# Acronyms and Abbreviations

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>APPG</td>
<td>All Party Parliamentary Group</td>
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<tr>
<td>BHH</td>
<td>Beneficiary Household</td>
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<tr>
<td>BIDS</td>
<td>Bangladesh Institute of Development Studies</td>
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<tr>
<td>CEO</td>
<td>Chief Executive Officer</td>
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<tr>
<td>CFO</td>
<td>Chief Financial Officer</td>
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<tr>
<td>CHT</td>
<td>Chittagong Hill Tracts</td>
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<tr>
<td>CMS</td>
<td>Change Monitoring System</td>
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<tr>
<td>CSR</td>
<td>Corporate Social Responsibility</td>
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<tr>
<td>EEP</td>
<td>Economic Empowerment of the Poorest</td>
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<tr>
<td>EPRG</td>
<td>Extreme Poverty Research Group</td>
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<tr>
<td>GoB</td>
<td>Government of Bangladesh</td>
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<tr>
<td>HIES</td>
<td>Household Income and Expenditure Survey</td>
</tr>
<tr>
<td>IAP</td>
<td>Independent Assessment Panel</td>
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<tr>
<td>MA</td>
<td>Management Agency</td>
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<tr>
<td>MDGs</td>
<td>Millennium Development Goals</td>
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<tr>
<td>MIS</td>
<td>Management Information Systems</td>
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<tr>
<td>MjF</td>
<td>Manusher Jonno Foundation</td>
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<tr>
<td>NGO</td>
<td>Non Governmental Organisation</td>
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<tr>
<td>NSC</td>
<td>National Steering Committee</td>
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<tr>
<td>OPR</td>
<td>Output to Purpose Review</td>
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<tr>
<td>Shiree</td>
<td>Stimulating Household Improvements Resulting in Economic Empowerment</td>
</tr>
<tr>
<td>SILPA</td>
<td>Simultaneous Impact and Learning Process Assessment</td>
</tr>
<tr>
<td>TORs</td>
<td>Terms of Reference</td>
</tr>
<tr>
<td>UPPR</td>
<td>Urban Partnerships for Poverty Reduction (Programme)</td>
</tr>
<tr>
<td>WATSAN</td>
<td>Water and Sanitation</td>
</tr>
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</table>
shiree 2010 in numbers

**Total no of NGO Contracts**
- 25

**Scale Fund**
- 6

**Innovation Round I**
- 6

**Innovation Round II**
- 6

**Innovation Round III**
- 7

**Geographical Coverage**
- Divisions: 6
- Districts: 22
- Upazilas: 71
- Dhaka slums: 2

**BHH Coverage Target (existing contracts)**
- 95,315

**BHH Selection till Dec 10**
- 79,378

**BHH Received asset/cash support**
- 56,834

**BHH Targets by NGO**

**Scale Fund Round I**
- 82,850
  - CARE Bangladesh: 20,000
  - DSK: 10,000
  - NETZ Bangladesh: 9,000
  - Practical Action: 16,850
  - Save the Children-UK: 15,000
  - UTTARAN: 12,000

**Innovation Round I**
- 7,000
  - AidComilla: 1,850
  - CNRS: 1,500
  - Green Hill: 1,200
  - HKI: 450
  - Intercooperation-1: 1,000
  - Shusilan: 1,000

**Innovation Round II**
- 5,465
  - Action Aid Bangladesh: 1,200
  - Intercoperation-2: 800
  - MJ SKS: 635
  - NDP: 1,055
  - PUAMDO: 775
  - SKS: 1,000

**Innovation Round III**
- TBD
  - Concern Worldwide Bangladesh
  - Plan Bangladesh
  - Save the Children - USA
  - Shidhulai Swanirvar Sangstha (SSS)
  - Action on Disability and Development (ADD)
  - Bangladesh Organization for Social Service (BOSS)
  - Gono Unnayan Kendra (GUK)
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1. Background to the shiree Programme

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

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

The programme Management Agency (MA) is made up of a consortium of partners: Harewelle International (lead), PMTC- Bangladesh, the University of Bath Centre for Development Studies, and Unnayan Shamannay. The core role for the Management Agency is the administration of the challenge funds including support for the bidding process (selection is via an Independent Assessment Panel); contracting with selected NGOs, ongoing contract management; and performance review. However Outputs 3 (Lesson Learning and Research) and 4 (Advocacy) result in the role of the MA extending far beyond an administrative function to encompass activities such as supporting research into the dynamics of extreme poverty, facilitating learning and the exchange of experience amongst partner NGOs and with a wider audience, and planning and implementing advocacy events at both national and local levels. The programme might therefore be summed up as a “Challenge Fund ++” approach – combining the range of financial management, fund disbursement and monitoring functions of a challenge fund with a range of value added elements.
2. Summary of Programme Objectives

The purpose of the programme is to bring 1 million people out of extreme poverty. There are four outputs in the Shiree logical framework.

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

This Annual Report is organised according to the above outputs with additional sections covering human resource management and financial management. The document reports on programme activity and achievement over the calendar year 2010.

Shiree works for the empowerment of women through economic improvement. Women at Vorokhali, Gaibandha are producing strawberries on small pieces of land as a step towards reducing poverty.
3. 2010 Achievement

The shiree programme effectively came of age during 2010. Activities in 2008/2009 had been largely preparatory in nature - establishing the groundwork for the delivery phase; setting up systems and processes; clarifying the nature of extreme poverty; commencing the first rounds of NGO contracting and working intensively with NGOs to ensure that the extreme poor target groups were identified and reached. In 2010, large scale economic empowerment activities with many thousands of households commenced via the 6 major Scale Fund projects and 12 Innovation Fund projects also passed through inception to commence delivery. 2010 therefore saw shiree starting to make a significant impact on the ground.

During 2010 the shiree programme management function also matured. A new CEO joined in May and various organisational developments were initiated with the aim of establishing a new, more holistic and partnership-oriented approach.

Apart from the NGO implemented contracts, the lesson learning and advocacy activities of the programme also picked up pace. Thus there were three lesson learning workshops between scale fund partners, significant engagement with the All Party Parliamentary Group on extreme poverty, a major public event focussed on issues of urban poverty and the establishment of an institutional structure to oversee the shiree research agenda (the Extreme Poverty Research Group).

The year culminated in an independent annual review undertaken by Triple Line Consultancy under commission to DFID. This review confirmed the significant progress made by the programme during the year.

Practical Action
Bangladesh, a partner NGO of shiree uses sand-bars, under-utilised, bareen lands to develop diverse farm products (pumpkins) & creates market linkages to generate income in Riverine areas of Rangpur, Nilphamari, Gaibandha, Lalmonirhat.
4. Output One: Proven approaches to improving the livelihoods of the extreme poor taken to scale

The Scale Fund (SF) supports six projects, all of which entered their second year of operations during 2010. These are benefiting a broad range of BHHs including indigenous people, religious minorities, dispersed rural communities, disabled people and semi-developed urban slum communities. During the year there was substantial implementation of activities of both a preparatory nature (e.g. baseline profiling, group formation, initial skill development training) as well as the initiation of productive activities with asset transfers, cash transfers, micro businesses development, entrepreneurship development and ongoing monitoring, support and guidance undertaken by NGO field staff, backed up by the shiree team. All six SF projects are focused on increasing the income and expenditure of BHHs as well as prioritizing health, nutrition, safety nets, WATSAN and social empowerment. During 2010 each has gained momentum and all are working hard to graduate their BHHs from extreme poverty.

Box 1

<table>
<thead>
<tr>
<th>Scale Fund Round 1</th>
<th>Funds Disbursed 2010 (GBP)</th>
<th>Total BHH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dushtha Shasthya Kendra (DSK)</td>
<td>625,661</td>
<td>10,000</td>
</tr>
<tr>
<td>UTTARAN</td>
<td>920,485</td>
<td>12,000</td>
</tr>
<tr>
<td>CARE</td>
<td>1,265,343</td>
<td>20,000</td>
</tr>
<tr>
<td>Practical Action</td>
<td>1,327,971</td>
<td>16,850</td>
</tr>
<tr>
<td>NETZ</td>
<td>1,005,142</td>
<td>9,000</td>
</tr>
<tr>
<td>Save The Children, UK</td>
<td>1,411,625</td>
<td>15,000</td>
</tr>
<tr>
<td>Total</td>
<td><strong>6,556,227</strong></td>
<td><strong>82,850</strong></td>
</tr>
</tbody>
</table>

At the beginning of the year each partner NGO refined their 2nd year work plans and budgets with assistance from shiree. There have been a series of monitoring and evaluation activities including baseline census surveys and quarterly socio-economic sample surveys. (See Section 6.1 Change Monitoring System)

An internal Output to Purpose Review (OPR) of all six projects was conducted during the second quarter 2010, providing substantial insights into project successes and challenges. These were fed back into project operations and also led to each project signing a Lessons Learning Contract amendment.

As the project cycles have progressed through the year shiree’s role has evolved. The latter part of the year was focussed on funds disbursement; budgetary and contract monitoring; audit (finance team) and activity monitoring; ongoing problem resolution and implementation support and review and lesson learning. Second year contract and budget negotiations have provided a focus for much of this activity.

Annex 2 provides an outline of each of the six ongoing Scale Fund projects.
5. Output Two: The Innovation Fund

The Innovation Fund addresses novel, and sometimes relatively untested approaches to addressing the economic empowerment needs of the extreme poor.

It has been clear from the early days of the Innovation Fund that the concept of innovation remains ambiguous and poorly understood, despite the initiatives made by the MA – such as knowledge banks and Idea Entrepreneurs (see below). This may be especially true in Bangladesh, which has built up a culture of relying on NGOs principally as delivery agents rather than true innovators or champions of the poor.

Each Innovation round has a theme that acts as both a reference point for bidding NGOs to develop their ideas and a framework limiting the scope of potential bids. The first Innovation Fund Round focused on NGOs working in the Chittagong Hill Tracts (CHT), Haor and coastal regions. The second round focused on morga affected districts in north-western Bangladesh. The third innovation round theme was Marginalised Groups. Box 1 below provides basic financial and beneficiary data for the three rounds:

<table>
<thead>
<tr>
<th>Round</th>
<th>Funds Disbursed (GBP)</th>
<th>Beneficiary Households</th>
</tr>
</thead>
<tbody>
<tr>
<td>Innovation I</td>
<td>£1,509,783</td>
<td>7,500</td>
</tr>
<tr>
<td>Innovation II</td>
<td>£1,243,895</td>
<td>12,190</td>
</tr>
<tr>
<td>Innovation III</td>
<td>£15,200</td>
<td>6,630</td>
</tr>
<tr>
<td>Total</td>
<td>£2,768,879</td>
<td>26,320</td>
</tr>
</tbody>
</table>

The focus for the Innovation Fund projects for 2010 has been consolidating operations and enhancing shiree’s service. Young Professionals were assigned to both PUAMDO and Green Hill (NGOs) to build management capacity and help with strategic direction.

Round Three Process

The third Innovation Fund round provides grants for projects working with marginalised groups such as the elderly, the disabled and ethnic minorities. Extensive consultations with key stakeholders during early 2010 revealed that the bottom 5 percent of society includes a high concentration of such groups and it was felt that these had been neglected by the ‘spatial’ focus of the first two rounds.

Advertisements for Expressions of Interest (EoI) were published in the Daily Star and Prothomalo newspapers on 20th May 2010. The launch was also accompanied by the Idea Entrepreneur campaign. This campaign was intended to assist Bangladeshi NGOs to develop innovative poverty alleviating interventions by creating a platform for a new generation of development practitioners to work with grassroots NGOs for a fresh perspective on tackling poverty. Thirty five innovative ideas to address extreme poverty were submitted to shiree, of which 18 of the most viable were disseminated to NGOs via the shiree.org website.
Box 2 below shows the breakdown for project’s reaching the later stages of the Round Three application process:

<table>
<thead>
<tr>
<th>Application Phase</th>
<th>Applicant NGOs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expression of Interest (EOI)</td>
<td>300</td>
</tr>
<tr>
<td>Project Concept Note</td>
<td>46</td>
</tr>
<tr>
<td>Draft Programme Memorandum</td>
<td>13</td>
</tr>
<tr>
<td>Recommended for Contracting</td>
<td>7</td>
</tr>
</tbody>
</table>

As of December 2010, three NGOs have been contracted with a further four to sign in January 2011 working with 6,630 marginalised households in both rural and urban areas.

**Round Four Process**

In December 2010, the Decision Support Unit of shiree, with consortium members from the University of Bath, made recommendations regarding the theme of the next innovation round and prepared necessary background documents to support the bidding process. There was initial internal consultation within the MA, external consultation with consortium members, NGO partners, DFID and potential stakeholders, as well as field verification of initial recommendations with existing extremely poor beneficiaries. The recommendation was to ask applicant NGOs to engage with the theme of ‘achieving sustainable impact’ and a briefing paper and concept note were drafted as core documents for potential bidders. Pending final approval by the MA, there will be an advert asking for Expressions of Interest from NGOs appearing in the national press in early 2011.

A project briefing and advocacy meeting: Netz Bangladesh, a partner NGO of shiree distributes productive assets to women-headed Adivasi (indigenous people) households, creates market linkages and improves access to safety nets in Rajshahi, Naogaon, Dinajpur, Chapainawabganj district.
6. Output Three: Lesson Learning and Research

6.1 Change Monitoring System

The shiree Change Monitoring System (CMS) was developed over the latter part of 2010. The CMS is an integrated Monitoring and Evaluation approach bringing together existing systems while also introducing significant new elements. It is designed to capture quantitative and qualitative data in a dynamic and timely manner; allowing shiree and partner NGOs to monitor and enhance programme management in real time, as well as providing outputs for shiree’s research and advocacy agendas.

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

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


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

**CMS 1 Progress**

As of December 2010, CMS 1 (household profiles) have been undertaken for 80,800 BHHs from a target of 95,250. During the reporting period 70,000 households were selected and verified by the shiree team. There is a continuous process of updating the central MIS server that includes primary beneficiary household lists after successful verification and beneficiary household profiles. (For more detailed information by NGO see Annex 5)

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

**CMS 2 Progress**

CMS2 was first piloted during July 2010 with 1000 households using optical reader technology. Since then a decision has been taken to switch the technology platform to one using mobile phones for data collection with automatic data uploading to the shiree server. An agreement with Click Diagnostics has been signed that will provide mobile handset technology to stream the data collection straight from the field to shiree. The piloting of this innovative system, capable of providing very rapid feedback on the status of all beneficiary households, will continue into 2011.

- **CMS 3** is a panel survey conducted every 3-4 months by shiree utilising trained enumerators based on a statistically significant sample of all scale fund beneficiaries. CMS3 involves a detailed socio-economic questionnaire which is supplemented annually through the collection of anthropometric data. While currently only undertaken for the scale fund the CMS instrument may be adapted to allow final impact evaluations of current and future Innovation Fund projects (using CMS1 as the baseline).

**CMS 3 Progress**

The annual nutrition and socio-economic impact survey for scale-fund beneficiaries was conducted in March 2010 with the first survey acting as a baseline for seasonal and annual surveys. Socio-economic data and anthropometric measurements were collected for 384 households. The sample collection sites include 14 Upazilas of the following 9 Districts: Gaibandha, Nilphamari, Rangpur, Lalmonirhat, Naogaon, Dhaka slums, Khulna, Bagerhat and Satkhira

The survey, conducted between 1 March and 3 April 2010, included the training of enumerators on data collection & anthropometric measurements. A total of 64 representative households were selected from each scale fund NGO through random sampling. The data was reviewed by Professor Nick Mascie-Taylor, University of Cambridge, with results being published in the report “Socio-Economic and Nutrition
Baseline survey March/April 2010” and shared with DFID and shiree staff in a presentation on 22nd April (available via shiree website).

Two further seasonal rounds of data collection were carried out in July and November 2010 with the same sample households. The first of these surveys was conducted between 4 July and 29 July 2010, and the second from 17 October to 10 November. The spacing of the data collection is intended to capture seasonal variation in various indicators and the changes which will take place overtime as a result of participation in shiree supported activities. Data from the first round has been analysed and the resulting brief can be found on the shiree website (www.shiree.org). Data from the second round is being processed and analysed.

The March 2011 CMS3 survey will be of special significance as this will be one year on from the baseline and the second to involve anthropometric measures.

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

**CMS4/CMSS-I Progress**

In June 2010, CMS 4 and CMS5-1 were piloted with 200 beneficiaries in the Green Hill Innovation Fund project in the Chittagong Hill Tracts. CMS 4 and CMS5-1 have since been rolled out across the Innovation Fund projects and have provided insightful data. For Innovation Fund partners CMS 4/5 hence goes well beyond a traditional impact monitoring mechanism to produce information that is fed back into the management and enhancement of project interventions in real time. ¹

- **CMS 5-S** involves qualitative in-depth tracking studies of a small sample of households, researching the nature and dynamics of extreme poverty. Shiree consortium partner the Centre for Development Studies (CDS) at the University of Bath is leading this element for the Scale Fund partners.

**CMSS - S Progress**

The CMS5 (S) methodology for Scale Fund partners was developed during 2010 by CDS working closely with research officers employed by each of the six Scale Fund partners as part of the lesson learning contract amendment. The recruitment of a full time research officer by Bath during late 2010 will allow the full roll out of CMSS-S during 2011.

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¹ One Innovation Fund NGO (HKI) has developed its own alternative M and E systems and, following dialogue, has been excluded from the CMS.

² 6 households for each of 6 Scale Fund NGOs
The MIS unit has been closely involved in developing the different monitoring tools, providing the necessary technical support towards implementation of the Change Monitoring System with partner NGOs. For CMS 2 (monthly snapshot), the MIS unit has worked to develop a comprehensive and robust database management system which can allow users to get updates on trends, correlations and to report back.

Also during 2010 an internal dashboard on shiree SharePoint services was developed to create a platform and source of a variety of information about shiree/EEP and implementing partners and to display this information in an easily accessible dashboard format. It draws on a number of data sources within the organization to display basic information in the following three key areas: (1) operations: project life, targeted/selected beneficiaries (2) financial: budget/expenditure and (3) MIS based on detailed information from the household profile database.

6.2 NDP - Nutrition Monitoring

One of the Innovation Fund partners (NDP) has, at the request of the NGO, added a specific direct nutritional support component to the intervention design. An additional monitoring framework has been developed (based on CMS3) to capture the impact of this intervention. The baseline NDP/shiree Nutrition Impact study was completed between 27 September and 17 October 2010, including the training of field staff on data collection on anthropometry, blood haemoglobin levels, morbidity status, food intake and food security.

The study involves two randomised groups of mothers and their children aged <5 years old: an intervention group receiving deworming at 6 monthly intervals, daily micronutrients (using new sprinkles with 15 ingredients) and flip flops, and a control group receiving no intervention but at the end of the trial to receive deworming, flip flops and micronutrients for 3 months. This study is a 24-week cluster-randomized trial aiming to determine, (a) Household annual change in nutritional status as a result of the NDP/shiree package, (b) Intra-individual (mother and <5 year old children) biannual change in nutritional status as a result of the micronutrient supplements, deworming and use of flip-flops, (c) Differences in nutritional status between the control group and intervention group at the end of the study, through a baseline and an end-line survey. Data from the baseline survey is being processed.

The shiree nutrition focal point, designated during July 2010, is overseeing the monitoring and evaluation of the NDP/shiree direct nutrition intervention.

6.3 Lesson learning and Research Activities

Activities in 2010 have focused on building and consolidating mechanisms and platforms which will oversee the research and learning component of the shiree/EEP project in the future. Research has grown to be partner-led, interactions with consortium members have been strengthened, and the level of network-building and sharing of lessons with wider actors has increased substantially.

In April and May, a Lesson Learning budget was approved and contract amendments, incorporating technical proposals for lesson learning, were signed for all Scale Fund NGOs. In each case the contract amendment has two elements: (a) a budget to support the
implementation of an advocacy and lesson learning action plan and, (b) an element of “common good” resources that will be used to support advocacy and research activities that cut across the programme. Throughout July, August and September, research staff and focal points were hired across all Scale Fund NGOs as well as at Bath University. In addition a research focal point was appointed in shiree. NGO research staffs have been involved in a number of orientations, trainings and workshops.

There has been an increased awareness of the comparative advantage of shiree research: that the findings are based on real-time interventions. This creates a space for improving project implementation and potentially high impact advocacy messages to emerge. The approach taken is Q²: it tries to maximise the use of both quantitative and qualitative information arising from the programme and CMS:

- CMS 1 provides a baseline from which the initial situation of extreme poor households can be read. CMS 2 will allow insights into monthly changes along a number of variables.
- As CMS 3 has unfolded throughout the year, it has continually raised key questions worthy of qualitative investigation.
- CMS 4 provides qualitative information directly from beneficiaries using participatory monitoring methods, to understand changes in the lives of beneficiaries, and the relationship of these with project activities.
- CMS 5 tracking studies act as in-depth ‘key holes’ to household histories and present situations, which will be followed throughout 2011.
- Combined, these aim to feed into informed management decisions and greater learning and practical progress in tackling extreme poverty.

**Studies**

During 2010 two working papers documented; (a) the findings of an action research study on dowry, documenting a strong relationship between the practice of dowry and being pushed from moderate poverty into extreme poverty and, (b) an investigation into the targeting practices of shiree partners.

The targeting study led to an exploratory linking with the Government of Bangladesh (GoB) Ektee Bari, Ektee Khamar programme that will be further developed during 2011. Helen Keller International released a social analysis of Laxmichari Upazila (CHT), revealing some interesting findings relating to gender relations, decision making and marginalisation. The fifth Simultaneous Impact Learning and Process Audit (SILPA) reviewed the progress and lessons learnt from the first round of the Innovation Fund. In addition, shiree has commissioned Unnayan Shamannay to conduct an analysis of existing poverty thresholds from a quantitative and monetary perspective. A series of studies exploring the spatial characteristics of extreme poverty throughout Bangladesh got under way. These focus on the monga-prone region, the barind tract, the coastal belt, the Chittagong Hill Tracts (CHT), the haors, and urban centres.
Platforms
shiree.org
In June 2010, shiree launched a new and improved website [www.shiree.org]. It hosts a wide range of information on extreme poverty relating to shiree, its partners and beyond. The website will be an important platform for the sharing of lessons learnt and research findings in 2011.

Sharing sessions
2010 saw a greater involvement of shiree partners and personnel in sharing sessions related to extreme poverty. For example, the Manusher Jonno Foundation (MJF) invited shiree to a sharing session to learn about each other’s programmes. A strong mutual commitment to enhanced future collaboration was expressed - reflected in the active participation of the MJF Executive Director in the fourth shiree NSC as well as her chairing the Nov 2010 Urban Extreme Poverty Event.

Extreme Poverty Research Group (EPRG)
The Extreme Poverty Research Group was formed in September 2010 with the objective of developing and disseminating knowledge about the nature of extreme poverty and the effectiveness of measures to address extreme poverty. By initiating and overseeing research, acting as a learning and sharing mechanism and assisting in the translation of learning into advocacy, the EPRG will contribute to this objective.

The key characteristic of the EPRG, in comparison to other poverty research oriented groups, is that EPRG activity will be rooted in the practical implementation experience of NGOs and other agencies working with the extreme poor in the field, and is therefore designed to be partner-NGO led. The intention is that EPRG sponsored research, knowledge sharing and learning, addresses the priorities of implementing agencies and will serve to enhance the design and management of interventions to address extreme poverty.

Quarterly meetings are planned. The first meeting was held in October 2010, with a high number of participants from Scale-Fund and Innovation-Fund partners, DFID, and colleagues from all four other DFID-funded extreme poverty projects (the Chars Livelihoods Programme (CLP), the BRAC - Challenging the Frontiers of Poverty Reduction (CFPR) Programme and the Urban Partnerships for Poverty Reduction Programme (UPPR)). The terms of reference of the EPRG have since been amended to meet different participant needs and take the research agenda forward in a structured way. The second meeting of the EPRG takes place in January 2011. The first session is themed ‘Building Consensus: What is Extreme Poverty?’, arising from the reported need for a stronger working definition of extreme poverty and includes research findings from Unnayan Shamannay, BIDS, the Economics Research Group and Bath University. The second session is more directly focused on confirming plans for 2011. NGO research staffs are set to present research proposals which are closely related to the NGO intervention and concerns around the theme of impact and sustainability. The EPRG is an evolving mechanism and will be reviewed on at least an annual basis.

Lesson learning workshops
The extent and value of horizontal learning has been more thoroughly embedded as a core aspect of the shiree/EEP project in 2010. The three lesson learning workshops of 2010 (hosted
by Care and PAB, NETZ, SCUK and Uttaran) were valuable events where Scale-Fund partners learnt about the operational context of each project. Recommendations based on observations and field visit exercises led to a number of recommendations for improving interventions. The lessons learned and best practices identified have been documented, and most recently published on shiree.org. The workshops also raised a number of issues for research and strong messages for advocacy. For example, the need to prioritise access to safe drinking water and a coordinated approach between relief and development activities in the Aila-affected area of Koyra, Khulna, emerged from the 3 day SCUK and Uttaran-hosted workshop in November.

**Sharing sessions across DFID Extreme-Poverty Programmes**

Shiree’s mandate to share lessons amongst the DFID portfolio of extreme poverty projects has progressed through a structured process of sharing and exchange. Diversity among the programmes (e.g. shiree is the only Challenge Fund) has been recognised and embraced as providing significant scope for lesson learning. Collaboration moved onto a practical level including joint participation in a Common Indicators Group for DFID and close collaboration with UPPR in planning an extreme poverty day event in November. The Common Indicators Group worked to establish indicators across various criteria (income/expenditure; assets/savings; health/nutrition; water and sanitation; social protection; and social empowerment). The outcome was submitted to DFID to be used to inform the revision of their Extreme Poverty Results framework.

![Third Lesson Learning Workshop of shiree scale fund projects held in Khulna on November 2010.](image)
7. Output 4: Advocacy for Policy and practice

7.1 Strategy
Much was achieved during 2010 in terms of finalising an advocacy strategy and setting up the platforms for advocacy. This included three workshops and several e-surveys to support the on-going process of identifying areas that require advocacy. A set of principles to drive future shiree advocacy have been developed to achieve advocacy for impact. These are:

- partner-driven advocacy
- issue-specific advocacy
- learning-based advocacy
- value-for-money advocacy.

The driving theme is that advocacy should be undertaken for impact - not as an end in itself.

7.2 APPG
The All Party Parliamentary Group (APPG) on extreme poverty is an important partner for shiree. Through this relationship, around 150 members of parliament were given an orientation on 'what is extreme poverty' by members of the shiree team and University of Bath colleagues. A mapping of shiree portfolio partner constituencies and relevant MPs was created and shared with the APPG in order to identify areas for collaboration. An agreement has been signed for four more briefing sessions during 2011, where shiree partners will get a chance to share their projects with MPs, especially in order to highlight policy challenges which the APPG may help to address. The Chair of the APPG on extreme poverty spoke at shiree’s poverty day event and expressed a commitment to addressing extreme poverty.

7.3 Idea Entrepreneur Campaign
For Round III of the Innovation Fund, shiree launched an Idea Entrepreneur campaign. This was an effort to get young people involved in thinking about how to solve extreme poverty. Encouraging and enabling younger people to engage in reducing extreme poverty is key to building a nation of strong, civic-minded, socially responsible citizens. Shiree reached out to universities across Bangladesh, approaching students directly through a series of presentations, to search for innovative ideas on how to address extreme poverty. Shiree disseminated information about extreme poverty, the activities of shiree and ideas about how students could get involved in the effort to lift one million people out of extreme poverty by 2015. In total, the team visited nine universities, consulted with 42 teachers and presented to over 330 students, as well as contacting over 40 overseas institutions.

7.4 District level advocacy
Shiree held a couple of workshops and an e-survey with portfolio partners to identify areas for local level advocacy.

One such local advocacy event was a meeting for the Honourable Livestock and Fisheries Minister to meet the beneficiaries of Uttaran, in Khulna and Satkhira, in order to help mobilise
more resources for them. The meeting was postponed due to a hartal and was finally held in January, 2011. The meeting was a success and the Minister agreed to a five-point demand set before him by Uttaran and committed to helping the poor.

Another meeting, between the Honourable Minister of Land and representatives of Uttaran and Manusher Jonno Foundation took place in August. Shiree shared the successes, challenges and strategies for expediting the distribution of khas land to extreme poor households. At the meeting, the Minister re-emphasized his active support and promised prompt action from the Ministry.

Three other influential visits during 2010 were by the Joint Secretary and Senior Assistant Chief of Ministry of Local Government and Rural Development to NETZ working area, the Joint Secretary of RDCD to Save the Children and Uttaran working areas, and the Deputy High Commissioner of the British Embassy to Korail slum, working areas of UPPR and DSK.

7.5 Media
The new shiree website, www.shiree.org, was launched on June 17th 2010. The Extreme Poverty website was closed down, in an attempt to bring more focus on the issues through a single site.

During 2010 shiree also launched an op-ed campaign in the leading English daily, The Daily Star. Shiree staff members and other experts were engaged to write about issues related to extreme poverty in order to sensitise and mobilise stakeholders. These articles may be found on the shiree blog accessible via the website.

7.6 Extreme Poverty Day
Shiree is uniquely positioned to organise events that bring together partners to advocate for local support. The ‘Promote inclusive cities: eradicate extreme urban poverty’ event brought together a range of stakeholders who could help extreme poor communities in cities. Shiree partnered with two DFID poverty reduction programmes – UPPR and Manusher Jonno – for active collaboration in advocacy on behalf of the extreme poor. Thirty NGOs had stalls at the event to showcase their projects and seek support. This event also mobilised the private sector in Dhaka to engage with portfolio partners to help make their projects more sustainable. The event was attended by upwards of 2000 people including a large group of extreme poor beneficiaries.

7.7 Private Sector Engagement
Several NGOs with agricultural products met with the procurement team of Meena Bazaar superstores and Agora superstores to discuss sales prospects. Jatra and Aarong also committed their support for handicrafts. Further discussions with others will continue during 2011. Shiree also started preliminary discussions to set up a Corporate Social Responsibility Fair which will help NGOs search for further funding for their projects.

7.8 Research and advocacy link
Progress has been made to link shiree’s advocacy and research efforts. Research staffs were given an advocacy orientation to get them to think about advocacy for impact in the same ‘specific, achievable’ way. Advocacy issues were embedded into the research areas of interest by the research staff. Going forward, the CMS outputs and research staff will provide
hard evidence to help drive advocacy efforts. The research agenda is expected to unearth new challenges and issues that require advocacy support. Consortium partner Unnayan Shama is carrying out extensive research on income and expenditures of the poor in order to build consensus around definitions of extreme poverty.

7.9 Policy briefs
A template for policy briefs has been developed and the first one has been printed and disseminated, highlighting the five key urban extreme poverty challenges. This will be followed up with a set policy briefs over 2011 to be shared with relevant change makers to bring about reforms.

7.10 CMS learning based advocacy
Shiree will draw on lessons from the intervention experiences of projects and evidence from the MIS and CMS to drive advocacy efforts. As such, 'areas for advocacy' are being mainstreamed into the purview of the CMS reviews. This information will be used to identify strong qualitative field-level evidence to support advocacy efforts.

One of the major advocacy events of shiree was observing the Extreme Poverty Day in 2010 in Banani Chairman Bari field on November 3. Partner NGOs of shiree, UPRR with its partners, Members of Parliament, policy makers, private sector representatives and extreme poor people participated the event wholeheartedly.
8. Human Resource Management

A number of recommendations related to programme organisation from the 2009 DFID Annual Review report have been implemented. Thus, for example, knowledge managers were withdrawn from NGOs as part of a change in the relationship between the Management Agency and NGOs into one focussed on shared objectives and productive partnership. Following the joining of the new CEO in May 2010 a participatory review of programme structure was undertaken culminating in a two-day retreat held during July. A new organogramme (Annex 4) has been implemented, Job Descriptions/TORs have been redrafted for all posts, a Senior Management team has been established, programme managers are now based out of Dhaka and the practice of regular, minuted, team meetings has been established.

Specific HR changes during the year include:
- Knowledge managers replaced with Research Officers and Research Assistants employed by the scale fund NGOs as part of the lesson learning contract amendment.
- Recruitment of new CEO
- Advisor positions terminated
- One adviser re-designated as a programme manager
- Creation of Decision Support Unit (including 2 prior advisers and 1 YP)
- Recruitment of Head of Advocacy and Communications
- Designation of Research and Nutrition Focal Points
- Recruitment of full time research officer by Bath University
- Recruitment of an External Liaison and HR Development Officer
- Recruitment of a Local young professional with a communications remit
- Extension of 4 other YP posts (1 local, 3 International) till end 2011
- Designation of 2 YP posts as Associate Programmes Managers

The organisation structure and HR changes are all consistent with and support the establishment of a partnership model that involves and includes NGOs not only in project delivery but also in research and advocacy activities. The previous division within the programme between operations and lesson learning is being progressively eliminated with the intention of establishing an integrated and holistic mode of programme management capable of realising the potential that arises from the incorporation of scale, innovation, research and advocacy activities within one programme.

The significant post remaining vacant at year-end was that of the Decision Support Manager within the new structure. In the interim this post was being covered by the CEO.

The MA has also strengthened the internal capacity of the admin team. The new organogramme reflects a position of Office Manager to facilitate smooth-running of the admin operations of shiree.

9.1 Fund Disbursement
During 2010, the Finance Team worked with six Scale Fund NGOs through the year, core activities undertaken in close collaboration with the Operations Team included financial and operational progress review of year one and finalization of work plan and budget for year two. A total of GBP 6,556,227 was disbursed among six Scale Fund NGOs with 4 quarterly instalments (For detailed financial information see Annex 1).

Similarly, the team worked with 12 Innovation Fund NGOs throughout the year. The activities, again undertaken with members of the Ops team, included review of Year One progress and review meetings and checking and review of Year Two budgets and work plan. A total of GBP 1,054,700 was disbursed among 12 Innovation Fund projects with 4 quarterly instalments.

During 2010 a total of GBP 1,022,855 was spent as operational and management cost with GBP 263,874 spent as Lesson Learning and Advocacy.

The team also coordinated and processed the vehicle transfer to all scale-fund NGOs. The MA has initiated a process of developing the second year budget for the scale-fund NGOs with two budgets approved in the first quarter and four completed in the second quarter of 2010.

9.2 Financial Reporting
During the year, 12 monthly accounts of Shiree were checked and prepared by the Finance team and final versions were forwarded to Harewell International Ltd.

Twelve monthly retirements and adjustments for six Scale Fund and 12 Innovation Fund NGOs were checked, reviewed and adjustments were made and entered in QuickBooks for updating of NGOs accounts in the central accounting systems of Shiree.

Additionally, monthly GoB financial and progress reports were prepared to report to the Government of Bangladesh as per the prescribed format. On top of the Annual Development Programme for year 2010-11, Quarterly disbursement plans were submitted to GoB as per IMED format.

9.3 Shiree Annual Budget
The Shiree Annual Budget for the year April 2010 to March 2011 was submitted to DFID during April 2010 with a revised Budget submitted to DFID at the end of the year. A monthly Challenge Fund Disbursement plan for the year April 2010 to March 2011 was submitted to the British Council, Manchester. This was again revised in September-October after finalization of Year Two budgets for Innovation Fund NGOs.

9.4 NGO Budget Reviews
Six Progress Review and Budget /Work Plan Review meetings were held among the six Scale Fund NGOs. Most of these review meetings were held during February - March 2010. During these meetings Scale Fund Project team and Shiree operations and Finance/contract team
reviewed the physical and financial achievement of year one. NGOs submitted their Year Two work plans and budgets in the meeting, which were reviewed by the shiree operations, finance and contract teams resulting in mutual agreement across the NGO management and the MA.

A Lesson Learning Budget was approved and contract amendment signed for all six Scale Fund NGOs (CARE, DSK, NETZ, Uttaran and Practical Action) which also includes the technical proposal for lesson learning as well as amendment of the logframe for DSK, Uttaran and Practical Action.

During the period, the shiree finance and contracts team reviewed eleven Innovation Fund budgets and organised meetings with the following Grantee NGOs:

**Innovation Fund I:**

- Aid Comilla; Centre for Natural Resource Studies (CNRS); Helen Keller International (HKI); Intercooperation (IC-1); Shushilan, and Green Hill.

**Innovation Fund II:**

- Intercooperation (IC-2); Mahideb Jubo Somaj Kallayan Somity (MJ SKS); National Development Programme (NDP); SKS Foundation (SKS); ActionAid

These eleven projects were later forwarded to shiree management for the approval of budget and signing the 2nd year contract (budgets and workplan). All eleven innovation fund NGOs received approval for the 2nd year budget during the months of August and December 2010. This includes the minor amendment of the Logframe for Shushilan, NDP and CNRS.

**9.5 Financial Capacity Assessment**

The finance team conducted a financial and capacity assessment (FCA) of the 13 Innovation Fund Round III applicants which was short listed by the IAP. The FCA report was prepared and forwarded to CFO, shiree for further submission to the IAP.

**9.6 Contract Signing with Innovation Round III NGOs:**

During the period from October to December 2010, the shiree Finance and Contracts team reviewed six Innovation Fund budgets and organised meetings with the following Grantee NGOs:

- Gana Unnayan Kendra (GUK)
- CONCERN Worldwide
- Shidhulai Swanirvar Sangstha (SSS)
- Action on Disability and Development (ADD)
- Save the Children Federation, Inc. (SC)
- Plan Bangladesh
EEP/shiree signed contracts with GUK, Concern worldwide and SSS during October – December 2010. SC, ADD and Plan Bangladesh will be signed on in January 2011.

9.7 Procurement
The Finance team coordinated the procurement for geo-tagging cameras via Crown Agents, with requests also being made for desktop computers, printers, projectors and motorcycles. Work orders were also provided for the procurement of computers, printers and multimedia for CARE, DSK, Uttaran and NETZ.

The EEP/shiree finance team coordinated the evaluation of the tender forwarded by SKS Foundation (Innovation Fund) for the procurement of strawberry seedlings and conducted a survey for potential partners in the northern part of Bangladesh. The procurement for low lift pumps was coordinated for CNRS. Quickbook accounting software was provided for Uttaran.

Debit notes were sent out to all six Scale Fund NGOs and 12 innovation fund NGOs in order to update procurement records.

A fixed asset register has been reconciled for all 18 grantee NGOs. Physical verification for Fixed Asset inventory/consumable items was conducted as of 30 June, 2010 and 31st December 2010 for EEP/shiree by shiree assigned team members.

9.8 Audits

DFID External Audit
An externar audit of shiree was conducted by a DFID selected audit firm, S.F.Ahmed & Co., from the 18th to the 30th of April 2010. Upon the release of the findings from the audit, both the finance and Contracts teams sat with the audit firm to take necessary actions to respond to their requirements, with a final exit meeting held on 1st May.

DFID Global Audit (Finance and Programme Audit)
DFID conducted a global finance and programme audit, which included examining shiree and partners. The audit was conducted by Ms. Linda Sloan – Team Leader, International Audit Department (IAD). Ms. Sloan visited the shiree office, meeting with Project Management, in addition to visiting Scale Fund NGO, DSK, where she held meetings with management as well as travelling to DSK project area, Karail Slum, Mohakhali.

Internal Audit
Qtr 1
Internal audits were conducted for NGOs from across all challenge fund programmes including Practical Action, CARE and Save the Children UK under scale fund projects, Intercooperation (rounds I & II), SKS Foundation, MJ SKS and Aid Comilla, Green Hill and CNRS from the Innovation Fund, and Peoples Empowerment Trust (PET) under the lesson learning fund. Further meetings took place with PET to reconcile the total fund adjustments and disburse grants.
Qtr 2
An internal audit was conducted of three Innovation Fund NGOs; Shushilan, Intercooperation and ActionAid. In addition an interim internal audit was carried out for Aid Comilla during the month of May 2010. Furthermore, the CFO made field visits to oversee the financial operations of NETZ and PAB from the Scale Fund and Aid Comilla, Intercooperation and Green Hill from the Innovation Fund.

Internal Audit was conducted for Uttaran, SC- UK, DSK (including partner NGOs of Scale Fund) under Scale Fund projects and forwarded to the respective NGOs.

Qtrs 3/4
Internal Audits were conducted for Practical Action and CARE (including five partner NGOs) under Scale Fund projects and the results forwarded to the respective NGOs. In addition, an internal Audit was conducted for Intercooperation, Shushilan and PUAMDO under Innovation Fund NGOs.

EEP/shiree Scale Fund external audit
EEP/shiree developed a Terms of Reference for the external audit of six Scale Fund NGOs. EEP/shiree subsequently selected five independent audit firms to carry out this process, starting in May being finalised in June 2010. The shiree Finance and Contracts team monitored and assisted the audit firms in relation to documents and information regarding partner NGOs. A list of the audit firms and NGOs audited is provided below:
- ACNABIN, Chartered Accountants: Save the Children UK
- ACNABIN, Chartered Accountants: CARE
- S.F. Ahmed & Co, Chartered Accountants: Uttaran
- Hoda Vasi Chowdhury & Co, Chartered Accountant: DSK
- M.J. Abedin & Co, Chartered Accountant: Practical Action Bangladesh
- NUFHAS, Chartered Accountants: NETZ

EEP/shiree consulted with the audit firms and finalised the Six Scale Fund NGOs audit reports. Finally, the external audit reports were forwarded to respective NGOs and DFID.

EEP/shiree Innovation Fund NGOs external audit
The Finance team developed ToR for External Audit of Nine Innovation NGOs. This was reviewed and submitted to CFO, shiree. Upon the recommendation of the CFO, EEP/shiree selected three audit firms for nine Innovation Fund NGOs at the end September 2010.
- J R Chowdury & Co, Chartered Accountants: Aid Comilla, National Development Programme (NDP), Shushilan
- NUFHAS, Chartered Accountants: Helen Keller International (HKI), Intercooperation (IC-1), Centre for Natural Resource Studies (CNRS)

EEP/shiree consulted with the audit firms and in the process of finalisation for Nine Innovation Fund NGOs’ audit reports. Later external audit reports will be forwarded to respective NGOs and DFID.
9.9 Revision on Fund Management Manual
Simon Mills from the British Council, Manchester visited EEP/shiree from 16th - 26th May to review and update the Fund Management Manual, especially the inclusion of Risk Management Strategy and Audit review of Grant Funds.

9.10 Quickbooks revision and DFID contract amendment
Mark Johnston, Finance Director, Harewelle International Limited, UK visited EEP/shiree to provide assistance related to Quickbooks as well as the contract amendment with DFID.

The Honourable State Minister for Land Md Mostafizur Rahman is seen distributing cows to indigenous women in Fulbari, Dinajpur following a project briefing meeting.
## Annex 1: Financial Summary

### EEP/shiree - Six Scale Fund Disbursed & Remaining Budget in GBP (January 2009 to December 2010)

<table>
<thead>
<tr>
<th>S#</th>
<th>Description of contracts</th>
<th>Contract Value (BDT)</th>
<th>Contract Value (GBP)</th>
<th>Date of contract agreement</th>
<th>Completion date as per contract</th>
<th>Total BHH</th>
<th>Total Fund Disbursed in GBP (Jan-Dec'09)</th>
<th>Total Fund Disbursed (Jan-Dec'10 in GBP)</th>
<th>Remaining Budget in GBP</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Dushtha Shasthya Kendra (DSK) - Moving from extreme poverty through enhancing economic empowerment (capacity building, voice and rights of extreme households</td>
<td>376,623,058</td>
<td>3,851,489</td>
<td>1st April, 2009</td>
<td>31st March, 2012</td>
<td>10,000</td>
<td>278,010</td>
<td>625,661</td>
<td>2,947,817.86</td>
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<td>2</td>
<td>UTTARAN - Sustained and Expanded Effort to Make the Ultra Poor Out of Extreme Poverty by Transferring Assets, Cash and Skill in an Integrated Approach</td>
<td>309,473,788</td>
<td>3,160,412</td>
<td>1st April, 2009</td>
<td>31st March, 2012</td>
<td>12,000</td>
<td>277,221</td>
<td>920,485</td>
<td>1,962,705.96</td>
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<td>3</td>
<td>CARE - Social and Economic Transformation of the Ultra Poor</td>
<td>446,645,691</td>
<td>4,562,517</td>
<td>March, 2009</td>
<td>February, 2012</td>
<td>20,000</td>
<td>967,185</td>
<td>1,265,343</td>
<td>2,329,989.05</td>
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<td>4</td>
<td>Practical Action - Pathways from Poverty: Building Economic Empowerment &amp; Resilience for Extreme Poor Households in Riverine areas of Bangladesh (PPIP)</td>
<td>376,611,943</td>
<td>3,812,954</td>
<td>1st April, 2009</td>
<td>31st March, 2012</td>
<td>16,850</td>
<td>549,233</td>
<td>1,327,971</td>
<td>1,935,749.79</td>
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<td>5</td>
<td>NETZ - Advancement of Marginalised Adivasis Deprived of Economic Resources (AMADER)</td>
<td>301,260,822</td>
<td>3,052,610</td>
<td>15th April, 2009</td>
<td>30th April, 2012</td>
<td>9,000</td>
<td>342,758</td>
<td>1,005,142</td>
<td>1,704,710.30</td>
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<td>6</td>
<td>Save The Children, UK - Household Economic and Food Security of Extreme Poor in Khulna and Bagerhat Districts</td>
<td>407,402,453</td>
<td>4,129,122</td>
<td>1st April, 2009</td>
<td>31st March, 2012</td>
<td>15,000</td>
<td>294,490</td>
<td>1,411,625</td>
<td>2,423,007.02</td>
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<td></td>
<td><strong>Grand Total - SF NGOs</strong></td>
<td><strong>2,218,037,757</strong></td>
<td><strong>22,569,104</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>82,800</strong></td>
<td><strong>2,708,897</strong></td>
<td><strong>6,556,227</strong></td>
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</table>
### Thirteen Innovation Fund NGO’s total disbursed amount in GBP (January 2010 to December 2010)

#### Actual Disbursement in 2010

<table>
<thead>
<tr>
<th>Fund</th>
<th>Total</th>
<th>Contract Value (GBP)</th>
<th>Contract Value (USD)</th>
<th>Contract Completion date</th>
<th>Total Targeted BHH</th>
<th>Total Budget &amp; targeted BHH - Innovation I</th>
<th>Total Budget &amp; targeted BHH - Innovation II</th>
<th>Total Budget &amp; targeted BHH - Innovation III</th>
<th>Grand Total - Innovation I,II &amp; III</th>
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<tr>
<td></td>
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<tr>
<td>Inno-Cometis</td>
<td>1,052</td>
<td>27,659,614</td>
<td>31,452,036</td>
<td>31st August, 2012</td>
<td>10,000</td>
<td>1,052</td>
<td>10,000</td>
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<td>Alternative Livelihood Options (ALO)</td>
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<td>Center for Natural Resource Studies (CNRS)</td>
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<td>27,685,133</td>
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<td>Innovating Farming Practices as a Tool of Poverty Reduction and Climate Change Adaptation</td>
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<td>27,696,257</td>
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<td>10,000</td>
<td>1,052</td>
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<td>BN BRAC</td>
<td>34,130</td>
<td>27,707,303</td>
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<td>10,000</td>
<td>1,052</td>
<td>10,000</td>
<td>1,052</td>
<td>1,052</td>
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<td>Saving Markets for Women (SMW)</td>
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<td>27,718,368</td>
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<td>10,000</td>
<td>1,052</td>
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<td>Shushilan</td>
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<td>Agricultural Innovations for Eliminating Extreme Poverty (AIEE)</td>
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<td>ADAPTING Natural Resource Management To Climate Change and Increasing Salinity</td>
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<td>10,000</td>
<td>1,052</td>
<td>1,052</td>
<td>1,052</td>
</tr>
<tr>
<td>Green Hill</td>
<td>30,429</td>
<td>27,752,608</td>
<td>31st August, 2012</td>
<td>10,000</td>
<td>1,052</td>
<td>10,000</td>
<td>1,052</td>
<td>1,052</td>
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</tr>
</tbody>
</table>

#### Total

- **Grand Total - Innovation I,II & III**: 534,754,503 GBP
<table>
<thead>
<tr>
<th>Sl</th>
<th>Description of contracts</th>
<th>Contract Value (BDT.)</th>
<th>Contract Value (GBP)</th>
<th>Date of contract agreement</th>
<th>Completion date as per contract</th>
<th>Total Targeted # of BHHS</th>
<th>Total Fund Disbursed in GBP (Jan-Dec'09)</th>
<th>Total Fund Disbursed (Jan-Dec'2010) in GBP</th>
<th>Remaining Budget in GBP</th>
</tr>
</thead>
</table>
| 1 | 1 Aid-Comilla  
Alternative Livelihoods Options (ALO) | 27,999,508 | 246,366 | 23rd Aug, 2009 | 31st August, 2012 | 1,850 | 125,586 | 42,619 | 78,161 |
| 2 | Center for Natural Resource Studies (CNRS)  
| 3 | Helen Keller International  
| 4 | Intercooperation (IC).  
SShuklin  
| 5 | Intercooperation (IC).  
Green Hill  
Improving Markets and Poverty Alleviation through Cash Transfer | 31,675,080 | 287,955 | 14th Oct, 2009 | 31st October, 2012 | 1,200 | 13,122 | 219,132 | |
| 6 | National Development Programme (NDP)  
Improved Nutrients Intake through Crop Variety and Supplements Project | 27,573,119 | 242,614 | 25th Aug, 2009 | 31st August, 2011 | 1,055 | 57,846 | 135,389 | 34,682 |
| 7 | SKS Foundation  
Promotion of Fruit Production Cluster Project | 27,792,240 | 289,020 | 08th Dec, 2010 | 30th November 2013 | 800 | 158,754 | 12,357 | 72,889 |
| 8 | ActionAid Bangladesh  
PARIBARVITTIK JEEBO-BOICHITRO GRAM (EXTREME POVERTY HOUSEHOLD BASED BIODIVERSITY CENTRES) | 31,563,011 | 286,936 | 14th Oct, 2009 | 31st October, 2011 | 1,200 | 68,364 | 150,369 | 68,203 |
| 9 | Panchbibi Upazila Adibashi Multipurpose Development Organisation (PUAMDO)  
Hog Rearing by the Adivasi Women with Improved Access to Land | 24,746,091 | 224,964 | 26th January, 2011 | 31st January, 2012 | 775 | 69,179 | |

**Total Budget & targeted BHHS - Innovation I**

| Total Budget & targeted BHHS - Innovation I | 174,413,358 | 1,541,283 | 7,000 | 270,434 | 456,252 | 814,597 |

**Total Budget & targeted BHHS - Innovation II**

| Total Budget & targeted BHHS - Innovation II | 165,067,800 | 1,468,859 | 5,465 | 471,504 | 583,248 | 414,107 |

**Total Budget & targeted BHHS - Innovation I & II**

| Total Budget & targeted BHHS - Innovation I & II | 339,481,158 | 3,010,142 | 12,465 | 741,938 | 1,039,500 | 1,228,704 |

**Grand Total - Innovation I, II & III**

| Grand Total - Innovation I, II & III | 534,754,503 | 4,777,338 | 19,225 | 1,054,700 | 2,980,700 |

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**Innovation Round III**

<table>
<thead>
<tr>
<th>Description of contracts</th>
<th>Contract Value (BDT.)</th>
<th>Contract Value (GBP)</th>
<th>Date of contract agreement</th>
<th>Completion date as per contract</th>
<th>Total Targeted # of BHHS</th>
<th>Total Fund Disbursed in GBP (Jan-Dec'09)</th>
<th>Total Fund Disbursed (Jan-Dec'2010) in GBP</th>
<th>Remaining Budget in GBP</th>
</tr>
</thead>
</table>
| 1 Gana Unnayan Kendra (GUK)  
Reducing extreme poor by skills development on Garments. | 32,993,984 | 291,982 | 22nd Nov, 2010 | 30th November 2013 | 1,160 | 15,200 | 276,782 |
| 2 CONCERN worldwide Bangladesh  
Invest: Investment for Economic Empowerment of Street Dwellers | 33,671,599 | 297,979 | 2nd Dec, 2010 | 31st Dec 2013 | 700 | 289,020 |
| 3 Shidhulai Swanirvar Sangstha (SSS)  
Four Ideas For Poverty Alleviation and Climate Adaptation | 31,792,240 | 289,020 | 09th Dec, 2010 | 30th November 2013 | 800 | - | 289,020 |
| 4 Save the Children Federation, Inc.  
| 5 Action on Disability and Development (ADD)  
From Margin to Mainstream: A Drive of Challenged People for Economic Empowerment | 32,700,097 | 300,000 | 13th Jan, 2011 | 31st Dec 2013 | 700 | 300,000 |
| 6 Action on Disability and Development (ADD)  
Bringing Economic Empowerment to Street Children (BEES Project) | 31,441,583 | 288,455 | | 31st Dec 2013 | 2,500 | 288,455 |
| 7 Bangladesh Organisation for Social Service (BOSS) | | | | | | - | |

**Total Budget - Innovation III**

| Total Budget - Innovation III | 195,273,345 | 1,767,196 | 6,760 | 15,000 | 1,755,996 |

**Grand Total - Innovation I, II & III**

<p>| Grand Total - Innovation I, II &amp; III | 534,754,503 | 4,777,338 | 19,225 | 1,054,700 | 2,980,700 |</p>
<table>
<thead>
<tr>
<th>Name of the Month</th>
<th>Scale Fund</th>
<th>Innovation Fund</th>
<th>Management Agency</th>
<th>Lesson Learning</th>
<th>Total in GBP</th>
</tr>
</thead>
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<tr>
<td>January-10</td>
<td>262,153.36</td>
<td>63,794.09</td>
<td>92,970.81</td>
<td>52,334.76</td>
<td>471,253.02</td>
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<td>February-10</td>
<td>196,067.20</td>
<td>87,642.40</td>
<td>67,787.92</td>
<td>18,404.29</td>
<td>369,901.81</td>
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<tr>
<td>March-10</td>
<td>893,935.07</td>
<td>138,945.89</td>
<td>51,376.00</td>
<td>5,070.00</td>
<td>1,089,326.96</td>
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<tr>
<td>April-10</td>
<td>359,808.15</td>
<td>2,606.92</td>
<td>120,778.54</td>
<td>29,971.04</td>
<td>513,164.65</td>
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<tr>
<td>May-10</td>
<td>293,908.36</td>
<td>2,606.92</td>
<td>84,870.46</td>
<td>51,018.12</td>
<td>489,126.82</td>
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<tr>
<td>June-10</td>
<td>947,598.49</td>
<td>192,816.69</td>
<td>85,053.77</td>
<td>12,854.48</td>
<td>1,238,323.43</td>
</tr>
<tr>
<td>July-10</td>
<td>411,424.52</td>
<td>2,545.46</td>
<td>91,403.17</td>
<td>10,752.22</td>
<td>516,125.37</td>
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<tr>
<td>August-10</td>
<td>106,767.00</td>
<td>19,343.77</td>
<td>106,736.58</td>
<td>17,067.98</td>
<td>249,915.33</td>
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<td>September-10</td>
<td>1,006,752.14</td>
<td>212,039.52</td>
<td>74,532.90</td>
<td>7,231.81</td>
<td>1,300,556.37</td>
</tr>
<tr>
<td>October-10</td>
<td>1,804,930.35</td>
<td>109,411.45</td>
<td>92,309.88</td>
<td>32,584.34</td>
<td>2,039,236.02</td>
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<tr>
<td>November-10</td>
<td>6,229.54</td>
<td>58,500.47</td>
<td>85,928.18</td>
<td>17,550.29</td>
<td>168,208.48</td>
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<tr>
<td>December-10</td>
<td>364,812.00</td>
<td>139,360.38</td>
<td>69,107.27</td>
<td>9,035.05</td>
<td>582,314.70</td>
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<tr>
<td>Total GBP</td>
<td>6,654,386.18</td>
<td>1,086,336.92</td>
<td>1,022,855.48</td>
<td>263,874.38</td>
<td>9,027,452.96</td>
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Annex 2: Summary of Individual NGO Contracts- Scale Fund

A2.1 Care Bangladesh (Care)

Care Bangladesh are implementing the ‘Social and Economic Transformation of the Ultra Poor’ (SETU) project to work directly with 20,000 Beneficiary Households (BHHs) in Gaibandha, Rangpur, Nilphamari, and Lalmonirhat. To date 14,862 BHHs have been selected, and verified by shiree. Five Partner NGOs (PNGOs) are supporting CARE to achieve the targets set in their programme Logframe.

As of December 2010, CARE has engaged 5,275 BHHs in a ‘Cash for Work’ programme to mitigate the impact of monga. 1,495 BHHs are involved with an indigo plant in different capacities such as indigo tree/leaf cultivation, indigo production/processing, katha, shibori, dying and apiculture. 466 BHHs have been involved with honey production and 5,394 BHHs are also involved with a range of other IGAs helping maintain family life and establish sustainable livelihoods (for example: grocery shops, bakeries, tailoring, shoe making, hawai mitai, tea stalls, duck rearing, dry fish business, leather works, handicrafts, cultivating vegetables, making bread/ruti, chatai-bamboo made products etc.). CARE have formed 642 community-based savings and loan groups involving 22,590 participants (including poor non-beneficiaries) benefiting the sustainability of the project.

SETU facilitate ‘entry points’ in each target para to trigger local collective action through a community led process, building collective solidarity across all income and social groups. SETU have identified Community Led Total Sanitation (CLTS) as a powerful entry point, an activity that engages the entire community in sanitation work and has the potential to benefit a large number of households. Six hundred and sixty four para are now declared as 100% sanitised. CARE began selecting ‘natural leaders’ from existing communities as ‘Community Consultants’ and ensured capacity building activities to implement the programme.

Establishing an effective partnership with the private sector is a key strategy of SETU to ensure sustainable income opportunities for the poorest. SETU is facilitating a Rural Sales Force to work with Bata and Unilever known as ‘Rural Sales Program’. CARE established 8 rug making centres to ensure regular income for 200 extremely poor women partnership with Classic Handmade, the provider of products to Systain (a German based private organization).

All Union Parishad (25 in total) under the SETU working area organized a pre-budget discussion at ward level, where the poor and extremely poor from various para came together to raise issues that need to be addressed during the budget of Union Parishad. A pre-budget workshop at Union level was organised to bring together issues raised at various wards. Union Parishad then analyzed available resources and decided where should get priority. Union Parishad invited the Upazila Chairman,
Upazila Nirbahi Officer (UNO), civil society representatives and also local journalists to the occasion.

Engaging the elderly and disabled effectively has proved difficult though this has been helped through taking a group based approach. A tension among non-shiree participants of SETU in communities has emerged as only the selected (shiree) participants are getting input support for economic development. In some communities, savings group activities have been disrupted because of this tension. By encouraging other community activities, by engaging natural leaders and providing support for other non-shiree BHHs, this challenge has been reduced.

A2.2 Practical Action Bangladesh (PAB)

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

As of December 2010 a total of 16,627 beneficiaries have been selected and verified by shiree with 223 yet to be selected. A wide range of IGAs have been developed based around livestock, agriculture and fisheries, and an array of capacity building sessions with beneficiaries and project staff have taken place.

6,162 BHHs out of a targeted 6,400 were allocated 100 pits each for pumpkin production on sandbar land, along with supplementary inputs. 1,695 BHHs were given inputs – vegetable seeds and seedlings, manure, fertilizers, bamboo and rope - for establishing floating gardens and vegetable production on embankments or homestead land.

1,600 BHHs each received two cages, tilapia fingerlings, fish feed and a float bottle for cage fish cultivation. Of these 60 BHHs received one set of hapa (Brooder-1 & nursery-2), bamboo, brood fish and fish feed for fingerling production under the hapa breeding programme. 220 BHHs involved in traditional fishing were also aided through receiving nets, boats and other related equipment. 170 BHHs received fingerlings, fish feed, polyethylene net and banana to continue fish production in groups.

1,096 BHHs have each received 3 sheep and one sheep shade. Five hundred female-headed BHHs have received one heifer/cattle along with a shed, fodder and vaccinations. Forty eight BHHs have a paravet start up kit - a bicycle, kit box, medicine and needles to set up their own business. Three hundred and one BHHs (4 male and 306 female) have received 10 ducks each. Two hundred BHHs received a spray machine with protective dress and accessories for RSP development. They will provide a range of services for the agriculture, fisheries and livestock sectors.

Three hundred and seventy nine BHHs have received inputs such as sewing machines, cloth, measuring scales, tape, scissors, bamboo, cutting knives, hacksaw blades for tailoring, weaving and handicraft businesses. A total of 122 BHHs received tools and a tool box for rickshaw/van repairing businesses while 102 received tool kits (wrench, adjustable wrench, combination pliers, socket, screw driver, hammer, chisel,
pliers, gauge etc) for boat engineering/mechanics businesses. Three hundred and eighteen BHHs received utensil sets, food ingredient and a Chanachur machine/improved kitchen for food processing.

Three hundred BHHs were given inputs for emergency food preparation. 186 disabled beneficiaries were given assistance such as wheel chairs, hearing aids and walking sticks. Finally 250 BHHs (154 male and 96 female) were trained as community volunteers and received one rain coat, torch and life jacket each. Non-formal primary education has also been delivered as well as a community clinic.

Comprehensive training on monitoring tools, tracking asset development, and sandbar planning and monitoring to all beneficiaries has been given through a number of events and workshops, taking between 1-7 days. Given the innovative use of sandbar cropping, training was given to all PNGO and PAB staff.

Relations with the Upazila administration have developed through a number of meetings. 25 day-long negotiation meetings were held with two union parishes for the use of the sandbar lands. A number of day-long negotiations were held with the Upazila administration - line department, Upazila chairman, local elites and land owners - to negotiate use of sandbar land. A workshop on network and linkage development for RSP with the Upazila line department, input suppliers and other market actors was also held.

Lesson sharing linkages with other organisations have also grown. Training to replicate best practice on livestock, sandbar cultivation and fisheries has been given to 12 NGOs from 10 districts. 20 non partner staff were also trained on sandbar, cage aquaculture and sheep rearing. An MOU has been signed with CARE Bangladesh’s PRODUCE Project for identifying collaborative activities to build staff capacity and negotiate with UP governance over sandbar access in order to replicate the idea beyond the PFP command areas. To this end 18 staff members were given sandbar training.

As of December 2010, data collection for PAB’s impact assessment study has been completed. The analysis process is currently underway but anecdotally, project staff have observed the income of BHHs improving: during one season income from sandbar pumpkin cultivation, a key innovation of the project, increased by 8,799 BDT. Similarly, monthly income from tailoring rose on average by 782 BDT, that from food processing by 4,243 BDT and that from rickshaw/van activities by 2,722 BDT.

The project has faced a number of challenges including an Anthrax alert interrupting the planned delivery of livestock and late floods (September) delaying the implementation of the sandbar pumpkin project. Heavy rainfall adversely affected the floating garden germination, with red amaranth being particularly affected, though effective measures were taken to combat this. 238 BHHs were not covered during 2010 due to the unavailability of land in the sandbar areas of Lalmonirhat district and 65 BHHs could not be covered with community based fisheries production due to unavailability of suitable water bodies. In the longer term, legalizing the operational access to sandbar areas for pumpkin cultivation remains a serious issue.
There are also concerns that poor drinking water and sanitation continue to impact the health of the BHHs.

**A2.3 NETZ**

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

During 2010, 3,000 of the total 9,000 BHHs have been targeted with 2,831 receiving cattle and 169 receiving vans. Beneficiary households (BHHs) also received secondary assets such as sheep, goats, ducks, pigs, vegetable seeds and seedlings. 55 BHHs have started small businesses, such as grocery shops, small rice trading, tea stalls, bamboo handicrafts etc and from the initial cattle transfer 1,741 households have sold their cattle with 1,411 purchasing more in the second round. A total of 56 cattle died and 9 vans were stolen. 2,189 of the transferred ducks have also died due to inadequate rearing at the BHHs and diseases. Project staff are also working to create access to government safety net programmes and other services provided by GO and NGOs. In the reporting quarter, a total of 1,520 beneficiaries have received different services through this “linkage support”.

A key lesson from 2010 has been that a more holistic project approach is essential to supporting the dependent extreme poor. Where working with the disabled, elderly and female headed households – those most vulnerable among AMANDER beneficiaries – the project has struggled to improve livelihoods. To these BHHs additional support such as advice has been provided, tailored to individual needs. Other group members have taken responsibility for helping these members and they are making equal levels of profit to other BHHs.

NETZ have a partnership with a local NGO Ashrai and two new partner NGOs, Sachetan and Polli Sree. Sachetan operate in two Upazilas in Rajshahi and two in Chapai Nawabganji while Polli Sree operates in five Upazilas in Dinajpur. Both organisations will deliver 3,000 BHHs each and their household selection has been verified and approved by shiree and the management team. Both have as of December 2010 started capacity building and training with BHHs on livestock and IGA management as well as working on Family Development Plans (FDP) and Household Profiling (HP).

In order to strengthen the knowledge, skill and sensitivity towards the Adivasis and extreme poor people, 4 training workshops were conducted for the staff of PNGOs in 8 different sessions.

**A2.4 Save the Children UK (SCUK)**

Save the Children UK (SCUK) are implementing the project ‘Household Economic and Food Security of Extreme Poor in Khulna and Bagerhat Districts’ working directly with 15,000 BHHs and indirectly with 50,000. SCF operate through two PNGOs: CODEC
Bagerhat and PRADIPAN at Khulna, both areas badly affected by cyclone Aila and regular tidal surges.

As of December 2010, 12,827 BHHs have been selected and verified with the remaining 2,172 to be selected by February 2011. 10,033 BHHs have completed individual micro business plans and 6,917 BHHs have received a wide variety of assets. These include livestock (goats, cows, ducks, pigs), fisheries (crab fattening, fishing boats, hooks and nets), other small businesses (sewing and cloths, cobbler, carpentry, net weaving, van garage etc). These assets have been complemented with training sessions attended by 3,170 BHHs. The training modules for these were developed by SCUK and PNGO's field officers and technical experts, they were shared with Upazilla level officials and then also endorsed by Upazilla department heads. 1,346 BHHs (from the 6,917) were deemed unable to utilise new assets as effectively as others and given temporary financial assistance and were therefore provided with a stipend support in addition to the asset. 300 BDT is provided to those who receive safety-net support from GOB and 600 BDT per month is given to those who are not received from GOB. Senior management of SCUK are developing a strategy for providing input support or asset provisioning on a case by case basis.

A significant challenge has been the loss of productive assets – i.e. livestock and poultry died from disease or business capital lost due to over-consumption by the BHHs. Where this occurred the SCF revisited the business plan with the BHH and decided on a case by case basis whether to reinvest to replace the lost asset. During 2010 SCF were jointly responsible (with Uttaran) for organising the 3rd lesson learning workshop which was held 23-25 November 2010.

A2.5 Uttaran

Uttaran are delivering the ‘Integrated Approach to Transferring Khas Land, Skills and Assets Transfer’ programme to 12,000 BHHs, providing Income Generating Supports (IGS) and “liberating” land from Government management to the extreme poor for cultivation in 8 districts of Satkira and Khulna districts of south-western Bangladesh.

As of December 2010, a total of 9,908 BHHs (6,260 male and 3,648 female) have been selected and verified by shiree. Uttaran particularly targeted those most marginalised (disabled, elderly, women headed HHs and ethnic minorities). 2,260 BHHs (1,858 male and 402 female) now have access to a total of 969.22 acres of khas (state owned) land, averaging 0.42 acre per BHH. Of these 291 BHHs (287 male and 4 female) have permanent lease to land and have received a title, covering 230.11 acres. 1,897 BHHs (1,499 male and 398 female) have received land on a temporary basis. Both types of land are being cultivated by the BHHs with the support of Uttaran and there is confidence that there will be sizeable income gains from harvesting which will ensure graduation of these BHHs. Another 72 BHHs (68 male and 4 female) have also received water bodies on a temporary basis through which they are now generating a regular income.

Supporting this are a number of groups/primary organisations (POs) with a total 8,476 members (7,529 female and 117 male – this is a HH approach with the women from
the HH generally attending the meetings rather than the men) which facilitate collective action and negotiations with local government bodies. 8 fishing cooperatives have formed within the fisher folk community and registered with the cooperative department, allowing access to water bodies as well as other government services.

Through 2010 it became apparent that the negotiations with Government for Khas land transfer were extremely time consuming and difficult. With consultation from shiree and DFID it was decided that other asset transfers for IGAs originally intended to follow the land transfer should be implemented immediately to help BHHs meet their pressing needs. A total of 6,932 BHHs (4,435 male and 2,497 female) have received at least one asset for an IGA, primarily livestock, and the total amount dispersed for these is to date 62,876,201 BDT. 69% of this year’s target have received support, with the last quarter continuing up to March 2011. The average beneficiary has received 9,070 BDT from a target of 14,000, representing 65%. 8,376 BHHs have started saving accounts with a total of 1,573,619 BDT saved. A total of 35 training courses on IGA activities have also been held in which 1,345 BHHs participated, 40% of whom were women.

The greatest challenge has been the politics of land transfer. Government bureaucracy is slow moving and often unresponsive to the needs of the extreme poor. Uttaran are influencing local level officials and have conducted 8 Upazila level advocacy workshops. They are in dialogue with the Land Ministry and met the Land Minister in September 2010. They have also met with the Fisheries and Livestock Minister twice to discuss vaccination and treatment support for the livestock transferred in the IGA programme. The Minister has committed to visit the project area on January 18th, 2011.

A2.6 Dushtha Shasthya Kendra (DSK)

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

As of December 2010 DSK have selected 7,300 BHHs, all of which have been verified, and from this, a total of 302 groups have formed to facilitate advice sharing, savings and asset delivery. 50 CBOs (consisting of an average 100 BHHs each) have been developed for management purposes and to develop enterprises.

So far this second project year (starting June 2010) 1,611 BHHs have received assets from a targeted total of 5,000 with the remaining being delivered between January and March in 2011. In addition, group members deposited a total of 1,300,703 BDT in savings, 8 water points and 18 community latrines have been built. Emergency relief was also delivered to 2,000 HHs during the cold period in January 2010.

The project’s primary interventions are individual asset transfers and CBO enterprises. 3,385 BHHs have received assets related to a total of 88 different trades including commonly rickshaws, sewing machines, vans, boats, clothing businesses, vegetable
businesses, crockery selling, shoe making and brush making. Nearly all BHHs have received training on enterprise development and business management. High gains have been seen from these transfers with high income potential in a short period of time. The main change to this element of the intervention has been shifting delivery of 2,000 BHHs from the 3rd to the 2nd year. In the original project design there is provision for each 100 CBOs to run an enterprise with total investment capital of 3 crore BDT (approximately £272,727), in reality the CBOs feel uncomfortable running businesses of such size so a group CBO approach consisting of 5 members has been designed. At present there are 10 CBOs operating 2 carpet making enterprises with a total budget of 50 lakh BDT (approximately £45,454).

The main challenge faced by the project has been migration, which is particularly problematic given the often transitory nature of urban slums, with movement from slum to slum and slum to rural area common. There have been cases of assets being allocated and beneficiaries suddenly moving away, often the male members. Theft of assets inevitably remains a concern, as does the threat of eviction, particularly at the Karail slum which is on government land. DSK have been advocating with the government on the communities behalf. Given the diversity of the urban economy, transferring assets has been a slow process and has also made following up interventions and measuring impact more challenging.

Beneficiaries in Kamrangirchar, Dhaka -- the project area of Dushtha Shasthya Kendra (DSK), a partner of shiree are united in a cooperative to produce mats from the recycled products for sustainable poverty reduction.
Annex 3: Summary of Individual NGO Contracts-Innovation Fund

Innovation Fund Round I

A3.1 Aid Comilla

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

As of December 2010, 750 BHHs have been selected, verified by shiree, and have been transferred a heifer with each BHH given training in cattle rearing. Vaccinations, deworming and vitamin supplements are regularly provided through 15 Livestock Service Providers. One innovative aspect of the project is that the first calf born to the BHH is transferred to another secondary beneficiary HH free of cost, thereby spreading the impact of the original intervention. As of December 2010, 204 BHHs received 4,150.50 litres of milk of which 1,533 litres was consumed and 2,617.50 litres sold in the market for a total of 104,700.00 BDT. All the 750 BHHs have been using cow dung as fuel, saving at least 100 BDT per month, and about 500 BHHs have been making compost with 170 BHH having sold compost for a total of 13,050 BDT.

To date, 61 BHHs from the second round have been selected, verified by shiree, and included in an agricultural asset transfer. All the 808 BHHs have been provided with cuttings and seed of jumbo and napier grass. Many of the BHHs have cultivated jumbo grass in groups on plots of 5 to 10 decimals that is owned by local government or borrowed from neighbours with permission. More than 600 BHH cultivated vegetables which many consumed to meet their nutritional requirements, and of them 200 BHH sold vegetables in the market for a total of 30,000 BDT during Kharip-I & Kharip-II seasons. The project has also provided awareness raising on different social issues like legal aid, rights, management practices, different technologies (agriculture & irrigation), collection and management of drinking water and sanitation during weekly group meetings between the beneficiaries and the Community Organizers (COs).

The project has faced a number of diverse challenges. Some cattle have died from disease, snake bite and genetic diseases, and these have been replaced through finances from the contingency fund. Semen collected from government livestock department for AI gave disastrous rates of conception while that collected from BRAC centers produced very good results. Non-availability of vaccines has also been a problem. Many BHHs find it difficult to feed their own families, let alone livestock, and there remains a threat of theft by smugglers close to the Indian border. As a result livestock is often kept within households during nights. In terms of agriculture, the flash flood in October 2010 in the project area destroyed the compost of 350 BHHs, and between January and May, water has also been scarce and the land is dry so irrigation has been a serious concern.
A3.2 Centre for Natural Resource Studies (CNRS)

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

As of December 2010, CNRS have targeted 1,500 BHHs (1,277 male and 223 female). 1,166 BHHs now have access to a total of 360 acres of land, with each BHH therefore controlling approximately 30 decimals. All have received supplementary inputs worth on average 3,600 BDT, including fertilizers and pesticides, and have begun cultivating a number of vegetables, including wheat, garlic, mustard, coriander and potato. In addition, 15 power tillers and 15 low lift pumps have been distributed to aid cultivation. Land transfer has been complemented by a total of 30 training courses, including technical agricultural courses, in which a total of 850 BHHs participated, 40% of whom were women.

101 BHHs have received permanent leases, totalling 50.5 acres of land. Another 700 have applied for permanent leases of khas land which they are expecting January 2011 and the remaining BHHs are applying for khas land in February 2011. CNRS are trying to invite the Land Minister to come to Jamalgonj and distribute land deeds among the BHHs.

CNRS have facilitated the development of 30 groups which operate together to cultivate land, generate group savings (which are kept in formal bank accounts), as well as building collective action on rights issues such as access to Khas land and advocacy with the UP and other government bodies. CNRS have also been advocating with local government bodies through 2 Upazila level workshops where UNO, Upazila Chair, Upazila Vice Chair, UP Chairs, Upazila Land officials and Civil society members participated, contributing to achieve the project goal. This advocacy work has proved critical to counter the largest obstacle to the project which has been the unresponsive and slow moving government bureaucracies.

A3.3 Shushilan

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

As of December 2010, 1,000 BHHs have been selected and verified by shiree. The primary asset transfer is for floating gardens which has been implemented in 6 Upazilas in the Satkhira and Jessore districts. There are 600 BHHs selected for this and 571 have so far been delivered. Most have received 5 floating beds with some also involved in pen culture receiving 2. 200 BHHs are involved in crab fattening in the Shayamnagar Upazila, Satkhira district. 164 BHHs have received a total of 225.5 decimals of land for this, with 182.5 decimals currently being used by 144 BHHs. 19 BHHs have received case culture options for crab fattening. A smaller intervention is mangrove nurseries with a target 25 BHHs and up to now 13 receiving a total of 58 decimals of land. 75 BHHs will also receive the inputs for developing homestead vegetable gardens. Finally Khal land for 118 BHHs has been leased (averaging 40-50
decimals per household). In Barguna from 200 BHHs, 118 BHHs have received their leased land for alternate cropping beside the re-excavated canals. Of the 800 BHHs in the Jessore and Satkhira districts, 694 have been trained in their IGAs while of the 200 BHHs in Barguna, 100 have been trained.

Given the diversity of asset transfers and IGAs the challenges faced by the NGO have also been significant. Negotiating Khal re-excavation has been lengthy, livestock vaccines have often been unavailable, managing the sluice gates for tidal water for crab fattening has been an issue, as has establishing market linkages for selling fattened crab. Natural disasters are a constant threat to the livelihoods of the EP and the climactic conditions make judging the correct timing of floating gardens difficult.

As the project has developed a number of changes from the original design have been made, including alternative livelihood disbursements in Jessore and Satkhira. Integration of the pen-culture system with both the floating gardens and the mangrove nursery has taken place to maximise the profits using by-products (e.g. compost from floating beds is used for feeding fish). Homestead vegetable gardening for all 200 BHHs in Shyamnagar Upazila has been developed to provide year round income and vermi-compost technology is used to cultivate worms on abandoned floating beds.

**A3.4 Green Hill**

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

As of December 2010, Green Hill have selected and worked with 200 verified BHH. IDE-Bangladesh work as a strategic partner providing technical assistance on the ground. The project is in the process of selecting the 1,000 BHHs for implementation in the second year.

200 BHHs have received cash transfers at three points during the year according to their own demands. The total package of transfers averages at approximately 10,000 BDT per BHH and depends on the needs and demands of the beneficiary. To support the decision making ability and responsible use of the resources, beneficiaries have participated in 10 awareness and motivation sessions each. These have covered issues such as sanitation and nutrition, as well as human development workshops designed to improve beneficiary’s ability to plan ahead.

Beneficiaries have invested in a range of IGA activities including ginger, turmeric and banana production, as well as non agricultural activities such as rice wine production and livestock. Technical partner IDE have worked with the beneficiaries as well as local buyers and sellers to link the beneficiaries to markets and to enable them to
receive a fair price for their goods. Some BHHs have already recorded significant profits from their investments of more than 15,000 BDT within nine months and the project has supported them to plan for reinvestment.

The project faced a number of challenges at its early stages due to the complexity of implementing such an innovative programme; including designing a delivery mechanism for a heterogeneous beneficiary group and working with field staff with minimal knowledge of cash transfers. These challenges were mitigated through extensive needs assessments with beneficiaries, strategic planning activities and intensive ongoing capacity building with all levels of staff. Remaining problems include the challenge of working with multiple tribal groups, each with their own distinct language and culture, with a small staff. The remoteness of many target groups has been problematic with poor road access, poor service access making efforts to link with medical clinics and livestock offices challenging.

**A3.5 Helen Keller International (HKI)**

HKI implement the ‘Making Markets Work for Women (M^2W^2)’ programme in the Chittagong Hill Tracts, working with 450 BHHs on a number of innovative IGAs and concepts including terraced agriculture and importing donkeys from Nepal for use on the land.

As of December 2010 all 450 BHHs have been selected, verified by shiree, and targeted with asset transfers for improved agricultural productivity. HKI have a number of complementary interventions designed to operate in communities with little experience of new markets or modern agricultural techniques. They encourage BHHs to move away from jhum cultivation – traditional to the region but comparatively unproductive – towards fixed-plot contour farming with a market orientated production plan. They then mobilise BHHs to form Marketing Committees (MCs) and help establish market linkages between BHHs and market vendors. HKI have also encouraged the diversification of agricultural products.

Sourcing donkeys has been the largest challenge to implementation. A consultant has been hired to determine the most appropriate breed and source from India but they are yet to be purchased and transferred. As a result HKI are looking at alternative agricultural tools that are locally available.

**A3.6 Intercooperation-Sunamgonj**

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

As of December 2010 IC are supporting 204 BHHs in agricultural, fisheries and livestock projects as part of a recovery from the damaging impact of flooding. All BHHs have received inputs for homestead vegetable cultivation and those involved in fishing have received fingerling grading materials. All BHHs have also received a secondary intervention as compensation for flash flood damage such as grocery/small business
inputs, fishing and ferry boats, rice processing, ducks, bamboo for handicraft productions, sewing machines and fishing nets for example. A total of 5 lakh BDT has been earned from these secondary interventions by 204 BHHs to date. BHHs groups are linked with different markets at local, Upazila and regional level for selling their produce. The project is also collaborating with the respective Upazila administrations, Union Parishads, Department of Agriculture Extensions, related private sector organisations and other like-minded related projects/organizations to ensure success and effectiveness.

Each of the 1,000 BHHs are earning an average of 500-1,000 BDT per month from homestead vegetable cultivation after home consumption. A total of 19 BHHs are earning 300-500 BDT from floating vegetable gardens. 147 BHHs grew early rice seeding, of which 45 BHHs sold and earned a total of 71,700 BDT. From the floating fish cages transferred to 147 BHHs, 73 BHHs have earned 4.4 lakh BDT. In the most recent season, 97 BHHs cultivated 15 acres of fallow land and earned 1 lakh BDT and each group intervention has been supported with a group savings account. The project is also working to access khas land with 180 applications submitted and 3 thus far being successful.

IC conducted training/workshops for the beneficiaries on leadership development for group leaders, as well as in cultivation of fallow land in which BHHs, Local Service Provider market actors and representative of DAE all participated. They organized a sharing workshop on khas land issues involving UP members, local elites and members of the community. Focus Group Discussions helped conduct winter vegetable crop selection for homestead and fallow lands and also provided training on fish fingerling grading, record keeping and poultry rearing.

A number of challenges do however remain. Water has not yet moved out from all fallow land and as a result at year end some groups were waiting to start winter vegetable cultivation. Due to flash floods in 2010 some BHHs lost their paddy crops as well as rice straw. In some cases BHHs are dependent on water hyacinths for their cow’s feed and this limits availability of water hyacinths to prepare floating beds.

Innovation Fund Round II
A3.7 Mahideb Jumbo Somaj Kallayan Somity (MJSKS)

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

During 2010 MJSKS have targeted all 635 BHHs and 620 heifer/pregnant heifer have been transferred. All were given vaccinations, routine de-worming coverage and immediate veterinary care with the assistance of project Veterinary Officers & Local Livestock Workers (LLW). They were then supported for feeding for the initial few months and encouraged for breeding through Oestrous Synchronization & Artificial Insemination (AI). Meanwhile all of these 635 Extreme Poor BHH’s were provided 2,250
BDT as ‘Monga Need Support’ for surviving during the last Monga period. All the 27 beneficiary groups attend fortnightly group meeting for awareness building on rights, health, WATSAN and empowerment based issues.

In addition to the main intervention, a number of supplementary projects have been implemented. Most significant has been the provision of sweet potato vines, cassava saplings and napier cuttings for cultivation to support BHH nutrition and for use as grass fodder. The project also provides a cash stipend of 750 BDT for each BHH in addition to a 400 BDT per month cattle feed for the first three months and a once only 500 BDT for cattle housing support.

As of November 2010, 260 BHH produced 21,492 litres of cow milk, part of which they consumed and the rest was sold earning 394,199 BDT. In addition another 59 BHH sold cow dung to the value of 27,840 BDT. 477 cows have calved, out of which 217 are cross-bred for greater productivity.

This is one of the technically more challenging projects and has required highly skilled professional field support for dealing with the biological reproductive cycles. The heifers/cows need to be raised with excellent nutrition in order to optimize the milk production for the calf and for sale, as well as to maintain the reproductive cycle to produce the next calf. The BHHs own very few or no resources to improve feeding and have little experience managing such a significant asset. As a result this put the asset at risk during the peak Monga period and therefore required significant support and regular monitoring. The project has exposed MJ SKS and partner NGO staff to an array of new challenges from which they have learnt and developed a more holistic approach to interventions.

**A3.8 National Development Programme (NDP)**

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

Between February and March 2010, NDP selected 1,055 BHHs who have not previously cultivated their own land and have low nutritional status. A total of 192 bighas (64 acres) of land were leased for two years with households receiving on average 6 decimals of land each. BHHs were given the necessary inputs – seeds/seedlings, fertilizers, pesticides and irrigation facilities - for protection against crop damage. In addition all beneficiaries received a total of 876 saplings (mango, guava, lemon, bau-kul) were given, and received a wage compensation of 3,000 BDT per year per BHH. A number of other items were also distributed to complement the primary intervention, these include: 1660 flip flops, 729 pustikona, 1511 deworming tablets, 137 suspension and 729 Sprinkles to 535 BHHs.
NDP also ran a series of capacity building programs to facilitate the effective utilisation of these new resources. All beneficiaries attended a 3 day session on vegetable cultivation and a financial management training event run by the project’s technical officer. 96 demonstrations of food processing/cooking have also been given. A module on fruit and vegetable cultivation was also developed.

42 farmer groups have formed, with fortnightly meetings being held facilitated and recorded by NDP field staff. 14 mother’s groups, comprising 298 members, have formed again meeting fortnightly and having learning sessions on personal health, nutrition, hygiene and sharing food appropriately. A module on food and nutrition was also developed.

As a result of these interventions a total of 350 MT of vegetables, worth 22.52 lakh BDT has been produced (21 different types). 181 MT was sold at market, worth 1,068,975 BDT and the rest was consumed by HH members. On average the vegetables consumption per day per family has been approximately 400 gms, thereby improving nutritional status. On average net extra income from vegetable sales was 1,013 Taka per beneficiary in the past 8 months. Each group has had marketing assistance from NDP, helping establish links with local buyers as well as some in Dhaka.

Benefits have also been seen in savings and asset purchasing. As of October 2010, a total savings for all the groups was 437,273 Taka which has been deposited in the respective group’s bank account. In addition, group members purchased 555 goats, 561 poultry, 3 vans and 17 other small items during the reporting period. This would suggest that the income is being used productively by some beneficiaries, supporting the kind of income diversification that is associated with graduation from extreme poverty.

There has been a realisation by NDP that an average transfer of six decimals of land may not be enough to lift out all BHHs out of extreme poverty. The NGO estimate that 15 to 20 decimals over a project period of three years would be more successful. Land leasing in large clusters has proved to be difficult especially finding land in close proximity to the homes of beneficiaries. About 28 bighas land have been relocated closer to the homes of beneficiaries. The leasing price of land increased and as such renegotiation was done with landlords for 92 bighas of land.

The project was featured on television – Channel “i” and BTV after it earned first prize in “Upazila Agriculture and Technology Fair” 2010.

A3.9 Samaj Kallayn Sangshta (SKS)

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

SKS have selected 984 BHHs and a total of 53 acres of land has been leased over a 5 year period, averaging 5 decimals per BHH. 300 Strawberry saplings have been given to each of the beneficiaries along with an average 31 saplings of jujube, lemon,
guava, papaya and olive with the necessary manure and fertilizer for cultivation. A cash transfer of 1,146 taka per BHH was also given in order to cover the costs of preparing the land, building fencing (for which net was also given) and planting.

A series of capacity building interventions have also been delivered to help ensure the assets are used efficiently. A 3 day long training session was given to all beneficiaries on fruit tree and vegetable production, followed by a day-long refresher training session on strawberry cultivation. 200 selected beneficiaries were given 2 days training on marketing strategies, organised with the help of an external expert. In addition SKS organised exchange visits for 126 representatives of HHs to Rajshahi to show the production techniques of various fruits, including strawberries, and vegetables and regular fortnightly group meetings are held.

As of December 2010 the harvesting of strawberries has not yet started and no income gains have therefore occurred. Increased incomes through the sale of other fruit and vegetables has however been observed - though it should be noted that this has been limited. Vegetable consumption has increased tremendously with on average about 265 gms being consumed per family per day, rising from close to nothing before the project intervention. As of November 2010 a total of 101,784 kg of vegetables have been produced of which 39,247 kg were consumed.

In the first year SKS failed to source and organise strawberry inputs. This year they have purchased them from AKAFUJI, a well established supplier, however strawberry samplings were costly and in order to ensure the availability of strawberry saplings next year, each BHHs were asked to produce their own saplings for use in next year. Managing the orchards has proved difficult for some, particularly the elderly, ill and disabled beneficiaries. It has been common for a relative or nominee to help maintain the cultivation and in some cases beneficiaries have actually hired labour using operational money provided by the project.

An underlying constraint relates to the attitudes of the beneficiaries, some of whom have tended to see the intervention as relief as opposed to a business opportunity. SKS have been trying hard to motivate the beneficiaries to change their attitude from relief recipients to active participants in a process of empowerment. Finally, the marketing of strawberries is a big challenge, given it is such a novel product and this will be major focus for SKS in 2011.

**A3.10 ActionAid Bangladesh (AAB)**

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

The project's intention was to provide leased land for all beneficiaries, which would then be operated through a ‘paired’ system with a lead and a waged beneficiary working in partnership, sharing the profit from the land. During 2010, 1200 BHHs were selected, 97 of whom have disabled members, however AAB were unable to find suitably priced and situated land for 500 BHHs, due in large part to having
underestimated the cost of leasing land at the planning stage. The original project design was therefore modified for these BHHs to include a range of IGA options for which assets and training was provided. 413 BHHs received livestock. 46 BHHs were set up as small traders, 24 BHHs were supported to become dry fish traders, 3 as mobile seed traders and 10 as puffed rice traders. All were also supported in homestead based crop culture along with their main IGA.

The ‘paired’ system was designed so that two BHHs cultivate the land with the lead farmer taking 80% of the profit and the waged farmer taking 20%, but also receiving a salary of 100 BDT per day for 45 days a year. To this end, 507 bighas of land were leased for 352 lead beneficiaries. An equal number of waged beneficiaries also received a goat or cattle, along with vaccination support, and the lead beneficiaries received a monthly honorarium of 30 BDT per month, later increased to 300 BDT, for a period of 8 months. 352 biodiversity centres were established each with 45 decimals of land.

At the close of 2010 substantial benefits from the biodiversity centres had yet to be seen, predominantly because of the long start up period. However, consumption of vegetables had improved and further assets have started to be accumulated. A few examples of IGA building from the original intervention include purchasing vans (12 HHs), goat (33 HHs), poultry (171 HHs) and mobile phone businesses (8 HHs). An increase in the education of beneficiaries’ children has also been observed.

One significant challenge has been the relationship between the lead and wage beneficiaries. The lead beneficiary sometimes takes the role of the “landlord” treating the wage beneficiary as labour, thereby creating new social inequalities. The lead beneficiary often lacks the incentive to work as they are yet to see sizeable returns from their involvement. In an attempt to reduce the gap in benefits, AAB have reduced the number of days wage beneficiaries are paid for from 65 to 45 days and increased the honorarium from 30 BDT to 300 BDT per month, for 8 months only. Further research into the dynamics of this relationship and the various incentives alternative arrangements create is a priority for 2011.

**A3.11 Intercooperation-Rangpur**

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

In the first year the project has reached a total of 460 beneficiaries, 200 of which for cow milking, 200 for cattle fattening, 20 for fodder cultivation, 20 for feed business and 20 for biogas mason. IC have selected a further 340 beneficiaries (170 for milking and 170 for fattening) HHs for the 2nd year and these have already been verified and accepted by shiree. Household profiling is complete for all selected HHs (800).

To date 103 BHHs have fattened and sold cattle and milk and received a profit of 1,898,200 BDT from which beneficiaries purchased goats and sheep, tin (CI sheet) for
repairing their house and cattle shed, fishing nets and leased lands, as well as ducks and hens, tube wells and paddy.

20 masons, from BHHs, are currently working on constructing and maintaining bio-gas plants after receiving training. The project paid them a salary and after the project completion they will do similar work on biogas and public projects. As of December 2010, 6 of the small scale bio-gas plants have been successfully constructed and are operational for cooking purposes for 4 BHHs each. 2 of the large scale plants for lighting have completed construction (each for 35 BHHs) but not started supply. 431 beneficiaries have started saving to face the monga period.

The bio gas plant construction has however been significantly hindered by the rainy season given that most work is underground and low availability of sufficiently high land has been problematic.

**A3.12 Panchbibi Upazilla Adibashi Multipurpose Development Organization (PUAMDO)**

PUAMDO implement the ‘Hog Rearing by the Adivasi Women with Improved Accesses to Land’ programme with 775 Adivasis women to reduce food insecurity during the monga period.

As of December 2010, 300 BHHs have been provided with 2 hogs per HH, along with feed for 6 months and a wide range of supplementary services such as deworming and veterinary care. 50 BHHs have received a total of 829.75 decimals of land which was mortgaged under the government “kahikhalasi rule”. This intervention allowed BHHs to regain land that they had previously mortgaged off and were therefore unable to use. 48 of these BHHs are cultivating transplanted winter rice and have produced a total of 15,675 kg paddy with a market value of 333,275 BDT in a four month period following land release. There are also two BHHs cultivating banana from which they have earned a total of 4,100 BDT with productivity expected to increase. Those BHHs cultivating land have been provided with the required inputs as well as specialized training. Other sub-components to the project are growing potato, mustard, lotikcho, red pumpkin, bottle guard, lalshak and Indian spinak.

A key lesson learnt from the first year’s experience has been that uniformly offering one type of livestock was not an appropriate approach. Not all beneficiaries want to rear hogs and it has been decided that giving choice to BHHs over their livestock will be implemented for year 2.

**Innovation Fund Round III**

**A3.13 Gana Unnayan Kendra (GUK)**

GUK will provide month long vocational training on sewing machine operation to 1,160 young men and women currently living in extreme poor conditions in monga affected areas. They will then link them to garment sector jobs in Gaibandha thereby
enabling a stable income stream avoiding the food insecurity associated with the monga period.

A3.14 Concern Worldwide (CW)

Concern will support 700 street dweller households in Dhaka as independent mobile food businesses under a new umbrella ‘mobile kitchen’ brand. Mobile vans, other inputs and training will be provided to enable higher incomes and also offer low cost, healthy and hygienic food.

A3.15 Shidhulai Swanirvar Sangstha (SSS)

SSS will train 600 households on tier farming techniques to enable them to adapt to climate change induced flooding in Pabna.

A3.16 Plan International Bangladesh

PLAN will work with 2,500 street children in Dhaka providing skill transfers, internships and vocational training to expand income generating capacity and generate assets to sustainably life themselves out of extreme poverty by 2013.

A3.17 Action on Disability and Development (ADD)

ADD will work to build the capacity of disabled people through vocational training based on their condition and ability and link them with factories, particularly in the garments sector, to provide secure employment. ADD will set up 7 PANAH centres in Dhaka city to train 700 extreme poor disabled people for two months.

A3.18 Save the Children Federation, Inc (SCUS)

SAVE will work with 660 adolescent girls in Barisal district encouraging IGAs that will both graduate them and their families from extreme poverty and also lead to social empowerment. It will focus on developing leadership skills, building ‘peer’ groups as well as community support, and providing them with the IGA-related assets.

A3.19 Bangladesh Organization for Social Service (BOSS)

BOSS will provide a range of IGAs to marginalised ethnic groups around Pabna, utilising existing public resources through collective organisations. The market linkages developed will economically ‘mainstream’ socially marginalised communities.
Annex 4: Shiree Revised Organigramme
Annex 5: Additional MIS Year-End Information

<table>
<thead>
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<th>Total NGO Contracts: 25</th>
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<tr>
<td>Scale Fund Round I: 6</td>
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<tr>
<td>Innovation Round I: 6</td>
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<table>
<thead>
<tr>
<th>Geographical Coverage</th>
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<tr>
<td>22 Districts</td>
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<td>71 Upazila</td>
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<td>2 slums in Dhaka city</td>
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<table>
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<th>BHH Coverage up to December 2010: 80,738</th>
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<tr>
<td>Target</td>
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<tr>
<td>Scale Fund</td>
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<td>Innovation (Round-2)</td>
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Main shiree intervention types

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<th>Intervention</th>
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<td>Number of household members</td>
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<td>3.</td>
<td>Number of BHH received asset and cash transfer support*</td>
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<td>4.</td>
<td>Number of BHH received training and orientation for income generating activities*</td>
<td>56,474</td>
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<td>5.</td>
<td>Number of BHH received blanket and warm clothes as cold wave response (January 2010)</td>
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NGO wise beneficiary household coverage

**Scale Fund**

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<tr>
<th>NGO Code</th>
<th>NGO</th>
<th>Total BHH Target</th>
<th>BHH Selection</th>
<th>HH received cash/asset for IGA</th>
<th>HH received Training/Orientation</th>
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<td><strong>82,850</strong></td>
<td><strong>69,393</strong></td>
<td><strong>47,295</strong></td>
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**Innovation Round I (Coastal, Hill Tracts and Haor)**

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<th>NGO Code</th>
<th>NGO</th>
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<th>HH received Training/Orientation</th>
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</tr>
<tr>
<td>27</td>
<td>IC (Sunamganj)</td>
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<tr>
<td>29</td>
<td>SHUSHILAN</td>
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<tr>
<td><strong>Sub Total</strong></td>
<td></td>
<td><strong>7,000</strong></td>
<td><strong>4,961</strong></td>
<td><strong>4,515</strong></td>
<td><strong>3,919</strong></td>
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</table>
## Innovation Round II (monga)

<table>
<thead>
<tr>
<th>NGO Code</th>
<th>NGO</th>
<th>Total BHH Target</th>
<th>BHH selected</th>
<th>HH received cash/asset for IGA</th>
<th>HH received Training/Orientation</th>
</tr>
</thead>
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<td>31</td>
<td>ActionAid</td>
<td>1200</td>
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<td>33</td>
<td>IC (Rangpur)</td>
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<td>35</td>
<td>MJSKS</td>
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<td>37</td>
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<td>39</td>
<td>SKS</td>
<td>1000</td>
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<tr>
<td><strong>Sub Total</strong></td>
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<td>5,465</td>
<td>5,024</td>
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</tr>
<tr>
<td><strong>Grand Total</strong></td>
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<td>95,315</td>
<td>79,378</td>
<td>56,834</td>
<td>56,474</td>
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</tbody>
</table>

### Gender composition of selected household heads

- **Series1, Male Headed HH**, 49884, 66%
- **Series1, Female Headed HH**, 25212, 34%
- Female headed HH
- Male Headed HH