## CONTENTS

Scope of the Report..................................................................................................................3
Commentary from Senior Management Team ..........................................................................4
Progress against Outputs .........................................................................................................6
  Output 1: SCALE FUND – Proven approaches to improving the livelihoods of the extreme poor taken to scale by large NGOs ....................................................................................................................7
  Output 2: INNOVATION FUND – Innovative approaches to improve the livelihoods of the extreme poor tested, evaluated, and successes ready for scaling up ...........................................................................12
  Output 3: RESEARCH AND MONITORING – Increasing consistency in the understanding, sharing and application of approaches to addressing extreme poverty ...........................................................................22
  Output 4: ADVOCACY – Policy and practice at local and national levels shows increasing recognition of the needs of the extreme poor .................................................................................................................27
  Output 5: NUTRITION – Direct Nutrition Support provided to extreme poor mothers, children, adolescent girls and family members ....................................................................................................................30
Management ................................................................................................................................34
Financial review .......................................................................................................................35
  Value for Money ....................................................................................................................38
Annex 1: District and beneficiary household coverage map ....................................................40
Annex 2: A list of local advocacy activities completed by partner NGOs ...............................41
SCOPE OF THE REPORT

This report covers the period from 1st July to 30th September 2012, the third quarter of Year Five of the implementation phase of the Economic Empowerment of the Poorest - Challenge Fund (EEP)/Shiree. After an introductory commentary by the Shiree Senior Management Team, progress against each of the five programme outputs is reported, followed by updates on Management and Finance, with a subsection on Value for Money.

Cover photo: Khasland deed transfer programme organized by Helvetas Swiss Intercooperation in Sunamgonj district on August 28, 2012. Photo credit: Shiree/Khaled Arafaat Ahmed
The third quarter of 2012 saw Shiree as a mature programme operating at close to peak capacity. Hence as the quarter commenced there were 36 live sub-projects, 27 Innovation and 9 Scale Fund, with a collective direct engagement of over 200,000 beneficiary households. This number far exceeds the original estimate for the entire programme of 150,000 direct beneficiary households (120,000 Scale Fund, 30,000 Innovation Fund). As Scale Fund Round One, Phase Two rolls out the numbers are set to increase substantially.

The Shiree team are incredibly proud that the programme is approaching the headline target of helping 1 million extreme poor Bangladeshis but are also acutely aware that the challenge of enabling these people to sustain their progress out of poverty remains. Hence the programme emphasis is shifting towards the graduation challenge and efforts in this direction in the quarter included an experience sharing and lesson learning workshop in Sylhet, the continued development and preparations for the roll out of the CMS2 dynamic household monitoring system and working with DFID and SDC to investigate the possibility of providing targeted supplemental support to households that are failing to prosper.

Based on the same strategic prioritisation, a major Shiree advocacy initiative, the Manifesto for the Extreme Poor was launched. It is recognised that the imperative for the eradication of extreme poverty is a policy environment that goes beyond a growth obsession to ensure that the direct (eg more jobs) and indirect (e.g. more tax revenue) fruits of economic growth are purposively redirected towards the poorest members of society. The message that Shiree will be shouting over coming months will be that the eradication of extreme poverty by 2021 is ambitious but achievable, but it will not happen as an automatic spin-off from economic growth alone.

During the quarter 11 out of 12 Innovation Round One and Two projects concluded.1 Over the previous two quarters an intensive and comprehensive process of drawing out learning and lessons from these projects had been undertaken concluding in the production of 12 lesson learning reports during the quarter. These reports will be used to inform scale up decisions but will also, when published later in the year, provide a valuable resource for future project designers and implementers.

Other significant activities during the quarter included:

- Detailed discussions and the finalisation of contract amendments with Scale Fund NGOs to enable the roll out of the nutrition component in the final quarter
- Preparation for and the start of implementation of an independent institutional review to develop ideas and options for a possible next phase of Shiree beyond 2015
- Further programmatic financial review and discussions with SDC around possible co-funding of the programme
- A 2 day retreat that provided space for internal reflection on progress, emerging issues and plans for the final 3 years of the programme and beyond.

---

1 One Round Two project, PUAMDO, will finish in Jan 2013 but was included in the lesson learning process
• An accelerating process of beneficiary recruitment for Scale Fund Round One Phase 2 contracts (40,000 new households during the quarter) with associated verification processes by the Shiree team
• A range of financial related activities including internal and external audits of various implementing partners, receiving and responding to a GoB FAPAD audit report and a steady stream of fund disbursements
• A well attended Extreme Poverty Research Group meeting with the theme, “health matters from an extreme poverty perspective” that included presentations by BRAC and CLP as well as the Shiree research officers
• Further work to establish greater ownership of and responsibility for the Change Monitoring System amongst partner NGOs, including improvements in the timeliness and quality of baseline reporting (CMS1)
• Consultations with several private sector partners to inform the development of a private sector engagement strategy
• A cross ministerial meeting hosted by RDCD to disseminate awareness of the project amongst relevant ministries and move towards the signing of MoUs as a vehicle for practical engagement
• Participation in another round of the MATT2 training programme allowing raised awareness of extreme poverty issues amongst an 8th batch of senior civil servants

The final quarter of 2012 will set the tone for the remainder of the programme as the results of the institutional review will be known, the annual review will take place, the negotiations with SDC over co-funding will reach conclusion and the major annual Extreme Poverty Day event will happen. In addition a decision will be made regarding selection of Innovation Fund projects for scaling, the nutrition component will be rolled out, as will the CMS2 mobile phone based monitoring system. In all cases these significant programme developments have involved many months of preparation.

Hence, while the actual number of simultaneous live sub projects within Shiree has now peaked at 36, the momentum of the programme, the number of beneficiary households with which the programme is engaged and the volume and impact of activities across all 5 outputs will continue to expand. Shiree continues to provide a stimulating and rewarding work environment for a dedicated, friendly and creative, and by now very experienced and knowledgeable team.
PROGRESS AGAINST OUTPUTS

Total Shiree Beneficiary Household Coverage:

<table>
<thead>
<tr>
<th>Fund Type</th>
<th>BHH Target</th>
<th>Q3, 2012</th>
<th>Cumulative Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scale Fund Round 1 (Phase 1)</td>
<td>82,850</td>
<td>-</td>
<td>82,943</td>
</tr>
<tr>
<td>Scale Fund Round 1 (Phase 2)</td>
<td>96,000</td>
<td>39,434</td>
<td>71,070</td>
</tr>
<tr>
<td>Scale Fund Round 2</td>
<td>43,000</td>
<td>2,975</td>
<td>26,527</td>
</tr>
<tr>
<td>Innovation Round 1</td>
<td>6,650</td>
<td>-</td>
<td>6,754</td>
</tr>
<tr>
<td>Innovation Round 2</td>
<td>5,690</td>
<td>-</td>
<td>5,674</td>
</tr>
<tr>
<td>Innovation Round 3</td>
<td>7,160</td>
<td>4,300</td>
<td>6,795</td>
</tr>
<tr>
<td>Innovation Round 4</td>
<td>7,600</td>
<td>1,008</td>
<td>4,998</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>248,950</strong></td>
<td><strong>47,717</strong></td>
<td><strong>204,761</strong></td>
</tr>
</tbody>
</table>

Beneficiaries in South-West region of Bangladesh talking to the Institutional Review team | Photo credit: Shiree/Nicholas Freeland
OUTPUT 1: SCALE FUND – PROVEN APPROACHES TO IMPROVING THE LIVELIHOODS OF THE EXTREME POOR TAKEN TO SCALE BY LARGE NGOS

During this period Scale Fund Round 1 projects have continued to monitor and provide support to their phase 1 beneficiaries. As CMS2 is preparing for rollout across the portfolio, it is intended that the system will monitor phase 1 beneficiaries and provide additional targeted support to households identified as slipping back into extreme poverty. In addition, Scale Fund Round 1 NGOs have made significant progress in rolling out a second Phase. This has involved beneficiary selection, Shiree verification and preparation/delivery of project activities. Similarly, Scale Fund Round 2 projects have been conducting these activities and have made rapid progress in selecting more than half of their targets before the end of first year activities.

The table below highlights progress in beneficiary selection and asset/cash delivery.

<table>
<thead>
<tr>
<th>Scale Fund Round 1 (Phase 1 and 2) and Round 2</th>
<th>Total BHH Target (includes Phase 1BHH)</th>
<th>Cumulative HH Selection</th>
<th>No of HH Selected during Q3, 2012</th>
<th>HH received asset in Q3, 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>CARE</td>
<td>40,000</td>
<td>40,000</td>
<td>9,433</td>
<td>2,978</td>
</tr>
<tr>
<td>DSK</td>
<td>25,000</td>
<td>25,000</td>
<td>6,471</td>
<td>-</td>
</tr>
<tr>
<td>NETZ</td>
<td>18,000</td>
<td>14,600</td>
<td>5,600</td>
<td>1,396</td>
</tr>
<tr>
<td>PAB</td>
<td>31,850</td>
<td>28,205</td>
<td>4,997</td>
<td></td>
</tr>
<tr>
<td>SCI</td>
<td>37,000</td>
<td>23,936</td>
<td>8,659</td>
<td>836</td>
</tr>
<tr>
<td>UTTARAN</td>
<td>27,000</td>
<td>22,272</td>
<td>7,564</td>
<td>475</td>
</tr>
<tr>
<td>Caritas</td>
<td>10,000</td>
<td>9,237</td>
<td>2,927</td>
<td>2,852</td>
</tr>
<tr>
<td>Concern</td>
<td>22,500</td>
<td>12,849</td>
<td>3,741</td>
<td>1,008</td>
</tr>
<tr>
<td>Oxfam</td>
<td>10,500</td>
<td>4,441</td>
<td>0</td>
<td>4,500</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>221,850</strong></td>
<td><strong>180,540</strong></td>
<td><strong>49,392</strong></td>
<td><strong>16,881</strong></td>
</tr>
</tbody>
</table>

Key developments from each Scale Fund NGO are highlighted below.

**Scale Fund Round 1: NGO Operational Highlights**

**Uttaran**

- 10,456 BHHs selected in total for phase 2
- CMS-1 baseline survey completed for 1,909 households. A further 1,432 individual household microplans have been developed.
- 2,078 BHHs applied for khasland of which 503 BHHs received 74.49 khasland; total 590 BHHs received 140.60 acre of khasland in phase 2.
- A total of 6,901 BHHs received 16,914 saplings of fruit trees and 10,000 BHHs received winter vegetable seeds (6 items per BHH).
- A total 3,403 BHHs (from phase 1 and 2) received vaccinations for their livestock. Phase 1 and 2 BHHs have amassed a total of 13,482 livestock assets (goat, sheep and poultry birds).
- Phase 2 BHHs made savings of BDT 205,324. Total savings deposited in BDT is 7,528,095.
- 42 fisher folk groups from phase 1 have been registered with the Cooperative Department - they can now bid for water bodies at Upazila and District level.
- A total of 9 union level advocacy workshop held with 22-25 participants including Upazila Nirbahi Officer, Upazila Cooperative Officer, Upazila Livestock Officer, UP Chair, and union level civil society members.
- Nutrition component contract has been signed and recruitment of core people completed.
- Survey to measure graduation of phase 1 BHHs completed (yet to be shared)

**NETZ**
- CMS1 baseline survey completed for 321 HHs out of 5,600 BHHs selected in third quarter. Microplans have been developed for 2,599 households.
- 338 BHHs have been enrolled onto at least one safety net programme, bringing total under safety net support from phase 2 to 451 BHHs.
- A total of 3,558 BHHs deposited savings of BDT 86,001 during the quarter, bringing total savings to BDT 1,463,299.
- Introduced monitoring livestock status through the use of smart phones at Polli Sree.
- 35 paravets received training and are working in the field under guidance of project livestock officers.
- 153 BHHs have applied for khasland to AC land office. A workshop on Khasland at Rajshahi and Naogan were held with the participation of relevant district level government officials: DC of Rajshahi and ADC general-Noagaon.
- Adivasi beneficiaries celebrated ‘International Indigenous Peoples Day’ during an event on August 12th. Government officials including 12 MPs attended the event.
- Memorandum on Nutrition component has been signed and related activities started.

**DSK**
- CMS1 baseline survey completed for 4,739 households. Micro-planning of IGAs prepared.
- Total number of selected BHHs is higher than total target due to frequent migration of beneficiaries from urban to rural areas (drop-out rate). 329 beneficiaries migrated in this quarter.
- Some overlapping of selected households between DSK and Innovation Fund Round 4 partner Prip Trust in Kamrangirchar, Dhaka. Process is underway to solve the issue and once done the BHHs number will be reduced.
- 468 beneficiary groups have been formed and 3,309 group meetings have been conducted. 96 CBOs have been formed.
- 12,637 BHHs are under a savings programme. A total of 3,558 BHHs deposited savings of BDT 86,001 during the quarter, bringing total savings to BDT 1,463,299.
- 3,638 BHHs received basic training and 2,596 BHHs received training on EDBM (Enterprise Development and Business Management).
- Nutrition component preparatory work on-going; contract yet to be signed (signed in early October).

**Practical Action Bangladesh**
- 4,997 BHHs selected totalling 11,355 BHHs for phase 2 target.
- Assets provided to phase 2 BHHs as agriculture & livestock support: floating/vegetable production and chick/duck rearing to 310 BHHs. Fisheries support (cage, CBFM & TF) to 490 BHHs; livestock (sheep & cattle rearing) to 377 BHHs; agro-processing to 87 BHHs; light engineering (rickshaw-van & diesel engine repairing) to 72 BHHs; small enterprise & market development support to 300 BHHs, including 60 disabled beneficiaries.
- Support to phase 1 BHHs: fisheries and livestock (goat, fingerling & fish feed) to 1,066 BHHs; small enterprise & agro-processing to 84 BHHs and light engineering to 50 BHHs.
• Introductory meeting held between PAB and APEX for developing collaborative network for PFP-Shiree beneficiaries to receive training.
• 3 sheep were collected from Chapai Nwabgonj and distributed among the BHHs with a view to develop the local breed of sheep (breed development).
• 3 District Coordinators recruited for PFP-Shiree project
• Contract amendment to integrate the direct nutrition support completed.

Care
• CMS1 online data entry software orientation was held during 1-2 July at CARE, facilitated by Shiree.
• A total of 9,433 BHHs were selected in two batches, completing the target of 20,000 BHHs for SETU phase 2.
• Input support provided to 2,978 BHHs of which phase 1 covers 1,965 BHHs (amounting to BDT 16,461,346) and phase 2 covers 1,013 BHHs (amounting to BDT 7,678,481).
• A day long workshop was organized to support SETU’s local governance (political empowerment) related works, conducted in 3 batches on "Roles of Natural Leaders in Reviewing, Implementing and Evaluating Budget of Union Parishad" from 9 to 11 September at RDRS Rangpur.
• A 3-day long "Capacity Building Workshop" for 24 new SETU staff was held from 17-19 September at ESDO Training Centre in Lalmonirhat. The workshop was organised and financed by ESDO and facilitated by technical persons of SETU.
• The project was visited by Ms. Jups Kluyskens, representative of UK-aid along with Mr. Anowarul Haq, Impact Director of CARE Bangladesh.
• Nutrition component work on-going; contract yet to be signed (early October)

Save the Children
• CMS1 baseline survey completed for 2,594 households. 1,059 BHHs developed HH microplans. A three-day CMS-1 training workshop was given to all staff.
• A primary list of 14,394 BHHs was submitted to SCI by its PNGOs for further scrutiny, which will be forwarded to Shiree for verification at the end of October after proper field scrutiny.
• 742 BHHs received training on different IGAs including cow, goat, poultry rearing, fish culture and small business management.
• A four-day long basic training event was held for two PNGOs: CODEC and Prodipan. The focus was on the purpose of the HEFS-Shiree project. Additionally a three-day long Training of Trainers (ToT) was imparted to all the staff of PNGOs by the Project Officer of Save the Children covering topic related to IGAs (selection, procurement, management, etc).
• 3,439 BHHs received safety net support from government programmes. In addition, the project developed linkages with other actors related to relief, health, education and short term employment and have helped 1,722 BHHs.
• Community Mentors (CMs) conducted 2,232 courtyard sessions for phase 1 BHHs on a weekly basis, to impart messages on health, hygiene and nutrition, water and sanitation, Disaster Risks Reduction (DRR) and Climate Change Adaptations (CCA). A workshop with partners was held to finalise phase 2 workplan.
• MOU signed for incorporating nutrition component in HEFS-Shiree in phase 2. Both implementing partner NGOs recruited district level staff and process has begun for the recruiting of Community Pusti Karmi (CPKs).


Scale Fund Round 2: NGO Operational Highlights

Caritas
• During the third quarter Caritas selected 2,927 BHHs in five working Upazilas in Banderban. Another 1,164 HHs listed for Shiree verification for October 2012.
• CMS1 draft report for 5,910 BHHs completed & submitted to Shiree for comments. The report will be finalised by mid-October 2012. In addition, a further 3,327 BHH data collection completed and entry will commence early next quarter. It is expected that the final report of total 10,000 HHs (targeted) will be available by end of next quarter.
• A total of 2,852 BHHs received various short and long term inputs including cash crops (turmeric, ginger), field crops, and livestock.
• 600 BHHs were supported with cash as social safety net for food in Lama, Alikadam & Thanchi Upazilas, in response to damage of horticulture plots of 700 BHHs during monsoon which caused landslides.
• Annual review and planning workshop held in September to review progress of project activities, learning and constraints faced in implementing 1st year interventions. The project team also reviewed 2nd year budget and plan.
• An anti-tobacco seminar was organised with government and non-government officials for awareness raising among people on bad effect of tobacco.
• 15 female beneficiary household members completed a 4 month tailoring course during this period and were given sewing machines. The Deputy Commissioner (DC) for Banderban attended this distribution as chief guest.

Oxfam
• During the third quarter, Oxfam has been in the process of selecting 2,000 BHHs for year-2 to be submitted to Shiree by the first week of October for verification. The selection of remaining 4,000 BHHs for the 2nd year to be completed by November 2012.
• CMS1 of 4,441 BHHs data entry completed and review is going on. Assets transferred to 1st year target of 4,500 BHHs. Assets delivered include livestock, poultry, rickshaw/van, boats and sewing machines to 3,025 BHHs. The remainder received supplementary IGA support including poultry, goat and agriculture input for homestead gardening.
• A total of 177 CBOs to date, against an overall target of 400 CBOs.
• Through strong lobby & advocacy at local level, the project succeeded in engaging 936 BHHs in VGF card and 40 days employment.
• Oxfam organised three seminars at district level project learning, challenges of engaging beneficiaries in income generation.
• Facilitated 3 local cultural groups, orientation on project approach and developed scripts of drama & folk song focusing on common hazards, womens vulnerability, and preparedness to reduce risk & damage. The groups performed 50 stage shows in the villages during the reporting quarter.
Concern Worldwide

- CMSI baseline survey completed for 9,773 households. 6 data entry operators have been trained by Shiree.
- 628 beneficiary groups have been formed. Work on group dynamics and group meetings are in process.
- 1,008 BHHs received asset (191 boat & net, 796 small business and 21 sheep).
- 2,272 BHHs were given a day-long training on use of different IGAs (e.g. small business and grocery shop, puffed rice making and bamboo/cane products, cropping patterns, gees/duck, and sheep rearing).
- Concern organised 5 days training for 20 senior key staff of PNGOs during the period from 15-19th September on IGA, cropping pattern and vegetable cultivation. The master trainers in turn taught 67 frontline field staff.
- Developed guideline for leasing land. More than 70 acres of land was leased for 668 BHHs for three cropping patterns.
- Linkages have been established with CARE, SUS and CNRS which assisted in avoiding overlapping of BHHs. In addition, regular NGO coordination meetings at Upazila and District level were held to ensure good working relationship with local government authorities.
- Concern successfully organised a lesson learning workshop where participants from DFID, Shiree and partner NGOs actively participated.

The Scale Fund now has 9 mature projects and a well-established partnership between the Management Agency and NGO Management. During the quarter the 7th Scale Fund Lesson Learning Workshop took place over 2.5 days at Sylhet hosted by Concern. The workshop demonstrated the maturity of the programme with all partners using their in depth implementation experience and collective creativity to examine the key challenge of supporting sustainable graduation for beneficiaries who have transitioned the initial period of livelihood support. Simultaneous with increasingly addressing this challenge, many thousands of new beneficiary households have been enrolled on to the programme during the quarter.

![Beneficiaries are seen in a courtyard meeting (during lesson learning workshop in Sylhet) | Photo credit: Shiree/Shazia Ahmed](image)
In this period 11 of the 12 original Innovation Fund Round (IFR) 1 and 2 projects came to completion. Each project was approved a one month extension, until the end of September, to complete asset and administration checks. During the period Shiree staff visited all 12 partner projects from the original IFR 1 and 2 as part of the documentation process for the NGO lesson learning reports.

The visits entailed gathering feedback from randomly selected beneficiaries through FGDs on the impact the projects had on their lives and also included a lesson learning workshop for the project staff to include their feedback on 3 years of implementation. In addition the projects presented Exit Strategies for NGO withdrawal from the project. The feedback will form chapters feeding into each NGOs lesson learning report that will inform the decision process for determining scale up.

### Innovation Fund Round 1

<table>
<thead>
<tr>
<th>Innovation Fund NGO (Round 1)</th>
<th>Total BHH Target</th>
<th>Cumulative BHHs selected and verified</th>
<th>HH received cash/asset in 3rd Quarter</th>
<th>HH received training/IGA support in 3rd Quarter*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aid Comilla</td>
<td>1,500</td>
<td>1,500</td>
<td>38</td>
<td>526</td>
</tr>
<tr>
<td>CNRS</td>
<td>1,500</td>
<td>1,500</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Green Hill</td>
<td>1,200</td>
<td>1,200</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>HKI</td>
<td>450</td>
<td>450</td>
<td>-</td>
<td>1,100</td>
</tr>
<tr>
<td>HSI-Sunamgonj*</td>
<td>1,000</td>
<td>1,104</td>
<td>-</td>
<td>424</td>
</tr>
<tr>
<td>SHUSHILAN</td>
<td>1,000</td>
<td>1,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>6,650</strong></td>
<td><strong>6,754</strong></td>
<td><strong>38</strong></td>
<td><strong>2,050</strong></td>
</tr>
</tbody>
</table>

[* HH may have received training for more than one IGA support]

### Innovation Fund Round 1: NGO Operational Highlights

**Aid Comilla**
- Distribution of 38 calves (assets) to 38 BHHs. Stipend (feeding cost) amounting BDT 131,500 to 526 BHHs.
- Vaccination programme: 200 cattle were vaccinated with Anthrax. Aid Comilla distributed 3000 de-worming and 12,000 vitamin tablets for the BHH’s cattle and calves.
- Linkages established with livestock personnel of the Department of Livestock at Upazila and district levels and with other stakeholders including veterinary pharmaceuticals company, BRAC, and Union Parishad Chairman.

---

2 IFR review.
3 Helvetas Swiss Intercooperation, formerly called Intercooperation (IC).
CNRS
- During this period beneficiaries of CNRS continued to receive asset and training support. Including further training on cropping patterns and use of climate resilient non-traditional crops in the Haor region.
- The project has been able to develop 33 CBOs titled ‘Landless Thrift Group’ and 10 CBOs have been registered with the Cooperatives Department. The CBOs are managed by BHHs. These CBOs maintain bank accounts for savings which are being used for cultivation purposes and also for periods of crisis for any BHH.
- Participated and presented in lesson learning workshop at Sylhet hosted by Concern. Field visit programme included CNRS beneficiaries

Green Hill
- All beneficiaries were visited during this quarter to monitor IGA performance.
- Follow up/technical support is provided by the Innovation Fund Round 4 Green Hill PRASAKTI project staff, including establishing Village Savings and Loan Associations (VSLA).

HSI-Sunamgonj
- 998 BHHs applied for permanent allocation (99 years) of Khasland. 424 BHHs received 114 acres of Khasland and another 576 BHHs are in process to receive the land. The process introduced by HSI benefited another 365 landless (non-project extreme poor households) to receive deeds of 420 acres of khasland. [photo on cover pages]

Helen Keller International
- The project delivered a number of exit activities following refresher training on contour farming. HKI distributed some high value fruit saplings to 420 BHHs with appropriate land and a further 251 BHHs received seeds for winter.
- 20 community vaccinators received refresher training on poultry vaccination, conducted by Upazila Vet Surgeon & Veterinary Assistant.
- Other distributions include: canning jars for post-harvesting beneficiaries; repairing of 2 turmeric mills; donkey refresher training.
- A project closing workshop was held at the Upazilla conference hall with the stakeholders, including representatives from local government.

Shushilan
- During this period 100% of BHHs maintained a group savings scheme set with Grameen Bank/Post Office/Schedule Bank with at least BDT 900 BDT for each beneficiary.
- A further 233 BHHs received safety net support in the reporting period.
**Innovation Fund Round 2**

<table>
<thead>
<tr>
<th>Innovation Fund NGO (Round 2)</th>
<th>Total BHH Target</th>
<th>Cumulative BHHs selected and verified</th>
<th>HH received cash/asset in 3rd Quarter</th>
<th>HH received training/IGA support in 3rd Quarter*</th>
</tr>
</thead>
<tbody>
<tr>
<td>ActionAid</td>
<td>1200</td>
<td>1,200</td>
<td>-</td>
<td>323</td>
</tr>
<tr>
<td>HSI-Rangpur^4</td>
<td>800</td>
<td>801</td>
<td>-</td>
<td>238</td>
</tr>
<tr>
<td>MJSKS</td>
<td>635</td>
<td>635</td>
<td>37</td>
<td>-</td>
</tr>
<tr>
<td>NDP</td>
<td>1000</td>
<td>1,060</td>
<td>1,605</td>
<td>-</td>
</tr>
<tr>
<td>PUAMDO</td>
<td>775</td>
<td>775</td>
<td>379</td>
<td>764</td>
</tr>
<tr>
<td>SKS</td>
<td>1000</td>
<td>1,016</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>5,410</td>
<td>5,487</td>
<td>2,021</td>
<td>1,325</td>
</tr>
</tbody>
</table>

[* HH may have received training for more than one IGA support]*

**Innovation Fund Round 2: NGO Operational Highlights**

**Action Aid Bangladesh**

- During this period 9 union-wise project exit workshops were organised with the participation of the respective union parishad chairmen and members, representatives from union health clinics, NGOs, civil society, landlords and other local people.
- Beneficiaries of the project continued to make gains from crop production, livestock management and other small trade.
- Beneficiaries received maternal health assistance from Plan Bangladesh and BRAC, in addition to receiving medicinal support local community clinics.
- In the last quarter Md. Tanvir Hossain, Communications Manager of Action Aid Bangladesh and Mr. Jamal Khetran, COO Shiree, visited the bio-diversity centre in the project working area.

**HSI-Rangpur**

- During this period 17 meetings were held between BHH groups and Community Platform (now Ward Platform) of HSI's Samriddhi project for coordination as a part of the project’s exit strategy, allowing inclusion of representatives from BHH groups as member of Ward Platform.
- Beneficiaries continued to receive support from the project including skills development training, and refresher training on homestead vegetable cultivation.
- As a part of exit strategy a list of 800 BHHs was handed over to a PNGO of HSI called Debi Chowdhnury Palli Unnayon Kendra (DCPUK) which is implementing a similar project in seeking their assistance to follow-up the activities of BHH groups. A full list of BHHs was handed over to the 6 working area union parishods for follow-up activities and safety net support.

^ Helvetas Swiss Intercooperation, formerly called Intercooperation (IC).
MJSKS
- During this period 4 project closing workshops were arranged in 4 working unions at union parishad premises in consultation with UP chairmen and members. All relevant documents were handed over to UP Chairmen after signing a Memorandum of Understanding (MoU) with 4 UPs to take over the responsibilities of BHHs of the project area.
- A closing ceremony of “Intelligent Livestock Management & Monitoring through Mobile Software” of MJSKS was held, with attendance from Mpower representatives, local government officials, Shiree staff and local journalists.
- Beneficiaries have continued to prosper earning incomes from selling milk for cattle. In the reporting period 324 BHHs produced 18,074 litres of milk earning BDT 379,735.

NDP
- In the reporting period a database was developed categorising BHHs according to their economic status. This list of beneficiaries has been shared with government line departments (DAE, livestock and BRDB) and local government offices at union level to seek their continued assistance. In addition, a list of service providers was made available to BHH groups so that they can contact them for services.
- 1,605 flip-flop/sandals were distributed to 460 BHH groups as part of a hygiene component.
- A day long exit workshop was held with different department of the GoB where beneficiary group leaders, LSPs, input sellers, local elite and NDP-Shiree were present to ensure for ensuring services from the union parishod.

Puamdo
- During the last quarter the project continued to support beneficiaries with asset distribution and training. 295 BHHs received 344 livestock (ox, heifer, calf, sheep and goat) worth BDT 1,475,000. In addition 84 BHHs received input support (seed, fertiliser and pesticides) for crop cultivation.
- The project was visited by Shiree as part of the lesson learning review process. The project has designed its exit strategy in advance and is gearing towards implementing the activities in the next quarter.

SKS
- During the period a number of follow-up activities were conducted to support beneficiary groups in homestead gardening, as well as special support to groups in preparing strawberry saplings.
- A contact list of market actors, input suppliers, service providers (with mobile phone numbers) were made available to the beneficiary groups as part of SKS’s exit strategy. A list of beneficiaries was provided to the Union & Upazila Parishad with a request that they would take special care of these beneficiaries.
## Innovation Fund Round 3

<table>
<thead>
<tr>
<th>Innovation Fund NGO (Round 3)</th>
<th>Total BHH Target</th>
<th>Cumulative BHHs selected and verified</th>
<th>HH received cash/asset in 3rd Quarter</th>
<th>HH received training/IGA support in 3rd Quarter *</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADD</td>
<td>700</td>
<td>700</td>
<td>261</td>
<td>193</td>
</tr>
<tr>
<td>BOSS</td>
<td>400</td>
<td>400</td>
<td>287</td>
<td>-</td>
</tr>
<tr>
<td>Concern</td>
<td>700</td>
<td>280</td>
<td>126</td>
<td>58</td>
</tr>
<tr>
<td>GUK</td>
<td>1,160</td>
<td>1,215</td>
<td>134</td>
<td>227</td>
</tr>
<tr>
<td>Plan Bangladesh</td>
<td>2,500</td>
<td>-</td>
<td>-</td>
<td>28</td>
</tr>
<tr>
<td>SCI-Tanisha</td>
<td>900</td>
<td>900</td>
<td>-</td>
<td>163</td>
</tr>
<tr>
<td>SSS</td>
<td>800</td>
<td>800</td>
<td>120</td>
<td>780</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>7,160</strong></td>
<td><strong>6,795</strong></td>
<td><strong>928</strong></td>
<td><strong>1,449</strong></td>
</tr>
</tbody>
</table>

[* HH may have received training for more than one IGA support]*

During this period recommendations from the ‘simultaneous learning and process assessment’ (SILPA) report were taken up from the operations side and a number of the projects made changes to the project workings.

All IFR 3 NGOs produced CMS4 change reports from their respective participatory group sessions with beneficiaries.

### Innovation Fund Round 3: NGO Operational Highlights

**ADD**
- In the reporting period 6 PANAH Centres have been set up and fully equipped with Garments Sewing Machines. 60 beneficiaries can receive training on Basic Machine Operation simultaneously. In the last quarter 48 beneficiaries received 24 days training on garment machine operations.
- 83 beneficiaries got employed in different garments factories in Dhaka. Some employed beneficiaries already working in garments have received promotions.
- ADD held 2 meetings with local leaders of the business community and concerned representatives of the Bazar committees in Kafrul and Tejgaon.
- ADD completed 6 CMS4 exercises with beneficiaries at 6 PANAH Centres.

**BOSS**
- In the reporting period 115 Family Development Plans (FDPs) were completed totalling the target of 400 FDPs. 4 groups opened savings account with the Grameen Bank so now all 25 groups now are maintaining savings account with the bank.
- Further asset transfers continued in the quarter with 105 BHHs receiving their 1st IGA and 182 BHHs receiving a 2nd IGA. The total value of asset transfers in the quarter amounted to BDT 1,852,296. In addition, 80 female beneficiaries were linked with a local cotton & jute mill and now employed there.
• In the last quarter, BOSS organised 6 dialogue sessions on safety nets access with 6 union parishads where beneficiaries from different groups attended.
• BOSS project staff conducted a self-review workshop in the presence of Shiree staff, based on their submitted CMS4 change reports.

**Concern Worldwide**

• During this period 58 beneficiaries received training on confidence building, entrepreneurship development, food business management, good hygiene practice and food processing.
• 2 central kitchens have been established and are in operation in Malibagh and Mirpur. The project procured 14 mobile food vans, 51 hand carry boxes and 2 food distribution vans.
• As a part of the project’s brand promotion strategy 51 Mojar khabar logo printed umbrellas were distributed among traffic police at Mirpur and Malibagh.

![Formal launching of mobile food outlet of Mojar Khabar in Dhaka | Photo credit: Shiree/Tareq Salahuddin](image)

**GUK**

• During this period 200 BHHs (65 female, 135 male) were selected and then verified by Shiree. Training on sewing machine operation continued and 156 beneficiaries were trained. 116 beneficiaries from who had received training in the previous quarter successfully completed a two-month long internship at Apex garments factory.
• 291 Family Development Plans (FDPs) were prepared and 134 BHHs received small IGA support totaling BDT 2,000 per BHH.
PLAN

- During the period 1,135 children were selected and the CMS1 child profile for 264 children was completed. A total of 125 street children received skills based training, and a further 28 street children receiving vocational training. 12 street children got jobs following the completion of vocational and skills training.
- 13 savings management committees formed consisting of 91 members and 159 more children have started depositing savings at DICs savings booth. 160 children received basic literacy and numeracy training.
- The financial and life planning profiles have been completed for 396 children, who are planned to receive assets during the next quarter.
- Plan held 7 meetings to identify relevant employers and work places. 4 work places and 10 new employers are now implementing child safeguarding standards.
- Plan project staff received CMS 4/5 training, but modifications have been made to make the process more suitable for street children. The adapted approach will start at the beginning of the next quarter.

SCI- Tanisha

- In the last quarter 1,922 sessions were conducted for adolescent girls at 64 ‘Safe Spaces’ (an average of 30 sessions at each ‘Safe Space’) to discuss adolescent development, health and hygiene, education and savings. In addition, field officers conducted 25 sessions for girls who are facing difficulties regularly attending education sessions.
- The project did not disburse IGA assets/inputs to BHHs, the planning and designing is on-going following feedback from the SILPA report.

SSS

- During the last quarter a number of training sessions were conducted by the project as well as a number of transfer of input support, including fish fry, fish feed, chicken feed, duck feed and vaccination support.
- Further training sessions on a range of subjects including immunisation, health services, water and sanitation, diet and nutrition were conducted in the last quarter.
- Scientists from the Bangladesh Sugarcane Research Institute, with upazila fisheries and livestock officers, visited sugarcane fields in SSS working areas and provided advice on field problems. They will arrange training to the project staff at their institution in October 2012 that will include practical sessions on new improved technology.

The SILPA report of Innovation Round Three produced by an external consultant during the period critically examined progress across the projects. Given the experience of Round One and Two projects, many of which took longer than expected to achieve momentum, and given much greater project diversity and the challenging client groups for Round 3 projects, it is not surprising that several have experienced early implementation difficulties. The Shiree team has been working intensively with NGO partners to help them to continually review, evolve and enhance project modalities. The case for an extension for some projects to allow more time to develop and test the innovation model, and to ensure positive impact for beneficiaries, will be examined on a case by case basis.
Innovation Fund Round 4

<table>
<thead>
<tr>
<th>Innovation Fund NGO (Round 4)</th>
<th>Total BHH</th>
<th>Target</th>
<th>Cumulative BHHs selected and verified</th>
<th>HH received cash/asset in 3rd Quarter</th>
<th>HH received training/IGA support in 3rd Quarter*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eco-Dev</td>
<td>650</td>
<td>400</td>
<td>400</td>
<td>400</td>
<td>400</td>
</tr>
<tr>
<td>Green Hill</td>
<td>1,300</td>
<td>650</td>
<td>969</td>
<td>1,950</td>
<td></td>
</tr>
<tr>
<td>Handicap Int'l</td>
<td>600</td>
<td>491</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>HelpAge Int'l</td>
<td>1,000</td>
<td>499</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>IDE</td>
<td>1,000</td>
<td>500</td>
<td>-</td>
<td>1,029</td>
<td></td>
</tr>
<tr>
<td>PRIP Trust</td>
<td>1,000</td>
<td>370</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>SCF (IF4)</td>
<td>1,200</td>
<td>701</td>
<td>88</td>
<td>91</td>
<td></td>
</tr>
<tr>
<td>Tarango</td>
<td>750</td>
<td>379</td>
<td>350</td>
<td>295</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>7,500</strong></td>
<td><strong>3,990</strong></td>
<td><strong>1,807</strong></td>
<td><strong>3,765</strong></td>
<td></td>
</tr>
</tbody>
</table>

[* HH may have received training for more than one IGA support]

IFR 4 projects have continued to select and verify beneficiaries, baseline surveys are being conducted and in some cases primary project activities have begun to be delivered. None of the projects have received training on CMS 4/5, but training will be conducted in the final quarter of 2012.

Innovation Fund Round 4: NGO Operational Highlights

Eco-Dev

- During this period, beneficiaries of Eco-Dev continued to receive support from the project. Maintenance costs of vegetables garden, medicinal plots & fertiliser were provided to 400 BHHs. A total of 60 day-long awareness raising meetings were held with BHHs to discuss medicinal cultivation management issues.
- Eco-Dev established contact with pharmaceutical companies and listed companies which are willing to buy medicinal products from the producers. A formal workshop will be organised with the potential buyers in mid-October.
- Some agricultural plots were damaged by heavy rainfall and landslides.
- An annual progress review meeting was held in September between Eco-Dev and Shiree members to discuss project activities and issues emerging during implementation of 1st year intervention

Green Hill

- During this period continuous support from the IFR 1 project has been extended to the IFR 4 project, including support from project staff.
- A number of training sessions have been conducted in the last quarter including group based awareness sessions on education, immunization and malaria prevention, as well as gender and nutrition training covering 650 participants. A total of 552 BHHs have received skills development training and 98 BHHs on livestock training.
• Conditional cash transfers have been on-going, following beneficiary needs, with a total of BDT $2,143,100$ distributed in the last quarter.
• A one-time emergency disbursement of BDT $20,500$ was given to BHHs who lost their crops due to heavy rainfall.

**Handicap International**
• During this period 478 BHHs have been selected, and the CMS2 baseline profile completed for 469 BHHs. Individual household micro-plans for 204 BHHs have been completed, and a rehabilitation plan (based on the type of disability as well as appropriate IGA) completed for 397 BHHs. IGAs to be distributed early next quarter.
• An exposure visit was to two other Shiree projects at DSK and ADD International also working closely with disabled beneficiaries.

**HelpAge International**
• During this period Helpage have been in the process of developing the mechanisms for the cash transfer. A needs assessment of age-friendly IGAs has been conducted in 9 working unions. In addition the Community Support Centres (CSCs) have been set up and awareness sessions have been held with beneficiaries at the CSCs.
• Individual HH microplans have been developed with BHHs to determine what IGAs are suitable for the elderly and asset transfers will happen in the next quarter.

**IDE**
• During this period 488 BHHs received various types of training on planning, vegetable production technologies, intercultural and pest management, nutrition and poultry rearing. 10 demonstrations have been carried out on new technologies and varieties of crop.
• IDE conducted an assessment of basic needs and provided 431 BHHs with de-worming support. 110 children were provided support for education through CCTs. In addition, special winter IGAs have been procured for 488 BHHs.

**PRIP Trust**
• In the last quarter a total of 370 beneficiaries have been selected and then verified by Shiree. The selected beneficiaries have been formed into 11 groups. Out of 370 BHHs, 220 received a day-long orientation on the project intervention. In addition, the CMS1 baseline data collection has been completed for 250 BHHs.
• Prip Trust established two unit offices in Mohammadpur and Mirpur.
• A new project manager joined the team 25th September after the old project manager left in a sudden manner. The project has faced a number of problems in the last year which have been partially resolved in the last quarter.

**Save the Children - Khulna**
• During this period 1,200 BHHs have been selected and the microplans developed and completed for 200 BHHs. Assets have been delivered to 88 BHHs and training courses delivered to 91 BHHs on asset and risk management. 292 working children have been enrolled with learning-cum-recreation centres.
Tarango

- During this period Tarango selected 352 BHHs who also received day-long project orientation. CMS1 baseline was completed for these BHHs.
- The project has continued to provide other training and asset transfers. 25 BHHs have been involved in 55-days handloom training, whilst 350 BHHs received bamboo for handicraft production, and another 270 BHHs received goats, hogs and poultry as secondary IGAs.
- The craft emporium location has been chosen, entailing the rental of two floors in a building in Bandarban.
- Tarango was visited by a team from Shiree including the Shiree COO to observe progress.
- Overall, the project has been beset by a number of issues including heavy monsoon and high staff turnover.
OUTPUT 3: RESEARCH AND MONITORING – INCREASING CONSISTENCY IN THE UNDERSTANDING, SHARING AND APPLICATION OF APPROACHES TO ADDRESSING EXTREME POVERTY

A significant focus during this quarter regarding Shiree’s monitoring and evaluation - the “Change Monitoring System” (CMS) – has been planning and preparing for the roll-out of Shiree’s unique monthly mobile phone monitoring system, CMS2, across the entire programme. It is anticipated that the system will be live in the next quarter, after which CMS2 will be a central feature over the remaining lifespan of the programme. Shiree has also focused on ensuring continued integration between different CMS components and ensuring the components are embedded well within partner organisations.

Regarding research, Research Officers (ROs) have continued work on the second round of Working Papers, as well as continued life and intervention tracking studies. Another well attended Extreme Poverty Research Group (EPRG) was held, with the theme of Health Matters from an Extreme Poverty Perspective.

**Change Monitoring System (CMS)**

In the last quarter a key emphasis for Shiree has been to work closely with partner organisations in implementing data collection using existing data entry tools and other software, particularly for new partners. As well as the CMS2 roll out, another major activity during this quarter was the compilation of 12 Lesson Learning Reports for the IFR 1 and 2 organisations, following on from the endline surveys completed in the last quarter.

Through the second half of the Shiree programme more emphasis will be given on Shiree as a facilitator, providing technical support, while NGOs and projects have more responsibility for data collection, entry, analysis and reporting. CMS data collection tools were also revised to enhance compatibility between different CMS tools and spectrum of analysis.

An update of the specific CMS components is presented below:

**CMS1: the baseline survey or ‘household profile’**

To date, data collection of 116,606 households has been completed using the CMS1 questionnaire. Around 47,000 of these households have completed the revised CMS1 questionnaire. A new web-based data entry software for CMS1 has been developed in the last year and all partner NGOs have been orientated and are using the tool for data entry.

**CMS2: a monthly snapshot of all BHHs across the entire Shiree portfolio**

During the last quarter Shiree has been in dialogue with partners regarding the roll-out of CMS2 and has been working closely with its technical partner, Mpower, throughout. All partner NGOs (excluding IFR 1 and 2 who will not be included in the rollout due to project completion) have been briefed.

Hardware procurement and mobile application development (developed by technical partner Mpower based on a revised questionnaire) have been completed as part of the rollout plan. The Samsung Galaxy Y android-based mobile handsets have been chosen – an upgrade from the pilot phase Java based phones. The new phones have a higher technical capacity: larger memory, higher processing speeds, ease of application updates and lower risk of server disruption.
Due to the scale of the rollout it was decided, in consultation with partners, that a cascade training methodology will be used. A comprehensive training plan of ‘Training of Trainers’ and ‘Field Officer Training’ has been prepared. The project aims at the implementation of a mobile based CMS2 system that will serve the monitoring needs of Shiree with 24 partner NGOs for the next 30 months. It is expected that the system will go ‘live’ in the next quarter, once all trainings are complete and the server ready.

Developing in parallel with CMS-2 in the last quarter has been the pilot ‘Intelligent Livestock Management and Monitoring’ through mobile phones. The application has been tested at MJSKS and NETZ. The aim of the pilot has been to test the use of mobile phones for real-time data collection on livestock health for remote veterinarians.

**CMS3: a panel survey based on statistically significant sample of all scale fund beneficiaries.** It involves a socio-economic survey along with an annual anthropometric survey

During the reporting period a final draft of the annual CMS3 report has been produced by Cambridge University and presented to Shiree management.

Using data from across CMS, as well as further contributions from beneficiaries and NGO project staff from planned visits by Shiree, 12 Lesson Learning Reports have been produced in the last quarter for IFR 1 and 2 NGOs. A significant chapter includes an ‘Endline-to-Baseline’ study developed by Cambridge University and follows closely the format used for the CMS3 panel survey instrument applied to Shiree Scale fund projects – in this case 64 randomly selected households chosen from the baseline from each project. The objective of the study was to assess the change in socio-economic status of BHHS since the baseline in 2009. The reports will be published in the next quarter and used to inform scale-up recommendations.

**CMS4: participatory reflection sessions (Innovation Fund only)**

During this quarter several self-review workshops have been conducted with IFR 3 NGO partners based on respective CMS4 change reports. The tool has been adapted to the different beneficiary types (street dwellers, street children, migrant workers) and contexts. A training plan has been developed for IFR 4 NGO partners who receive training in the next quarter.

**CMS5: qualitative life tracking studies**

Over the past three months the research officers have been working on redrafting their tracking studies with feedback from Shiree. All current life histories and reflection on the intervention (ROI) reports are with Lucia Da Corta and Dr. Joe Devine from the University of Bath who are providing feedback.

**CMS6: NGO Monthly output reporting**

NGOs continued to report monthly data during this period, which was used to meet internal needs and external reporting requirements – including for GoB reporting.
An example from CMS2 Pilot Phase II:
Summary of Social Event: [Jun-July 2012, random sample from 297 HHs]

Other includes: absent from home for police case, good environment, wife is back to her husband, receiving tubewell, Salish/punishment, conflict with neighbor, suicide.

Eighth Extreme Poverty Research Group (EPRG) meeting at Hotel Summer Palace, Dhaka | Photo credit: Shiree/Tareq Salahuddin
Research

Extreme Poverty Research Group (EPRG)
The Eighth EPRG was held on 12th July 2012 and welcomed a high level of participation from Shiree Scale and Innovation Fund partners, USAid, and other DFID-funded extreme poverty programmes including BRAC and CLP (in total 64 participants) as well as FAO and UNDP. The EPRG invited nominations to fill a five-member panel that will co-chair the EPRG and play a role in advising the research agenda of Shiree. The session’s focus was on access to health services and included presentations from USAID’s experience in implementing health interventions in Bangladesh; Save the Children’s case study on existing gaps in health services; BRAC’s CFPR programme; CLP’s programme experience on health; and two Shiree presentations including one presented by five Research Officers on their key findings from qualitative research.

Working Papers
Throughout the last quarter the six original research officers (ROs) have been writing up their second working papers. Two of these (DSK and Save the Children) have already been sent to the University of Bath for their academic input and guidance. The others are working on their second drafts before they are submitted to Bath.

The seven newly recruited research officers⁵ (Uttaran, Concern, Oxfam, Caritas, ADD, IDE and Eco-dev) have all finalized their research proposals. In order to improve NGO ownership of the research, all research officers received validation forms for their respective project managers to fill, sign and send back to Shiree. All of the researchers, with the exception of IDE and Oxfam, have returned their forms and are therefore able to commence research. Shiree anticipates that IDE and Oxfam will also be ready to start by the Eid vacation in the last quarter. They have decided on the following tentative titles:

<table>
<thead>
<tr>
<th>NGO</th>
<th>Research Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>IDE</td>
<td>“Making markets work for extreme poor female homestead gardeners: A study of innovations created collection points, input markets and beneficiary support groups in remote, water logged areas in Barisal, Bangladesh”</td>
</tr>
<tr>
<td>Eco-Development</td>
<td>“Why don’t people in Chittagong Hill Tracts adopt innovate agricultural practices which might help graduate extreme poor people? Where they have been adopted, why did the individuals decide to take the risk and what were the circumstances?”</td>
</tr>
<tr>
<td>Caritas</td>
<td>“Assessing health seeking behaviour among Tribal people in the Chittagong Hill Tracts: The causes of high morbidity and mortality in Bandarban District”</td>
</tr>
<tr>
<td>Oxfam</td>
<td>“Assessing women’s choice in asset empowerment strategies in the south west”</td>
</tr>
<tr>
<td>Concern</td>
<td>“Obtaining rights to water bodies for the extreme poor in the Haors”</td>
</tr>
<tr>
<td>Uttaran</td>
<td>“Ensuring sustainable graduation for the extreme poor - A comparative study assessing the success of ‘Khas land transfer’ programmes against Government-provided Social Safety Nets.”</td>
</tr>
</tbody>
</table>

⁵ It was anticipated that only six new ROs were to be recruited, but due to an RO departure at Uttaran, a seventh RO was recruited to fill Uttaran’s vacancy.
Recruitment of new research officers

Mr. Saifuddin Ahmed (Care) left the Shiree research team in August, and went to work on a different programme within Care. Recruitment for a replacement research officer was undertaken by Care and Mr. Mizanur Rahman was selected as the successful candidate. He will start towards the beginning of November. In September Ms. Prokriti Nokrek (Save the Children) also handed in her notice and will be leaving at the end of October 2012. Save the Children have initiated the recruitment process to find a suitable replacement.

Training

A two day refresher course on quantitative methodology/statistics was conducted for the research assistants (RAs) at the end of the quarter and a 1 week research refresher course has been planned. The latter will focus mainly on qualitative methodologies, as well as preparation of working papers, and will be particularly focussed towards the needs of the new Research Officers (ROs). It will take place at the start of the next quarter.
OUTPUT 4: ADVOCACY – POLICY AND PRACTICE AT LOCAL AND NATIONAL LEVELS SHOWS INCREASING RECOGNITION OF THE NEEDS OF THE EXTREME POOR

During this quarter Shiree continued to focus on streamlining the advocacy strategy for the second half of the programme. This new advocacy strategy has a private sector focus and was developed through a series of consultations, including with external stakeholders, Bath and Cambridge partners and two rounds of facilitated discussion with Shiree staff. In addition, a Manifesto for the Extreme Poor has been launched in the run up to the annual Extreme Poverty Day in the final quarter.

During this period partner NGOs continued their local level advocacy activities. A full list of these activities has been included in the Annex⁶. In addition Shiree continued its advocacy activities at the local and national level Key activities included:

- **Manifesto for the Extreme Poor.** A Manifesto has been launched by Shiree as a means of raising awareness of 5 key challenges faced by the extreme poor. It will propose a specific set of recommendations to address them and advocate with those with the power and resources to carry out the recommendations. A website has been launched inviting recommendations from NGO, civil society and the private sector. A number of consultation workshops on recommendations have taken place.

- **Extreme Poverty Day.** Preparations are underway. WaterAid has been agreed to be an event hosting partner.

- **Local government advocacy.** A series of khasland workshops with local land officers and field staff of Netz took place to sensitise them to mobilise more land.

- **National government advocacy.** An Interministerial meeting with departments of agriculture, livestock, fisheries, women's affairs, social welfare and youth took place. Commitments from all departments to sign MOUs with Shiree to increase access to services for extreme poor. Follow up work to ensue.

- **Exploring private sector potential linkages.** Several discussions were held to find out the interest of private sector companies to engage with the extreme poor. On-going dialogue has been made with G4S, Misami Garments, Lal Teer seeds, IDLC and companies - DBL, Suman and Far East. The theme of the Lesson Learning Workshop in Sylhet included private sector engagement.

- **Media.** The Ittefaq and Daily Star op ed campaign continued. A panel of journalists were briefed for fellowships on extreme poverty.

- **Exploring skills development landscape.** Three workshops were held to explore the various options extremely poor people can access to develop skills. The first workshop was hosted by Shiree, the second by CAMPE, and the third by IDLC. The outcomes of these workshops have been positive; there is now a potential to link up of our beneficiaries, through NGOs, to UCEP (for children's vocational training), NSDC trainings, and TVET 5. Garments company DBL also committed to working with Shiree, IDLC and TVET 5 to develop an industry training centre for extremely poor people.

- **Social media.** The Shiree website, facebook and other social media continues to be enhanced.

---

⁶ Not every NGO have shared reporting of advocacy activities. Almost all NGOs conduct some advocacy initiatives at the local level, which shiree is keen to highlight and will continue to highlight in subsequent reports in a more structured format.
• **Lesson Learning Workshop.** The seventh lesson learning workshop was hosted by Concern Worldwide between 4-6 of September and theme was “Sustainable Exit Strategies”. The workshop gave an opportunity for NGOs to discuss their experiences and lessons learnt in relation to ensuring that beneficiaries continue to progress even after support has been withdrawn. The event brought together all Scale Fund NGOs and CNRS from the Innovation Fund, Dfid and Shiree representatives, and District level representatives from government departments. There was an extensive programme of 8 field visits on Day 2 prior to a concluding plenary including feedback from the field visits on the morning of Day 3. Oxfam will host the next lesson learning workshop in early 2013. See [http://www.shiree.org/wp-content/uploads/2012/02/Concern-Lesson-Learning-Workshop-Report-FINAL.pdf](http://www.shiree.org/wp-content/uploads/2012/02/Concern-Lesson-Learning-Workshop-Report-FINAL.pdf)

---

*Zakir Ahmed Khan is delivering presentation at seventh Lesson Learning Workshop hosted by Concern Worldwide in Sylhet | Photo credit: Shiree/Tareq Salahuddin*

*Photos during the field trip of seventh Lesson Learning Workshop hosted by Concern Worldwide in Sylhet | Photo credit: Shiree/Shaizia Ahmed*
MANIFESTO for the extreme poor

Please visit http://bit.ly/epmanifesto and submit your recommendation
OUTPUT 5: NUTRITION – DIRECT NUTRITION SUPPORT PROVIDED TO EXTREME POOR MOTHERS, CHILDREN, ADOLESCENT GIRLS AND FAMILY MEMBERS.

Launching of the Shiree nutrition intervention

This quarter saw the launch of the Shiree nutrition component among Scale Fund NGOs. As part of the rollout plan of the nutrition component Shiree has completed the budget negotiations and contract amendments of seven Scale Fund partners to integrate direct nutrition into regular Scale Fund interventions. The contract amendment team actively sought to ensure that the programme and financial schedules were integrated and that delivery to beneficiaries was optimised. Under these seven contracts 217,150 extreme poor households will receive a direct nutrition package targeting mainly pregnant and breastfeeding mothers, children under 5 years old and adolescent girls. Two more contract negotiations are in the final stage and will be signed in the first week of next quarter.

Recruitment of a Programme Manager (nutrition) to establish the Shiree nutrition team took place during the quarter.

Training and distribution of nutrition supplements | Photo credit: Shiree-NDP
The table below highlights the estimated numbers of target groups for year 1 of nutrition intervention by NGOs already integrated direct nutrition support.

<table>
<thead>
<tr>
<th>Total Beneficiary Households (BHHs)</th>
<th>CARITAS Bangladesh</th>
<th>Dushtha Shasthya Kendra (DSK)</th>
<th>NETZ Bangladesh</th>
<th>Practical Action Bangladesh</th>
<th>Save the Children</th>
<th>Oxfam GB</th>
<th>UTTARAN</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Beneficiary Households (BHHs)</td>
<td>10000</td>
<td>25000</td>
<td>9900</td>
<td>31850</td>
<td>25000</td>
<td>10500</td>
<td>26816</td>
<td>139066</td>
</tr>
<tr>
<td>Pregnant women</td>
<td>1080</td>
<td>2700</td>
<td>1069</td>
<td>3373</td>
<td>2610</td>
<td>1134</td>
<td>2896</td>
<td>14862</td>
</tr>
<tr>
<td>Breastfeeding mother</td>
<td>1080</td>
<td>2700</td>
<td>1069</td>
<td>3373</td>
<td>2610</td>
<td>1134</td>
<td>2896</td>
<td>14862</td>
</tr>
<tr>
<td>Children 6 – 12 months</td>
<td>756</td>
<td>1890</td>
<td>748</td>
<td>2361</td>
<td>1827</td>
<td>794</td>
<td>2027</td>
<td>10404</td>
</tr>
<tr>
<td>Children 13-18 months</td>
<td>864</td>
<td>2160</td>
<td>855</td>
<td>2698</td>
<td>2088</td>
<td>907</td>
<td>2317</td>
<td>11890</td>
</tr>
<tr>
<td>Children 19– 23 months</td>
<td>180</td>
<td>450</td>
<td>178</td>
<td>562</td>
<td>435</td>
<td>189</td>
<td>483</td>
<td>2477</td>
</tr>
<tr>
<td>Children 24 -59 months</td>
<td>4320</td>
<td>10800</td>
<td>4277</td>
<td>13492</td>
<td>10440</td>
<td>4536</td>
<td>11585</td>
<td>59449</td>
</tr>
<tr>
<td>Adolescent girls</td>
<td>3960</td>
<td>9900</td>
<td>3920</td>
<td>12367</td>
<td>9570</td>
<td>4158</td>
<td>10619</td>
<td>54495</td>
</tr>
<tr>
<td>Other family members</td>
<td>10584</td>
<td>26460</td>
<td>10478</td>
<td>33055</td>
<td>25578</td>
<td>11113</td>
<td>28382</td>
<td>145650</td>
</tr>
</tbody>
</table>

**CARITAS:**
- Contract amendment finalised with CARITAS Bangladesh to integrate the direct nutrition support for the 10,000 Beneficiary Households (BHHs) in August 2012 with completion of the contract scheduled for September 2015.
- Total amount allocated for the nutrition intervention is GBP 325,359.
- Operational areas include Naikhyangchari, Lama, Alikadam, Ruma & Thanchi Upazila of Bandarban District in Chittagong Division.
- CARITAS has completed the recruitment of nutrition technical staff and have initiated the recruitment process of Community Pusti Karmis (CPKs).

**Dushtha Shasthya Kendra (DSK):**
- Contract amendment finalised with DSK to integrate the direct nutrition support for the 25,000 Beneficiary Households (BHHs) of DSK-Shiree Phase 2 project in September 2012 with completion of the contract scheduled for September 2015.
- Total amount allocated for the nutrition intervention is GBP 445,766.
- Operational areas include Dhaka urban slums situated at Kamrangirchar and Korail.
- DSK have advertised and finished the short listing of technical staff for interviews; and also circulated the advertisement of CPKs in its working area.
**NETZ Bangladesh:**
- Contract amendment finalised with NETZ Bangladesh to integrate the direct nutrition support for the 13,300 Beneficiary Households (BHHs) of NETZ-Shiree Phase 2 project in September 2012 with completion of the contract scheduled for September 2015.
- Total amount allocated for the nutrition intervention is GBP 320,038.
- Operational areas include four districts of north-western Bangladesh: Naogaon, Rajshahi, Chapai Nawabgonj and Dinajpur.
- NETZ have advertised and finished the short listing of technical staff for interviews; and also circulated the advertisement of CPKs in its working area.

**Practical Action Bangladesh:**
- Contract amendment finalised with Practical Action Bangladesh to integrate the direct nutrition support for the 31,850 Beneficiary Households (BHHs) of PAB-Shiree Phase 2 project in September 2012 with completion of the contract scheduled for September 2015.
- Total amount allocated for the nutrition intervention is GBP 586,695.
- Operational areas include four vulnerable districts of north-western Bangladesh: Rangpur, Gaibandha, Lalmonirhat and Nilphamari.

**Save the Children:**
- Contract amendment finalised with Save the Children to integrate the direct nutrition support for the 37,000 Beneficiary Households (BHHs) of Save the Children-Shiree project in September 2012 with completion of the contract scheduled for September 2015.
- Total amount allocated for the nutrition intervention is GBP 614,505.
- Operational area is located in south-western Bangladesh, particularly in the Khulna and Bagherhat districts.

**Oxfam GB Bangladesh:**
- Contract amendment finalised with Oxfam GB Bangladesh to integrate the direct nutrition support for the 10,500 Beneficiary Households (BHHs) in September 2012 with completion of the contract scheduled for September 2015.
- Total amount allocated for the nutrition intervention is GBP 288,084.
- Operational area includes 6 Upazillas of 4 Districts: Barisal, Borguna, Pataukhali, Pirojpur.
- Recruitment of technical staff at Oxfam’s partner level is done and the recruitment process of Oxfam’s lead nutrition staff is in process.

**UTTARAN:**
- Contract amendment finalised with UTTARAN to integrate the direct nutrition support for the 27,000 Beneficiary Households (BHHs) of Uttaran-Shiree project Phase 2 in September 2012 with completion of the contract scheduled for September 2015.
- Total amount allocated for the nutrition intervention is GBP 485,487.
- Operational area is located in south-western Bangladesh in both the Satkira and Khulna districts in one of the most poverty-stricken areas of the country.
- Uttaran have recruited technical staff.
Media Dark Strategy Intervention

This quarter Shiree, with funding and support from Alive & Thrive, started conducting a media dark strategy intervention in selected Shiree project areas across the country in villages that are remote and without electricity (or partial electricity). Alive & Thrive recently undertook a pilot intervention of the media dark strategy in selected villages of Sylhet and the pre & post results shows positive results in terms of exposure and recall. Over a thousand Shiree working villages will be covered under this media campaign. The intervention is being managed, with support from Shiree partner NGOs, by a professional media agency hired by Alive &Thrive.

External Coordination:

This past quarter Shiree scheduled eight external nutrition coordination meetings on monitoring and evaluation, BCC materials and training planning, and procurement issues with Alive & Thrive, CLP and UPPR. The achievements of these technical committee meetings in this quarter are:

1) Monitoring and Evaluation technical committee meeting
   - Selection of logframe indicators to be included in extreme poverty programme logframes
   - Production of draft quarterly and six-monthly reporting format to DFID
   - Identification of the needs of terminologies in DFID logframe and prepare recommendations
   - Draft MIS register and household listing format preparation
   - Taking steps to support independent impact evaluation team

2) BCC materials and Training sub-committee meeting
   - Finalisation of Master Trainers training manual
   - Inclusion of a chapter of drug regimen in the training manual
   - Preparation of draft social mobilisation manual

3) Procurement subcommittee meeting
   - Supporting Crown Agent in various procurement issues
   - Providing inputs on finalisation of drug specification
   - Supporting Crown Agent in deciding pack size of drugs and providing information on drugs supply chain

Shiree beneficiary located in remote coastal area | Photo credit: Shiree/Nicholas Freeland
• **Retreat 2012**: Shiree retreat was held on 19-20 Sep 2012 in BRAC BCDM Savar. The retreat was informative and included presentations on 'Shiree as an institution', "Shiree phase 2", practical experiences from the field, next steps on gender mainstreaming and discussion on the Manifesto for the Extreme Poor. There was also discussion about Extreme Poverty Day 2012.

• **Reorganisation**: A CMS Implementation Team has been established with the existing capacity of MIS team. Existing IT System Analyst has been appointed as MIS Manager and Team Leader. Existing Network Administrator has been appointed to Technology Manager. Existing Information Services Officer has been appointed as an Analyst. YP for Advocacy Unit has been shifted to CMS Implementation Team as Information Officer (YP).

• **Recruitment**: Interviews took place for the position of Programme Manager and Nutrition Programme Manager in the 2nd week of September. Around 200 CVs were received and shortlisted accordingly. The interview panel selected the final candidates who will join from October. Another interview took place for the position of Analyst for the Management Support Unit. The interview panel has selected the final candidate who will also join from November.

• **Volunteer/Intern**: A local volunteer joined Shiree in September on a 3 month placement linked to her ongoing university studies. She will work directly under the guidance of the CFO and will assist in the day-to-day activities of the Finance team.

• **Resignation**: Decision Support Manager, Internal Consultants (2) of Decision Support Unit have resigned in July 2012. The former MIS Manager resigned in August. Of these four staff exiting the programme, three will continue to be involved in the development sector and will directly apply the skills and learning developed in Shiree. One has joined the private sector.

• **Institutional Review**: An independent Institutional review focussed on the possibilities for a Shiree Phase 2 spanned the third and fourth quarters. Shiree provided full support to the review team (Nicolas Freeman and Maheen Sultan) including facilitation of field visits and consultation processes with NGOs and other partners. A member of review the team attended the Shiree retreat which also examined some of the strategic considerations impacting on a next phase. The report is awaited.
**FINANCIAL REVIEW**

**Fund disbursement**
During this quarter the finance team disbursed a total of GBP 2,889,037. This included GBP 2,389,040 to nine Scale Fund Round 1-Phase 2 and Scale Fund Round 2 partners. A total of GBP 470,722 was disbursed to seventeen Innovation Fund Round 1, 2, 3 and 4 NGOs. Finally GBP 209,618 was disbursed as Management, GBP 73,700.37 for Lesson Learning and GBP 7,611.51 for Nutrition costs.

The monthly accounts of EEP/Shiree were checked and prepared by the finance team and the final versions forwarded to Harewelle International Ltd.

**Internal audits**
A number of internal audits were conducted with partner NGOs during this period. The Finance team conducted the internal audit and prepared the draft audit reports for Oxfam GB and Caritas for year one. After sharing the reports Shiree received feedback from Oxfam GB. Shiree Finance team held an internal audit feedback session with Oxfam and later published the report.

Internal audits were also conducted for HKI from IFR 1; SKS Foundation, NDP and ActionAid from IFR 2; Concern Worldwide from IFR 3; and Eco-Development from IFR 4. All internal reports have been submitted to the CFO, Shiree for further review.

**External Audit - Scale Fund 1 – Phase 1 Grantee NGOs:**
A number of external audits of partner NGOs were also conducted during this period. External auditors conducted the external audit for the following NGOs based on the schedule of the appointment letter. Most of them have also submitted the draft for review before the final submission.

EEP/Shiree external audit committee also approved and selected the Rahman Rahman Huq Audit firm for conducting the Third year external audit of NETZ Scale Fund NGO.

<table>
<thead>
<tr>
<th>Grantee NGOs</th>
<th>Third Year External Audit (closing)- Phase - 1 - 2012</th>
<th>Audit Firms</th>
</tr>
</thead>
<tbody>
<tr>
<td>CARE</td>
<td>10th June - 12th July</td>
<td>Nurul Faruk Hasan and Co. (Nufhas)</td>
</tr>
<tr>
<td>Dushtha Shasthya Kendra (DSK)</td>
<td>3rd July- 2nd August</td>
<td>M J Abedin &amp; Co.</td>
</tr>
<tr>
<td>Practical Action</td>
<td>3rd July- 2nd August</td>
<td>Hoda Vasi &amp; Co.</td>
</tr>
<tr>
<td>Save The Children, UK</td>
<td>24th June- 26th July</td>
<td>S F Ahmed &amp; Co.</td>
</tr>
<tr>
<td>UTTARAN</td>
<td>8th July-9th August</td>
<td>Acnabin &amp; Co.</td>
</tr>
<tr>
<td>NETZ</td>
<td>15th July</td>
<td>Rahman Rahman Huq &amp; Co.</td>
</tr>
</tbody>
</table>

EEP/Shiree external audit committee also approved and selected the 9 Audit firms for conducting the third year external audit of 9 Innovation Fund 1 and 2 Grantee NGOs for the closure of the projects. In addition, the external audit committee also approved, selected and appointed the audit firms for year one for Save the Children-Tanisha and SSS in July.
GoB reporting and NSC reporting
During this period the finance team communicated with the Project Director and submitted reports required by GoB. The GoB Quarterly reports were submitted by the MIS and administrative office of EEP/Shiree.

Updated Asset Register
A Shiree internal inventory was held on 3rd July 2012 for the period 1st January 2012 to 30th June 2012. The inventory team consisted of 4 members including an inventory focal person. The report was published and approved by the Shiree CFO. There was a check on inventory operation by a team from DFID on 11th July 2012. The team also spot checked Shiree’s financial management system. Overall the team gave positive feedback.

Procurement
EEP/Shiree procured 5 laptops for the Shiree office during this quarter. In addition, the following items were purchased through Crown Agents for CMS2:

<table>
<thead>
<tr>
<th>Item</th>
<th>Suppliers</th>
<th>Value in BDT</th>
<th>Value in GBP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Smart phone</td>
<td>Transcom Electronics Ltd.</td>
<td>3,223,710.00</td>
<td>25,092.88</td>
</tr>
<tr>
<td>NAS, UPS &amp; switch</td>
<td>Global Brand Pvt. Ltd.</td>
<td>408,000.00</td>
<td>3,175.84</td>
</tr>
<tr>
<td>Server and router</td>
<td>Flora Ltd.</td>
<td>369,500.00</td>
<td>2,876.16</td>
</tr>
</tbody>
</table>
**Nutrition contract signed for Nine Scale Fund NGO:**

The Programme Memorandum, Logframe and budget was reviewed by the EEP/Shiree finance and nutrition focal person in consultation with COO and CFO prior to the signing of the agreement. EEP/Shiree signed the contract amendment for the inclusion of nutrition budget for Scale Fund Round 1-Phase 2 and Scale Fund Round 2 Grantee:

<table>
<thead>
<tr>
<th>Grantee NGO</th>
<th>Date of Contract</th>
</tr>
</thead>
<tbody>
<tr>
<td>Caritas</td>
<td>2nd September 2012</td>
</tr>
<tr>
<td>Uttaran</td>
<td>2nd September 2012</td>
</tr>
<tr>
<td>DSK</td>
<td>12th September 2012</td>
</tr>
<tr>
<td>NETZ</td>
<td>16th September 2012</td>
</tr>
<tr>
<td>Save the Children</td>
<td>17th September 2012</td>
</tr>
<tr>
<td>Practical Action Bangladesh</td>
<td>30th September 2012</td>
</tr>
<tr>
<td>Oxfam GB Bangladesh</td>
<td>23rd September 2012</td>
</tr>
</tbody>
</table>

**Caritas and Oxfam 2nd year revised budget approval:**

Caritas and Oxfam GB Bangladesh completed their respective 1st year on 31st August 2012. Shiree Finance, Programme and Contract team reviewed 2nd year revised budget and provided comments. Shiree CFO approved the 2nd year budgets for Caritas and Oxfam GB Bangladesh on 24th September 2012.

**Retreat**

The Shiree retreat was held 19th and 20th of September 2012 at Savar TARC. The Finance team members prepared presentations under the following three categories: evaluation of the Shiree finance team for the next three years; focus on Shiree as an institution; and a review of the existing Shiree financial management system for the next 3 years.

Mark Johnston, Finance Director, Harewelle International Ltd. visited Shiree Office during 12th -21st September 2012. He attended the Shiree retreat and also visited Concern Worldwide (Scale Fund 1 NGO) to review their three Partner NGOs’ financial management system.

**Financial Review**

Strategic review of programme finances continued in support of a proposal from Swiss Development Cooperation (SDC) regarding potential co-funding with DFID for the remaining period of the programme. At the end of the quarter this proposal was well progressed.
There is a lack of well researched Value for Money measures that can be applied to livelihood projects in the context of extreme poverty. Simple measures such as total programme cost per beneficiary or Management Agency cost per contract are unsatisfactory and potentially deceptive as a basis for comparisons across projects. Even within the Shiree portfolio sub-projects differ widely in terms of implementation approach and cost structure, the scope of the support provided, and the transaction costs involved with difficult to reach or “expensive” client groups (eg street children, the disabled, remote Hill Tracts locations). Targeting the poorest of the poor using strict programme inclusion and exclusion criteria forces NGOs to spread the net to more villages, involving higher transaction costs in comparison to a less rigorous targeting regime. Hence simple comparisons across locations or sub projects, or between extreme poverty focussed programmes, are difficult.

The programme has vigorously pursued value for money improvements over at least the previous two and a half years. Shiree prefers to use the term “Impact for Money” as the focus of these activities is the contribution of each pound of programme resources towards the achievement of extreme poverty reduction impact.

This is the first quarterly report containing a specific section on VFM. This will be continued in future reports.

Comparisons showing VFM trends over time may be more robust than comparisons across projects and Shiree has taken various measures to improve efficiency, economy and effectiveness as the programme has developed. Some of these measures include:

**Impacting on MA costs:**
- A significant reduction in the use of short term international consultants since programme inception (approx reduction of 50% between 2008 and 2012)
- A downgrading of all flights for international short and long term staff from business to economy class
- The combination of Scale Fund (R2) and Innovation Round Fund (R4) bidding to save costs (and time) associated with the IAP selection process
- Consolidation of, previously fragmented, monitoring and evaluation tools to reduce duplication
- Re-organisation of field operations by core finance and operations staff to promote efficiency in vehicle use and other field related costs
- Shared financing of some relatively high cost activities (Extreme Poverty Day – 2010 partner UPPR, 2011 partner- BRAC and British Council, 2012 partner- WaterAid)
- All significant procurement via Crown Agents through competitive processes

**Impacting on NGO partner contract cost:**
- Annual budget reviews including rigorous activity and cost re-evaluation
- Re-contracting of 6 Round One NGOs for Phase Two on condition of significant efficiency and economy of scale gains
- A very tough stance with INGOs over levels of overhead applied
- Promoting matched funding from NGO own resources
- A huge over achievement in terms of beneficiary households significantly reducing cost per household compared to original expectations – and increasing impact for money
The Programme Management adopts good commercial practice across the board:

- Management Agency Selected via normal competitive procedures
- All NGO sub contracts subject to intensely competitive process with independent evaluation that gives due weight to financial aspects
- Rigorous annual re-evaluation of budgets and activity plans
- Procurement manual and procedures
- All major procurement directed via Crown Agents
- Scale up evaluation includes VFM assessment

Future ideas to improve VFM include:

- Increased access to private sector partnership and sponsorship (some experimentation so far – eg sponsorship of field officer awards)
- Smart targeting of resources to households on the basis of a comprehensive, dynamic information system
- Further pressure on overheads at both the level of the Management Agency and implementing partners
ANNEX 1: DISTRICT AND BENEFICIARY HOUSEHOLD COVERAGE MAP

Where EEP/shiree works

District and Beneficiary Household Coverage

<table>
<thead>
<tr>
<th>Fund Type</th>
<th>BHI Target</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scale Fund-Round 1 (Phase 1)</td>
<td>82,850</td>
<td>82,343</td>
</tr>
<tr>
<td>Scale Fund-Round 1 (Phase 2)</td>
<td>56,000</td>
<td>71,070</td>
</tr>
<tr>
<td>Scale Fund-Round 2</td>
<td>43,000</td>
<td>26,527</td>
</tr>
<tr>
<td>Innovation Round 1</td>
<td>6,650</td>
<td>5,764</td>
</tr>
<tr>
<td>Innovation Round 2</td>
<td>5,650</td>
<td>5,674</td>
</tr>
<tr>
<td>Innovation Round 3</td>
<td>7,150</td>
<td>5,581</td>
</tr>
<tr>
<td>Innovation Round 4</td>
<td>7,000</td>
<td>4,988</td>
</tr>
<tr>
<td>Total</td>
<td>248,950</td>
<td>204,547</td>
</tr>
</tbody>
</table>

LEGEND

- Scale Fund-Round 1
- Scale Fund-Round 2
- Innovation Round 1
- Innovation Round 2
- Innovation Round 3
- Innovation Round 4
- Innovation Round 2 & 4
- Innovation Round 3 & 4
- Scale - 1 and Innovation
- Scale - 2 and Innovation
- District Boundary

Households Range

- 1,000 - 3,000
- 3,001 - 6,000
- 6,001 - 9,000
- 9,001 - 12,000
- 12,001 - 15,000
- 15,000+

Data source: MIS unit, EEP/shiree, September 2012
### ANNEX 2: A LIST OF LOCAL ADVOCACY ACTIVITIES COMPLETED BY PARTNER NGOS

<table>
<thead>
<tr>
<th>NGO partner</th>
<th>Advocacy Activities</th>
</tr>
</thead>
</table>
| **Uttaran** | - Once a year, Uttaran holds Union Orientation meetings in 8 Upazilas to provide details on the goals and objectives of the project. They further discuss the importance of safety nets and khasland transfers for the extreme poor and put emphasis on the roles and responsibilities of the UP in the process. The meeting is attended by the Upazila Nirbahi Officer, Upazila Cooperative officer, Upazila Livestock Officer, All UP bodies, Bhumi committee Imam and Journalist.  
- In September, the Chairman of Dhamalia union expressed the wish to make a dispensary for livestock in his Parishad Bhaban and the Chairman of Alipur committed to identifying khasland to distribute among the ultra poor and include more BHHs in the Safety net programme.  
- Advocacy workshops on the speedy and efficient transfer of khasland are held every quarter. They are attended by civil society members, university teachers, NGO representative and landless local leaders. There are 40 representatives in total. |
| **Care** | - The Chalbala union parishad awarded a national prize to the SETU project for facilitating the registration of all new born babies in the area. The community was made more aware of the importance of birth registration. The event was attended by the UP chairman and members, standing committee members of mother and child welfare, the SETU project staff and wider community.  
- The project has held meetings with the Union Parishad regarding safety net support for the BHHs of the SETU project emphasising on the important of including the beneficiaries in safety net programs. The project has also held meetings with the UP to advocate for installations of ring slab latrines, highlight issues of water logging conditions in certain communities and advocate for use of fallow land for cultivation. These meetings are attended by UP chairman and members, natural leaders and SETU project staff.  
- Lobbying with Spice Research Center to seek services and shared the goal, objective and activities of SETU project on a continual basis. They have provided 100 kg fertilizer and BDT 1000 and have made a commitment to extend more support to the extreme poor people. |
| **DSK** | - On October 17th DSK participated at a mass gathering called ‘Food for All’ at Central Shaheed Minar. Attendees included Dr. Kazi Khalikuzaman Ahmed, Chairman, PKSF; Rashed Khan Menon, MP and Chairman, Parliamentary Stating Committee related to the Ministry of Education, Junayed Ahmed Palok, Member of The National Parliament, Mujahidul Islam Selim, General Secretary, Communist Party of Bangladesh, number of NGO leaders, community leaders, many slum dwellers and media people were present. More than 75% of the participants were from the beneficiaries of DSK-Shiree project.  
- In October 2012, a MoU was signed between BDI (BRAC University) and DSK for conducting a qualitative study on climate change implications on the slums dwellers in Dhaka city. Dr. Dibalok Singha on behalf of the DSK and Prof Syed Hashemi on behalf of the BDI (BRAC University) have signed a copy of the MoU. |
| **Caritas** | • Organised a coordination meeting with GO and NGO representatives to obtain Government services. This happens twice a year. Local administration acts more favorable towards project activities and they frequently come to visit project activities.  
• Coordination meetings with headman/karbari and local representatives. They occur on a quarterly basis.  
• Individual household sessions are motivated and encouraged for getting access to fallow land from the landlords. |
| **Oxfam** | • As part of regular activities, Oxfam and partners has been communicating with district and upazila level administration and UNO and line departments, NGOs journalist and other service providers. They take place once a month.  
• Show drama and folk songs focused on common hazards, DRR, Women vulnerability |
| **Concern** | • Upazila Inception workshop with the ENO, LGI representatives and other working agencies to get assurance of receiving help from them in the implementation of the project.  
• Participated in agriculture fair with representatives of DAE and LGIs and PBK. The project was awarded the runners up prize for its contribution in spreading messages about planting trees and rending technology  
• Lobbying with landowners to advocate the efficient transfer of land to the extreme poor. Attended by land owners and local elites.  
• Frequent courtyard sessions on health, hygiene and community nutrition attended by project participants and frontline staff |
| **Green Hill** | • Submitted list of extreme poor widowed, disabled, old aged and IMPACT beneficiaries for agricultural card to Union Parishad. The meetings have been attended by the UP Chairman and members, beneficiaries and project staff. Some of the enlisted BHHs received government safety nets.  
• Lobby to get rice under rice distribution program on National Mourning Day by UP. Some BHHs received rice.  
• To improve project beneficiaries’ skill the Agricultural Department and Prani Sampad Vibag have been involved.  
• Communicated with seed company representative of Lal Teer and other local service providers. BHHs received quality seeds  
• Lobby for access to temporary land for the extreme poor and who have no land to cultivate. There have been 15 meetings this year. Land owners are temporarily letting the extreme poor people cultivate land with free of cost |
| **HSI** | • Monthly meetings with Union Parishad and LSPs on a monthly basis to make sure they know the beneficiaries and continue to support them after project ends  
• Every 3 months the project staff meets with the Ward Support Committee where UP members, influential people and landowners are members. They are also familiarised with the project and its beneficiaries.  
• Every 15 days there are courtyard sessions on water and sanitation to raise awareness on these practices amongst beneficiaries. |
<p>| Plan | Quarterly meetings take place with the Zonal Executive officer, NGO Representatives, Employers, DIC Management Committee (DMC) Member, RMO-Midfort Hospital, Thana Officer-in-charge, MO-Dhaka Dental College. These meetings helped to enhance respect and compassion to street children and extend their services to the children. DICs organised meetings with employers to familiarise them about the minimum workplace safeguarding standards and child rights issues that they need to maintain in the workplace. The meetings established direct functional linkages and children were introduced with the locally available service outlets i.e. hospital, police station, health clinic, legal aid support centres, etc which street children have the right to access. Implemented mass campaign to promote access to basic services and implement Child Safeguarding Standards through mobile campaign. The meeting was attended by Factory Owners, Employers, locally available service outlets i.e. hospital, police station, health clinic, legal aid support centres. |
| Prip Trust | Conducted sharing meetings with ward councilor to influence positive attitudes towards the project beneficiaries. Meetings with different public departments (Health and Family planning, City corporation). Process of regular interaction has been started. Project briefing meeting with local elites and community people who have expressed interest in supporting the project in whichever way they can. |
| Concern | Meetings with personnel from Dhaka City Corporation and Dhaka Metropolitan Police Station on a monthly basis to talk about project activities and sensitize them toward street dwellers. The DMP personnel show positive response to the InvESt project activities and they feel that the InvESt project could rehabilitate the street dwellers reduce crime in the area. Conduct regular meetings with School Management Committee, College Management Committee, Market Association and community leaders. They actively participate in the meeting and talk to the project beneficiaries and visit project. Some schools, colleges and local leaders buy food from street food cart of InvESt project regularly. |
| Action Aid | Organized 1st National ‘Women are Farmers’ convention at Dhaka Shishu Academy on 15th October 2012. Women farmers delivered speeches claiming recognition as a farmer by the government and policy makers. Approximately 5000 people were in attendance. A discussion on the issue was held and broadcasted on 16th October 2012 through Radio and TV. Organised workshop with representatives from Market Committee and market players to acquaint them with the project marketing strategy and seek their support for smooth operation of project marketing activities. Around 40 project participants got space in different local markets for the sale of their product directly to the consumer. The project participated in the Annual Agriculture and Tree Fair. Informational leaflets on project activities were present on stalls. Participants beyond the project become acquainted about the project with a keen interest to adopt some project practice in their own land. |
| GUK | Organised UP coordination meetings to share project progress, lobby to include project beneficiaries in government safety net programs and encourage local service providers to support beneficiaries. These meetings happen on a monthly basis and so far 48 BHHs have been included in government safety nets. |</p>
<table>
<thead>
<tr>
<th>Organization</th>
<th>Activities</th>
</tr>
</thead>
</table>
| Handicap International| • Service providers have been showing positive attitudes toward the project beneficiaries and committed to provide services as needed.  
• Conducting advocacy meetings on a monthly basis at the Union Level with local government institutions (family planning and health, social welfare) on different issues e.g. rights of persons with disabilities, responsibilities of LGIs, access to safety nets.  
• Conducts courtyard sessions regularly held in the Unions where beneficiaries or their caregivers can easily attend in these meetings. They discuss rights of persons with disabilities, cause of disabilities, and reduction of domestic violence in pregnancy period, inclusion, mainstreaming, duties & responsibilities of caregiver. 24 meetings have been held so far, attended at each by local representatives, elite persons, neighbors and care givers praised for the project actives. |
| Tarango              | • 20 orientation sessions were organised with project beneficiaries in different project locations. Local UP chairman, members and Karbari attended. |
| BOSS                 | • Boss conducts regular dialogue sessions with upazila parisod. There are two meetings a month but the project staff keeps in regular contact with the UP members. The local government has provided vaccination support, safety net support and committed to distribute khasland to the BHHs (if khas land is available). |
| Eco-Dev              | • Coordination meetings held with representatives of pharmaceutical company; market actors; BADC, Representative of Agriculture Department Market for promotion of medicinal plant products.  
• 8 awareness meetings have been held on medicine plant product and market opportunity |
| ADD                  | • ADD and The Daily Star, jointly organized a National level consultation meeting on “Disabled People Inclusion in National Budget” at the Conference Room of The Daily Star. The consultation meeting was moderated and presided over by the Country Director of ADD and the Editor of The Daily Star delivered the welcome speech. Minister of Social Welfare Ministry was present as chief guest, 3 parliament members, Secretary of Social Welfare Ministry, representatives of donors & INGOs and civil society members were present in the meeting.  
• A seminar on women with disabilities was held in this period. Ms. Rokia Afzal Rahaman, Former Adviser to the Caretaker Government and President of the Bangladesh Federation of Women Entrepreneurship, Mr. Kh. Shahriar Shakir, Advocate, Supreme Court of Bangladesh and Mr. Colin Risner, Chief Executive Officer, Shiree, PM Mr. Sukumol Roy, Shiree, ADD International . The President, Bangladesh Federation of Women Entrepreneurship gave her strong commitment to provide necessary support for the Woman with Disabilities from her organizations.  
• News on ADD-Shiree project was briefly telecasted for 25 minutes in ATN Bangla on 29th of June 2012. |