empowerment by government and donor partners. The coming years the Embassy will continue this policy and integrate gender issues in all its programmes as well as support organisations working on the improvement of women's empowerment and gender equality, in particular violence against women and child marriage.²

According to EKN's Multi-Annual Strategic Plan 2014-2017, Bangladesh, the recently initiated gender and water programme will help further strengthen gender mainstreaming and contribute to the empowerment of women in some of the on-going water and food security programmes and more broadly within the water and food security sectors. In their Strategic Plan it is further recognized that participation, demand and ownership are key requirements for programmes to succeed. While developing and initiating programmes, in particular with the Bangladeshi authorities, has taken considerable effort and time, it has helped to increase ownership and relevance and will ultimately also increase the chances of sustainability of programme approaches and outcomes.

¹ <http://bangladesh.nlembassy.org/development-cooperation/water-management>

² Multi-Annual Strategic Plan 2014-2017, Bangladesh, EKN

2 Introduction

2.1 Description of purpose of the Gender and Water Project Bangladesh (GWAPB)

The immediate objective of GWAPB for this Project is to support EKN supported programmes, civil society, water professionals and government organisations in Bangladesh to adopt and implement a gender mainstreaming strategy in water related policies and practices in order to achieve measurable and positive impact in the lives of poor women and men as an essential contribution to the achievement of the EKN targets related to water, food security, sanitation and poverty eradication.

It is further expected that the project will build on EKNs existing Water and Food Security projects as well as to contribute to the wider sector. The grant of 2.8 million EUR was established between GWA and EKN, and GWA was invited by EKN to send a proposal for the GWAPB Project, which included to set up a GWAPB office in Bangladesh, to be registered as a NGO, and to hire staff, etc. Water management covers all the sub-sectors: water for people (domestic purposes and drinking), water for food (agriculture, food security, nutrition), water for the environment (biodiversity, climate, solid waste management). The grant was underspent, but it was also cut with about one million EUR, based on what GWAPB had to narrow down in their Annual Plan Year 3, after the MTR, and therefore had to cancel a number of activities.

It is written in the grant letter from EKN (dated July 10th, 2013) that the Embassy will monitor the Project closely and it is stressed that it is important with a professional PR strategy making sure that a wide range of people, both in the Netherlands and in Bangladesh will take note of the outcome and success of the Project. To achieve its goals, GWAPB has worked along five strategic output components: 1) Collaboration, Networking and Coordination; 2) Capacity Building, Training and Coaching; 3) Knowledge Development; 4) Communication, Dissemination and Advocacy; and 5) Monitoring.

GWAPB applied an Empowerment Approach with four interacting elements: socio-cultural, economic, political and physical. Gender is seen in its broadest sense: Gender + or Gender and Diversity.

2.2 Evaluation purpose

In the ToR for this evaluation it is apparent that if an evaluation is seen as a linear assessment of indicators from the baseline towards the end of the project, then GWAPB can be considered as not evaluable. To fulfil the condition of this evaluation nevertheless, according to the ToR the ET should:

1. Compare the work which was done, with what realistically could have been done within the available time, considering the opportunities and obstructions.
2. To assess the project by looking at its strengths and weaknesses, successes and failures, considering the Bangladesh context of the past three years, and the work which can only indirectly be in the benefit of poor women and men.
3. To assess the trends in EKNsPs' practice in gender mainstreaming over the three years.

The evaluation team consisted of:

Ms. Vibeke Munk Petersen, PEMConsult, Denmark, and

Draft Evaluation Report, External Evaluation Report of GWAPB, Phase 1, (July 2013-June 2016)

Ms. Kazi Rozana Akhter, Development anthropologist and currently consultant.

2.3 Evaluation Methodology

The methodology used by the ET has been based on the following key elements:

1. Adopting a participatory approach while maintaining an independent view point. An inclusive methodology was used in the sense of participation in an expert-led evaluation. For the assessment of project performance and implementation structures, the participation focused on getting accurate information, ensuring all views were heard and that balanced judgments were made on the basis of data and information gathered.

First, the evaluation team was looking back, which was more accountability focused, the participation was focused on getting accurate information, ensuring all views were heard and that balanced judgment was made. Balance the looking backwards with looking forwards. The evaluation served two balanced purposes: accountability and learning.

Accountability (backward looking) did here not include financial accountability, as it had not been part of the evaluation, but performance accountability. But overall, the impression is that the money has been spent well with good value for money, though the Project has underspent the actual funding.

Learning (looking forward) has been an important part of this evaluation. The looking forward should go beyond just lessons learnt but should also look at how these lessons could be applied and influence new practice – in particular how a next phase should look, and lessons learned – what has been more or less effective and what elements could be replicated for other interventions. How to do this has depended on the composition of the lessons learnt.

A combination of methods has been used to gather information used to triangulate information/data and thereby ensure their solidity. M&E data was used in combination with other documentation and interviews/consultations with stakeholders. Particularly the interviews were important, as the key persons interviewed were the ones responsible for – and with the main interest in – achieving the intended results/change. The evaluation focused to a certain degree on documenting impact/outcomes – certain, because gender equality/gender mainstreaming takes time to ensure. When these did not fully live up to the expectations and targets outlined in the ToR, the ET tried to identify the underlying causes/problems; e.g. whether they were caused by insufficient inputs and activity implementation gaps; were due to shortcomings in the programme design; the underlying project analysis; or institutional analysis of stakeholder capacity. The findings have formed the basis for the analysis of programme performance vis-à-vis relevance, efficiency, effectiveness, sustainability and participation - of methods and mechanisms established for the management of each component as well as compliance with Project requirements and procedures. Both positive/intended and negative/unintended impacts and outcomes have been described.

2. Ensuring the evaluation adhered to the following principles and ethics; independence; impartiality and propriety; transparency and open disclosure; credibility and accuracy; and utility.

Data collection has been based on a review of documents, interviews, meetings and a focus group discussion, and has involved the following activities:

☐

- Review of listed documents
- Meeting/interview with GWAPB staff in the office in Dhaka
- Meeting/interview with Blue Gold
- Meeting/interview with CDSP-IV
- Meeting/interview with Delta Plan
- Meeting/interview with DWASA/WOP
- Meeting/interview with SAFAL
- Meeting/interview with SHISHUK
- Meeting/interview with BRAC-Wash
- Meeting/interview with MAX-Wash
- Meeting/interview with World Fish, former GWAPB staff
- Meeting/interview with UNDP, former and GWA member
- Meeting/interview with UIU, NREFD
- Meeting/interview with WAGS, DU
- FGD with MAX-Wash, BRAC-Wash and CDSP-IV
- De-briefing meeting with EKN, Dhaka
- Skype interviews with Mr. Mike Slotema, EKN
- Skype interviews with Ms. Eva Rathgeber, Chairperson/GWA

The ET has carried out in-depth interviews and Focus Group Discussion with about 33 persons representing the above mentioned groups³. It was important for the ET to interview a broad spectrum of people involved in decision makings, as TL's, project directors/managers, gender specialists, staff from EKN and GWAPB. The ET did also interview GWA members, and participants of CB workshops, etc. GWAPB kindly introduced the ET (in e-mails) to the EKNsPs and others, after the ET had elected the persons to be interviewed.

The evaluation mission to Bangladesh (Dhaka) took place from September 13 - October 1 (including travel days).

Our time in Dhaka served the purpose of a triangulation whereby the ET crosschecked the validity and comprehensiveness of the information gathered from the documentary review.

At the end of the fieldtrip to Dhaka, a debriefing meeting was held with the ET, GWAPB and Mr. Peter de Vries, First Secretary/Thematic Expert Water, at the Dutch Embassy summarising key findings and recommendations of the mission and testing of the accuracy and comprehensiveness of the findings and recommendations.

³ Kindly find the full list of people met in Annex 2.

3 Analysis of the Project

3.1 Description of GWA/GWAPB and an Assessment of Project administration

The overall mission of the Gender and Water Alliance (GWA) is to promote women's and men's equitable access to and management of safe and adequate water for domestic supply, sanitation, food security and environmental sustainability. GWA was established at the Second Water Forum in March 2000 as a global network dedicated to mainstreaming gender in water resources management. GWA has a small Secretariat based in the Netherlands and an elected international Steering Committee. GWA has 2342 members in 130 countries.

In spite of the economic progress happening in Bangladesh, the position of women remains extremely deprived, as is shown by the international Gender Empowerment Measure (GEM) which globally, apart from Yemen, is the lowest for Bangladesh.⁴

The Gender and Water Programme Bangladesh (GWAPB) was initiated and financed by the Embassy of the Kingdom of the Netherlands (EKN) in Dhaka in July 2013- June 2016 (phase one). According to the Project document the overall goal of GWAPB is an efficient, effective, equitable and sustainable management of water in Bangladesh leading to the empowerment of poor women and men and eventually to the diminishing of poverty. The focus is at the South West Coastal area.

Last year the office was relatively little but stable and committed team of 9 members, of whom 8 are based in the office in Dhaka, and one in the Netherland. But after the MTR, because GWAPB did not have a perspective to an extension 6 staff left, and the office had 5,5 staff employed. They now also have 2 new younger staff: Ms. Khadiza Akhter and Ms. Swandipta Sadeque, who both studied Gender studies

- Ms. Joke Muylwijk, Programme Coordinator, Executive Director GWA
- Ms. Shaila Shahid, Team Leader
- Ms. Runia Mowla, Programme Specialist- Gender and Agriculture
- Mr. S. M. Faridul Haque, Gender and Communication Manager
- Mr. Paul C Modhu, Finance & Administration Manager
- Mr. Mamun or Rashid, Office Assistant

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The first six months of GWAPB, 2013 from July onwards, were filled with meetings with most of the team leaders of the EKNSPs, with the approval of the proposal, the finding and setting up of an office, the recruitment of a team, all within the context of three months of political turmoil, strikes and travel bans. The real project work started in 2014. GWAPB was registered as a NGO within 8 months with the office of NGO Affairs. A Mid-Term Review was conducted between March and August 2015.

⁴ <http://genderandwater.org/en/bangladesh>

The character of the GWAPB work is to support other projects, which are not controlled by the project team of GWAPB. The baseline of GWAPB consists of a gender assessment of ten EKNsPs (projects supported by the EKN) of which GWAPB was given their project documents (inception reports or proposals).

Most team members were recruited in 2013, but some functions could only be filled in 2014. Two of the staff left the team in February 2014, why new recruitment was necessary. The office was without a TL for one year, until April 2015.

Training of staff consisted of in-house sessions on Gender approaches and theories, and on the Theory of Change for GWAPB. Most of the GWAPB team has received English lessons on a weekly basis, and had participated at some external training workshops.

Guidelines and rules for the team, for housekeeping, for leave, for travel, etc., had been developed and shared. Most team members had been involved in the discussion and adoption of the rules.

Administrative obligations of GWAPB have turned out to be many more and more demanding in detail and time use than had been planned in the approved GWAPB proposal, and more staff is being recommended for the second phase.

3.2 Description of EKNsPs evaluated

Brief Overview of EKNsPs and GWAPB's role

Blue Gold

This project has been operational since 2013 and is working in the South West part of Bangladesh. The project objective is to benefit almost one million people involved mainly in farming and fishing with a special focus to extremely poor people by the main driving forces of the project-beneficiaries with participation, practicing cooperatives and strengthening the capacities of the institutional stakeholders (e.g. BWDB, DAE, Fisheries and Livestock).

Blue Gold integrates gender in four project components: 1. Community mobilization; 2. Water resources management; 3. Agricultural development and food security; and 4. Business development and livelihood improvement. The project aims at a gender balance in the distribution of the project benefits and for an improved socio-economic condition and status of the poor women in the polder areas.

Involvement of GWAPB with Blue Gold

- GWAPB started communication with Blue Gold since 2013 and shared meeting with senior team members of Blue Gold regarding gender strategy of the project, for future collaboration and coordination in strengthening of gender issues in project activities.
- The reports produced by Blue Gold on Inception phase and Functionality Assessment of the Water Management Organization was shared with GWAPB. The following areas were key areas advised by GWAPB:
 - Prevalence of wage discrimination for female members of LCS;
 - Not meeting the women's practical needs in terms of toilet facilities;
 - Absence of facilities for breast-feeding mothers/workers;
 - Lack of drinking water facilities.

- Some field visits were done by the GWAPB team at Blue Gold Blue field and field workers, during Safal field visits. Findings and suggestions were shared with project staff by the GWAPB team. GWAPB had ongoing tried to call others, but a real full-fledged field visit was always postponed and not allowed.
- Government officials related to Blue Gold participated in the capacity building workshops on 'Gender and IWRM'. Individual Gender Action Plans (IGAPs) had been developed by the participant with assistance of GWAPB at coaching and monitoring of IGAPs.
- Meetings were held at the beginning of the project with the project director and technical team of GWAPB, and it was revealed that GWAPB could support in reviving the Gender Forum of BWDB and in providing input to the development of Gender Action Plan (GAP) in line with component – specific gender strategies. Another issue was that the Gender Strategy of BDWB needed to be rewritten and updated, which seemed to be a Blue Gold's responsibility. However, suddenly GWAPB was supposed to work on it, but somehow it seemed as they could not come to an effective agreement.

Max Value for WASH (Max Wash)

Max-Wash started work in 2012 and the area is in the South Western part of Bangladesh with five partner NGOs. The project aim was to reduce child mortality through improved infrastructure related to water supply, sanitation and improved hygiene practices. GWAPB tried to link gender related issues with Max-Wash programme such as gender aspects of toilet technology, design and maintenance of the of the interventions, selection of poorest beneficiaries where child mortality was the worst, and more participatory development of knowledge etc.

Involvement of GWAPB with Max-Wash

- Since 2013 GWAPB had involvement with Max-Wash in its second phase of activities by providing trainings for Max Wash and representative from partner NGOs on gender mainstreaming and gender in WASH. The participants from Max Wash also took part in training/workshop on Gender and IWRM organised by GWAPB. Individual Gender Action Plans (IGAPs) had been developed by the participants with assistance of GWAPB at coaching and monitoring of IGAPs.
- GWAPB did also provide inputs to the baseline study that could ensure relevant gender related questions in the studies, and also could facilitate gender based monitoring for future.
- GWAPB had contributed in providing technical support and knowledge sharing in strengthening the issues of gender mainstreaming in inception report and draft questionnaire produced by Max Wash.
- The content of a tailor-made ToT has been developed based on visiting project areas by GWAPB. The GWAPB also prepared a feed-back on the gender strategy of Max Wash and some other documents. And the ToT was given twice for all the partner NGOs.
- Monitoring gender indicators were developed, already in 2013, and later these were selected for the digital survey. Max-WASH did also participate in the GWAPB Gender and Monitoring Workshop.

SaFaL

SaFaL started its programme in 2012 with the aim to develop resilient livelihoods by improving food and nutrition security and fostering farm production with end market chain development. It had planned to

set up small enterprises run by women with possible market linkages for the self-reliance of the beneficiaries. The GWAPB had guided the SaFal project to reduce gender discrimination in accessing resources and services, and overall in reduction of gender-based exploitation.

Involvement of GWAPB with SaFal

- In collaboration with SaFal GWAPB has made field visits in Khulna and talked with local partners, different producer groups of aquaculture and horticulture, different members of Water Management Association (WMA).
- After field visit organised by GWAPB, the following decisions were taken to do in collaboration with SaFal, and all those were implemented:
 - A research/ study on women's effective participation in Governance Committees and different needs of women to be successful in fish cultivation;
 - Capacity building of staff partners – ToT on Gender, water and agriculture (SaFal);
 - Reviewing baseline survey questionnaire from a gender perspective,
 - Coaching the preparation of Gender Action Plan (GAP) – project-based but especially individual GAPs to monitor and capture gender-based quantitative and qualitative results;
 - Possible research to find out women's opinion on their active role in fish farming, in different project districts.
- The participants from SaFal also took part in training/ workshops (at least five) on Gender and IWRM organized by GWAPB. Individual Gender Action Plans (IGAPs) had been developed by the participants with assistance of GWAPB at coaching and monitoring of IGAPs.
- Monitoring gender indicators were developed, and later some of these were selected for the digital survey. SaFal also participated actively in the GWAPB Gender and Monitoring Workshop.

BRAC WASH programme II

One of the objectives of the BRAC WASH II was to practice gender sensitivity in their existing projects. It was realised that despite being women members of VWCs, many women did not speak out to influence decision makings. The number of women in committee meetings were found low.

Involvement of GWAPB with BRAC WASH II

The GWAPB's involvement started with BRAC WASH II in 2013 with meeting at senior level Officials as a potential partner organization within the EKN funded programmes. GWAPB also wanted to explore collaboration possibilities from which both BRAC and GWAPB could benefit.

- As per discussion with BRAC, the GWAPB team had gone thoroughly on BRAC documents on gender policy, gender audit, gender justice etc.
- Upon receipt of BRAC documents (e.g. Gender in BRAC WASH Policy), GWAPB read those documents and initiated plans of how GWAPB could contribute to gender mainstreaming in BRAC WASH II through capacity building and analysing available data from a gender perspective.

- Apart from the first CB workshop for Gender and IWRM, in which there was one person from BRAC, in all others they have sent the maximum number allowed, and all participated actively and positively.
- GWAPB was in touch with BRAC WASH II for a possible field visit to their project locations to determine concrete inputs towards enhancing its gender mainstreaming efforts.
- BRAC-WASH did also participate in the GWAPB Gender and Monitoring Workshop.

Bangladesh IFC/ Water PaCT

This was a partnership project between Bangladesh IFC and Water PaCT for cleaner textile wanting to reduce environmental and related social impacts, caused by prevailing practices in textile wet processing, in particular, excessive groundwater extraction, surface water pollution and inefficient energy and chemical use.

Gender aspects had not been included in this project, even though 85% of workers in the textile and garment industry are women, whilst in the Wet Units of the factories only men are working. As there was no gender in the planned training programmes, the contribution of GWAPB to this project was expected to be very productive and adding to the objectives. The part of the Bangladesh IFC/ Water PaCT documents, where gender was mentioned, was actually about the physical characteristics of the women, but not about the social aspects.

GWAPB involvement

The GWAPB's involvement with Bangladesh IFC/ Water PaCT started in 2013 in collaboration and discussion with project coordinator and Team Leader. The discussion was about the project components and approaches, such as, buyer capacity building, support factories in implementing and achieving Cleaner Production (CP) objectives, multi-stakeholder engagement (MSP), etc. The main approaches of this project are awareness raising, factory level assessment and proving CP efficiency.

- GWAPB facilitated training on factory assessment surveys.
- GWAPB drafted a Key Performance Indicators (KPI) document in consultation with the team for them to use in factory assessment from a gender perspective. The plan was to further develop and finalise the KPI by a workshop.
- GWAPB provided gender related inputs to the factory Assessment Questionnaires.
- A session on Gender in Textiles was conducted by GWAPB for PaCT staffs and service providers.
- GWAPB conducted a half-day workshop on gender and development with a focus on textile sector in IFC office.
- GWAPB was in frequent communication to determine modality for a gender-based study in wet units, to develop messages relating to gender to be communicated to factory management and to practice equity in transferring skills for cleaner production. The study was carried out in 6 factories, and the report is finalised.

DW DWASA-VEI: Water Operators Partnership (WOP)

The objective of the project was to enhance operational performance of DWASA and to support DWASA in providing water and sanitation services to the urban poor. This project had lots of potentials in gender aspects in the living conditions of the urban poor, and with a very low budget for training, this project might have had a good potential for improvement with regard to gender equity and gender mainstreaming with the involvement of GWAPB to support these aspects, to be involved for the social aspects of the work, for attention for the differences between water users.

However, GWAPB's involvement with DWASA-VEI started in 2014 with little scope of work. The GWAPB team later met with senior officials of the project and it was now agreed that GWAPB would provide all sorts of professional/ advisory support to the gender specialist (UDDP Gender Specialist) of the project to conduct a full gender scan of DWASA towards developing a Gender policy and Gender strategy for the organisation. The Gender Specialist of UDDP who was also working for the WOP was advised to identify a Gender Focal Point for the Project. GWAPB would assist her in developing terms of reference for the GFP. Unfortunately, the D-WASA people of Zone 5 MODS, did not manage to complete their GAP before phase one finished, and the former TL of the WOP project called GWAPB just before he left for Indonesia, to ask them to support the team, as this D-WASA GAP has to be ready before 31 December, 2016 – but the Project has finished – might be included in the Interim Plan.

The participants from DWASA also took part in training/workshops on gender and IWRM organised by GWAPB. Individual Gender Action Plans (IGAPs) has been developed by the participants with assistance of GWAPB at coaching and monitoring of IGAP. A draft Gender Action Plan was made by DWASA with facilitation of GWAPB in two workshops separately implemented for D-WASA staff.

Urban Dredging Demonstration Project (UDDP)

The UDDP project has been developed in the context of a rapid urbanisation, inappropriate use of the storm water drains, backlog of maintenance of drains causing urban flooding that affects lives and business. It started in 2013 and will be ended in 2016. The objectives of this project were: Capacity enhancement of the drainage department of DWASA (O&M) Circle to carry out dredging operation, awareness development and promotion of behavior change of city dwellers. The project outlined the following output and activities for achieving its objectives: Dredging equipment for DWASA's Drainage Department with trained operators/ staff, dredged drains and dredged materials properly disposed, long-term Urban Dredging Plan (LDUP), Public behavior change, improvement of women's involvement in dredging and solid waste management process (with the participating and contributing stakeholders), and beautification of the areas with participation of local people, in particular women.

GWAPB's involvement with UDDP in 2014:

- In January 2014, GWAPB started communicating with UDDP staff, reviewed the UDDP project proposal report in which there was a section "Communication, Community Participation and Gender". This section described that a participatory approach would be followed to identify and agree on gender disaggregated needs, gender sensitive communication, community participation, tailored advocacy and behavior change messages.
- In February, GWAPB had a meeting with a senior team member of UDDP. From this meeting it was suggested that GWAPB could do a small study on prospects of vocational training in job market

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towards involving women in the work of operating dredging machines, which was conducted and the report is complete and published.

- GWAPB's visits to the UDDP field sites revealed that there was a scope for better hygiene and solid waste management practices.
- The DWASA Engineer participated in the Capacity Building workshop on 'Gender and IWRM', which was held in May 2014 in Savar, and developed an Individual Gender Action Plan. In response to discussions with DWASA workshop participant and technical team of the Project, following initiatives were underway:
 - A Gender Focal Point for the project with set Terms of Reference. GWAPB has drafted the ToR.
 - Report on the small study on possibility of women to get engaged in jobs like dredging machine operations (nearly complete). Towards a sustainability of the GWAPB inputs to the UDDP projects, communication with DWASA training institute is being continued.
- GWAPB staff met senior officials of the UDDP at its launching ceremony who were found supportive towards ongoing and any future initiatives with respect to gender.

Bangladesh Delta Plan

The Delta Plan Bangladesh project has been developed to prepare a holistic delta plan 2100 for Bangladesh in cooperation with the Dutch experts. Bangladesh needs a holistic plan with a time frame for a period up to 100 years that has to be commonly supported by various political parties. Such an integrated and preferably coordinated planning approach, including facilities for better spatial planning and disaster management is desirable for managing the natural resources and to fulfil the demands of sectors such as agriculture, fishery, forestry, livestock, industry, water supply and sanitation, environment, navigation etc. Good governance is probably the most important factor in the fight for safety and security of life, livelihood and economy of the Bangladesh Delta. The BDP 2100 was to be prepared from mid-2013 for a period of thirty months.

GWAPB's involvement with BDP in 2014:

Gender is one of the essential aspects for the approach to formulate Delta Plan. GWAPB supported Delta Plan in developing gender texts for all the subjects of their baseline papers, and GWAPB reviewed the project document for the formulation of the Bangladesh Delta Plan 2100. Following are some important points:

- How poor people and women were affected and would be benefited that should be analysed.
- The Delta Plan should be designed in such a way that equity is ensured in terms of access to water resources.
- In every theme there should be a gender analysis to understand the present scenario and how power relation could be minimized.
- Gender had to be present in cross cutting as well as a separate theme as well.
- GWAPB provided gender texts for the water section of the 7th FYP, for which the Delta Plan team was responsible.

3.3 Outcome mapping

The five strategic output components:

1) Collaboration, Networking and Coordination.

- Each of the EKNsPs have had a GWAPB project officer assigned, who on a regular basis met with their project staff and together with them identified needs for capacity-building and/or other gender needs.
- GWAPB has worked with other Bangladeshi organisations (especially academic institutions and NGOs) to gain further in-depth knowledge of national gender issues and to enhance capacity in gender mainstreaming. For example, GWAPB staff participated in seminars at the Department of Women and Gender Studies at the University of Dhaka and worked with many other universities/ research institutions such as Utarra University, BUET (Bangladesh University of Engineering and Technology), ULAB (University of Liberal Arts), BIDS (Bangladesh Institute of Development Studies) and others. On the one hand, these activities gave GWAPB an overview of gender issues in Bangladesh. On the other hand, it introduced a wide variety of Bangladeshi institutions to issues of gender and water and illustrated why gender concerns should be central to water resource management.
- GWAPB staff has also been travelling outside the country, making presentations at international and/or regional conferences. These trips have provided greater exposure to gender and water activities in Bangladesh and helped to form linkages with other organisations. Most of these travels were based on invitations and had been paid by the conferences.

Examples of these activities, where Ms Shaila Shahid (TL) participated, are:

- Meeting and events in Casablanca, Morocco on the COP 22 preparation as well as civil society mobilisation on climate justice. She had a presentation and spoke on the Gender aspects of the COP 21 and on the results of the Paris Agreement as well as what is looked forward to/expected at the COP 22 in Marrakech on Gender mainstreaming of climate policy
- Nominated as Women Delegate by WEDO & GGCA to attend Bonn UNFCCC Climate Change Conference on SBI, SBSTA & APA in Bonn May 16-26th 2016. Represented Bangladesh Govt & Women & Gender Constituency of UNFCCC. Made interventions in different official negotiations of UNFCCC. See <http://womensgenderclimate.org/resource/>
- She was awarded as Global Women Advocate by the Women Environment and Development organization (WEDO) and Women's Major Group of UN, NYC on the Feminist Forum held in NYC, 24th September 2015 during the UNSDGs Summit on Sustainable Development.
- Participation and presentation at Stockholm World Water Week 2015 (24-29th August 2015). Shaila made a presentation on Gender Mainstreaming in WASH Project in Bangladesh at the Working Group meeting of Sustainable Sanitation Programme and Secretariat of Sustainable Sanitation Alliance (SuSanA WG7), which was held on 26th August in World Water Week Stockholm. In the meeting she gave an overview of the women's situation in Bangladesh in the water and sanitation sector.
- Presentation at a seminar titled "Gender sensitive indicators in sanitation and wastewater planning and implementation", 27th August, Stockholm World Water Week 2015, Conveners: WECF, UNEP, AMCOW, UNESCO-WWAP, GIZ/SuSanA, BORDA, GWA. She made a presentation on "Gender in WASH: Bangladesh experience on Women in Decision Making and Menstrual Hygiene Management in Schools" in the side event with the objective of contributing to the Sustainable Development Water Goal (SDG 6.2 and 6.3) discussion. She emphasised on active participation with creation of enabling environment for women's access to decision making and education, and awareness raising (in

combination with hygiene messages, health risks, options of sanitary products) for empowering girls with factual information about their bodies.

- Participation and Presentation in series of events related to UNSDGs Summit & 70th General Assembly Session, New York, September 2015:
- Attended Global Women Advocate's gathering and Feminist Forum 2015: What's next for the 2030 Agenda? Host: Women's Major Group for Sustainable Development on September 24, Location: Planned Parenthood Federation of America, NYC. She made the presentation of the Group Work session on Gender, Climate Change and Environmental Sustainability. Worked as Group Lead. Spoke in the event on Results and Rights: Monitoring the SDGs and Post 2015 Development Agenda through CEDAW held on 2015, NYC, USA. The event was organised by International Women's' Rights Action Watch Asia Pacific (IWRAP) Asia Pacific meeting on the 26th of September 2015, to discuss the common approaches on promoting women's human rights in the post 2015 process and by using the CEDAW framework and accountability mechanism.
- Attended UN General Assembly Session, 25th September 2015, UN Headquarter, NYC, USA. UN Summit side event "A Call for Joint Action: Solutions-oriented partnerships for people and planet", co-organised by UNEP, UNDP, UN-Habitat, IPU, IUCN, CBD, WRI, WWF and UN-NGLS. 26 September at UN Headquarters. Participated and was given the opportunity to raise question: How UN-Habitat and UNEP are going to address Gender Equality in their agenda in terms of Women's contribution to water and natural resources management? How UN-Habitat looking at the women's emerging needs of equal access to water and sanitation under the rapid urbanisation?
- Attended a High-level Civil Society Event of the UN Sustainable Development Summit "Implementing the post-2015 agenda -building political leadership for transformative change", 27 September 2015.
- Attended at Climate Reality Leadership Training by the Climate Reality Project and direct mentorship and facilitation of Mr. Al-Gore, Former US Vice President and Nobel Laureate from 28-30th September 2015, Florida, Miami.
- Attended and spoke in the WSSCC-B meeting at WaterAid: The WSSCC-B Bangladesh chapter meeting discussed the Strategic Engagement Plan (SEP) of Bangladesh on WASH. She particularly proposed to consider gender mainstreaming aspects in the WASH sector and within WSSCC-Bangladesh chapter agenda, and a clear mentioning of gender context in the strategic objective is very much imperative. Proposed to consider SDG target areas under Goal 6 and also the proposed M&E indicator at national level on WASH issues.
- Awarded as Climate Reality Leader by Nobel Laureate and Former US Vice President Mr. Al-Gore under the Climate Reality Project in Miami, Florida on 30th September 2015.
- Research study & paper presented titled "A theoretical research review of Forest Law and Customs in Bangladesh as Local Adaptation Practices" in the Adaptation Futures: Solutions and Practices Climate Change Conference, Rotterdam, Netherlands May 10-13th 2016.

<http://www.adaptationfutures2016.org/programme/sessions/themesissues/theme5/sc5.4>

- Efforts were made to establish the Gender and Water Action Advisory Group (GWAAG) to provide technical guidance for the Project, but unfortunately, ultimately, on the advice of the MTR commissioned by the Embassy of the Netherlands, this group was disbanded before it began its meetings.

- GWAPB has organised annual meetings for Bangladesh-based members of the Gender and Water Alliance. Attendance each year was high and participants saw it as an occasion for networking and learning since the day-long meetings always included a training/ brainstorming component on gender and water resource management. The final meeting during the life of the project, in February 2016, attracted 70 of the 225 members based in Bangladesh.
- It is evident that the online tools provided by GWA (website and Yahoo list server) are popular with Bangladeshi members, as well as networking with other members has a high priority.

2) Capacity Building, Training and Coaching.

- Capacity-building has been GWAPB's core work during the first phase of the Project, where numerous training workshops had been organised. Some have been tailored for specific EKNSPs while most were more general, drawing in participants from several projects as well as from NGOs, academic institutions and government. In 2014 and 2015 GWAPB undertook 12 training workshops of 3 - 5 days. aimed at technical specialists in various aspects of water resource management. GWAPB's own workshops are 5 days. If the EKNSPs organise a workshop which GWAPB facilitates, mostly they have 2-3 days available. Five were aimed at specific EKN-supported projects, while the other seven drew on participants from numerous EKN-supported projects as well as other relevant actors in water management. All the workshops were participatory in nature and relied heavily on the experience and perspectives of the participants, thus making the training as relevant as possible. Some of the key issues covered in the sessions included gender mainstreaming, gender dimensions of water resource management (including water and sanitation), gender sensitive project monitoring and the preparation of individual gender action plans (IGAPS)⁵.
- Both per the ETs observations and the M&E Report, participants had been very positive about the benefits of the capacity-building workshops. In some cases, the GWAPB workshops provided them with a first exposure to the importance of gender issues in water management. For example, a participant in the Gender and Integrated Water Resource Management (IWRM) workshop in May 2014 commented: The workshop was a remarkable one to me, because after attending it I acquainted with the word GENDER for the very first time in my life. Soon, I realised its importance in the development of the society.⁶ Another example was from one of the interviewed EKNSPs that told the ET: "Undoubtedly GWAPB's support meant a lot to me for whom I am practicing gender in my personal life as well as in my professional life. I can't thank GWAPB enough for their huge contribution in my gender learning".
- Throughout the project, significant emphasis was put on the development of Individual Gender Action Plans (IGAPs), under the rationale that once workshop participants had thought through and created a roadmap of what they wanted to do and realistically could do with respect to integrating gender into their work, they would be more likely to follow through. During year 2 alone, 81 such plans were developed with workshop participants. After the workshops ended, most participants were mentored in regard to the implementation of their plans, as part of GWAPB's "active learning approach." During year 3, many of the IGAPs were presented at follow-up workshops. This proved to

⁵ GWAPB's M&E Report, 2016

⁶ GWAPB M&E Report

be a very useful approach for participants, and was highly praised, but it was labour-intensive and required significant input from GWAPB staff.⁷

- GWAPB has organised Training of Trainers (ToTs) sessions in order to develop a set of short-term experts, who could be called upon to help to facilitate delivery of the Project.
- In November 2015, a survey was sent to participants of capacity building workshops that had been organised in 2014 and 2015. There were 51 responses, including 31 men and 20 women. Only 58 percent of the respondents were still working with the same EKNSP. Seventy-three percent said they had made substantial use of the information and methods they used in their workshop while 24 percent said they had made some use of the information. Ninety percent said they had found it easy to follow and to learn in the workshop they had attended.⁸
- Usually field visits had been part of the workshops, where participants were asked to analyse what they saw, including the intervention that took place in the village or area, from an empowerment perspective: for instance, how were the current political, economic, socio-cultural and physical position of women and men and children (and elderly and differently abled and minorities) different from before, and how could they still improve, to add to empowerment? Sometimes hartals and other political problems made it impossible to actually carry out the planned field visits.

3) Knowledge Development.

All outputs have been based on demands. To the extent possible, studies were done in response to questions that arose during field visits to EKNSP sites or in response to issues raised by the EKNSPs themselves for further clarification, preferably together with the particular project. The following four studies are examples on this.

1. Gender and Aquaculture Study, carried out by ULAB's team led by Dr. Hamidul Huq. He is now with another university: IUI. This subject came up when GWAPB visited SaFaL project, and all 30 staff members had a different reason to mention why women were hardly involved in the aquaculture groups, whilst they were in Dairy and Horticulture. GWAPB then suggested to ask these women themselves. In the end SaFaL was not completely included in the study, done by the University of Liberal Arts, which is a very good lesson to ensure in future.
2. Policy brief made by GWAPB, mainly based on the Gender and Aquaculture Study, and some of their own fieldwork. The Policy brief was made because the report was regarded to be a bit too long for use by decision-makers.
3. Gender and Water Poverty Study: Salinity. This was made by the team of VoSB Voice of South Bangladesh, mostly volunteer young men and women. GWAPB has given that group a training before the study was done. In the Southern parts of these Southern district, the situation is alarmingly and increasingly bad because of influx of sea water (climate change is one of the causes). GWAPB found that this major problem had not been given enough attention, after all most of these villages were very remote. It was even harder for them to make their voice heard.

⁷ Ibid

⁸ Ibid

4. Gender in Wet Units in Textile Industries Study. This came up because one of the projects IFC-PaCT, had funded by EKN, was working towards cleaner water, but with no women working in these units. So GWAPB then looked into a few factories for this. These are all the best of the best factories, because most of the average factories don't have their own wet unit (for washing, dyeing and finishing). PaCT had expected more of the study, so now GWAPB is discussing if they can do a bigger study, which, however, might be difficult without a second phase of the Project.

GWAPB has produced various case studies and information sheets/ brochures aimed at workshop participants or others including work on empowerment and on approaches to M&E and data analysis. Some of the studies have been posted on the GWAPB website: <http://genderandwater.org/en/bangladesh/gwapb-products/knowledge-development/research-report>

In a country like Bangladesh, which is very conservative, but at the same time needs to make optimal use of its labour force in order to accelerate its economic development, the studies produced by GWAPB may help to convince policymakers of the need to provide opportunities for both men and women and to ensure that all workers have safe environments.⁹

4) Communication, Dissemination and Advocacy.

- GWAPB has in the first year given considerable attention to advocacy and policy input work under the communications component, and has for instance been instrumental in bringing gender considerations into the Bangladesh Delta Plan 2100. This kind of work was unfortunately stopped by the MTR, but most of the EKNsPs recommended to the ET that it should be a high priority for GWAPB, in a next phase.
- Much attention has been paid to translate work from English into Bangla.
- GWAPB has produced many brochures and leaflets describing its work. Staff members have presented papers at conferences, both nationally and internationally, and the Project has responded to a steady stream of requests for information about its work or about gender and water issues in Bangladesh.
- The Project has maintained a website as a sub-component of the overall GWA website (<http://genderandwater.org/en/about-the-gender-and-water-alliance>). Reports, studies and documents have been posted on the website on a fairly regular basis. The Gender and Water Inventory, available on the website, provides an overview of documentation related to gender and water in Bangladesh, and is a valuable resource for policymakers, researchers, NGOs and others wishing to acquire an overview of the sector.

5) Monitoring.

Monitoring and Evaluation (M&E) of the Project has included M&E of all the EKNsPs. The Project's monitoring and evaluation component was carried out by Ms Eva Rathgeber about 18 months after the commencement of the Project, but before that GWAPB already had a format in the Inception Report, and had started to discuss indicators for each of the projects. But it could not be one size fits all, so after 18 months it became more clear, and they could start to do the more structured monitoring. Other factors had also delayed the M&E process, such as frequent political unrest (hartals) during the first year of the project, the lack of an on-

⁹ Ibid.

site M&E officer, and the complex nature of the Project set-up with 10 EKNSPs that needed very different support from GWAPB to follow their gender activities in the different projects - all of which had to be studied and understood - it proved difficult to move forward quickly with implementation of M&E. Importantly too, the EKNPs were at different stages of implementation, and some had given attention to gender in their inception reports while others had not.

GWAPB's M&E component has had four main objectives:

1. To help the EKNSPs evaluate their progress towards gender mainstreaming;
2. To develop data that could be fed back into the EKNSP projects to help them to improve their gender work;
3. To help GWAPB evaluate its progress towards fulfilment of the objectives in its Theory of Change (ToC); and
4. To provide data to the Embassy of the Netherlands about the overall success of the GWAPB Project.

The M&E component has used both qualitative and quantitative methods. Qualitative work included perusal of documentation (inception reports, field reports, progress reports, research studies, workshop evaluation reports, literature on gender issues in Bangladesh, etc.), group discussions with GWAPB staff, and one-to-one meetings with EKNP staff to help them improve their gender mainstreaming and gender monitoring¹⁰. According to the M&E Report, most of the EKNSPs had had a specific intent to include gender in their work, and many had developed some gender indicators even before the involvement of GWAPB. GWAPB did send several electronic questionnaires to participants of workshops and other training and networking events that they had organised, which became an important source of quantitative data. The questionnaires were entered into a Survey Monkey, <https://www.surveymonkey.net/home/> an internet-based data collection and data analysis system.

- Monitoring visits with GWAPB's monitoring consultant has been carried out to all EKNSPs.
- The matrix with all the projects, which was made before the beginning of the project, based on the documents that GWAPB was given at that time by the EKN is considered as their baseline. In this it is written that before GWAPB came, there was hardly any gender in any of the projects documents: proposals, inception reports, etc.
- GWAPB has helped the EKNSPs to identify key gender monitoring indicators for each project. The process started in November 2014, and most EKNSPs utilised the possibility for support to identify indicators. The guiding principle was to have only a few key indicators for each project, preferably some quantitative and some qualitative. It is important to underscore the limitations that GWAPB has faced in this regard. Although the project staff have provided guidance, support, mentoring, coaching to the EKNSPs, it has been done on request, as no clear mandate and MoU has been part of the institutional set-up between EKN/EKNSPs/GWAPB. Ultimately the projects are responsible for their own gender mainstreaming efforts and the role of GWAPB must of necessity be somewhat removed.
- GWAPB has organised some workshops to screen and adapt and improve GAPS. For instance, the 8 GAPS of CDSP IV.

¹⁰ For details is kindly referred to the M&E Report, carried out by GWAPB's external M&E consultant Eva Rathgeber, July 2016 including a major Monkey Survey.

- Due to an overall lack of national gender specialists in Bangladesh, a problem experienced by GWAPB was that M&E staff in some of the EKNSPs did not always have a solid experience with gender monitoring or a sufficient understanding of gender issues, why GWAPB early in the Project phase decided to put core focus on capacity-building within gender issues.
- For each of the six EKNSPs, GWAPB advised them to select a few pertinent gender indicators to work with instead of their often long list of indicators, and to collect the relevant information on a regular basis rather than to have many indicators, which would require staff time and resources for information to be collected regularly and to be used in practice.
- Towards the end of year 3, one Monitoring Workshop for Gender in the EKNSPs was conducted, in which all the projects showed their way of monitoring, and received feedback from GWAPB. The theoretical background, methodologies, limitations and opportunities of monitoring was discussed.

4 Main Findings

4.1 Relevance

The Project has been very unique in its nature, and ambitious in its set-up. It has not just been meant to support EKNSPs with gender mainstreaming, but also to strengthen the Bangladesh water sector as a whole from a gender perspective.

All partners have been incredibly welcoming to the ET and had presented both praise and criticism with constructive suggestions for change with a new phase of the Project based on lessons learned. Common to all of them was their fundamental positive view of the cooperation with GWAPB, not least in relation to their training programs for their staff and support to GAPS /IGAPS. Having said this were most of them, however, unclear about GWAPB actual mandate - for good reason, since it had not been present. As one of the major EKNSPs said, we all have secrets, and are normally not inviting people in without. The missing mandate has caused a difficult process for GWAPB. No project by nature would let an external facilitating organisation get full access to its reports or even write common reports on gender and gender mainstreaming - to propose changes to the leadership in its overall project strategies, goals, objectives, action plans, indicators that might cause major changes regarding the implementation of the projects as well as new and added demands for reporting, monitoring and evaluation to EKN – without having such a clear mandate. It was, however, just as important for GWAPB to get the trust from the EKNSPs, which they actually managed to get to a certain degree. But without doubt they will need the mandate to complete the work in supporting the process to adopt and implement a gender mainstreaming strategy in the EKNSPs water related policies and practices, in order to achieve measurable and positive impact on the lives of poor women and men.

The need for support varied from project to project, as some of the major EKNSPs as Blue Gold had their own gender specialists, a national and a part time international gender specialist employed, but even so they came up with good suggestions for further areas of cooperation based on lessons learned.

Strengths/successes

GWAPB have worked with the project partners to prepare their GAPS and carried out relevant trainings for their staff to ensure an overall gender awareness.

Before the MTR, GWAPB had been asked by EKN to provide support to ten EKNSPs, i.e. IFC Pact, Blue Gold, WFP Rice Fortification, Brac WASH, Max WASH, SaFaL, CDSP, UDDP, WOP and Delta Plan, and even some more were added. However, due to a recommendation from the MTR the continued support was reduced to the six last mentioned projects.

Support has been provided to ensure gender inputs to the GAPs of Max WASH, SaFaL, CDSP, UDDP and WOP. Delta Plan was a different project that didn't require a GAP. The feed-back to the ET from the interviewed projects was very positive accordingly.

GWAPB have utilised contacts that GWA and they have with universities, research institutions, government organisations, international and national NGOs to effectively build new relation/networks, prepare study reports on issues raised and required by EKNSPs, and to organise/participate in international and national workshops, one example is the three-days International Conference on Gender, Diversity and Development in March 2015 organised by Department of Women and Gender Studies, Dhaka University, where GWAPB had one afternoon session about IWRM.

A number of research reports have been produced in collaboration with GWAPB, for instance ULAB, Dhaka University etc. In last SACOSAN – VI that was held in 2016 January in Dhaka, a paper has been presented titled Gender Mainstreaming in Sanitation Project for Social Transformation and Empowerment written by Rabeya Sultana, Gender and Water Training Specialist, GWAPB & M.M. Ahidul Islam Kazal, Programme Manager, Max Foundation.

The EKNSPs that had not already employed gender staff in their projects are planning to do this for their next phase, which they told was a clear changed mindset created through the cooperation with GWAPB, and they want GWAPB to continue being a facilitating unit. It is important to keep in mind that gender-sensitive measurements alone do not improve gender equality and mainstreaming. In order to be useful, data must be collected, analysed, disseminated and used.

Evaluations of the workshops were mostly positive, sometimes with suggestions for slight changes in format or topic emphases and sometimes suggesting areas that could/should be covered in future workshops.

Blue Gold as an example, told that they are preparing a gender training for their field staff, and that they are planning to include GWAPB in their training team.

Weaknesses/failures

The Project might have had a better start if it had started in a smaller scale, with fewer projects in a pilot phase, and to be developed and expanded from there.

Gender specialists of the EKNSPs have been taking part in the Gender and IWRM workshops, but their specific problems as the persons responsible for gender, which are quite many, did not get specific attention. The workshops were more directed at the needs of the technical staff. The ET heard from the field that such workshops for the gender staff are very necessary.

4.2 Effectiveness

Strengths/successes

Most of the relevant staff in the EKNSPs has been trained in gender equality and gender mainstreaming as part of their relationship with GWAPB. Furthermore, GWAPB has supported development of Gender Action Plans with 5 of the 6 EKNSPs (the last one didn't need it), and for most staff trained they have also facilitated the development of Individual Gender Action Plans, etc. For instance, Max Foundation has now incorporated gender mainstreaming indicators in their Monitoring and Evaluation framework to measure the degree of inclusiveness of decision making processes i.e., family planning, and education for children. These gender-sensitive indicators are now being used to evaluate the outcomes of gender-focused areas and to mainstream interventions and policies, assess challenges to success, and adjust projects and activities to better achieve gender equality goals and reduce adverse impacts on women and men. Max Foundation as well as other EKNSPs had experienced much better results in their projects with their focus on gender through their collaboration with GWAPB.

In a survey of EKNSPs in June 2016, about two-thirds said the relationship with GWAPB had been very useful while the remaining persons said it was mostly useful or somewhat useful. No EKNSP said that it had not been at all useful (Draft GWAPB M&E Report, July, 2016). The impression from the interviews with the ET and the EKNSPs was even better.

Max Wash Foundation told that gender is an important issue in their WASH projects, but that they did not know how to incorporate these issues. After one year of project they were really challenged by it. Then GWAPB came in. Earlier they took support regarding it from another EKNSP, but it had not been detailed like with GWAPB. From now on they have prioritised gender as a crosscutting issue. They took it as a WASH governance specifically with gender lenses. This improvement was done by GWAPB, and Max Wash told the ET that GWAPB had pushed them to do this work.

Much communication material and many methodologies are now completed, so capacity building workshops would be even more interesting and attractive to projects and participants in a second phase. Such materials are also ready for EKNSPs to take and use in their field work. With the Training Manual ready in draft, this can be translated in Bangla, and more trainings could be done in Bangla. Till now training for the separate projects was mostly done in Bangla, only the workshops for a mixed group were in English.

GWAPB is often asked for free contributions, by EKNSPs, but also by water projects paid by the Ministry of Foreign Affairs of the Netherlands, by NICHE projects, and also Government Institutions. The funding of GWAPB enables all this, which is very good (and therefore also a strength), but it also makes everybody used to free services. This is a problem all over Bangladesh, not just when it is about gender and/or water, but it is especially persistent for gender.

CDSP IV and other EKNSPs raised an issue and recommendation that without GoB personnel they could not proceed with the guidelines alone. They have Gender Development Cell in BWDB and in the Water Ministry. If GWAPB would take the initiative to work more closely with the GoB then the concerned Ministry would inform the lower level part of the concerned at field to follow the guidelines. This issue or the gender mainstreaming issues could also be discussed at a Prime Ministerial cabinet meeting. To work with GoB

agencies, the formalised mandate is very important, but also difficult to materialise, as it might take more than 3 years. But some other solutions are also possible, such as a letter from the Embassy.

GWAPB organised a training workshop of one week for Gender Focal Points and Climate Change Focal Points for at least 8 ministries/departments.

In GWAPB workshops for EKNsPs there are always a few participants from BWDB, LGED, and others like from Delta Plan, Blue Gold, ADB, WFP, D-WASA.

GWAPB contributed to training workshops by NAPD for government staff from all over the country, by adding sessions on gender and their specific subject. Within CDSP, in Noakhali GWAPB also did trainings with the government people participating.

Weaknesses/failures

The EKNsPs were at different stages of implementation, where some of the projects had given attention to gender in their inception reports while others had not. Accordingly, most of the EKNsPs staff would need the gender training before they would be able to pay that attention.

More of the projects told the ET that GWAPB needs to put more special efforts, particularly to change the mindset of people at the policy level of concerned Government departments. GWAPB should not only provide support to the projects staff within GM, but should also include the local level government officials. From CDSP's side, this was discussed in a meeting with GWAPB. However, they have not been bypassed till now, but there are many, and the turnover is fast.

The ET was told that there had been some communication troubles between EKN and GWAPB at the beginning of the Project that might have made the start-up phase a bit complicated.

Just before the MTR, GWAPB had established a Gender and Water Action Advisory Group (GWAAG) to provide technical guidance for the Project and called for its first meeting, but an advice from the MTR stopped it.

Communication with GWA members and other interested stakeholders in Bangladesh through website, list server and other media, could be improved, especially now that many products are ready and in phase one, various lists and databases have been developed during phase one.

GWAPB has had problems with getting access to the reports of the EKNsPs. The Embassy is recommended to help with this in future.

A few of the projects told the ET that the use of lip service in GWAPBs written documents had offended them, and recommended clearly a different approach for cooperation, not least the larger projects that work with many government partners. Gender equity is new for some technical people in Bangladesh and requires a more subdued approach for a fruitful and joint cooperation - better to use good examples of changed mindsets.

4.3 Efficiency

Strengths/successes

GWAPB has been doing much more work than planned, and been spending a lot less.

The present GWAPB staff is now small but stable after a difficult time as a consequence of the MTR, and the lack of perspective for staff members. The office has a good working environment and relationship with each other. Added recruitment will be needed for a new phase, and as a result of that a gradual handing over of more of the formal responsibilities to the Dhaka office is foreseen with an advising support and regular field visits from the Dutch Secretariat.

CDSP IV and other EKNsPs praised the gender mainstreaming activities and recommended them to be continued in Bangladesh. Otherwise who would promote this Project in future? There are lots of works to be done yet, they said.

Weaknesses/failures

The ET was told by some of the EKNsPs that GWAPB has not sufficient staff in their office, especially after the MTR, and they were missing a formal mandate between EKN, GWAPB and EKNsPs. At the beginning of the project period it had proved difficult to locate local staff with sufficient skills, and after the MTR even to keep them. Additionally, in Bangladesh it is generally difficult for short-term donor funded Projects to keep skilled staff for more than a year or two, meaning a constant movement of staff to re-train.

Some of the major EKNsPs recommended GWAPB in a next phase when they offered courses to their employees that it would be done with three months' notice so that they could reach to get it properly organised in their internal procedures, and that they wanted to determine themselves, which of their staff members to be trained. At the same time, they would like to be more involved regarding the content of the training, which was recommended to be adapted to specific professional groups.

4.4 Sustainability

Strengths/successes

There is no doubt that the Project has created an awareness and understanding about the importance of gender equality, though it is a slow process to change social and cultural behaviour, perception and deep rooted constraints.

The project has reached to a level where it has shown evidence on benefits of an effective gender approach, but to ensure a proper gender mainstreaming the Project needs more time and a clear mandate to GWAPB to work with the EKNSPs as a facilitating gender unit.

The trainings created a scope to let partners sit together to share all their lessons learned, as well as they created informal networks.

The methodologies, tools, but also the new knowledge by the studies are available for everybody. (Some are still in the process of being edited, approved and then published).

Change of mindset, opening up a new way of thinking at workshops to be transferred to actual implementation appeared to be sustainable. Various respondents during the evaluation and interviews with the ET expressed that they now for the first time had understood what gender is. Some of the EKNSPs interviewed by the ET expressed that they had realised how important gender is, and had now recognised men's and women's roles and responsibilities to increase efficiency in their projects - and to reduce poverty for poor people a meaningful participation of both men and women was needed. Others had even started to study Gender Studies at the university.

The idea of organising workshops for the same participants after one year was new in Bangladesh. None of the participants had ever witnessed that before. Such follow-up workshops made the learning more sustainable.

Some of the EKNSPs have informed the ET and earlier the GWAPB team, that the work of GWAPB is or will be included in their next phase, in one form or another. Examples are Max-WASH, BRAC-WASH, IFC-PaCT, WOP-DWASA, SaFaL.

By being clear and outspoken about the fact that gender is not only women, but at least as much about men, this has taken root with the EKNSPs projects staff, and made them more open to include/implement gender equity in their work.

Weaknesses/failures

Built up relations with EKNSPs, with Government agencies and universities would be missed opportunities and form a capital loss if the Project should finish without a second phase.

4.5 Short comments to the Mid-Term Review

The ET has read the Mid-Term Review, and has been surprised about a significantly different picture of the Project.

The ET does not see it as its responsibility to evaluate this, but has some few overall remarks accordingly.

- The ET would have expected that a MTR had been looking at the institutional set-up and have reacted on the missing mandate to GWAPB, and the missing MoU between EKN, GWAPB and EKNSPs.
- To adopt and implement a gender mainstreaming strategy is a long process that normally requires a long and coordinated effort/process with the various project partners to be a success. The MTR is acknowledging this, but otherwise this is not being reflected in the MTR's recommendations and analysis.
- The ET would have expected another tone and a more constructive critic that could have supported guidance for the new established GWAPB office and its work with the EKNSPs.
- The ET, however, agrees that the upstart with more than 10 major and complex EKNSPs might have been too ambitious for a relatively small and new office. However, the recommendation to exclude the four chosen EKNSPs is very unclear and drastic. It has also not been discussed with GWAPB, which is strange, and whereby other conclusions could have been agreed upon.
- The ET does not agree with MTR's decision to recommend that GWAPB is not allowed to establish the original planned Gender and Water Action Advisory Group (GWAAG) to provide technical guidance for the Project.

5 Recommendations and Lessons learnt

5.1 Lessons learnt

The global scope and depth of gender inequality are a strong reminder that, despite years of development investment and indeed progress, achievement of gender equality globally still has a long way to go and requires attention. Time has been an important factor in the Project. It took time to reach to a trust between EKNSPs and GWAPB as an external facilitating unit. Not least the Government Agencies took a long time to learn to trust GWAPB, such as D-WASA and BWDB. Slowly GWAPB has now arrived in a position of increasing trust, so that GWAPB can do much more together with them, and has actually been asked for support, even though the Project has phased out.

There is no doubt that the Project has created an awareness and understanding about the importance of gender equality, though it is a slow process to change social and cultural behaviour, perception and deep rooted constraints.

There are a number of technical issues, which GWAPB could work on together with the EKNSPs, to develop solutions for poor women and men. This could not yet have been done three years ago. It first had to be clear which solutions were possible for which problems.

All EKNSPs interviewed that had got support from GWAPB informed the ET that the collaboration and coordination from GWAPB's part had been good, of course they had also critics and recommendations for improvement for a second phase, which shows an engagement, for instance, that it would be more workable if GWAPB Project staff might have a chance to visit all project sites and give feedback accordingly. This could for instance be combined with some training at districts level for project staff. GWAPB has tried this with a good experience, low cost, and with great impact, and would be glad to include that. Max Foundation as well

as other EKNSPs told that they had experienced much better results in their projects with their focus on gender through their collaboration with GWAPB.

For especially the major EKNSPs they would need information about workshops, trainings, etc. at least three months in advance to be able to plan properly.

For a second phase EKNSPs would like to be more involved in planning of activities based on their particular needs, both in regard to training workshops, but also for other activities.

Many of the EKNSPs have asked GWAPB if they could recommend a gender expert with technical knowledge, as they had been unable to identify such a person or to keep her/him. But also GWAPBs find few of such gender experts, and came up with two suggestions to the ET to start solving this based on lessons learned:

- On the short term: Teach and train those who have completed their study in Women and Gender Studies Department of Dhaka University, within GWAPBs team, and if they wanted they could move on. (This means that GWAPB would need to have more people in their team than minimally necessary). - Khadiza and Swandipta at the office are examples of such colleagues.
- On the longer term: To work together with Dhaka University on some courses for Gender and Water, Agriculture, Climate Change, Environment, etc. In fact, the WGDS as well as some of the technical departments had already asked GWAPB to strengthen their curricula in that direction.

5.2 Summary of Recommendations

For EKN

- R. 1** The ET strongly recommends a second phase of three years to be implemented building on lessons learned from phase one, and with a suggested interim phase of three months, in which GWAPB gets paid for the office and the staff. The ET further recommends a second phase to start on 1 January 2017 to avoid losing momentum in form of staff, office, project activities with partner organisations, etc.
- R. 2** For a next phase the ET strongly recommends EKN to give the GWAPB office a clear mandate to facilitate gender and gender mainstreaming with the EKNsPs that ensures that gender analysis becomes a mandatory requirement in all programming of the EKNsPs. In almost all the contemporary development sector projects in water and food security sector, Gender Analysis is an integral part, whereas incorporating this recommendation only improve the effectiveness of the EKN supported programme in Bangladesh, and at the same time expand the understanding level of the sector professionals how to systematically address various challenges and where to invest more to achieve the core goal of ensuring gender equality. GWAPB can be a great support for conducting the gender analysis and train the EKNsPs staff on the implementation part of the findings as well as recommendations. A mandate and a MoU includes that GWAPB keeps confidentiality about the information it gets about the projects, which is clearly not meant to be disseminated.
- R. 3** The ET further recommends to establish a MoU between EKN, GWA/GWAPB and the EKNsPs to provide the best options for a facilitating process between GWAPB and the EKN supported water projects, civil society, water professionals and government organisations in Bangladesh - to ensure gender mainstreaming in all projects. To develop the MoUs a number (two or three) at tripartite workshops (meetings) could be organised between EKN, GWAPB/GWA and EKNsPs including TL's, programme managers, gender coordinators, and Government representatives. From here little workload is expected for the EKN as such, as an added reporting system should be simple and overall be included in the usual Annual Reports for the sector programme.
- R. 4** The ET recommends EKN to allow GWAPB to establish the original planned Gender and Water Action Advisory Group (GWAAG) from the very beginning of a second phase to provide technical guidance for the Project.
- R. 5** The ET recommends that GWAPB should cooperate with the Department of Women and Gender Studies at Dhaka University to include more technical subjects in their curricula.
- R. 6** Based on the recommendations from the interviewed EKNsPs the ET recommends the EKNsPs to become more pro-actively involved with GWAPB for a next phase - to be actively involved in decisions, expectations and needs built on lessons learned from phase one to ensure the best options for gender and gender mainstreaming in their projects.

For GWA/GWAPB

- R. 7** With a new phase with more staff to be recruited, the ET recommends an external consultant to be recruited to support the GWAPB office with the new procedures for a second phase.
- R. 8** The ET recommends for a second phase that more project specialist will be employed by GWAPB, not least within M&E and gender, and it would be an advantage if they have project implementing experience, even though the GWAPB is a facilitating unit. It might create a room for an even better understanding of the projects' challenges
- R. 9** To organise a meeting with the Embassy and the team leaders of EKNsPs, was perhaps difficult at the beginning, three years ago, but would now be very well possible. All team leaders know GWAPB, and in such a meeting the ET recommends that they agree upon what they would expect from GWAPB as an external facilitating unit, work areas - methods, and which hesitations they might have, as well as their recommendations based on lessons learned, so that a mandate and a MoU can be established right from the beginning. It is important that the set-up won't be too heavy for the EKN.
- R. 10** For a next phase the ET recommends that GWAPB organises regular meetings, maybe at a quarterly basis with project team leaders, and the same for project gender specialists, and top level managers to ensure a continued common understanding and progress of the cooperation, and not least to develop common procedures to ensure that gender and gender mainstreaming initiatives in practice relate to each project's needs, and how development is continuously monitored and regulated.
- R. 11** With a larger team, and already lots of preparatory work done in Phase 1, GWA will have to show more visible results, not least in form of a reporting and monitoring system with all the involved EKNsPs. The monitoring system should be regarded as a tool to ensure better outcomes, and not as a control in itself – here the established trust will be important. The ET recommends GWAPB to discuss with each EKNsP how to best analyse if present gender indicators and GAP's are actually helping them to achieve desired goals/outcomes, or which new benchmarks and indicators might support a wanted improvement in actual implementation and/or enforcement, such as actual empowerment or decision-making power to vulnerable groups. At the same time to get a system established for reports, and access to progress reports, etc.
- R. 12** The ET recommends that GWAPB should continue to put efforts to make good linkages with concerned government persons and facilitate the GM issues at a policy level too.
- R. 13** The ET recommends that GWAPB's communication unit should make more and better use of social media as Facebook, Twitter, etc. and also in electronic media to ensure that a wider range of people, both in the Netherlands and in Bangladesh will take note of the outcome and success of the Project.
- R. 14** The ET recommends GWAPB to avoid wordings as lip service. Even though gender equity is not new in Bangladesh, as gender work has been going on for decades, then gender equity is still new to many technical staff of EKNsPs. It requires a more subdued approach for a fruitful and joint cooperation – more constructive to use good examples of changed mindsets, etc. though

the ET acknowledges the difficult balance, as it is an overall task for GWAPB to work towards real impact at the ground.

For EKNSPs

- R. 15** The ET recommends the EKNSPs to become more pro-actively involved with GWAPB for a next phase - to be actively involved in decisions, expectations and needs built on lessons learned from phase one to ensure the best options for gender and gender mainstreaming in their projects.

- R. 16** The ET recommends that those EKNSPs that for one or another reason would not be directly involved in a next phase still maintains contact with the Project, and get actively involved with GWAPB in organising workshops for EKNSPs to, for instance, present each other's gender work for the remaining EKNSPs, and to discuss possible constraints and successes with each other's - or even, to volunteer to act as mentors for less experienced EKNSPs.

ANNEX 1 Terms of Reference (ToR)

GWAPB Component 6 Management Logistics Evaluation and Audits Activity 6.14. Evaluation

Title of output:

Evaluation Report of GWAPB

GWAPB July 2013 – June 2016

The purpose of the Gender and Water Programme Bangladesh (GWAPB) is to support water programmes co-financed by the Embassy of the Kingdom of the Netherlands (EKN), civil society groups, water professionals, and government organisations in Bangladesh to adopt and implement a gender mainstreaming strategy in their water related policies and practices, in order to achieve measurable and positive impact on the lives of poor women and men.

To achieve its goals, GWAPB works along five strategic components: Collaboration, Networking, and Coordination; Capacity building; Knowledge Development; Communication; and Monitoring.

GWAPB applies an Empowerment approach with four interacting elements: socio-cultural, economic, political and physical. Gender is seen in the broadest sense: Gender+ or Gender and Diversity. Water management covers all the sub-sectors: water for people (domestic purposes and drinking), water for food (agriculture, food security, nutrition), water for the environment (biodiversity, climate, solid waste management).

Management and Evaluation

The first six months of GWAPB, 2013 from July onwards, were filled with the approval of the proposal, the finding and setting up of an office, the recruitment of a team, all within the context of three months of political turmoil, strikes and travel bans. The real project work started in 2014. A Mid Term Review was conducted between March and August 2015.

The character of the GWAPB work is to support other projects, which are not controlled by the project team of GWAPB. The baseline of GWAPB consists of a gender assessment of those EKNsPs (projects supported by the Embassy of the Kingdom of the Netherlands) of which we were given their project documents (inception reports or proposals).

If an evaluation is seen as a linear assessment of indicators from the baseline towards the end of the project, then GWAPB can be considered as not evaluable. To fulfill the condition of an evaluation nevertheless, it is suggested to compare the work which was done, with what realistically could have been done within the available time, considering the opportunities and obstructions. The project can be assessed by looking at its strengths and weaknesses, successes and failures, considering the Bangladesh context of the past three years, and the work which can only indirectly be in the benefit of poor women and men.

Trends in EKNsPs' practice in gender mainstreaming over the three years can be assessed.

The Evaluation will be carried out by two persons.

Assignment and tasks for Short Term Expert (STE)

Draft Evaluation Report, External Evaluation Report of GWAPB, Phase 1, (July 2013-June 2016)

This assignment entails an overall evaluation of the work of the GWAPB over three years: July 2013 – June 2016. The consultant will be expected to provide an overall assessment of the strengths and weaknesses of the program and to make recommendations for future work in this area.

Specifically, the consultant is expected to do the following:

1. Review documentation about the work of the GWAPB, including the Inception Report, project Progress Reports, the Mid-term Review report including the Management Response, and all other available sources of information needed by the Evaluation Team and provided by the GWAPB staff;
2. Carry out interviews with:
 - a. Staff members to gain a full understanding of activities undertaken and perceived successes and failures over the life of the project;
 - b. At least three contact persons in other sector organisations, one from the GoB and two from scientific institutions;
 - c. At least three GWA members, and also at least three trainees in workshops organized by GWAPB;
 - d. Staff at the Embassy of the Netherlands who have been involved with administering the GWAPB¹¹
3. Write a draft evaluative report outlining the strengths and weaknesses / successes and failures of the GWAPB. The contents of the evaluation report will contain the following chapters:
 - Description of GWA and GWAPB
 - Relevance of GWAPB (strengths and weaknesses)
 - Effectiveness of the programme (strengths and weaknesses)
 - Efficiency of the programme (strengths and weaknesses)
 - Sustainability of the programme (strengths and weaknesses)
 - Outcome mapping
 - Recommendations for:
 - GWA
 - GWA-Bangladesh
 - EKN
 - EKNSPs
4. Ask the GWAPB team for comments and suggestions to the draft evaluation report, and organize a meeting to discuss this;
5. Write the final Evaluation Report, taking into account the comments;

¹¹ Mr. Michael Slotema has been our contact person in the Embassy, and he leaves his post per 15 September. It is important to meet him before 9 September.

6. Provide a set of recommendations for further work on gender sensitive water resource management in Bangladesh.

Timing:

Total 26 days * two persons.

Work planning and timeframe:

1. 31/8 (1); 1/9 (1); 4-8/9 (5);
2. 10/9 (1); 14-15/9 (2); 18-22/9 (5);
3. – 6. 25-29/9 (5); 2-6/10 (5); 9/10 (1).

Duration:

All work needs to be completed per Monday 10//18) October^{12, 13}

Requirements

Both STEs will be senior gender experts with experience with evaluations, with knowledge of natural resources management, knowledge of Bangladesh and with excellent writing skills in English. At least one of the experts should be fluent in Bangla.

The experts should be able to understand and apply the Actor-Oriented Empowerment Approach to gender-and-water.

They will be available for short travel.

They will work in coordination with the GWAPB team.

There were not be conflict of interest.

Payment:

Payment will be as a lumpsum, as mentioned in the personal contracts.

Travel costs are refunded based on economy travel.

The UN (WHO) DSA is provided for days of the international consultant in Bangladesh. (currently this is \$ 137/day, including accommodation).

For the Bangladeshi consultant the travel costs are also refunded and other costs depending on the place of residence.

Travel days count as half days for DSA.

¹² The deadline was extended with another week

¹³ In Bangladesh the celebration of Eid Al Adha which is expected to happen from 11 – 13 September 2016, means that many offices are closed from 9 – 17 September. During this time only few people will be available for interviews. Other holidays in this period are Durga Puja 11-12 October, but by then the final report is nearly ready.

ANNEX 2 List of people met

| NAME | POSITION | ORGANISATION | TELEPHONE | E-MAIL | WEB | INTERVIEW/SKYPE |
|----------------|---|---|--|--|---|-----------------|
| Peter de Vries | First Secretary/The matic Expert Water | Embassy of the Kingdom of the Netherlands (EKN) | T. +880 2 9842715 18 ext 204 M. +880 01708454980 | Peter.de.vries@minbuza.nl | http://bangladesh.nlembassy.org | De-briefing |
| Mike Slotema | Former Policy Advisor Water | Embassy of the Kingdom of the Netherlands (EKN) | Skype address:mikehollandslotema | Michiel.Slotema@rvo.nl | http://bangladesh.nlembassy.org | SKYPE |
| Eva Rathgeber | Chair Person | GWA Steering Committee | Skype address:e.rathgeber | rpr@sympatico.ca | http://www.genderandwater.org | SKYPE |
| Joke Muylwijk | Executive Director | Gender and Water Alliance (GWA) | +31 313 427230 | jokemuylwijk@chello.nl | http://www.genderandwater.org | Interview |
| Shaila Shahid | Team Leader | Gender and Water Alliance Bangladesh (GWAPB) | M.+880 173 0089 983 T.+880 179 1403 846 | Shaila.shahid@gwapb.org | http://www.genderandwater.org | Interview |
| Runia Mowla | Programme Specialist, Gender, Water and Agriculture | Gender and Water Alliance Bangladesh (GWAPB) | M.+880 172 6058 070 T. +880 179 1403 846 | Runia.mowla@gwapb.org | http://www.genderandwater.org | Interview |
| Paul C Modhu | Finance & Administration Manager | Gender and Water Alliance Bangladesh (GWAPB) | M.+880 171 5299 905 T. +880 179 1403 846 | paul.modhu@gwapb.org | http://www.genderandwater.org | Interview |

| NAME | POSITION | ORGANISATION | TELEPHONE | E-MAIL | WEB | INTERVIEW/SKYPE |
|--------------------|----------------------------------|--|---|--|---|-----------------|
| S.M. Faridul Haque | Gender and Communication Manager | Gender and Water Alliance Bangladesh (GWAPB) | M. +880 T. +880 179 1403 846 | faridul.haque@gwapb.org | http://www.genderandwater.org | Interview |
| Khadiza Akter | Research Assistant | Gender and Water Alliance Bangladesh (GWAPB) | M. +880 168 1532296 T. +880 179 1403 846 | rahmakhadiza123@gmail.com | http://www.genderandwater.org | Interview |
| Guy Jones | Team Leader | Blue Gold Program | T. +88 02 9894553 M. +88 01787 659365 | guy.jones@bluegoldbd.org guy.jones@mottmac.com | | Interview |
| Kitty Bentvelsen | Senior Gender Adviser | Blue Gold Program/FEMconsult | T. +31 (0) 70 365 57 44 | kbentvelsen@femconsult.org | www.femconsult.org | Interview |
| Roksana Begum | Gender Coordinator | Blue Gold Program | T. +88 02 9894553 M. +88 01755 620176 | roksana.begum@bluegoldbd.org | | Interview |
| Md. Abul Kashem | Training Expert | Blue Gold Program | T. +88 02 9894553 M. + 88 01711 733719 | abul.kashem@bluegoldbd.org | | Interview |
| Md. Nazmul Haque | Sub-Divisional Engineer | WASA MODS ZONE 5 | +88 01711180475 | | | Interview |
| NAME | POSITION | ORGANISATION | TELEPHONE | E-MAIL | WEB | INTERVIEW/SKYPE |

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| | | | | | | |
|------------------------|---|-------------------------|---|--|--|------------------------|
| Milan Kanti Barua | Programme Head Water Sanitation & Hygiene | BRAC | T. +880 2 988 1265 ext 3503 M. +88 01714091375 | Milan.kb@brac.net | www.brac.net | Interview |
| Md. Rakib Uddin | Senior Sector Specialist Water Sanitation & Hygiene | BRAC | T. +880 2 8824180 ext 3963 M. +88 01712 306869 | rakib.ud@brac.net | www.brac.net | Interview |
| Engr. Imam Mahmud Riad | Country Director | MAX Foundation/ Wash | M. + 88 01 711 23 23 93 | riad@maxfoundation.nl | www.maxfoundation.org | Interview |
| Afroza Begum | Manager (Health & Nutrition) | MAX Foundation/ Wash | M. + 88 01 911 064660 | afroza@maxfoundation.org | www.maxfoundation.org | Interview |
| M M Ahidul Islam Kazal | Programme Manager | MAX Foundation/ Wash | M. + 8801712704547 | kazal@maxfoundation.nl | www.maxfoundation.org | Interview |
| Sailendra Saha | Institutional Advisor | CDSP IV | M. +88 01711231674 | sailendrasaha@yahoo.com | www.cdsp.org.bd | Interview |
| Irin Sultana | Gender and Social Advisor | CDSP IV | Mobile: 01963900678 | sultanaislam3@gmail.com | www.cdsp.org.bd | Interview |
| Md. Zillur Rahman | Program Coordinator | Shisuk | + 880-2-9126235(off) +880-2-8622079 (Res) M. 10717181115 | mzillurr@gmail.com | www.shisuk.org | Interview |
| NAME | POSITION | ORGANISATION | TELEPHONE | E-MAIL | WEB | INTERVIEW/SKYPE |

| | | | | | | |
|------------------------|--|---|------------------------|--|--|-----------|
| Md. Zainal Abedin | Former Institutional Manager | CDSP IV | M. +88 01974096341 | Zainalabedin49@yahoo.com | | Interview |
| Johannes Kleijer | Young Expert on SCADA & GIS | DWASA/WOP | M.+88 01859556077 | Jonne.kleijer@gmail.com | www.wop.org | Interview |
| Prof. Dr. Jaap de Heer | Team Leader | Bangladesh Delta Plan 2100 | M. +88 01787747785 | jhr@tg.nl | www.bangladesgdeltaplan2100.org | Interview |
| Giasuddin Choudhury | Deputy Team Leader | Bangladesh Delta Plan 2100 | M. +88 01711592558 | choudhuryga@gmail.com | www.bangladesgdeltaplan2100.org | Interview |
| Dr. Hamidul Huq | Professor Dept. Of Economics | United International University | M. +88 01819259969 | hamidulhuq@eco.uju.ac.bd | www.uju.ac.bd | Interview |
| Tania Haque | Associate Professor Department of Women and Gender Studies | University of Dhaka | M. + 88 01917712310 | tania14bd@yahoo.com | | Interview |
| Md. Mahidul Isalm | Chairman | North-Bengal Research Foundation &Development | M. + 88 01912161600 | info@nrdbd.org | www.nrdbd.org | Interview |
| Safina Naznin | Gender Specialist | World Fish | M. + 88 01730709859 | safina_naznin@yahoo.com | www.worldfishcenter.org | Interview |
| Selim Reza Hasan | Country Manager | SaFal/ Solidaridad | M. + 88 01755628456 | selim@solidaridadnetwork.org | www.solidaridadnetwork.org | Interview |
| Indu Bhushan Roy | Programme Coordinator SaFal | SaFal/ Solidaridad | M. + 88 01715237514 | selim@solidaridadnetwork.org | www.solidaridadnetwork.org | Interview |

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ANNEX 3 List of primary documents reviewed

- Gender Issues of Wet Units in Selected Garments Factories
- Pre-Study for Pilot Project Adopting Gender-Friendly and Climate-Smart Agro-Technology in Villages with SaFaL Activities in Khulna district, Bangladesh, Dhaka, June 2016, Sarah MacGee, Gender and Water Programme Bangladesh, <http://genderandwater.org/en/>
- Gender and Water Poverty: Salinity in Rampal and Saronkhola, Bagerhat, Bagerhat, June 2016, Md Shahidul Islam and research team, Voice of South Bangladesh.
- GENDER IN AQUACULTURE, A Study in Division of Power and Work, Hamidul Huq.
- Mid-term review of the Gender and Water Programme Bangladesh, Gender Resource Facility, 29 June 2015, final version.
- Management Response of GWA to the report of the Mid Term Review of GWAPB.
- GENDER and WATSAN in court yards, schools and tea stalls: report on a field visit to BRAC WASH in Khulna, Dhaka, November 2014.
- Gender and Water Programme Bangladesh, GWAPB, INCEPTION REPORT, PROGRESS REPORT (2013-2014) and REVISED PROJECT DOCUMENT 2013 – 2016, December 2014.
- Gender and Water Programme Bangladesh, GWAPB, South West Coastal Zone Proposal, 2013 – 2016, Dieren, May 2013.
- Gender and Water Programme Bangladesh, PROGRESS REPORT Year 2, July 2014 – June 2015.
- Policy Brief: Gender in Aquaculture, ULAB, September 2015.
- Progress REPORT 2013, Gender and Water Programme Bangladesh, February 2014.
- Gender, Vocational Training and Employment, Report of a study, 2014.
- THEMATIC GENDER ISSUES OF THE BANGLADESH DELTA PLAN 2100, April - November 2015.
- Follow-up Individual Gender Action Plan (IGAP).
- Gender Action plans of EKN supported projects.