<table>
<thead>
<tr>
<th><strong>ACRONYMS &amp; ABBREVIATIONS</strong></th>
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<tbody>
<tr>
<td>APPG</td>
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<tr>
<td>BHH</td>
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<td>BIDS</td>
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<td>CEO</td>
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<td>CFO</td>
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<td>CHT</td>
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<td>EEP</td>
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<td>HIES</td>
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<td>IAP</td>
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<td>MA</td>
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<td>MDGs</td>
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<td>NGO</td>
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<td>NSC</td>
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<td>OPR</td>
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<td>Shiree</td>
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<td>SILPA</td>
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<tr>
<td>TORs</td>
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<td>UPPR</td>
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<td>WATSAN</td>
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</table>
### SHIREE 2011 IN NUMBERS

<table>
<thead>
<tr>
<th>Total no of NGO Contracts</th>
<th>Geographical Coverage</th>
</tr>
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<tbody>
<tr>
<td>Scale Fund</td>
<td>9</td>
</tr>
<tr>
<td>Innovation Round I</td>
<td>6</td>
</tr>
<tr>
<td>Innovation Round II</td>
<td>6</td>
</tr>
<tr>
<td>Innovation Round III</td>
<td>7</td>
</tr>
<tr>
<td>Innovation Round IIII</td>
<td>8</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Total no of NGO Contracts</th>
<th>Geographical Coverage</th>
</tr>
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<tbody>
<tr>
<td>Scale Fund</td>
<td>Divisions</td>
</tr>
<tr>
<td>Innovation Round I</td>
<td>Districts</td>
</tr>
<tr>
<td>Innovation Round II</td>
<td>Upazilas</td>
</tr>
<tr>
<td>Innovation Round III</td>
<td>Dhaka slums</td>
</tr>
</tbody>
</table>

#### BHH Coverage Target (existing contracts)
- Dhaka slums: 153,215
- 24 districts: 100,294
- 82 upazilas: 100,294

#### BHH Targets by NGO

**Scale Fund Round I**
- CARE Bangladesh: 20,000
- DSK: 10,000
- NETZ Bangladesh: 9,000
- Practical Action: 16,850
- Save the Children: 15,000
- UTTARAN: 12,000

**Scale Fund Round II**
- Caritas: 10,000
- Oxfam: 10,500
- Concern Worldwide: 22,500

**Innovation Fund Round I**
- AID-Comilla: 1,500
- CNRS: 1,500
- Green Hill: 1,200
- HKI: 450
- Helvetas Swiss IC: 1,000
- Shusilan: 1,000

**Innovation Fund Round II**
- ActionAid Bangladesh: 1,200
- Helvetas Swiss IC: 800
- MJSKS: 635
- NDP: 1,055
- PUAMDO: 775
- SKS: 1,000

**Innovation Fund Round III**
- Concern Worldwide: 700
- Plan: 2500
- Save the Children: 900
- SSS: 600
- ADD: 700
- BOSS: 400
- GUUK: 1160

**Innovation Fund Round III**
- Eco-development: 750
- Green Hill: 1300
- Handicap International: 600
- HelpAge International: 1000
- IDE: 1000
- PRIP Trust: 1000
- Save the Children: 1200
- TARANGO: 750
BACKGROUND TO SHIREE PROGRAMME

The Economic Empowerment of the Poorest Programme (EEP) is a joint initiative between the Government of Bangladesh (GoB) and the UK Department for International Development (DFID). The programme has adopted the title “shiree” which will be used throughout this report. Shiree is the Bangla word for steps and sums up the basic approach and purpose of the programme which is to enable members of extremely poor households to climb the ladder out of extreme poverty in a sustainable manner.

The programme commenced in 2008 and is due to continue until December 2015. The total programme value is £65 million over 99% of which is provided in the form of grant funding by UKaid from DFID. The programme adopts a challenge fund modality. That is, international and local NGOs are challenged to submit proposals for funding to support projects that engage with households, undertaking a variety of economic empowerment interventions but with the common objective of achieving sustainable graduation from extreme poverty. The interventions are designed by the NGOs and not, as is common with other programmes, designed by the Management Agency and imposed in a top-down manner.

The programme Management Agency (MA) is made up of a consortium of partners: Harewelle International (lead), PMTC- Bangladesh, the University of Bath Centre for Development Studies, the British Council and Unnayan Shamannay. The Management Agency is responsible for the administration of the challenge funds including support for the bidding process (selection is via an Independent Assessment Panel); contracting with selected NGOs; ongoing contract management; and performance review. In addition the MA provides operational support to the sub-projects funded, and under Outputs 3 (Lesson Learning and Research) and 4 (Advocacy) conducts activities such as supporting research into the dynamics of extreme poverty, facilitating learning and the exchange of experience amongst partner NGOs and with a wider audience, and planning and implementing advocacy events at both national and local levels. The programme might therefore be summed up as a “Challenge Fund ++” approach – combining the core functions of financial management, fund disbursement and monitoring common to all challenge funds with a range of value added elements.
The purpose of the programme is to bring 1 million people out of extreme poverty. There are four outputs in the shiree logical framework.

<table>
<thead>
<tr>
<th>Output One: Scale Fund.</th>
<th>Proven approaches to improving the livelihoods of the extreme poor taken to scale. Target engagement with 120,000 beneficiary households. *</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output Two: Innovation Fund</td>
<td>Innovative approaches to improve the livelihoods of the extreme poor tested, evaluated and successes ready for scaling up. Target engagement with 30,000 beneficiary households. *</td>
</tr>
<tr>
<td>Output Three: Lesson Learning and Research</td>
<td>Increasing consistency in the understanding, sharing and application of approaches to addressing extreme poverty.</td>
</tr>
<tr>
<td>Output Four: Advocacy</td>
<td>Policy and practice at local and national levels shows increasing recognition of the needs of the extreme poor.</td>
</tr>
</tbody>
</table>

This Annual Report is organised according to the above outputs with additional sections covering human resource management and financial management. The document reports on programme activity and achievement over the calendar year 2011.

* These output level targets (120,000 Scale Fund, 30,000 Innovation Fund) are derived from the Programme Memorandum & Log Frame. To achieve the Purpose Level Objective (1 million people out of extreme poverty) will require a substantial increase in the level of engagement to 250,000 plus households (depending on family size). During 2011 shiree has substantially increased targets under Output 1 to achieve consistency with the Purpose Level objective.
2011 ACHIEVEMENTS

Throughout 2011 the programme made significant progress across all 4 Outputs, as well as undertaking a number of preparatory processes for further major developments to take place during 2012.

This report goes on to outline activity output by output but highlights included;

- The launch of 3 new Scale Fund projects, with new partners, that will bring a further 47,000 beneficiary households into the programme,
- The maturation of the original 6 Round One projects and extensive preparations for a second phase that will both significantly increase numbers and continue a level of engagement with households that have graduated from these projects,
- Preparation of a proposal to supplement scale fund projects with a direct nutritional component to commence during 2012,
- The launch of a further 8 Innovation Fund projects under Round 4, continuing the trend towards greater diversity of client groups and models of intervention within the portfolio,
- Continuing consolidation of the Change Monitoring System including further piloting of the mobile phone based CMS2 system to be rolled out during 2012,
- The Extreme Poverty Research Group (EPRG) has continued to strengthen with the breadth of participation and the range and quality of presentations steadily improving,
- The first series of 6 research papers prepared by NGO Officers with support from the shiree consortium were presented at the EPRG and published via the web,
- The launch of a first q2 report that draws together the best aspects of qualitative and quantitative monitoring under CMS,
- Another successful Extreme Poverty Day event, partnering with BRAC and the British Council. This involved not only a very senior “top table” including the Minister of Finance and the Governor of the Bank of Bangladesh but innovative elements such as the first Field Officer of the Year (FOOTY) awards, a series of Extreme Poverty Heroes videos and an NGO mela that continues to grow,
- Other advocacy activities ranged from a dynamic Op Ed campaign in the Daily Star and national level policy dialogues to a series of local events that helped NGOs to clear administrative bottlenecks to project implementation,
- Further lesson learning workshops and other sharing events took place including one hosted by DSK in Dhaka and one by CARE in Rangpur as well as a regional forum for partner NGOs in the Hill Tracts and a number of Dhaka based half day dialogue sessions with subjects including Khas Land transfer, private sector engagement and addressing issues of disability,
- Increasing breadth and depth of engagement with Government of Bangladesh partners, including a leading role played by the Project Director (GoB) in facilitating sub project level actions, such as Khas land transfer, requiring official action,
- The above achievements underpinned by an efficient and responsive fund disbursement, financial management and contracting process (the finance team who, along with the drivers and support staff, are the unsung heroes of the programme!). Approaching £9 million was disbursed to NGOs during 2011.

The key trend underlying programme achievement is continuing improvement in income and other livelihood indicators verified by CMS monitoring. While many beneficiaries faced severe challenges during 2011 (e.g. 5000 Uttaran beneficiaries affected by severe waterlogging) the overall direction of change is still upward, although the work of shiree and partner NGOs in supporting households to permanently graduate from extreme poverty is far from done.

From 2012 and for the latter half of the programme there are 2 main themes. The first is to gather in and consolidate the learning emerging from the early phase projects – both Scale and Innovation Fund – using this learning to inform the continued expansion of the programme for added efficiency and effectiveness.
The second theme, which also relies heavily on the CMS, on learning and on research, is to design and implement the panoply of interventions that will enable the thousands of BHHs that have graduated through the initial economic empowerment elements of the programme (for example that established them in income generation activities) to take further steps up the ladder out of extreme poverty. The latter relies rather more on influence and partnerships (e.g. motivating increased access to Government services and social safety nets) than it does on direct asset transfer. Hence advocacy comes increasingly to the heart of the shiree agenda and contributes directly to the graduation objective for core beneficiaries – as well as influencing the broader policy environment.

2011 culminated in a Mid Term Review. This raised a number of strategic issues to be considered as the programme moves forward as well as verifying the progress made on all fronts. This only progress was endorsed by the granting of the highest possible project scoring assessment of 1, a score achieved by about 15% of projects across the DFID global portfolio.

*MJSKS beneficiary with livestock, Kurigram*
The Scale Fund supports a total of 9 ongoing projects with a target beneficiary household (BHH) coverage of 125,850. To date, 86,940 have been selected by the NGOs and verified by shiree. These projects are benefitting a broad range of BHHs including indigenous people, religious minorities, dispersed rural communities, disabled people and urban slum communities. 31% of the BHHs are female headed.

Six of the projects entered their third year of operations during 2011, and have now selected all of their initial target beneficiary households. The total figure now stands at 85,111, principally because DSK faced a comparatively high attrition rate in the urban slums. NGOs have continued both preparatory work (e.g. baseline profiling, group formation, initial skill development training) for new beneficiaries and key project activities such as asset transfer, capacity building and group sessions. As the projects have matured, beneficiaries have begun consolidating the gains from these activities.

In line with shiree’s strategic vision for protecting and enhancing the initial gains made by beneficiaries in the Scale Fund, an external evaluation was conducted with each NGO during the year to assess progress and feasibility for extension into a second phase. All projects were recommended for extension on condition of demonstrating efficiency savings in line with the VfM principle. Following this, extensive negotiations continued until the end of the year in anticipation of the National Steering Committee endorsement process.

Three new projects with the NGOs Concern Worldwide Bangladesh, Caritas and Oxfam were contracted during the year following a rigorous selection process led by an IAP and approved by the NSC. NGOs that have a strong record of sustainably graduating the extreme poor and which have targeted areas of particular geographic vulnerability were favoured.

The box below provides an overview of the Scale Fund. Individual NGO updates are provided in Annex 2.

<table>
<thead>
<tr>
<th>Scale Fund Round 1 and 2</th>
<th>Funds dispersed 2011 (GBP)</th>
<th>Total BHH</th>
<th>Total no of BHHs received assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>DSK</td>
<td>595,162</td>
<td>10,000</td>
<td>8891</td>
</tr>
<tr>
<td>UTTARAN</td>
<td>1,284,908</td>
<td>12,000</td>
<td>11,756</td>
</tr>
<tr>
<td>CARE</td>
<td>1,132,604</td>
<td>20,000</td>
<td>12,386</td>
</tr>
<tr>
<td>Practical Action</td>
<td>1,143,238</td>
<td>16,850</td>
<td>16,850</td>
</tr>
<tr>
<td>NETZ</td>
<td>986,175</td>
<td>9,000</td>
<td>9000</td>
</tr>
<tr>
<td>Save the Children</td>
<td>1,326,036</td>
<td>15,000</td>
<td>12,839</td>
</tr>
<tr>
<td>Caritas</td>
<td>567,778</td>
<td>10,000</td>
<td>-</td>
</tr>
<tr>
<td>Oxfam</td>
<td>185,050</td>
<td>10,500</td>
<td>-</td>
</tr>
<tr>
<td>Concern Worldwide</td>
<td>80,737</td>
<td>22,500</td>
<td>-</td>
</tr>
</tbody>
</table>
The Innovation Fund supports a total of 27 projects with a target BHH coverage of 27,025. To date, 13,354 BHHs have been selected by the NGOs and verified by shiree. Collectively the Innovation Fund represents a diverse portfolio of projects with varying models, beneficiary groups and locations, testing new approaches to poverty alleviation with the extreme poor. During 2011, many Round 1 and 2 projects matured, Round 3 projects completed their inception periods and have begun delivering assets and training, while Round 4 projects were selected (by an IAP in combination with Scale Fund Round 2 selection), contracted and began their inception periods.

During 2011 the Round 1 and 2 projects continued into their final year of operations, selecting the remaining beneficiaries and refining project activities. Beneficiaries are receiving benefits from their IGAs and many are going through the process of reinvestment, diversifying their livelihood strategies to reduce risk and increase income security. The six Innovation Fund Round 2 NGOs had their contracts extended by one year following a comprehensive external evaluation. The evaluation report recommended that the extensions should be made in order to protect and build on the gains made during the first two years, bearing in mind that their contracts were one year shorter than those for Innovation Fund Round 1. Round 3 NGOs have completed their inception periods and began delivering activities with first year beneficiaries, following verification by shiree.

Eight new Innovation Fund projects, comprising Round 4, were selected during this period following an independent selection process. Shiree’s operations and finance teams were heavily involved working with NGOs to refine project memorandums and budgets building on the experience of the first three rounds. The majority of contracts were signed in September/October with one signing in December. The NGOs represent a wide variety of interesting new models, with two projects in urban areas. By year end project offices had been established and HR recruitment conducted with all but one of the projects.

The box below provides an overview of the Innovation Fund. Individual NGO updates are provided in Annex 3.

<table>
<thead>
<tr>
<th>Innovation Fund Round</th>
<th>Funds dispersed in 2011 (GBP)</th>
<th>Total BHH</th>
<th>Total BHHs received</th>
</tr>
</thead>
<tbody>
<tr>
<td>Round 1</td>
<td>536,543</td>
<td>7000</td>
<td>6249</td>
</tr>
<tr>
<td>Round 2</td>
<td>549,366</td>
<td>5465</td>
<td>6507</td>
</tr>
<tr>
<td>Round 3</td>
<td>450,154</td>
<td>6960</td>
<td>903</td>
</tr>
<tr>
<td>Round 4</td>
<td>90,531</td>
<td>7600</td>
<td>-</td>
</tr>
</tbody>
</table>
OUTPUT THREE: LESSON LEARNING AND RESEARCH

2011 saw significant developments in all areas of lesson learning and research. Within the Change Monitoring System (CMS) the innovative mobile phone based monitoring tool CMS 2 continued piloting and the introduction of CMS 4 was consolidated. The first round of Scale Fund research projects came into fruition under the umbrella of the Extreme Poverty Research Group (EPRG), while a series of life histories (CMS 5) have been published online. A proposal for a programmatic wide nutrition intervention was submitted to DFID. A number of operational guideline documents have been developed addressing key issues, and numerable NGO lesson learning events were conducted.

CMS

The CMS has started a process of consolidation through 2011, building on the substantial development during 2010, under the direction of the Decision Support Unit (DSU), the Management Information Systems (MIS) team and the CEO. The CMS is designed to capture quantitative and qualitative data in a dynamic and timely manner; allowing shiree and partner NGOs to monitor and enhance programme management in real time, as well as providing outputs for shiree’s research and advocacy agendas.

Significant steps have been made to evaluate and improve existing CMS components, develop innovative additions (CMS 2/CMS 4) and streamline the data collection, storage and presentation processes. Some key objectives are to ensure consistency between the CMS tools and to develop a real time publically accessible web interface presenting up to date information on extreme poverty in Bangladesh.

The CMS has four complementary components each implemented at different points within the project cycle and gathering different types of data to address the following levels of monitoring requirements.

<table>
<thead>
<tr>
<th>Monitoring Level</th>
<th>Scope</th>
<th>Reference Point</th>
<th>Question examples?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Contract Monitoring</strong></td>
<td>NGO by NGO – individual contracts.</td>
<td>Individual Logframes, activity plans and budgets</td>
<td>Is an individual contract on track against operational and financial objectives?</td>
</tr>
<tr>
<td><strong>Intervention Monitoring</strong></td>
<td>Across different types of intervention or interventions with different client groups (i.e may cut across NGO contracts)</td>
<td>Baseline profile of entire shiree beneficiary population (Scale and Innovation Fund), Poverty benchmarks for entire population (HIES)</td>
<td>How do different types of asset transfer programme compare in terms of their beneficiary impact? How do different beneficiary sub groups compare?</td>
</tr>
<tr>
<td><strong>Research Packages</strong></td>
<td>Research exercises targeted to answering questions arising from implementation experience.</td>
<td>Research questions of interest to shiree, NGOs and other stakeholders</td>
<td>How to effectively target the extreme poor? How to enhance the sustainability of income generating activities implemented by the extreme poor?</td>
</tr>
<tr>
<td><strong>Programme Monitoring</strong></td>
<td>Across the programme as a whole. Drawn from consolidating contract level</td>
<td>Shiree Logframe and budgets. DFID common indicators.</td>
<td>What is the total impact of the shiree challenge Fund? (Scale and innovation)- relative to the resource input (i.e Value for Money)</td>
</tr>
<tr>
<td>Monitoring Level</td>
<td>Scope</td>
<td>Reference Point</td>
<td>Question examples?</td>
</tr>
<tr>
<td>------------------</td>
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<tr>
<td></td>
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<td></td>
<td>What is the programme contribution to MDGs or other broader objectives?</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Is the Innovation Fund identifying scaleable responses to extreme poverty?</td>
</tr>
</tbody>
</table>

**CMS 1** is the baseline survey or ‘household profile’ conducted by NGO staff after the BHHs have been selected and verified by shiree (both Scale and Innovation Fund). It must be completed and submitted before any significant project activities take place and is the baseline for final evaluation of project impact.

**CMS 1 Progress:** to date, more than 90,000 household profiles have been collected and processed. As of December 2011 the first baseline report was near publication representing a total of 73,721 BHHs who were recruited in the first two years in the six scale fund NGOs and the 12 innovation fund NGOs from Rounds 1 and 2. CMS 1 is also being reviewed by the DSU to ensure quality and consistency across the CMS, and NGOs are being further trained to ensure data quality.

**CMS 2** is a monthly snapshot of all BHHs across the entire shiree portfolio, collected by NGO staff; tracking changes in household livelihoods and of events (including project interventions) capable of impacting these livelihoods. It will also update information on project interventions feeding contract and programme monitoring requirements at the operations level.

**CMS 2 Progress:** This tool has been piloted throughout 2011 with both Innovation and Scale Fund NGOs the last pilot of which is scheduled to finish early 2012. Using 100 mobile handsets data is being collected with over 11,000 households providing a unique insight into extreme poverty. Three pilots were conducted through 2011, involving NGOs across both the Scale and Innovation Funds and over 11,000 beneficiary households. In September a workshop entitled “Transforming NGO Management: Real time Information for Decision Making” was organized with partner NGOs by the DSU to demonstrate and discuss how CMS 2 can be used as a management tool.

Real time data is accessible to the public through the websites and each NGO has access to their own beneficiary level data. Following an external assessment the decision has been made to expand the tool across the portfolio, and a finalised questionnaire is expected in early 2012 following review.
**CMS 2 pilot: example findings**

**CMS2: Household income changes over the last two months (Oct'11 vs. Dec'11)**

![Bar chart showing income changes](chart.png)

Total BHH surveyed in Oct'2011: 8092  
Total BHH surveyed in Dec'2011: 7386

**Question:** Over the last month have any good things happened for your household? (data received via a short voice recording for subsequent analysis)

![Bar chart showing positive events](chart2.png)

‘Other’ includes: good result of daughter, good result of son, live with other without rent, savings / storage of paddy, mortgaged land back and sending children to school.
**CMS 3** is a panel survey conducted every 3-4 months by shire utilising trained enumerators based on a statistically significant sample of all scale fund beneficiaries. CMS3 involves a detailed socio-economic questionnaire which is supplemented annually through the collection of anthropometric data. While currently only undertaken for the scale fund the CMS instrument may be adapted to allow final impact evaluations of current and future Innovation Fund projects (using CMS1 as the baseline).

**CMS 3 Progress:** the annual nutrition and socio-economic impact survey with Scale Fund beneficiaries was conducted between the 8th and 31st of March. Data was collected from 473 households between the 6 NGOs. The data was reviewed by Prof. Nick Mascie-Taylor, Cambridge University, and analysed in comparison to the March 2010 data. A draft report ‘panel survey monitoring the changes in Socio-Economic & Nutritional status of extreme poor households between March 2010 and March 2011’ was published.

**CMS 3 in action, March 2011 – haemoglobin levels of beneficiaries being tested**

**CMS 4** is a participatory group reflection undertaken quarterly between BHHs and NGO staff on Innovation Fund projects only. It uses participatory group exercises with sample groups to collect qualitative and quantitative data on changes to household conditions, and reasons for those changes. It identifies successes and challenges that feedback into project management decisions which are then followed up with a quarterly self-review workshop facilitated by a shrike Project Manager resulting in the production of a table of lessons learnt and actions to take. The CMS4 methodology is supplemented by qualitative interviews with a small sample of Innovation Fund Households (CMS5-I).

**CMS 4/CMS 5-I Progress:** the system has strengthened through 2011 as NGOs have become more familiar with the processes involved and built their capacity. CMS 4 reports collating NGO findings and providing an overview of changes through the portfolio were published in January and April, with those later in the year being redesigned into a cross CMS report.
CMS 5-S involves qualitative in-depth tracking studies of a small sample of households, researching the nature and dynamics of extreme poverty. Shir ee consortium partner the Centre for Development Studies at the University of Bath is supporting this element for the Scale Fund partners, Research Officers employed by the NGOs conduct the in depth qualitative interviewing.

CMS 5-S Progress: 2011 saw the online publication of 30 life history studies from Scale Fund NGOs, undertaken by Scale Fund researchers and their assistants. Shir ee has provided close supervision of CMS 5 research with technical support and guidance from the University of Bath, in order to build the capacity of Scale Fund researchers and assistants. All have been involved in a number of training sessions through the year including a methodology workshop, writing workshop, presentations skills workshop, life history and intervention tracking training workshop. After ensuring anonymity, life histories have been published via the shiree website.

**CMS 5 Life Histories – examples**

**LIFE HISTORY OF FARIDA BEGUM, Aged 60**

Farida is a 60 year-old women living with her son in coastal Bangladesh. She was abandoned 20 years ago by her husband who left her to marry a second time and now lives close by with his second wife. She is the mother of three daughters and two sons with her husband. After her abandonment, Farida was forced to seek help from relatives in order to maintain her family. She is a religious-minded woman praying five times a day, and wears borkha to maintain purdah. She is reluctant to be involved in work outside the home, but is compelled to do so in order to make ends meet. Despite the abandonment, she is still in contact with her husband, though they have very poor relations and she is supported only very rarely by him.

Because she could not support them on her own without her husband’s help, all of Farida’s three daughters were married off at an early age (between 12-15 years). Farida still had to manage all the costs associated with the ceremonies, and did this through asset sales and support from her own maternal relations (sisters and uncle). Currently she is living with her second son, sewing cloths and gathering fish fries.

**LIFE HISTORY OF MADHABI HASD**

The story of Madhabi highlights the exceptional dependence of the extreme poor on the quantity and quality of adult labour they can call on for the survival of the dependents. Life was good for Madhabi as long as there was plenty of young labour in the family when she was in a joint family, and even when she had a severely disabled blind and deaf first baby, he was taken care of by her mother in law. But when her parents in law died, she lost her carer and an earner in one year; this was followed swiftly by the separation from a stronger working brother in law and his wife (2 workers). Life was hard because she found it hard to leave her son and this reached a crisis in 1994 when he became mentally ill as well; she had to withdraw fully from the labour market. At the same time she had to pay legal fees in order to retain access to her Khas land from an affluent person who claimed ownership and threatened to evict her. It wasn’t until her second son started working as child labourer at the age of 10 (at the cost of his education); supplementing her husband’s work that life became less hard. But when her husband started suffering from partial hand paralysis she became exclusively dependent on her 20 year old son to feed herself, her husband and young children. She also sent her third son off to do cattle and paddy work as a child labourer – one less mouth to feed. She now struggles with the physical and emotional issues involved in caring and coping with getting the 2 kilogram of rice she needs for her family each day.
• **CMS 6** is a standardized monthly reporting format introduced during 2011 that is required from all NGOs across the portfolio. Shree is required to report figures about project activities to the Government of Bangladesh on a quarterly basis, and this system was introduced to streamline the process as well as providing other core operational monitoring data.

![Practical Action beneficiary rickshaw workshop, Rangpur](image)

**THE EXTREME POVERTY RESEARCH GROUP (EPRG)**

The EPRG is designed to facilitate discussion among practitioners and researchers into extreme poverty, developing and disseminating knowledge on the topic and informing programmatic, advocacy and research agendas. The key characteristic of the EPRG, in comparison to other poverty research orientated groups, is that EPRG activities are rooted in the practical implementation experience of NGOs and other agencies working with the extreme poor in the field. The group’s focus and direction is decided collectively and is therefore NGO partner led.

Through 2011 the group met on a quarterly basis, bringing together a range of NGO partners from across the country as well as, academics, donors and other extreme poverty projects. The year started with a session in January titled ‘Building Consensus: What is Extreme Poverty?’ and included research findings from Unnayan
Shamannay, BIDS and the University of Bath. The third EPRG meeting was held in May and presented emerging findings from shiree’s CMS system, as well as a presentation on poverty threshold analysis from Unnayan Shamannay. The sessions served as a space for discussing and validating the research projects from Scale Fund partner NGOs. In the fourth session in August shiree Young Professionals (YPs) presented a paper on Green Hill’s cash transfer project and beneficiary investment behaviour, shiree’s CEO presented on the implications of the HIES 2010 outputs, the Chars Livelihood Programme (CLP) presented on a sustainability assessment while CMS 5 findings were also disseminated. The theme of the fourth quarterly session held in November was “graduating from extreme poverty”. Shiree presented on the findings from a randomized control trial into nutrition impacts and also on early CMS 2 findings. Both shiree and CLP presented their work on graduation criteria.

2011 saw the EPRG develop as an important forum for discussion among partners and other stakeholders, with each session being better attended than the last, the forum is evolving as a space for discussion of critical programmatic issues.

## RESEARCH OUTPUTS

### SCALE FUND RESEARCH

Scale Fund researchers and assistants conducted in depth qualitative research projects with the theme ‘protecting the gains’. Research projects were developed by the research staff in collaboration with their NGO, guided by shiree and the University of Bath, and then validated by the EPRG. The titles of the working papers are:

- Social Safety Nets and the Extreme Poor: Learning from a participatory pro-poor governance approach (CARE)
- Eviction and the challenges of protecting the gains: A case study of slum dwellers in Dhaka City (DSK)
- Extreme Poor Adivasis and the Problem of Accessing Social Safety Nets (NETZ)
- Vulnerabilities and Resilience among Extreme Poor People: the South West Coastal Region of Bangladesh (Save the Children)
- Making Productive Use of Khas land: Experiences of Extreme Poor Households (Uttaran)
- Accessing and Retaining Access to the Sandbars by the Extreme Poor: Experiences from the Practical Action Project (PAB)

Throughout the research process shiree provided support and researchers were encouraged to share findings at a number of group sessions. Draft working papers were peer reviewed by CLP, UPPP and BRAC and following that 5 papers were finalized and published online, with the 6th paper due early 2012. These findings have been fed back to the staff from each respective Scale Fund NGO and have informed operational developments. Uttaran’s findings were used in a sharing and policy dialogue session on khas land facilitated by Dr. Joe Devine and NETZ’s paper was presented at the joint UNDP conference on “Scaling Up Social Protection in Bangladesh”.

### Research to Operations – Scale Fund Research Packages phase one

**DSK: A model for compensation packages was developed and given to the evicted households. This same package is now in place for households affected by fire explosions.**
**Save the Children:** Is now trying to gain more funding to direct towards climate change based on its working paper. Decided that all assets will be transferred to women, based on the recommendations from research.

**Uttaran:** Primary groups are now talking about opening bank accounts with 10 taka with agricultural banks. They are also discussing crop facilities. Improving trainings (Some female headed households are now acting as resource persons – those who are doing well – by demonstrating in training).

**NETZ:** Following the May EPRG, an advocacy meeting at Naogaon Deputy Commissioner’s (DC) Office where the findings were shared, particularly talking about Adivasis hindrances experienced when trying to access SSNs. The media were present.

Have a plan to share findings at the grassroots community level with BHHs, civil society members and local government members. Here they will encourage the Ward Commissioner to submit lists to the UP and increasingly visit Adivasi villages. They also plan to invite Social Opinion Makers or Human Rights Defendants (who are not BHHs but community members identified as having leadership in communities). The findings have already been shared with them.

Have informed project staff about the challenges Adivasis face and have linked them with local government officials. After meetings with UP Chairmen a number of BHHs are now receiving SSN.

Making a tangible action plan with partner NGO office to increase SSN access.

Alongside this, researchers developed proposals for a second phase of research, receiving initial feedback in July followed by extensive feedback and further proposal development sessions conducted with members of the shiree team from Bath University. As of December 2011, researchers had finalized proposals and were beginning the initial stages of research. The recruitment processes also began for 3 Research officers and 3 Research assistants for the Scale Fund Round 2 NGOs (Oxfam, Caritas and Concern Worldwide), and 3 Research officers for the Innovation Fund.

**Q² REPORT**

The Q² report provides a joint qualitative and quantitative analysis of shiree’s extreme poor households between March 2010 and March 2011. Produced by the Universities of Cambridge and Bath, the report integrates the main quantitative findings from the panel surveys (CMS 3) with in-depth initial findings from qualitative tracking studies (CMS 5) to provide a Q² approach to further understanding of extreme poverty and the impact of shiree interventions on escapes from extreme poverty.

**ADDITIONAL RESEARCH ACTIVITIES**

Two YPs within the organization conducted research into Green Hill’s conditional cash transfer programme in Banderban, exploring the impact of the project on households’ abilities to meet primary needs and invest in the future with a focus on the psychological processes behind this. The paper was presented at the DSA-EADI Conference 2011 ‘Rethinking Development in an Age of Scarcity and Uncertainty’ in September, York, UK.
Staff have conducted research into the impact of increased food prices on beneficiaries. Bath have also presented shiree’s experience at a Chronic Poverty Research Centre organized conference in Delhi, and several students from the University have analyzed shiree data for their degree dissertations.

### NUTRITION NDP MONITORING

Research into NDP’s nutrition intervention has continued during 2011, building on the base line study from December 2010.

Shiree conducted a randomized control trial into the nutritional impact of receiving deworming tablets, daily micronutrients and flip flops, with NDP beneficiaries. NDP requested the additional intervention component to the project design and shiree developed a monitoring framework to capture the benefits of this based on CMS 3. The study involved randomly selecting two groups of mothers and their children < 5 years old. One group received the intervention – 6 monthly deworming, daily micronutrients and flip flops – while a control group received none of the interventions until the end of the trial when they received deworming, flip flops and micronutrients for 3 months. The study is a 24-week cluster-randomized trial aiming to determine, (a) Household annual change in nutritional status as a result of the NDP/shiree package, (b) Intra-individual (mother and <5 year old children) biannual change in nutritional status as a result of the micronutrient supplements, deworming and use of flip-flops, (c) Differences in nutritional status between the control group and intervention group at the end of the study, through a baseline and an end-line survey.

Building on the base line from November 2010, midline and end line surveys have been conducted and an interim report with findings has been produced. To supplement this qualitative research was conducted by shiree/University of Bath to produce a Q2 approach. The final analyses and reporting will be under taken during 2012 via the EPRG.

### NUTRITION INTERVENTION PROPOSAL

At the request of DFID-B shiree developed a proposal for an additional nutrition component to complement existing livelihood interventions within the portfolio. The proposal was submitted in the year’s third quarter and is an opportunity to significantly enhance the package of support to households, especially targeting pregnant and lactating women, young children and adolescent girls through counselling and nutritional supplements.

Shiree took the lead within DFID’s extreme poverty portfolio in consolidating best practice and lessons learnt from other nutritional interventions and convened a two day workshop entitled “Integrating Direct Nutritional Interventions in DFID-Supported Extreme Poverty Programmes” in June. The event brought together a number of different actors including representatives from DFID, University of Cambridge, NGOs, development partners, CLP and UPPR. Following this a number of planning meetings were organized by shiree to explore and agree details such as management and resourcing, logframes, monitoring and evaluation and planning implementation.

### CLIMATE CHANGE INTERVENTION PROPOSAL

Similar to the nutrition intervention, shiree were invited to submit a proposal to DFID for additional interventions related to mitigating and adapting to climate change within the portfolio. A proposal was submitted based around shiree’s 4 key outputs, proposing to utilize shiree’s partnership approach with
bottom-up designed interventions, supported by shiree’s strong monitoring and evaluation system. Preparing this proposal gave shiree the opportunity to enhance team awareness and to consult with NGO partners around current thinking on Climate Change Adaptation (CCA). While the proposal has not progressed in the short term the MA will continue to press for programme enhancements in the field of CC related activities over the second half of the programme.

NGO LESSON LEARNING

Two Scale Fund lessons learning workshops were held this year, along with a number of cross-NGO learning visits. DSK hosted the 4th shiree partner lesson learning workshop, sharing particularly urban related lessons with many urban based IF3 partners. The three day workshop included a group discussion on urban challenges from which a publication and a set of recommendations were developed. The event included a visit to DSK’s site, and a lesson-sharing/advocacy session. The first day was inaugurated by the Minister of Law and Justice Barrister Shafique Ahmed, and the third day was inaugurated by Mr. Mihir Kanti Majumder, Ph.D., Honourable Secretary, Rural Development and Cooperatives (RDC) division of Ministry of Local Government and Rural Development. Shiree also partnered with Solutions Exchange to provide expert knowledge on urban poverty issues, who were present at the event.

"Engaging Local Government" was the theme of the 5th lesson learning workshop, hosted by CARE, in Rangpur in November. Various local level government officials attended the event, as well as all shiree partners, to learn about how CARE, PAB and others are engaging local government in their work and share ideas for future partnership.

Shiree has also facilitated lesson learning across the “community” of partner NGOs. Innovation Fund Round 1 and 2 NGOs have participated in lesson learning through the process of designing one year extensions. MJSKS hosted a livestock workshop held in October involving partner NGOs, CLP and local government. A lesson learning event on beneficiary targeting was also held by CARE in November. A number of individual cross NGO sharing sessions have been facilitated, including BOSS receiving CLTS training from CARE.

PROGRAMMATIC WIDE BEST PRACTICE AND GUIDANCE DOCUMENTS

As Scale Fund Round 1 and Innovation Fund Round 1 and 2 projects have matured, opportunities to develop programme wide best practice have emerged. From CMS data and dialogue with NGOs common challenges were observed and it was clear that more systematic guidance on these was required. As a result, cross departmental shiree teams involving operations, the DSU and Research have started examining current practice in key areas through workshops, site visits, questionnaires and analysis of CMS data. From this, a number of guidance documents were produced - these are currently working documents and are scheduled to be finalized and available online during 2012.

- **Guidance Note - IGA Analysis**: to aide NGOs on quantitative and qualitative analysis of IGAs, as well as households micro-plans, to be used prior to implementation with beneficiaries.

- **Guidance Note – IGAs for Less Physically Capable Beneficiaries**: to aide NGOs in developing a strategy to working with those less physically capable (often the disabled and elderly) in the inception period.

- **Guidance Note – Advocacy Toolkit**: to aide NGOs in advocating with local government to increase safety net coverage and services to the extreme poor.
**Gender:** a survey was conducted with partner NGOs exploring a number of issues related to gender and women’s empowerment. A working document has been produced analyzing these and is the basis for future work, including a gender review. A paper providing a gender analysis of shirree CMS data was produced in advance of the shirree mid term review.

**Graduation:** graduation has emerged as a priority issue for shirree as partner NGO project reach maturity and questions of sustaining the gains made through economic empowerment interventions take priority. A working document has been produced reflecting shirree’s exploration of the topic – debating definitions, other project’s approaches and possible methodologies. It should be noted that there shirree faces a unique challenge in identifying a methodology that is accurate across the portfolio, given the diversity of interventions, beneficiary groups and locations represented.

*CARE International beneficiary vegetable cultivation, Rangpur*
OUTPUT 4: ADVOCACY FOR POLICY AND PRACTICE

Strong progress has been made during 2011 on pushing key messages related to extreme poverty through the media, engaging the government at every level – Ministers, government departments, MPs, civil servants and local stakeholders – encouraging private sector engagement and highlighting issues at the national level through extreme poverty day.

Strategy

A number of advocacy workshops have been conducted throughout the year in order to establish lessons learnt and better identify priorities for advocacy. Workshops have been held with IF2 partners, IF3 partners, Scale Fund research staff as well as on themes such as khas land, social protection and private sector engagement.

National level advocacy and the APPG

Shiree has continued engaging at the national level with the All Party Parliamentary Group for Extreme Poverty (APPG) and a number of government departments. An MOU was signed at the beginning of the year with the People’s Empowerment Trust to ensure a continued relationship with the APPG. Since then, 4 MPs from the group have visited shiree projects in the south, engaging with beneficiaries. In partnership with the APPG a pre-budget dialogue session with 20 MPs was organized where shiree, BRAC and CPD presented an analysis of the budget from an extreme poor perspective. A policy brief on khas land, in collaboration with NGOs, was also disseminated to members of parliament and relevant government officers.

Discussions have been held with both the Department of Agricultural Extension (DAE) and the Director General of the Department of Youth, to explore how services to beneficiaries can be increased and training and skills development opportunities created.

Shiree also participated in the 15 days long Rural Development & Cooperative Fair- 2011 organised by the Rural Development & Cooperative Division of Bangladesh. Thousands of people from different sectors learnt about the shiree project through this fair and DSK beneficiaries sold their products.

Matt 2

Shiree’s CEO, Project Director, and Internal Consultant (YP) facilitated 4 sessions on ‘raising awareness of extreme poverty’ with current participants of the Managing at the Top (MATT2) project led by the British Council, presenting on the dynamics of extreme poverty, and exploring possibilities for the civil service to do more to eradicate extreme poverty. Each presentation has been followed by an engaging question and answer session. Over 200 civil servants have to date participated in these sessions.

District Level advocacy

A number of ministers have visited shiree beneficiaries and have committed to improving their situation. The Minister for Livestock attended an event at Uttaran, learning about the needs of those in a climatically vulnerable area, where he committed resources. Shiree’s Project Director, Joint Secretary Asadul Islam, also met the Khulna District Administrator who committed to supporting the project’s efforts in khas land transfer. The State Minister of Land attended an event organized by NETZ where he committed to supporting local Adivasis through local government.

An advocacy workshop on khas land was delivered in Sunamganj, with the local District Commissioner (DC) and other local government officials. The DC handed over land (on a permanent basis) to 11 landless people.
Media

Shiree has continued to utilize the media to highlight extreme poor issues. The Op-ed campaign with the Daily Star newspaper, Bangladesh’s leading English daily, has continued through the year regularly highlighting a number of important issues and generating discussion, translations of articles into Bangla is also underway. A round table discussion was also co-hosted with the newspaper, with attendees including a number of academics such as Prof. M. K. Akash, MPs and leading industry members including the BGMA President.

A series of 10 documentaries have been made to highlight how champions in various sectors (non-NGO) have supported the extreme poor. The videos are to be aired on national television in Jan/Feb 2012, and on you-tube for global outreach. Shiree have conducted regular media monitoring, collating stories covered by leading newspapers on extreme poor issues and shared quarterly with partners. Trips have also been organized to sensitize journalists to extreme poor issues and a BBC journalist has visited shiree projects. In March, HRH Princess Anne visited shiree beneficiaries in the south in her role as Patron of Save the Children UK.

Extreme Poverty Day

Continuing from previous years successes Extreme Poverty Day was held on the 25th of October with the theme “Radicating Extreme Poverty: Whose Responsibility is it?” The highlights included over 40 NGOs participating with stalls, commitments from a panel of highly influential speakers, Field Officer of the Year Awards and a series of Extreme Poverty Change Makers documentaries. The event was hosted in partnership with British Council and BRAC, setting up the platform for future collaboration. The Finance Minister attended and said he supports and endorses our efforts. Other high level participants included the Governor of the Bangladesh Bank, the British High Commissioner, BRAC founder Fazle Abed and the Chairman of the APPG on Extreme Poverty.

Honourable Finance Minister Mr. Abul Maal Abdul Muhith speaking on Extreme Poverty Day
More than 50 NGOs showcased their activities in the Extreme Poverty Day 2011 held in Basundhara Convention Centre, Dhaka.

**Private Sector Engagement:**

Shiree has facilitated discussions between NGOs and businesses throughout the year, with the intention of building ‘win-win’ partnerships for both the business and extreme poor beneficiaries. This has led to a GUK and Apex Footwear signing a Memorandum of Understanding (MoU) in July, committing Apex to employing 800 shiree-GUK beneficiaries from Gaibandha in their factories. A MoU has also been signed between shiree and the CSR Centre to explore the potential of directing more private sector Corporate Social Responsibility (CSR) activities towards the extreme poor.
HUMAN RESOURCES MANAGEMENT

As shiree expanded as a project through 2011 with the contracting of a number of new projects, key areas within the organizational structure have been strengthened. 2011 saw the development of the Decision Support Unit (DSU) which is an internal unit designed to support strategic programmatic areas as well as consolidate findings from CMS. The advocacy and communications team has been built, and there have been additional human resources for finance.

Specific recruitment changes during the year include:
- External Liaison and HR Officer re-contracted as HR and Accounts Manager
- Three international YPs left shiree after year end after completing two years on the project and replacements were appointed (from 2012)
- Within Communications and Advocacy a national YP left, while a communications manager and two short term national YPs were appointed
- Within the DSU an internal consultant left and another moved to a part time contract, while a Decision Support Manager (DSM) was appointed with overall CMS responsibility
- Within Operations a Programme Manager left and a replacement appointed
- Within Finance an Accounts Manager left the project while a local Finance and Accounts Young Professional and a Senior Account Manager were both appointed.
- Appointment of new shiree staff support member

At the beginning of the year staff development meetings were conducted with all staff and senior management to identify work priorities and objectives. An annual retreat during July provided space for team development issues to be discussed. A number of in-weeks through the year built on this and enabled the team to consolidate changes.

As a result of staff development meetings English language training was organized for all interested staff and proved very popular. It was run by the British Council between September-November and all participants received certificates.

A decision was made that individual staff appraisals are to be conducted, and these have been scheduled January 2012. An anonymous survey was conducted in the middle of the year and found that shiree staffs perceive the project more positively along a majority of indicators, in comparison to last year (shown in the table).

<table>
<thead>
<tr>
<th>Movement towards</th>
<th>Movement away from</th>
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<tbody>
<tr>
<td>Happy</td>
<td>Sad</td>
</tr>
<tr>
<td>Modern</td>
<td>Traditional</td>
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<tr>
<td>Dynamic</td>
<td>Static</td>
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<tr>
<td>Self-Confident</td>
<td>Uncertain</td>
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<tr>
<td>Team Centred</td>
<td>Boss Centred</td>
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<tr>
<td>Diverse</td>
<td>Uniform</td>
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<tr>
<td>Risk Averse</td>
<td>Risky</td>
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<tr>
<td>Externally Focused</td>
<td>Internally Focused</td>
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<tr>
<td>Honest</td>
<td>Deceitful</td>
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<tr>
<td>Does not need changing</td>
<td>Needs changing</td>
</tr>
</tbody>
</table>
FINANCIAL MANAGEMENT

During 2011 the Finance team worked with 9 Scale Fund projects and 27 Innovation Fund projects disbursing a total of 8,928,282 GBP. A major activity through the year was the contracting of 3 new Scale Fund partners, along with 8 new Innovation Fund partners and reviews for a possible Phase 2 of Scale Fund Round 1, working closely with the Operations team. A total of 1,626,594 GBP was disbursed to the Innovation Fund and 7,301,688 GBP to the Scale Fund.

BUDET REVIEWS

Scale Fund Round 2, Scale Fund Round 1 Phase 2 and Innovation Fund Round 4

The Finance team were heavily involved in the negotiations for the 8 new Innovation Fund projects and 3 new Scale Fund projects, participating in a series of meetings and dialogue. From October to December the team reviewed, with shree’s operations team, the budgets, project memorandums and log frames of the 11 NGOs, all of whom signed during this period. Financial capacity assessments were conducted with each short listed NGO.

During the second quarter an external review of the 6 Scale Fund Round 1 NGOs was conducted to assess the potential for further expansion based on Phase II guidelines and this review was supported by the Finance team. The team has subsequently been involved in the budget negotiations with each NGO, preparing for the NSC which was delayed until January 2012.

Scale Fund Round 1 and Innovation Fund Rounds 1-3

The Finance team conducted a budget review with all NGOs from these Rounds during this period.

All Innovation Fund Round 1 NGOs have had their budgets approved for a third and final year. Innovation Fund Round 2 NGOs had their projects extended into a third year, and revised budgets and implementation strategies for each NGO were reviewed by the finance team. Following a period of negotiation each NGO had their contracts amended for the one year extension. From Round 3 GUK and Concern have received second year approval and the team are in the process of reviewing the remaining projects from this round.

Third year budget approval meetings were held with five Scale Fund NGOs (CARE, DSK, PAB, SCF-UK and Uttaran) in February and March, with the final Scale Fund NGO - NETZ’s - conducted in April.

AUDITS

Internal audits were conducted for a majority of NGOs and their partners during 2011 and the results shared with the NGOs.

During this period the team finalised the external audit reports for nine innovation fund NGOs for the 2010 assessments, all of which were forwarded onto the respective NGOs and also DFID. During the year’s first quarter the six Scale Fund Round 1 NGOs were audited by the following firms:

- Hoda Vasi Chowdhury & Co, Chartered Accountant (audit of CARE and Uttaran)
- ACNABIN, Chartered Accountants (audit of DSK and NETZ)
- NUFHAS, Chartered Accountants (the audit of SCF and PAB)
In the year’s last quarter, three firms were appointed to audit nine innovation fund grantees (from Round 1 and 2) and as of December 2011, the team is in the process of finalising the external audit reports for these. The firms are:

- J R Chowdhury and Co (audit of MJSKS, SKS and IC from Innovation Fund Round 2)
- S F Ahmed and Co (audit of CNRS, HKI and IC from Round 1)
- Nurul Faruk Hasan and Co (Nufhas) (audit of NDP, Aid Comilla and Shushilan)

During the year’s second quarter an external auditor S F Ahmed and Co were contracted to conduct an audit of shiree activities between January-December 2010.

The Finance Director, Harewelle International visited EEP/shiree project partners in November to review the process of external and internal audit. The Accounts Coordinator from the British Council, Edinburgh visited in February to review the current process of contract management of Scale Fund and Innovation Fund projects.

<table>
<thead>
<tr>
<th>Name of the NGO</th>
<th>Date of Audit</th>
<th>Period covered</th>
<th>Appointed Date</th>
<th>Period covered</th>
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</thead>
<tbody>
<tr>
<td>Dushtha Shasthya Kendra</td>
<td>5th May 2011</td>
<td>1st April 2010 to 31st March 2011</td>
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<tr>
<td>CARE International</td>
<td>30th March 2011</td>
<td>1st March 2010 to 28th February 2011</td>
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<tr>
<td>Uttaran</td>
<td>20th April 2011</td>
<td>1st April 2010 to 31st March 2011</td>
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<tr>
<td>Save the Children UK</td>
<td>28th April 2011</td>
<td>1st April 2010 to 31st March 2011</td>
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<td>Practical Action</td>
<td>14th June 2011</td>
<td>1st April 2010 to 31st March 2011</td>
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<tr>
<td>NETZ Bangladesh</td>
<td>16th to 19th January 2011</td>
<td>1st May 2010 to 31st December 2010</td>
<td>27th June 2011</td>
<td>1st May 2010 to 30th April 2011</td>
</tr>
<tr>
<td>National Development Programme</td>
<td>9th to 10th March 2011</td>
<td>1st September 2010 to 28th February 2011</td>
<td>24th October 2011</td>
<td>1st September 2010 to 31st August 2011</td>
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<tr>
<td>Shushilan</td>
<td>16th to 17 August 2011</td>
<td>1st September 2010 to 15th August 2011</td>
<td>24th October 2011</td>
<td>1st September 2010 to 31st August 2011</td>
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<tr>
<td>AidComilla</td>
<td>23rd June 2011</td>
<td>1st September 2010 to 31st May 2011</td>
<td>24th October 2011</td>
<td>1st September 2010 to 31st August 2011</td>
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<tr>
<td>Actionaid Bangladesh</td>
<td>19th April 2011</td>
<td>1st September 2010 to 31st March 2011</td>
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<td>Green Hill</td>
<td>20th and 21st June 2011</td>
<td>1st November 2010 to 31st May 2011</td>
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<td>MJSKS</td>
<td>20th April 2011</td>
<td>1st September 2010 to 19th April 2011</td>
<td>13th October 2011</td>
<td>1st September 2010 to 31st August 2011</td>
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<tr>
<td>SKS</td>
<td>21st April 2011</td>
<td>1st September 2010 to 20th April 2011</td>
<td>13th October 2011</td>
<td>1st September 2010 to 31st August 2011</td>
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<tr>
<td>Plan Bangladesh</td>
<td>26th &amp; 27 December 2011</td>
<td>1st January 2011 to 22nd December 2011</td>
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**REPORTING**

During this period reporting requirements to the Government have increased and the finance team have adjusted systems to ensure timely information can be provided. The team submitted the monthly reports and IMED Quarterly reports to the GoB and communicated with the Project Director.

Throughout the year monthly accounts of EEP/shiree were checked and prepared by the finance team and the final versions forwarded to Harewelle International Ltd. The FAPAD report for the year ending 30th June 2011 was submitted in early July.

**PROCUREMENTS & INVENTORY**

During this period procurement manuals have been reviewed for the Innovation Fund Round 3 and 4 and Scale Fund Round 2, to ensure compliance with shiree’s procurement manual which follows all the terms and conditions of DFID according to the Accountable Grant Agreement.

Following this procurement processes for Innovation Fund Round 3 were conducted and shiree also assisted in the procurement of 42 Motor Cycles, 37 Desktop Computers, 20 Laptops and 16 Printers for Scale Fund Round Two and Innovation Fund Round Four through Crown Agent, DFID’s nominated Procurement agency.

A team of four staff members conducted physical inventory of EEP/shiree by 30 June.
RISK MANAGEMENT

The Finance team has led on the issue of Risk Management within the portfolio as the portfolio expanded to 36 projects this year. Following a team brainstorm advisors from British Council have advised the project on possible risk management systems. The process of developing Risk-Management procedures will continue during 2012.

NGO SUPPORT DURING CRISIS

The Finance team has continued to support the Operations team in responding to emergency situations faced by beneficiaries. A joint Operations-Finance team visited Uttaran in November to assess the post flood situation and subsequently approved BDT 3,088,000 for flood affected people.

Mr. Nani Gopal Mondal, MP (Khulna-1) and Vice-Chairperson, APPG on Extreme Poverty, Bangladesh Parliament visiting extreme poor household who got Khas land in his constituency.
## ANNEX 1: FINANCIAL SUMMARY

### EEP/shiree - Scale Fund Disbursement for the period January 2011 to December 2011

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<tbody>
<tr>
<td>1</td>
<td>Dushtha Shasthya Kendra (DSK) - Moving from extreme poverty through enhancing economic empowerment (capacity building, voice and rights) of extreme households</td>
<td>3,851,489</td>
<td>469,257</td>
<td>213,952</td>
<td>141,879</td>
<td>239,331</td>
<td>595,162</td>
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<td>2</td>
<td>UTTARAN - Sustained and Expanded Effort to Make the Ultra Poor Out of Extreme Poverty by Transferring Assets, Cash and Skill in an Integrated Approach</td>
<td>3,160,412</td>
<td>659,439</td>
<td>322,217</td>
<td>80,088</td>
<td>223,164</td>
<td>1,284,908</td>
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<tr>
<td>3</td>
<td>CARE - Social and Economic Transformation of the Ultra Poor</td>
<td>4,562,517</td>
<td>442,835</td>
<td>309,474</td>
<td>277,247</td>
<td>103,048</td>
<td>1,132,604</td>
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<td>4</td>
<td>Practical Action Pathways from Poverty: Building Economic Empowerment &amp; Resilience for Extreme Poor Households in Riverine areas of Bangladesh (PFP)</td>
<td>3,812,954</td>
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<td>413,670</td>
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<td>NETZ Advancement of Marginalised Adivasis Deprived of Economic Resources (AMADER)</td>
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<td>100,728</td>
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<td>Save The Children, UK Household Economic and Food Security of Extreme Poor in Khulna and Bagerhat Districts</td>
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<td>22,569,104</td>
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<td>442,835</td>
<td>1,123,395</td>
<td>333,368</td>
<td>309,474</td>
<td>562,134</td>
<td>250,030</td>
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<td>103,048</td>
<td>6,468,123</td>
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<td>Scale Fund Round Two - NGOs: CARITAS Bangladesh - Ensuring Sustainable Livelihood of Ethnic of CHT</td>
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<td>Concern Worldwide - Economic and Social Empowerment of the Extreme Poor (ESEP)</td>
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<td>706,501</td>
<td>833,565</td>
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<td>Oxfam GB - Oxfam REE_CALL SUE</td>
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<td>Subtotal of Scale Fund Round Two - NGOs</td>
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<td>706,501</td>
<td>833,565</td>
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<td>10</td>
<td>NGO(s) Grand Total Scale Fund - Round - I &amp; II</td>
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<td>1,787,046</td>
<td>531,053</td>
<td>442,835</td>
<td>1,123,395</td>
<td>333,368</td>
<td>309,474</td>
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<td>331,702</td>
<td>322,639</td>
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<td>7,301,688</td>
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## EEP/shiree - Innovation Fund Disbursement for the period January 2011 to December 2011

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<td>Intercooperation (IC)</td>
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<td>Shushilan</td>
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<td>Green Hill</td>
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<td>Total Budget &amp; targeted BHH - Innovation I</td>
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<td>64,344</td>
<td>110,312</td>
<td>110,312</td>
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<td>National Development Programme (NDP)</td>
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<td>SKS Foundation</td>
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<td>ActionAid Bangladesh</td>
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<td>Panchbibi Upazila Adhikashi Multipurpose Development Organisation (PUAMDO)</td>
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<td>Total Budget</td>
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<td>Innovation Round II</td>
<td>Innovation Round III</td>
<td>Innovation Round IV</td>
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<td>1. Gana Unnayan Kendra (GUK)</td>
<td>Reducing extreme poverty through income-generating activities</td>
<td>291,982</td>
<td>9,198</td>
<td>27,895</td>
<td>8,916</td>
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<td>2. CONCERN worldwide Bangladesh</td>
<td>Investment in economic empowerment of street dwellers</td>
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<td>13,337</td>
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<td>4. Save the Children Federation, Inc.</td>
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<td>12,126</td>
<td>33,589</td>
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<td>5. Action on Disability and Development (ADD)</td>
<td>From Margia to Mainstream: A Drive of Challenged People for Economic Empowerment</td>
<td>300,000</td>
<td>-</td>
<td>34,212</td>
<td>34,212</td>
<td>72,628</td>
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<td>6. Plan Bangladesh</td>
<td>Economic empowerment of street children</td>
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<td>13,788</td>
<td>19,075</td>
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<td>7. Bangladesh Organisation for Social Service (BOSS)</td>
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<p>| Total | 1,893,069 | 69,310 | 8,809 | 19,430 | 12,126 | - | 86,850 | 33,473 | 13,788 | 58,889 | 86,790 | - | 60,969 | 450,154 |</p>
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<th>Children focused reduction of urban poverty:</th>
<th>300,000</th>
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<td><strong>TARANGO</strong></td>
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<td>Establishing Fair Trade Handicraft Business for Indigenous Community in Bandarban</td>
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<td>Total Budget - Innovation IV</td>
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<td>Grand Total - Innovation I, II, III and IV</td>
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Uttaran are delivering the ‘Integrated Approach to Transferring Khas Land, Skills and Assets Transfer’ programme to 12,000 BHHs, providing Income Generating Supports (IGS) and “liberating” land from Government management to the extreme poor for cultivation in 8 districts of Satkira and Khulna districts of south-western Bangladesh.

As of December 2011, a total of 7723 BHHs have received access to khas land/water ponds. 429 BHHs have permanent access to khas land while 6955 BHHs have temporary access, 343 BHHs have temporary access to water bodies and 395 BHHs are have access to land on a mortgage/contract basis. During 2011 2875 BHHs received access to a total of 781.78 acres of khas land, and beneficiaries have begun utilizing the land for productive economic purposes. Of that total, 3577 BHHs have received access to land on a temporary lease basis, with 71 BHHs receiving it on a permanent basis. 227 BHHs have received a lease to a water body. On average, each beneficiary household has received access to .21 decimals of land. Following last year's consultation with shiree and DFID and the decision to increase IGA coverage in addition to khas land advocacy a total of 1282 further BHHs received income generating assets during this period, with assets worth on average 14,000 BDT. A total of 11756 BHHs have received assets. Common IGAs include boat, nets, small trading, beef fattening, rickshaw vans goats, sheep, shrimp cultivation, fish culture, agriculture and crab fattening. The work of village level primary organisations has continued, engaging the LGI and local level public service providers to ensure access to BHHs to social security programs. During this period a total of 1509 BHHs received safety net support such as widow allowance, VGD, old age allowance etc.

The greatest challenge continued to be the politics of land transfer. Government bureaucracy is slow moving and often unresponsive to the needs of the extreme poor. Uttaran has continued it’s advocacy efforts at the local level.

The project hosted a number of high profile external visitors. In January the Honourable Minister of Fisheries and Livestock visited. A team of four MPs from the APPG visited project sites in July and during the visit they met with BHHs, civil society organizations, and local Pani and Bhumi Committees. The members of the APPG committed to BHHs that they will work to enhance the khas land transfer process. Finally in October the Joint Secretary Mr. Abdullah brought a team to visit the project.

Uttaran’s strong advocacy at a local level also continued. A district-level advocacy meeting was held in April at Khulna circuit house to enhance transfer of khas land and water bodies to project beneficiaries. Project Director of Shiree attended in the meeting as chief guest, District Commissioner, Khulna, district and upazila level officers, and selected representatives of upazila also participated in the advocacy meeting. Uttaran also participated in a number of events including extreme poverty day and the district level cooperative fair in November where they were awarded 3rd prize among 100 stalls.

According to CMS 2 data, 75% of beneficiaries reported that their household income had been increasing a little that month, with 44% saying their health condition was much improved. The % of households using ring-slab sanitation facilities increased from 74.7% in June to 92% in December.
Save the Children UK (SCUK) are implementing the project ‘Household Economic and Food Security of Extreme Poor in Khulna and Bagerhat Districts’ working directly with 15,000 BHHs and indirectly with 50,000. SCF operate through two PNGOs: CODEC in Bagerhat and PRADIPAN at Khulna, both areas badly affected by cyclone Aila and regular tidal surges.

As of December 2011 a total of 12,829 BHHs have received an asset and 1,657 have received a cash transfer. The amount of assets transferred is different between households. 1928 BHHs have single IGAs, 4077 have double IGAs, and 1182 have three IGAs. On average the total transfer is worth approximately 11,000 BDT and represents a broad range of IGAs. These include livestock (goats, cows, ducks, pigs), fisheries (crab fattening, fishing boats, hooks and nets), other small businesses (sewing and cloths, cobblers, carpentry, net weaving, van garage etc). During 2011 a total 5,565 BHHs received assets, and 129 received cash transfer. All households have received skills/IGA training and specialized training is provided to adolescent boys and girls of the project’s beneficiaries. Till the end of this reporting period a total of 15,926 BHHs/individual have trained on various IGAs/ inputs based skills (the high figure accounts for beneficiary drop out).

The project is also working to develop linkages with multi-stake holder services related to relief, health, education and short term employment in the region. The project has continued to conduct health referrals for beneficiaries identified as sick, linking with GoB hospitals and paying for the cost of treatment. Advocacy work has also been conducted with local government to increase safety net coverage. The project has also developed a Code of Conduct for Disaster Risk Reduction (DRR) for dissemination in communities through union parishad offices.

There have been a number of high profile visits to the project. HRH Princess Anne visited, meeting beneficiaries and community groups. A team from the All Party Parliamentary Group (APPG) consisting of four GoB MPs visited the project office and households in Bagerhat. Joint Secretary of the RDCD under Ministry of LGRD, Bangladesh along with two high officials of planning ministry visited our working area at Rampal. A further team of 18 members of RDRS, visited in Dacope and Mongla Upazilas

A significant challenge faced by the project in 2011 was heavy rainfall which disrupted BHHs livelihoods and caused damage to assets. A damage assessment was conducted by SCUK, PNGOs and shiree. According to CMS 2 data from December 2011 52% of beneficiaries reported that their health condition was much improved for that month while 72% said that their confidence was either ‘increasing a little’ or ‘increasing fast’.

The project ‘Advancement of Marginalised Adivasis Deprived of Economic Resources’ (AMADER) operates in districts of the Barind tract: Rajshahi, Naogaon, Chapai-Nawabgonj and Dinajpur where they are contracted to target 9,000 households, with 18,000 households indirectly benefiting.

As of December 2011 the project has delivered assets to the target 9000 beneficiary households, worth on average 15,287 BDT. The project uses a multiple IGA approach with beneficiaries receiving combinations of mostly livestock and other IGAs including rickshaw vans, poultry, sewing machines, fish culture, homestead agricultural inputs, handicrafts and resource for small business development. Particular problems were faced sourcing the livestock vaccine, resulting in some loss of livestock and poultry among households.

The project has developed strong market linkages between beneficiaries and the local market committees and broker communities, helping to ensure that beneficiaries receive a fair price for their cattle. NETZ also
coordinated meetings between Upazila administration, Union Parishad and beneficiary groups on the provision of safety net support and others GoB services to ensure extreme poor households are reached.

The project hosted a number of high level government and international visits. A project event was attended by Advocate Mr. Mostafizur Rahman, the Honourable State Minister of Land. Joint Secretary and Deputy Secretary from GOB visited as well as a Member from the German Parliament.

According to CMS 2 data from December 2011, 65% of beneficiaries say their income has been “increasing a little” over the past month with 23% stating it’s been “increasing fast”. 96% of beneficiaries say they have cash savings.

DSK

Dushtha Shasthya Kendra (DSK) is running the ‘Moving from Extreme Poverty through Enhancing Economic Empowerment (capacity building, voice and rights) of Extreme Poor Households’ programme in the slums of Karail and Kamrangir Char in Dhaka.

As of December 2011 all 10,000 beneficiaries have been selected and verified for inclusion in the project, with 8891 receiving asset support to date. The majority of input support given by the project is cash to develop small businesses, but other IGAs include rickshaw vans, rickshaws, sewing machines and cattle.

DSK have participated in a number of programme wide events and hosted a number of field visits. DSK ran the 4th Scale Fund Lesson Learning Workshop in May and has facilitated a number of field visits, including from GIZ, shiree, DFID, BRAC University, the Phase 2 appraisal team and a Harvard University researcher.

The project has faced a number of challenges through the year. In terms of project delivery migration remains a serious challenge, with movement between slums and from urban to rural areas common. There have been a number of fires across the working areas which have affected a total of 20 beneficiary households, and in some cases all assets have been lost. In these instances, DSK and shire staff have provided immediate support and are in the process of compensating lost assets. Eviction also remains a serious concern with cases earlier this year in Korail.

According to CMS 2 data as of December 2011 99.2% of beneficiaries do not receive government safety nets, highlighting how marginalised project beneficiaries are. In the same month 97% of beneficiaries reported that their incomes were increasing, with 61% reporting they were “increasing fast”.

PRACTICAL ACTION BANGLADESH (PAB)

PAB are implementing the project ‘Pathways from Poverty: Building Economic Empowerment & Resilience for Extreme Poor Households in Riverine Areas’ in Gaibandha, Rangpur, Nilphamari and Lalmonirhat, working directly with 16,850 BHHs.

To date, all 16,850 beneficiaries have been selected, household profiles complete and IGAs transferred. IGAs are worth on average 12,768 BDT. The primary IGA intervention is related to pumpkin production, using sand-bars and unutilised land, and other IGAs include floating garden, cage aquaculture, fish production, cattle fattening, sheep and heifer rearing, handcrafts and small businesses. The project provides training and resources.
Success stories of PAB beneficiaries have been published in four national and local newspapers, including The New Nation and The Bangladesh Today, concerning sandbar pumpkin production, fish production, and working with disabilities. The project was visited by participants from the 5th International Conference on Community-Based Adaptation to Climate Change in Dhaka and lessons from PAB shared with the delegation. The project had several visitors including the Assistant Director of UNDP, seven professors of BAU and Jahangir Nagar University. Also the Deputy Director of Agriculture Extension, Rangpur, Nilphamari and Lalmonirhat visited project activities.

The project faced a number of challenges through the year. A severe hailstorm in the year’s third quarter destroyed the pumpkin crops of 98 BHHs, shiree and project staff responded with a joint assessment and subsequent alternative livelihood options for those affected. There was also beneficiary coverage overlapping with other DFID funded projects which was resolved.

According to CMS 2 data from December 2011 50% of beneficiaries are reporting that their confidence is either “increasing a little” or “increasing fast” with only 1% saying it’s “declining a little” and 0% saying it’s “declining fast”. The % of households who are consumed eggs two or three times during the past month has increased from 43.4% in June to 73.2% in December.

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CARE

Care Bangladesh are implementing the 'Social and Economic Transformation of the Ultra Poor' (SETU) project to work with 20,000 Beneficiary Households (BHHs) in Gaibandha, Rangpur, Nilphamari, and Lalmonirhat. To date all 20,000 BHHs have been selected, and verified by shiree. Five Partner NGOs (PNGOs) are supporting CARE to achieve the targets set in their programme Logframe.

As of December 2011, all 20,000 have received inputs from the project. 12,386 BHHs have received inputs directly, including small business generation, livestock and agricultural inputs and the remaining indirectly through processes including community development, union parishad and cash for work linkages.

The project has helped establish a number of community businesses which it is linking with international and national markets. The project participated in a number of events to promote sales of beneficiary produce. The social enterprise (NCVI) participated in the International Symposium and Exhibition on Natural Dyeing (ISEND 2011) at La Rochelle, France. The NCVI documentary film, 'Living Blue' was officially nominated to be screened during the symposium. Five trade fairs were organized and attended by numerous local government officials, promoting a range of products produced by CARE-SETU beneficiaries. These events were widely covered by local and national digital and print media. Nejera Cottage Village and Industry (NCVI) – a collective of beneficiary producers – also participated at a trade fair in Bangalore, India where they sold products worth around 800,000 BDT.

Dialogue with local and national government has continued. Participatory pre-budget discussion meetings were organised at Ward & Union level to strengthen the responsiveness of Union Parishad’s to the needs of the extreme poor. A linkage between Fisheries department and a beneficiary community was established, with the community receiving training on fish culture as well as fish seed for further production. Meanwhile other beneficiaries in the Polashbari cluster also established a linkage with the Department of Agricultural Extension (DAE) and Agriculture Information Service Department to extend better information and technical support. There was collaboration with a BRAC WASH program for provision of sanitary latrines to beneficiaries in Polashbari union of Lalmonirhat.

55 CARE BHHs were affected by a hailstorm, with houses often completely destroyed. Receiving little from local government the project assessed the situation and provided some inputs to help during the crisis. In face
of the cold wave late 2011 the project completed a quick assessment, identified and distributed woolen blankets among 3,910 BHHs.

According to CMS 2 at the end of 2011 66% of project beneficiaries reported that during that past month their confidence had increased, while 62% of beneficiaries reported that their income was “increasing a little”.

**CONCERN**

Concern World Wide (CWW) are delivering the ‘Economic and Social Empowerment of Extreme Poor’ (ESEP) Project in six upazilas of Kishoreganj, Habiganj and Sunamganj Districts. They are working through three partner NGOs - Voluntery Association for Rural Develoment (VARD), Palli Bikash Kendra (PBK) and Friends in Village Development, Bangladesh (FIVDB) - with a target beneficiary household number of 22500. The total budget is BDT 333,621,846 and the project runs between December 2011-2014.

The project will support the extreme-poor to lease land and introduce two crops based on proven pilot (with Bangladesh Agriculture University) of shorter-maturing rice (BR28) plus Challisa Potato/vegetables with inputs/technology, doubling income with a ‘group-marketing approach’. The project will develop CBOs and have an emphasis on engaging local government.

During the first month Concern and partner NGOs have established their offices and completed recruitment with the exception of the Research Associate position. A two day induction programme for all staff has been completed and the inception plan finalised with project staff. The beneficiary selection criteria has been developed and reviewed and approved by shiree.

**OXFAM**

Oxfam are implementing the ‘Resilience through Economic Empowerment, Climate Adaptation, Learning and Leadership’ (REE_CALL) project. The project lasts for three years and is working in 4 Upazilas of 3 Districts - Pirojpur, Borguna and Pataukhali – with a target beneficiary household number of 10,500. Oxfam is implementing the project through three Partners, Jago Nari in Barguna, Wave Fundation in Patuakhali and Dak Diye Jai in Perojpur and the total budget is BDT 235,750,000.

The project operates by building Community Based Organisations (CBO) to engage target households in collective livelihood initiatives. These CBOs become the hubs of change which drive the resilient communities. They are provided with skills training, information and confidence building.

Oxfam conducted a four day foundation training for project staff in October, followed by two days training on PCVA for project management staff and a three day training to project staff on financial management.

Oxfam finalized the extreme poor household’s selection criteria, the PNGOs of Oxfam have selected households and submitted a household list of 1119, and verification has been scheduled for January.
Caritas is implementing the ‘Ensuring Sustainable Livelihood of Extreme Poor of CHT’ in the Chittagong Hill Tracts. The project lasts for three years and will target 10,000 extreme poor households in 5 upazilas of Bandarban district. The total budget is BDT 300,225,160.

The project will take a community approach, building close collaboration with local government, and work to ensure beneficiaries have access to land, that they have asset/training support to improve incomes and assure food security, and that children’s education is encouraged.

The contract began in September 2011 when representatives from DFID visited the project area. By mid-October all project offices had been established and project staff recruited. A formal induction workshop was facilitated by shiree on the 8 October followed by a 5 day staff orientation in Caritas training centre, and further staff training in December.

A project launching ceremony was launched on 18 November at District Commissioner’s office in Bandarban where the Honourable Member of the Parliament and Chairman of CHT Development Board, Mr Bir Bahadur Ushwesing was present as chief guest.

As of December 2011, Caritas had selected their first batch of beneficiaries using a BHH selection criteria approved by shiree. The list of 1829 extreme poor households was verified and approved by a shiree team.
ANNEX 3: SUMMARY OF INDIVIDUAL NGO CONTRACTS – INNOVATION FUND

Innovation Fund Round 1

**AID COMILLA**

AID Comilla implement the ‘Alternative Livelihoods Options’ (ALO) Programme in three Unions at Porshuram Upazila of Feni district. The project provides both agricultural and livestock asset transfers to 1,850 BHHs.

As of December 2011, 1,850 BHHs have been selected covering the three year project duration. This includes the primary and secondary beneficiaries under the unique ‘conditional asset transfer’ ALO project. Over the year 750 BHHs were selected, verified by shiree and transferred a heifer with each BHH given training in cattle rearing. The secondary beneficiaries are those that receive a calf, free of cost, born from the cow of one of the primary beneficiaries. As of December 2011, AID Comilla has distributed 1,329 heifers and calves. At the start of the year, 237 calves were born in the first quarter of 2011, which were transferred over the first six months of the year. A further 215 BHHs received cash and assets (cows) in the third quarter with a further 512 BHHs receiving training and IGA support. De-worming and vitamin tablets were distributed over the same period. In the recent quarter, 679 calves were born and Aid Comilla distributed 162 assets (cows) among 162 secondary BHHs.

Many of the beneficiaries have also cultivated jumbo grass in groups on plots of 5 to 10 decimals that is owned by the local government or borrowed from neighbours. Market linkages have been developed - previously only lower quality peri-husk was available as cattle feed, whereas now wheat-husk is available, which is more nutritious for the cows and helps produce significantly more milk for sale and consumption for beneficiaries.

The project has faced a number of challenges. There is a risk of theft of cattle near the Indian border, the project also requires intensive support from BHHs to rear their cattle and this has been made difficult by the constraints of the working area, including low quality livestock services and availability of land for grass fodder cultivation. The number of AI calves born compared to natural born calves is much lower due to the poor quality semen available from District Livestock Office. Rearing cross-breed calves is a slow process and is more expensive, coupled with the constraints the area faces, has made AI a less-viable option.

According to CMS 2 data from December 2011, 81% of BHHs report that their income is “increasing fast” as this has increased from 3.8% in June.

**CENTRE FOR NATURAL RESOURCE STUDIES (CNRS)**

CNRS implement the ‘Innovative Farming Practices as a Tool of Poverty Reduction and Climate Change Adaptation’ project with 2,000 direct BHHs in the Sunamganj district.

As of December 2011, 609 BHHs have received access to approximately 252.2 acres of government khas land worth a market value of GBP 3 million. A total of 388 acres of khas land has been cultivated by 1,388 BHHs.
Of the 609 that have received khas land, 200 have received permanent access and rights to the land, while 308 have received temporary access and rights. In addition a further 89 applications have been submitted for temporary khas land. CNRS has helped facilitate the development of 33 groups operating together to cultivate land, generate group savings (kept in formal bank accounts) and also build collective action on rights issues, such as access to khas land and advocacy with local government. Out of 33 groups of beneficiaries, 12 have arranged the collection of their own money to purchase seeds (wheat and mustard) and other material related to the cultivation of their land without project support.

CNRS has worked closely with influential stakeholders including the Upazila Land Office and the Upazila vice chairman. In the year an advocacy meeting was organised with the attendance by the Member of Parliament (MP) for Sunamgonj, the UNO and OC of Jamalgonj, the Upazilla Parishad Representative and five newly elected UP chairmen. The aim of the meeting was to outline cooperation in facilitating transfer of khas land to the extreme poor. The AC-Land and UNO visited the CNRS project at different times. The concerted efforts by the beneficiaries, the project team and the local authority have been able to overcome problems of land-grabbers trying to repossess the land.

According to CMS 2 data as of December 2011 77.7% of beneficiaries report that their health condition is “much improved” over the past month.

SHUSHILAN

Shushilan work in Satkira, Barguna and Jessore districts on the ‘Adapting Natural Resource Management to Climate Change and Increasing Salinity’ programme with 1,000 BHHs on a wide variety of livelihoods approaches.

To date all beneficiaries have been selected and verified by shiree. 2011 saw continued support to all 1,000 BHHs in a range of livelihoods and IGA support. The project has conducted various trainings and supplied inputs for IGAs, including floating gardens, crab fattening and work reproduction using vermin-compost technology. The re-excavation of two canals has been completed allowing some BHHs to use the dykes of these re-excavated canals for vegetable gardening.

In the recent quarter 268 BHHs have received 531 floating beds. In the salinity affected region of Satkhira, 183 BHHs carried out crab fattening activities and 182 BHHs have leased 2,554 decimals of land for crop production. Many other BHHs have received other types of input in the year including pulse-seed and BR-28 paddy seed. The diversity of livelihoods options also shows in the number of BHHs receiving goat (43 BHHs received 52 goats in the final quarter and 57 other BHHs receiving chicken or fish culture). A total of 77 group savings accounts have been opened under the project. In the last quarter of 2010, 896 BHHs have had accumulated savings of Tk. 258,170. That more than 89% of BHHs experienced an increase in savings indicates a level of project success. Challenges related to agro-climatic conditions remain and Shushilan will continue to give support to its BHHs as it aims to ensure the sustainability of positive gains.

According to CMS 2 data as of December 2011 the confidence of 91% of beneficiaries is either “increasing a little” or “increasing fast”. 
**GREEN HILL**

Green Hill implement the ‘Improving Markets and Poverty Alleviation through Cash Transfer’ (IMPACT) programme in the Chittagong Hill Tracts districts with 1,200 direct BHHs and 5,000 indirect BHHs using conditional cash transfers. The innovative delivery mechanism involves BHHs identifying their primary needs and selecting from a list of available cash transfers those which are most required for them. These transfers enable households to cover primary needs through money for school enrolment, doctor’s visits, IGAs and health activities such as building latrines.

As of December 2011, Green Hill have selected and worked with all 1,200 verified BHHs. In the previous year Green Hill only selected and worked with 200 verified BHHs, so 2011 saw a large increase in the number of supported BHHs. In order to accommodate the increase Green Hill recruited and trained 13 new field staff early in the year. Green Hill completed 3 rounds of conditional cash transfers to 1,000 BHHs and also completed supplementary sessions on health, Watsan, homestead space planning, education and skill development. These sessions are conducted to support the decision-making by BHHs and allow them to plan for the future.

Green Hill faced significant problems in implementation during 2010 due to the complexity of an innovative programme that had not previously been tried out in the region. The main problems stemmed from heterogeneity of BHH’s needs and lack of capacity from field staff. In addition to recruiting extra staff, Green Hill organised various training, learning and stakeholder workshops through the year. Green Hill organised three Farmers Field Days and trained 1,000 BHHs on micro-business planning. Green also signed a MOU with input company (Lal Teer Seed Ltd and ACI Seed Ltd) to supply quality seeds to beneficiaries. By building staff capacity, working with stakeholders and raising awareness among its beneficiaries, Green Hill has been able to mitigate previous problems and build success. Green Hill still faces many challenges based upon remoteness of beneficiaries, poor road access and poor service access.

According to CMS 2 data from December 2011 86% of beneficiaries have experienced incomes as “increasing a little” or “increasing fast”.

**HELEN KELLER INTERNATIONAL (HKI)**

HKI implement the ‘Making Markets Work for Women (M2W2)’ programme in the Chittagong Hill Tracts, working with 450 BHHs on a number of innovative IGAs and concepts including terraced agriculture and importing donkeys from Nepal for use on the land.

All 450 BHHs have been selected and verified by shiree at the end of 2010. As of December 2011, all 450 BHHs have continued receiving support from HKI. Various asset transfers and training activities around contour farming, vegetable cultivation, poultry farming and post-harvest food processing have taken place, all to encourage moving away from jhum cultivation – a traditional practice in the region but increasingly unsustainable due to population pressure on land.

HKI had problems in sourcing donkeys from Nepal and therefore searched for alternative options. Staff from HKI and UNDP-CHTDF received training on donkey care management in Ahmedabad, India. However for various reasons it has still be difficult to source donkeys and only 6 donkeys have been purchased. One of the donkeys had a kid, so there is now a total of 7 donkeys in the community. A team
from Donkey Sanctuary India (DSI) conducted three days refresher training on donkey rearing which involved 28 BHHs and 5 field staff.

Due to the low success of sourcing adequate donkeys, HKI have diversified their livelihoods support package. 309 BHHs have received poultry grant support. An awareness session on poultry vaccinations was arranged in 29 communities involving 405 BHHs. HKI have mobilised BHHs to form Marketing Committees (MCs) to help establish market linkages between themselves and market vendors. The diversified livelihoods approach has ensured some level of project success for the BHHs.

**INTERCOOPERATION-SUNAMGONJ**

IC implements the ‘Agricultural Innovations for Eliminating Extreme Poverty (AIEE)’ programme in Derai and Sulla Upazilas of Sunamganj district with 1,000 BHHs, supporting a range of IGAs. All BHHs have been selected, verified and accepted by shiree.

All 1,000 BHHs have been selected and verified by shiree at the end of 2010. As of December 2011, all 1,000 BHHs have continued receiving support from IC. Different project supported interventions like vegetable cultivation in floating beds, homesteads, fallow lands, early rice seedling selling and cage fish culture have been extended to the BHHs. 624 BHHs purchased 2,749 poultry birds, 47 BHHs purchased 61 livestock animals (goat/sheep/calf), 179 BHHs different small business (e.g. grocery shop, fishing, rice stock etc.) and 336 BHHs leased 187 acres of land for rice cultivation. All BHHs have received secondary IGAs to supplement their incomes and allow some primary IGAs to mature.

IC has established links with Sacred Welfare Foundation (SWF) to ensure medical treatment for a number of its beneficiaries through two satellite health clinics. Various market linkage activities were undertaken including matchmaking events arranged between market-actors. This has resulted in significant quantities of BHH’s produce of fish and vegetables being supplied to regional and district markets, resulting in increased incomes used for reinvestment in other asset generation activities.

IC’s project activities have received noteworthy attention from the media including Channel 1, RTV, NTV and print media. The project also received a visit from the Government of Bangladesh including the Assistant Chief of the RDCD and the Deputy Chief of the Planning Commission. A Khas land document distribution and advocacy workshop was held in Sunamgonj, PD-EKP/shiree was chief guest and DC-Sunamgonj chaired the workshop. The District administration distributed 11.76 acres of khas land to 20 project supported landless extreme poor while a remaining 842 applications are in the process. In the workshop most of district and Upazila level senior Govt. officials participated.

CMS 2 data from December 2011 highlights that 86.3% of beneficiaries have cash savings, compared with 56.9 from June 2011.
MAHIDEB JUBO SOMAJ KALLAYAN SOMITY (MJSKS)

MJSKS implement the ‘Artificial Insemination in Dairy & Beef Cattle’ Project (AIDBC) in the Ulipur & Rajarhat Upazila of the Monga-prone Kurigram district. Each cow or heifer transferred is provided ESTROUS SYNCHRONIZATION and artificial insemination twice over the life cycle of the project, facilitating (controlled) reproduction and timely milk production, thereby increasing the productivity of cattle rearing.

During 2011 MJSKS have targeted all 635 shiree-verified BHHs and they have all continued to receive support. All the existing beneficiaries had been transferred a pregnant cow/heifer early in the project timeframe, and all have received on-going training and support. The AI insemination activities continued with new calves being born from transferred cattle. Many BHHs have received supplementary IGAs as they wait for the primary asset (cow) to yield economic returns. 67 BHHs have received 159 sheep and 263 BHHs have received 548 goats. As rearing more than one livestock requires time and intense care that not all beneficiaries are able to supply, some received non-livestock supplementary assets: 76 BHHs also received a rickshaw and 38 BHHs received a rickshaw van. Other smaller supplementary assets such as fish culture and sewing machines were also transferred with 606 BHHs in total receiving supplementary IGAs.

The project has required highly skilled and dedicated staff with technical expertise on cattle rearing, artificial insemination and biological reproductive cycle. The project can be seen as an advanced livestock-for-livelihoods intervention project, and there are many lessons learnt emanating from it. MJSKS hosted an Experience Sharing Workshop on Livestock, inviting the livestock specialists from nine shiree-sponsored projects across the portfolio, which also included participation from the Chars Livelihood Programme (CLP) and members of the District Livestock Services (DLS) department. Experiences, successes and failures were shared openly in the workshop, with best practices drawn up and lessons learnt. The findings were disseminated among all the attendees.

NATIONAL DEVELOPMENT PROGRAMME (NDP)

NDP work in Bogra implementing the ‘Improved Nutrients Intake through Crop Variety and Supplements Project’ which aims to boost incomes and nutrition of monga affected households through year round vegetable cultivation. The project takes a group approach with beneficiaries planting, harvesting and selling vegetables together, splitting the revenue equally between all group members, including the elderly and disabled.

As of December 2011, NDP has continued to give support to the 1,055 BHHs selected and verified by shiree in 2010. Asset transfers have continued: 327 BHHs have taken leased land for crop cultivation. In the last quarter 131 BHHs received cow/heifer, 260 BHHs received goats, 85 BHHs received rickshaw vans, 7 BHHs received sewing machines and 42 BHHs received small businesses. The diversified income source showcases supplementary IGA support received by the beneficiaries – important and necessary in the monga areas of Bangladesh.
NDP strongly liaised with different organisations (both government and NGO) for support and successfully received 14 ring-slab latrines for 14 BHHs from BRAC WASH. A further 243 BHHs received support from local government for 40 days work. In addition NDP has participated in a district level fair organised by RDCD as well as attending a Technology Fair organised by the Agriculture, Fisheries and Livestock Departments.

A major aspect of the project this year has been an additional nutritional component in the form of direct nutritional support including nutrient sprinkles and de-worming treatment. Half of all the beneficiaries received the nutrient sprinkles and de-worming treatment and half did not – this is part of a randomised control trial (RCT) methodological approach. The beneficiaries that did not receive this support (the control group) have started receiving this at the end of 2011, while the beneficiaries receiving support (the experiment group) will not continue receiving support. The participating HHs reported that their health had improved enabling them to work for longer hours. The additional nutritional component will continue in 2012, with analysis and impact studies due from Cambridge University.

**SAMAJ KALLAYN SANGHSHA (SKS)**

SKS are working with just under 1,000 households cultivating strawberries and other high value cash crops to combat *monga* and enable higher and more stable incomes.

As of December 2011, all 984 BHHs have been receiving continued support from SKS. All have received agricultural input totaling over BDT 806,424. The BHHs have been planting strawberries but many have also received supplementary IGAs. Incomes from the supplementary IGAs have been reinvested, with a total of BDT 289,693 reinvested in final quarter. 53 acres of land has been leased over a 5 year period, averaging 5 decimals per BHH, although in recent months SKS have highlighted small parcels of land are not suitable for strawberry cultivation. A constant problem has been in the perishability of strawberries as they have a lower potential to remain fresh.

SKS have had problems in marketing strawberries as no ready market beyond the locality had been identified. SKS have developed a partnership with AKAFUJI Agro Industries to supply inputs for strawberry production as well as assist in marketing. SKS have been in talks with the Agro Business Chief of PRAN regarding strawberry marketing. SKS participated in a district and upazila level fruit tree fair organised by the District Agricultural Extension (DAE) department. The duration of the fair was 3 and 5 days at District and upazila level respectively. SKS also participated in a National Cooperative Day Observation Fair in Gaibandha.

**ACTIONAID BANGLADESH (AAB)**

AAB work with 1,200 BHHs in 72 villages in the Domar upazila within the Nilphamari district, implementing a project entitled ‘Paribarvittik Jeebo-Boichitro Gram’ (extreme poor household-based biodiversity centres).

As of December 2011, AAB has continued supporting all of its beneficiaries. The project has witnessed numerous revisions to its original design due to a scarcity of suitably-priced land. This resulted in more than half of beneficiaries receiving different types of IGAs including livestock and small businesses. The original ‘paired’ system of two BHHs cultivating the land with one ‘lead’ farmer and one waged farmer has discontinued due to the skewed incentives for each farmer. Originally 704 BHHs were involved with the bio-
diversity centres as part of the paired system cultivated shared land. However, due to the landlord-tenant relationship that emerged early on, the land was divided so that all 704 BHHs became land-owners: able to cultivate their own land without skewed incentives. The 352 former lead farmers that had not received goat were given one as a supplementary IGA. In the last quarter 532 BHHs reinvested their previous savings in land leasing.

Many beneficiaries did not have access to sanitary latrines. AAB strongly lobbied to different GOs and NGOs and as a result 321 BHHs received support for low cost hygiene latrines. A few number of BHHs installed tubewell on their own from their savings money. AAB is continuing to lobby local government and other NGOs for this. CMS-4 data reveals that incomes and savings is still a big issue. For many this is due to old-age and disabilities. 52 BHHs were reluctant on receiving IGAs for this very reason. AAB has been able to consult these specific beneficiaries to identify what they would prefer according to their needs. 25 BHHs identified goats as they require less intense care while others were given other options including rickshaw van for rental. AAB has faced several challenges in implementing the project but have adapted and modified aspects to combat conflict (with regards to land ownership) and ensure continuation of regular project support with a multitude of IGA options.

INTERCOOPERATION-RANGPUR

IC work in the Pirgonj and Pingacha Upazilas of Rangpur district implementing the ‘Integrated Approach to Maximise the Benefit of Livestock Value Chain’ project with 800 direct BHHs.

As of December 2011, IC has continued supporting all of its 800 beneficiaries. As with many other livestock intervention projects at shiree, many of the beneficiaries were given a supplementary IGA while waiting for their primary asset (cow/heifer) to produce returns. 310 BHHs received assets such as goats, sewing machines, grocery shops and handicrafts and working capital support for starting their supplementary IGAs in the final quarter of 2011. A two-day training was organised by 16 Local Service Providers in order make them better equipped in providing support to BHHs and also other local people. This is part of IC’s exit-strategy – to establish linkages with livestock services by training intermediaries.

A conflict among beneficiaries and local mastaan occurred in the project area. 42 BHHs were affected by a riot in two villages. IC and shiree worked together to implement a rehabilitation plan for affected BHHs. Such a risk was not envisaged and IC have responded to ensure that conflict was stopped and continuation of project support could happen. All of the small scale bio-gas plants have been successfully constructed and are operational. As per the Project Memorandum, only 100 BHHs out of the 800 in the project have access and use to the small scale bio-gas plants. The economic feasibility of scaling up within the project, let alone beyond it, is high and therefore question marks remain over the value for money aspect of such an innovative project.

PANCHBIBI UPAZILLA ADIBASHI MULTIPURPOSE DEVELOPMENT ORGANIZATION (PUAMDO)

PUAMDO implement the ‘Hog Rearing by the Adivasi Women with Improved Accesses to Land’ programme with 775 Adivasis women to reduce food insecurity during the monga period.
As of December 2011 Puamdo have selected, verified and delivered assets to all beneficiaries with ongoing activities including group meetings, local government advocacy and IGA support. In the project’s first year 300 BHHs received 2 hogs per household, while 50 BHHs received a total of 829.75 decimals of land which had been mortgaged under the government’s “kahikhalasi rule”. The project faced serious problems however with hog prices as a local syndicate was formed and offered beneficiaries extremely low prices. Project activities were reconsidered and with all subsequent beneficiaries a multiple IGA approach has been taken. Common IGAs include livestock, poultry/ducks, agriculture and input support for small businesses.

To support the continued progress of first year beneficiaries they were provided with a small additional input.

Innovation Fund Round 3

CONCERN

Concern’s ‘InVest’ project is developing a social business which sells hygienically produced snacks under the brand ‘mojar khabar’ from Food Carts around Dhaka City and employs 700 street dwellers at Cart Managers.

To date, the project has selected, had verified, and completed beneficiary household profiling for 150 households. A central kitchen has been established and snacks are being produced for the 2 Carts which are so far operational, these are engaging 6 beneficiaries and located in Dhaka University and Bangabandhu Stadium areas. The project has received technical support from several figures within the private sector including Coopers Bakery and Transcom Foods Limited. An MOU has also been developed with the FAO’s Bangladesh Food Safety Project to use their training materials and an application was given to the Business Innovation Facility for technical support.

A number of challenges emerged through the year including a failed partnership with a food and beverage company and difficulties finalizing a business plan.

BOSS

BOSS are delivering the ‘Mainstreaming Marginalised Communities’ (MMC) project with 400 beneficiary households in Pabna district. The project combines a number of activities to reduce social exclusion including community led total sanitation (CLTS), Khas land advocacy and IGAs.

As of December 2011 the project has selected 158 BHHs, who have been verified and completed household profiling. All households have received a primary intervention – 9 have access to land, 5 have been given rickshaw vans, 128 cows for fattening, 8 bamboo for handicrafts, 1 capital for a haircutting shop and 1 capital for a shoe shop. A small number of beneficiaries have also been linked to jobs in a local factory. 53 households have thus far received a secondary asset. One asset is designed to bring longer term income while the other is designed to give immediate income. As well as this CLTS sessions have been conducted with beneficiary communities. Regular vaccination sessions for livestock to beneficiaries and their communities are provided.
A number of dialogue sessions with Upazila and Union level government have been conducted and as a result safety net coverage has increased. Preparatory work for khas land advocacy is underway and a number of dialogue sessions with Upazila and Union level government have been conducted. 10 group savings accounts have been established in which individuals are depositing on a weekly basis.

**SSS**

Shidhulai Swanirver Sangstha (SSS) are delivering the ‘Four Ideas for Poverty Alleviation and Climate Adaptation’ project in Pabna, Rajshahi Division, introducing three tiered farming.

As of December 2011, 200 beneficiary households can be selected and verified and household profiling has been completed for 140. All 200 households have received IGA training. A total of 75 bighas of land has been selected for these beneficiaries. 200 BHHs have received sugarcane planting materials, 120 potato seeds, 80 onion seeds and all 200 fertilizer. From this 200 have completed sugarcane plantation, 120 BHHs have finished potato seed plantation on 45 bighas of land and 80 BHHs have completed onion seed plantation on 30 bighas.

The three tiered farming technique has been established for 60 BHHs (which constitutes 15 units) while 20 units for two tiered farming have been established for 80 BHHs. Finally, a total of 120 kerosense hurricane lamps have been converted to surya hurricane lamp.

**PLAN**

PLAN are delivering the ‘Bringing Economic Empowerment to Street children’ (BEES) project, targeting 2500 children in Dhaka City.

The project has to date selected 781 children for involvement in the project, household profiles for 654 of which have been completed. The project utilises PLAN’s existing “drop in centres” (DIC) which provide a range of services giving a safe space for children to sleep, eat and play. To date, the project has begun delivering skills based training to 419 children to encourage employment. The project has continued developing its “internship programme”, meeting with employers, civil society and different government departments. In addition, the project has selected over 20 places for vocational training and 172 children have been selected for this scheme with 118 children already being trained.

An innovative “ATM Booth” style money depositing system has been developed for children, enabling children to deposit money in any DIC and take out from any other. Using a computerised database the system has been established in 13 DICs and a total of 172 children have started depositing savings worth 75,826 BDT – averaging 440 per child.

Plan’s project launching workshop was held in June with a number of guests, chief of which was Mr Ranjit Biswas, Secretary, Ministry of Social Welfare. The project also organised an advocacy event in Dhaka in which 1550 children attended.
SAVE THE CHILDREN

Save the Children are implementing the ‘improving income and advancing social identity of rural adolescent girls’ project in Patuakhali, Barisal Division. The project has a target beneficiary number of 900 extremely poor adolescents and their households, developing their community leadership and life skills and building IGAs for economic empowerment.

To date the project has selected 206 girls, household profiles for 24 of which have been completed. 424 girls have been selected as peer educators while 72 spaces have been identified that can be used for Girls Learning Centres. To date, 13 girls have received training on peer education. 16 girls have been supported for IGA activity – as per the business plans identified sewing machines and goats have been transferred, with skills training and supplementary inputs provided.

The project has faced major resistance from local communities who believed that the project intended to convert them to Christianity. As a result a staff member from Save the Children was attacked and activities subsequently temporarily suspended. Project activities are now continuing though the project is struggling to identify a sufficient number of extreme poor adolescent girls in the area who meet the selection criteria and will therefore expand its working area.

GUK

Gana Unnayan Kendra (GUK) are implementing the ‘reducing extreme poverty by skills development on garments’ project in Sadar Upazila, Gaibandha District. To date the project has selected 495 beneficiaries, 259 of whom have received assets/training from the project and 118 of whom have dropped out.

With facilitation from shiree the project developed a partnership with Apex Footwear, signing a MoU in July, committing Apex to employing 800 shiree-GUK beneficiaries from Gaibandha in their factories. The project organizes a 2 month long ‘internship course’ which provides skills training to beneficiaries in Apex’s factory at Shakipur, Gazipur. The project provides free accommodation near the location for a few months, and supports IGAs with the households in Gaibandha. The project is also developing links to ensure beneficiaries receive government safety nets where possible, currently 36 beneficiaries are receiving.

Three rounds of training have thus far been conducted with a total of 151 beneficiaries. Of these 44 are continuing with the jobs and the remaining have dropped out. Some have found it difficult to adjust to the urban life and have returned to their villages while others have moved to other factories which they perceive as offering a better livelihood.

ADD

Action for Disability and Development (ADD) are implementing the project ‘From Margin to Mainstream: A Drive of Challenged People for Economic Empowerment’ with 700 beneficiary households in Dhaka City.

The project has selected and had verified 232 beneficiary households, 122 of whom have received some form of cash support. The project has established a total of 5 PANAH Centres which are fully equipped with 50 garments sewing machines and other logistical support.
The project has faced a number of challenges which have hindered progress this year. Recruitment of a project officer took approximately 5 months and the project’s inception therefore suffered. Beneficiary selection was harder than expected, with the disabled extreme poor being particularly hard to find. Finally, the project found it difficult to establish the linkages with garments factory work that had originally been envisaged in the project memorandum. Through advocacy work such linkages have been developed, though the project is also exploring individual IGA approaches.

The project organised a round table discussion with the Daily Star on GoB budget allocation for mainstreaming people with disabilities. They also organised a project launching workshop with the attendance of the Director General of Youth and Development.

**Innovation Fund Round 4**

In 2011 eight projects were signed under Innovation Fund Round 4, 7 of which were signed in September/October and a final project in December. All project run for 3 years, targeting a total 7,600 beneficiary households. 2 projects will run in urban areas and 2 projects are implementing through Partners (2 PNGOs for Help age International and 1 PNGO for Save the Children).

As of December 2011, all projects (with the exception of Save the Children who signed in December) have established their offices and completed HR recruitment. Shiree operation team facilitated and supported basic foundation training and project induction with Eco. Dev, HelpAge and IDE. The events for the remaining NGOs have been scheduled in January 2012.

The table below gives a brief summary of each project.

<table>
<thead>
<tr>
<th>NGO name</th>
<th>Project name</th>
<th>Brief description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ethnic Community Development Organization (ECo-Development)</td>
<td>Economic Empowerment of Jumiya people through Medicinal Plant Cultivation</td>
<td>Medicinal plants produced in group ‘networks’ and sold at the national market.</td>
</tr>
<tr>
<td>Green Hill</td>
<td>Poverty Reduction Through Agricultural Sustainable Advancement Knowledge Transfer and Insurance (PRASAKIT)</td>
<td>Conditional cash transfer with village savings and loans model.</td>
</tr>
<tr>
<td>Handicap International Bangladesh</td>
<td>Socio Economic Empowerment of Extreme Poor People with Disabilities</td>
<td>Community based rehabilitation (CBR) approach with skills training and IGAs.</td>
</tr>
<tr>
<td>HelpAge International</td>
<td>Accelerate Livelihood of Left-behind Older Workforce (ALLOW)</td>
<td>Cash transfers and community support centres</td>
</tr>
<tr>
<td>International Development Enterprises (IDE)</td>
<td>Women Onset Technologies for Sustainable Homestead Agriculture in Bangladesh (WOTSHAB)</td>
<td>Conditional cash transfer model with above ground homestead production</td>
</tr>
<tr>
<td>Tarango</td>
<td>Establishing Fair Trade Handicraft Business for Indigenous Community in Bandarban</td>
<td>Handicraft production training and craft emporium establishment</td>
</tr>
<tr>
<td>PRIP Trust</td>
<td>Ensuring Sustainable Livelihoods for Female Construction Workers</td>
<td>Organising female construction workers to build collective bargaining capacity</td>
</tr>
<tr>
<td>Save the Children</td>
<td>Children focused reduction of urban poverty</td>
<td>Building human capital of street children and IGA development with households</td>
</tr>
</tbody>
</table>
ANNEX 4: SHIREE REVISED ORGANOGRAM
Note that the diagram excludes innovation fund round 4, some of whom are yet to confirm final project locations.