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**ANNUAL REPORT**  
**July 2011 – June 2012**

**Chars Livelihoods**  
**Programme, Bangladesh**

**CNTR: 02 3986**

**Prepared for the**  
**Department for**  
**International**  
**Development (DfID)**

**July 2012**

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## Acronyms

ASP	Agricultural Services Provider
AusAID	Australian Agency for International Development
BCC	Behaviour change communication
BQ	Black Quarter
CDD	Centre for Disability in Development
CDMP	Comprehensive Disaster Management Project
CLP-2	Chars Livelihoods Programme, Phase 2
CLS	Community Legal Services
CP	Core Participant
CPHH	Core Participant Household
CSK	Char Shasthya Karmis or char health workers
DFID-B	Department for International Development (Bangladesh Office)
DLS	Department of Livestock Services
DPP	Development Project Proforma
FAPAD	Foreign Aided Project Audit Directorate
FIVDB	Friends in Village Development, Bangladesh
FMD	Foot and Mouth Disease
FY	Financial Year
GoB	Government of Bangladesh
GIZ	German aid agency
HDU	Human Development Unit
ICS	Improved Cook Stoves
IEP	Infrastructure and employment project
IMED	Implementation Monitoring and Evaluation Division
IML	Innovation, Monitoring and Learning
IMNCS	Improving Maternal, Neonatal and Child Survival
IMO	Implementing organisation
LSP	Livestock Services Provider
M&E	Monitoring and Evaluation
M4C	Making markets work for the chars
M4P	Making markets work for the poor approach
MDU	Market Development Unit

MSP	Maxwell Stamp PLC
NGO	Non government organisation
OD	Open defecation
PHC&FP	Primary health care and family planning project
PM	Programme Memorandum
PEC	Programme Executive Committee
PSC	Programme Steering Committee
SDC	Swiss Agency for Development and Cooperation
TW	Tube well
UP	Union Parishad
VDC	Village Development Committee
VFM	Value for Money
VSL	Village Savings and Loans
WASH	Water, Sanitation, Health and Hygiene

## Executive Summary

This report is the second Annual Report of the second phase of the Chars Livelihoods programme (CLP-2), covering the 12-month period from July 2011 to June 2012. There were some notable events during the year which helped to shape the programme's efforts. These included reviews and assessments including the Independent Impact Assessment team from HTSPE and the annual review team in February 2012. The CLP's Development Programme Proforma was also signed by the Government of Bangladesh in December 2011 and a Programme Steering Committee was held in February and June 2012. The Market development unit was strengthened, sectors identified and co-facilitators to support sector analyses commissioned. There were also a series of innovations in programme design including low cost latrines, the transfer of stipends by electronic means using bKash, and an advocacy pilot targeting land tenure in the *chars*.

The livelihoods unit is responsible both for asset transfer and development of homestead gardens. They met most targets. 17,435 CPHHs received assets against the target of 17,485 bringing the cumulative number of CPHHs to 34,548 by June '12. 97% of CPHHs chose to receive cattle. Of those, 9% purchased crossbred cattle. All newly purchased cattle were vaccinated.

The target for establishing homestead gardens was 17,485 which was achieved. Quality seeds were distributed to these households and 21,940 households received training in compost making which was slightly over target.

Despite some problems contracting Union Parishads to raise plinths during the year, the Infrastructure Unit raised 16,247 households on an earthen plinth against a target of 16,300 and provided over 433,000 infrastructure employment project person days of labour against a target of 350,000. The Unit continued to mobilise communities to install low cost latrines. 14,867 low cost latrines were installed against a target of 14,000.

The Human Development Unit covers the areas of health, education, social development, social protection, plus village savings and loans. Results for the twelve months have, overall, been close to targets.

In health, 141 additional Char Shasthya Karmis (CSK or char health workers) were trained and are now operational against a target of 140. They assisted paramedics to hold 4,750 satellite clinics (target: 4,874) with a total of 251,000 consultations (target: 175,000).

The small education pilot continues to run and the 3,950 remaining children will graduate from primary school at the end of 2012. Numbers of children in the 161 CLP education centres have fallen slightly due to *char* erosion and the need for families to migrate elsewhere.

The social development activities created 743 participant groups (against a target of 698). Activities also included the setting up of 103 village development committees (target: 115) and 202 adolescent groups (target: 230). The unit also provided a total of 2,275 emergency grants; mostly to help participants recover from river bank erosion, cyclones and fire while delivering 19,000 blankets to newly recruited participants and others at risk.

Despite problems with staffing, the Market Development Unit started to make progress. Priority sectors were identified and co-facilitators contracted to undertake sector analyses and implementation plans. The sectors of milk (including dairy products), meat, fodder, and livestock husbandry & veterinary services have been selected by the CLP and collaboration continues with the SDC-funded Making Markets Work for the *Chars* programme.

The Innovation, Monitoring and Learning Division has produced some very important data and reports during the year. Highlights of the year for the M&L Unit included important research on topics such as graduation criteria and an assessment of targeting criteria etc. Highlights for the

Communications Unit included the design and launch of a new website for the CLP and a range of new products such as case studies and briefing materials. The Division had a key role to play in the 2012 annual review. Not only did IML provide data to demonstrate progress towards logframe milestones at output and outcome level, the Division provided information on issues such as Value for Money, graduation criteria and targeting.

The Partnerships Division has achieved some successes in a relatively short time since the start of CLP-2. In respect of its first objective of assisting in the "crowding in" of other interested parties to the *chars* (donors, GoB services, other service providers, NGOs, etc.), the CLP has seen AusAID come in as a second donor, SDC has started its M4C programme while important contacts and discussions are ongoing with GoB in an attempt to bring better education services to the *chars*.

Finally, Finance and Procurement have worked efficiently to ensure that the CLP finance and contracts requests are met on time. The Contracts and Procurement arm of Finance managed to put through 346 contracts; mostly related to field operations. Finance is also heavily involved in senior management's continued drive to generate ever greater value-for-money. Several areas have been identified and actions started (for example, low-cost latrines, performance related staff evaluations and tightened procurement procedures).

There are a number of challenges and exciting opportunities facing the CLP during the forthcoming financial year. Having recently undergone an annual review and independent impact assessment, the CLP will need to consider and take forward some of the recommendations.

The 2012 annual review identified areas that needed to demonstrate greater progress, namely Partnerships and Market Development. These are likely to be key areas for review during the mid term review. The annual review team also recommended strengthening the logframe indicators and milestones in these areas. The CLP will submit an updated logframe during the first quarter of the next FY.

New projects will be initiated during the next financial year and careful planning, monitoring and lesson learning will be required to ensure their success. These included the cash transfer through mobile project and the direct nutrition project.

The Programme has a busy year ahead in terms of delivering the core package of support to cohort 2.4. The workplan and budget for 2012/ 13, now approved by the donors and the PSC, plans to support an additional 16,525 CPHHs during the FY. This will bring the cumulative number of CPHHs supported by the Programme to 51,073 by June '13.

# 1. Introduction

## 1.1 Overview

This Annual Report for 2011/12 is submitted by Maxwell Stamp PLC (MSP) to the Department for International Development, Bangladesh (DFID-B) in fulfilment of the requirement to provide an annual report of activities and results of the Chars Livelihoods Programme, second phase (CLP-2), contract number: 02-3986.

The period covered is July 2011 to June 2012; and is the second complete CLP financial year (FY) of Phase 2. The CLP follows the Government of Bangladesh (GoB) financial calendar. Three Quarterly Reports have been developed and presented to the donors (DFID and AusAID) during the year under review (in early October 2011, January and April 2012) as anticipated by the CLP-2 contract. This Annual Report completes the requirements for the FY 2011/12.

Activities during the financial year built on modifications and additions made during the first fifteen months of the programme (April 2010 to June 2011) that included the independent impact assessment, the first CLP-2 annual review, critical studies in several sectors such as market development, social development and aspects of infrastructure and a heightened emphasis on partnerships/services and value for money.

Overall the FY 2011/12 has been a year that is starting to revert to relative normality after the hectic period passed during the last three years that saw first the closure of the first phase of CLP; then the design phase of CLP-2 followed by start-up, inception and early delivery. Nonetheless, 2011/12 has by no means been an easy year despite its successful conclusion. The chapters which follow this Introduction provide details of the objectives for the year, the results achieved, the issues and problems encountered, the changes introduced to counter those issues and anticipations for the next FY (2012/13).

In anticipation of the new CLP FY on 1 July 2011, an ambitious work plan and budget was developed by the programme, presented to the donors and to the Programme Steering Committee (PSC) and approval received. The anticipated budget was for £14.55 million (programme and management combined) of which the CLP expended 98%. Details of work plan targets are included in the individual activity chapters that follow.

## 1.2 Key issues and events

Several key events occurred during the year that helped to shape many of the CLP's activities and efforts. The most important and far-reaching are listed below and then explained in more detail:

- Reception and response to the Independent Impact Assessment, carried out by HTSPE in the previous FY;
- Signing of the CLP's Development Programme Proforma (DPP) by the Government of Bangladesh in December 2011 and the holding of Programme Steering Committee meetings in February and June 2012;
- The start-up of activities by the SDC-funded Market Markets Work for the Chars (M4C) project in December 2011 and the remodelling of the market development activities;
- The Annual Review by the CLP's donors in February 2012;
- A series of innovations in programme design including low cost latrines, transfer of stipend by electronic means using bKash, and an advocacy pilot targeting land tenure in the *chars*;
- New "bolt-on" activities discussed with the CLP: a nutrition project confirmed and a climate change project currently on hold.

### 1.2.1 Independent Impact Assessment Report

Despite the very positive nature in which the CLP team accepted the need for the exercise and



hosted the assessment team with complete openness and cooperation, the mechanism of assessment and the contents of the initial draft reports failed to match our anticipations. The negativity of the authors and the failure for them to adequately discuss perceived issues as they arose meant that senior CLP managers and DFID advisors spent unnecessary time and effort to counter many of the misunderstandings and errors that appeared in the first versions. At the time of writing this report (July 2012), the assessment report has still not reached the public domain. DFID recognises the plethora of lessons that must be learnt if future assessments are not to become albatrosses rather than learning experiences for the programmes concerned.

Notwithstanding these comments, the programme has gleaned some important lessons from the assessment. For example, the identification by the assessment team of the lack of sustainability of homestead gardening in a significant minority of core households led to a revision of the mechanisms and rollout of the gardening component. However, the insistence that cattle transfers, the cornerstone of the CLP, was not sustainable; especially with dairy cattle, due to rapid sales and extremely high calf mortality forced the CLP to carry out very detailed and independent studies that completely contradicted the results of the IIA.

### **1.2.2 Development Programme Proforma (DPP)**

The DPP is the government version of the project document that lays out details of activities and budgets throughout the life of the programme. Without a DPP in place, many activities become limited (for example the appointment of a programme director and the holding of steering and implementation committees (PSC and PIC) to approve work plans and budgets) and can seriously impact programme implementation. GoB had anticipated the DPP to be in place by August 2010 but in reality it was only signed into being in December 2011.

Immediately the DPP was in place, the first PSC for the CLP was held retroactively to approve the 2010/11 workplan and budget as well as to present progress achieved towards that work plan in the first six months of the FY. In June 2012, the second PSC was held at which the CLP presented and received approval for the work plan and budget for the upcoming (2012/13) FY. To date no PIC meetings have been held. One was scheduled for mid-July but GoB requested that it be postponed until after the Holy Month of Ramadan.

### **1.2.3 Start of the SDC-funded M4C project**

This project is important to CLP for two reasons: first that it represents the first partnership activity put in place by the CLP in its efforts to "crowd-in other services and partners to the chars. Second because M4C targets the same market strengthening activities as the CLP's recent movement into market development activities. Fuller details are presented about the CLP cooperation with M4C in the chapter dealing with Partnerships while details of agreed division of labour and activities are presented in the Market Development section.

### **1.2.4 Annual review of the CLP**

A donor-sponsored review of CLP achievements took place in February 2012. This review was the first of the new style DFID reviews in which achievement of target results was central to scoring the progress made while proven activities in achieving Value for Money (VfM) was necessary for a pass grade to be allocated. The CLP did well scoring an overall "A". Some slippage was felt by the review team in market development activities and in developing partnerships. However, these were balanced by overachievement in other areas of field operations and IML. Two particular issues were of importance. First, logframe targets had to be modified to an end-January timeframe (while the CLP operational year ends in June). All targets need reviewing, some raising and some lowering to ensure that the periodicity of CLP activities is respected. A second and ongoing issue for the CLP that was successfully resolved in the review was the question of finding sufficient beneficiary families in the seven named intervention districts of the programme. This issue had been raised in

the Inception Report of December 2010, looked at by the review of 2011 and debated continually up to the 2012 review. Following discussions during the review, it was recommended, and the recommendation subsequently accepted, that CLP should look again (re-sweep in our terminology) in villages in the districts of Gaibandha, Kurigram and Jamalpur and include any villages offering a minimum number of new beneficiaries exceeding 15 households. IML carried out a detailed analysis in the three districts and has calculated that adequate extreme poor households exist that pass CLP's strict selection criteria to enable the programme to achieve its overall target of 67,000 core households.

### **1.2.5 New innovations during the FY**

Several new innovations occurred during the year and they are discussed in more detail in the relevant chapters. However, of special note was the rolling out of low-cost latrines, trialled in the previous FY. These low cost latrines not only have allowed the CLP to exceed its target for latrines installation many times over but also to make rapid strides towards achieving the separate target of open defecation-free villages. Being able to benefit significantly more households without having to increase the budget is clearly a significant achievement in terms of achieving value for money. Another innovation that is generating considerable GoB and donor interest is the use of mobile telemetry for the payment of monthly stipends. The work is currently occurring as a pilot involving in excess of 400 core households and, if successful as initial research shows, it will be expanded rapidly to all households. There is also the potential to use in other CLP activities such as in VSLA, payments during IEP and during some stages of asset transfer. A third innovation is the attempt to have land title allocated to core households. Initially the CLP is working and learning in two unions of Kurigram district with considerable support coming from the Secretary RDCD, DC Kurigram and two IMOs (Zibika and MJSKS). Again, as lessons are learnt and if the pilot is successful, the CLP will expand into other areas during 2012/13.

### **1.2.6 "Bolt-on" activities**

Two new potential projects were discussed with the CLP by the relevant DFID-B advisors: the first to add a significant level of nutritional activities to the programme and the second to incorporate climate-change adaptation activities. All details of the nutritional work have been developed and budgeted and should start in October 2012; providing a contract amendment is signed in time. For climate change activities, the CLP did develop a position paper and presented it to DFID-B but, at the time of writing, no further progress has apparently been made on the donor side to move the project forward.

## **1.3 Overview of results**

Results from the FY 2011/12, the second full year of the CLP, are encouraging. Many components exceeded their annual objectives, others equalled them and only a few components fell behind; usually only marginally. Annual objectives are always developed in line with logframe anticipations as contained in annual milestones.

The Infrastructure Unit achieved all its big ticket targets (plinths, latrines and clean water access) within a margin of plus/minus 5%. The most difficulty target to achieve was in the number of households raised on plinths, especially in districts of the River Teesta. In the previous annual report it was noted that landlords were not willing to provide their topsoil for plinth-raising and, when they were, a very shallow water table meant that water was encountered just beneath the surface. An additional problem was in using Union Parishads as site managers during lean season (IEP) work. Sadly, 25% of UPs contracted attempted some form of malpractice with one being taken to the courts for theft of funds. It is anticipated that the CLP should pass 25% of its plinth-raising activities through UPs but if this level is enforced, the donors should be aware of the negative impact on achieving targets and the excessive time spent following up on leakage reports. In contrast the latrine installation targets have literally blown away the logframe milestones and, at

the next logframe review, we will be proposing a sharp increase in annual anticipations.

The Livelihoods Unit also managed achieved ( $\pm 5\%$ ) all annual targets with a few minor activity exceptions. However, it must be remembered that all major targets for livelihoods were raised by at least 10% in January 2012 following an internal 6-monthly review of performance when extra funds (e.g. £100,000 not needed for flood relief) was reallocated. Therefore, if reference is made to original targets proposed in the 2011/12 work plan and budget, the livelihoods unit managed to exceed targets by a very significant (approx. 15%). By the close of FY 2011/12, the CLP had distributed assets to more than 34,500 households – over 50% of the total anticipated for CLP-2.

During the year, livelihoods also took on considerable activities from the market development, principally the rump of prior “enterprise development” activities. The relevant chapter will show that despite the extra workload, livelihoods also achieved or exceeded targets for fodder, poultry and milk marketing activities.

The evolution of enterprise development towards a market development approach of making markets work for the poor was a priority for 2011/12. Several new coordinators and a unit manager were employed and their activities advised by two international consultants (Brian Milton and Mike Albu) while the Operations Director (Ric Goodman) dedicated considerable time to helping new activities to develop.

A key occurrence during the year was the start-up of the SDC-funded M4C project that is cooperating with the CLP. Market development opportunities abound for the chars although the results are less tangible to demonstrate than, for example, providing assets or building plinths. Nonetheless, the second half of FY 2011/12 saw strong progress in cooperation with M4C, in building demand-side partners and in undertaking sector analyses (an essential prerequisite for moving the market development process forward).

Human Development achieved or exceeded all targets with the exception of new groups formed for village development committees (VDC) and adolescent training which fall about 10% below target. However, social development targets (group formation, trainings sessions and health support) were all raised in January 2012 by a similar amount to that seen with livelihoods; and for the same reason. By the end of the financial year, VSLA counted 64,000 members in CLP-2.

Operational ambitions and results are reviewed in the Executive Summary and details provided in the individual operations chapters. Therefore they are not being considered further in this Introduction. Of more relevance to the introduction are the issues, constraints and general enabling conditions that have impinged on CLP-2 from its start in April 2010.

## 1.4 Issues, Constraints and Enabling Conditions

### 1.4.1 Beneficiary numbers

As underlined in last year's Annual Report, surveys in the five new districts (Pabna, Tangail, Rangpur, Nilphamari, Lalmonirhat) showed that the potential number of households that would meet the CLP entry criteria as core participants when added to those present in the old districts (Kurigram, Gaibandha and parts of Jamalpur) was only about 42,000 ( $\pm 10\%$ ). This undershot the target of 67,000 anticipated for the CLP. Last year the CLP proposed two solutions: either add more districts or remain in the same districts but allow in a second-tier of marginally less poor households. However, the Annual Review team of early 2012 recommended that the CLP should seek additional qualifying households in villages covered during CLP's first phase in the two old districts of Gaibandha and Kurigram. IML has led detailed surveys and found sufficient qualifying households in these districts. Thus the issue of insufficient households no longer exists.

### 1.4.2 Crowding in other service providers

During the first phase of CLP, the lack of other service providers was found to impact the efficiency of CLP activities seeking to move households out of poverty. This was especially true of education, health, savings and loans targeting the poor, efficient market linkages, police coverage and government social services such as pensions. The original CLP approach was to develop pilots in the first four areas as a means of showing other potential service providers (both government and non-government) that delivery to the chars was possible. Given that this approach is unsustainable, CLP has worked in the current year to identify, target and bring in alternative service providers. Several successes were achieved in the FY with BRAC taken over health provision in two upazilas of Gaibandha. Improvements to market linkages are beginning to appear with CLP linking to private sector buyers such Bengal Meat and Danone-Grameen dairies; among others. Details are provided in a later chapter.

#### **1.4.3 Issues to be resolved**

Two issues remain to be resolved. The first is to put the finishing touches to the CLP-2 logframe, especially to ensure that annual milestones are challenging but achievable. Also, now that market development activities are underway, relevant indicators need to be added. The CLP and DFID/B have agreed to update the logframe during the first quarter of the next financial year. The second is to push the Partnerships/Advocacy work forward and to ensure that results are concrete achieved. New personnel should ensure this ambition.

#### **1.4.4 Constraints**

The CLP has generally had a good year and there were few serious constraints. However, three issues have stood out:

- Delays in finalising the DPP for CLP-2 has impacted the ease with which CLP could plan, budget and achieve. Now that the DPP has been signed, this constraint has been removed;
- The delays to hold local Union Parishad (UP) elections in Jamalpur meant that the number of governance training sessions was lower than originally anticipated. However, the shortfall is through no fault of the CLP and will be made up in the first few months of the upcoming FY;
- Difficulties working with UP councils for infrastructure work. A particular problem has been in ensuring that individuals do not attempt to take funds illegally either from the CLP or from beneficiary households.

### **1.5 Evaluations**

The CLP had fewer assessments, reviews, evaluations and audits during this FY than in the previous twelve months. Those we did receive are as follows:

- An independent team of consultants recruited by DFID to carry out the Annual review of the second year of CLP-2;
- A GoB team from RDCD who, in April 2012, carried out a review of a handful of first phase households;
- A GoB team from FAPAD who carried out an audit of the accounts of the first year of CLP-2;
- An independent audit team recruited by DFID who audited the accounts for the second FY of CLP-2;

### **1.6 Visitors**

The CLP received fewer notable visitors than usual in the period covered by this report. Nonetheless, we are grateful for several trips undertaken by DFID staff both for fact finding and support. Trips were also undertaken by the Country Representative of the ILO, the Deputy of the FAO, and the Deputy High Commissioner of the Australian High Commission.

## 2. Operations Division

The year has seen solid progress, taking CLP-2 firmly towards its milestones and on track to meet its mid-term commitments. The cornerstone of the CLP, the Asset Transfer Project and its associated activities of household selection, verification, asset purchase and support, plus social development group discussions, have all run according to plan. Inclusion of the wider *char* village population has proved worthwhile, for example with enthusiastic participation of households in savings groups, and participation in the supported Village Development Committees.

In part due to observations raised by the Annual Review, it has now been agreed that the remainder of CLP-2 focus on the main Jamuna *chars* population, revisiting districts previously served by CLP-1 and early phases of CLP-2, where there exist areas of extreme poor populations. This will meet the needs of a significant number of households who qualify under CLP's selection criteria for entry into the programme. It will also enable the CLP to consolidate and build on its previous development investments. It will facilitate other project activities such as market development and the anticipated additional nutrition inputs, as CLP can count on IMOs present in these areas for support. Given this analysis, the CLP is confident of meeting its targets and commitments, within budget and on time.

Reassessing feasibility and options for achieving CLP-2 has taken some time during the year. Infrastructure work has continued within the limitations of not having unimpeded access to land from which to extract building sand, plus less priority for raised plinths in areas away from the main Jamuna river. For example, a full survey of the need and potential for raised household plinths was conducted with field teams visiting thirteen river districts in the northwest.

The CLP's model of low-cost latrines has proven very successful and has outstripped expectations, enabling targets to be raised from original estimates, within the same budget. They were given their first structural test during a short flood and the vast majority seem to have remained intact, with some damage to the stand alone raised latrine plinths on a few built by non-core households. This will be examined and design improvements adopted.

Social development groups for core participants have been assessed and the modules are undergoing minor revisions in light of feedback from the field. The CLP's experience of establishing Village Development Committees, and discussions with adolescents is under review and changes will be included and adopted in the first quarter of the following year.

Significant time was invested in submitting a proposal for distributing additional nutrition inputs amongst CLP households. This is set to begin at the end of the first quarter of the following year, pending final approval by DFID.

A review and adoption of improvements to the Village Development Committees and other social development activities designed for specific groups such as adolescents, was recommended in the Annual Review in February and work on this is already underway at the time of writing.

Much work has been done this year to formulate a strategy for market development and its adopted new approach of Making Markets work for the Poor (M4P). CLP has chosen and agreed to focus on its livestock sector, identifying dairy, meat, feed, husbandry and veterinary services as sub-sectors. This builds on the CLP's experience and core competencies learned from its livelihoods work in the past. Working with two external consultants, and having identified two agencies to support these sub-sectors by generating market analysis and plans for implementation. Recruitment has been particularly challenging for the unit. The selected and long anticipated Unit Manager chose to leave CLP after only eight months in post. This contributed to a decision to amalgamate the Market Development and Livelihoods Units under one manager. This has the advantage of bringing together experience from the whole team, all of whom have relevant experience of livestock development.

An exiting pilot has begun to examine the potential to use mobile phone technology as the

mechanism to make monthly household stipend payments to all recipients. The CLP has begun with 434 households who have received a mobile transfer enabled SIM card and is working with a payment service provider, bKash, to test this model on the *chars*. If scale up is adopted, there should be both significant efficiency gains for CLP and its IMOs, and also indirect developmental benefits to the villages which will have this service introduced.

### 3. Livelihoods Development

#### 3.1 Introduction and ambitions

With the exception of daily wage labour, livelihoods choices are limited for extreme poor households living on island chars due to the fact that they possess few productive assets. Consequently, the male household head often migrates from the chars to the larger cities in search of work. This may occur at different times of the year. The transfer of Income Generating Assets (IGA) by the CLP increases the opportunity to generate additional sources of household income; for example, from the sale of milk, manure, eggs and poultry. The food items also provide the opportunity to improve household nutrition. When households sell their assets, the income can be reinvested in other productive assets, such as land, as well as be used to purchase additional livestock thus allowing families to build up an asset base and so diversify income sources.

The main activity of CLP's Livelihoods Unit is to ensure the transfer of IGA to Core Participating Households (CPHHs). Since the asset of choice of most households is cattle, the Livelihoods Unit also provides livestock husbandry training as well as training in areas such as homestead gardening, poultry rearing; the promotion of artificial insemination and the selection and rearing of crossbred cattle. All elements of training seek to improve the productivity, sustainability and profit to be obtained from the assets.

During the year under review (FY 2011/ 2012), the Livelihoods Unit has expanded its scope by incorporating several activities formerly in the Market Development Unit: the poultry rearing, fodder cultivation and milk marketing projects.

#### 3.2 Outputs and achievements

During the financial year, the Livelihoods Unit aimed to transfer assets to 17,485 CPHHs. All CPHHs were to receive stipends and livestock training support. A further ambition was to provide homestead gardening inputs and training to all CPHHs that were to receive assets. Some of the most significant targets and achievements for the Livelihoods Unit during the reporting period are set out in Table 1 below:

**Table 1: Key Targets and Achievements of the Livelihoods Unit during the 2011/2012 FY**

Activity	FY 2011/12		Cumulative achievements	Comments
	Targets	Achievements		
Asset Transfer				
# of CPHHs received assets	17,485	17,435	34,548	
# of CPHHs receiving stipends (for first time)	17,485	17,430	34,543	5 CPHHs did not receive the stipend as they migrated away from char just after receiving the asset
# of CPHHs completed livestock training	18,000	17,588	25,179	
# of person days livestock training	122,000	118,398	192,720	

	FY 2011/12		Cumulative achievements	Comments
Activity	Targets	Achievements		
provided to CPHHs				
# of cattle vaccinated (4 doses)	13,500	10,866	26,458	Lack of sufficient FMD vaccine
# of cattle de-wormed (3 doses)	10,000	9,842	16,004	
# of cattle artificially inseminated	5,000	5,094	7,732	
Homestead Gardening (HG)				
# of CPHHs received vegetable seeds	17,485	17,422	34,249	
# of CPHHs received all tree saplings	15,500	14,859	30,054	
# of CPHHs completed HG training	22,337	21,996	33,023	
# of person days HG training provided to CPHHs	49,985	50,625	85,739	
# of CPHHs completed compost training	21,800	21,940	33,026	
# of compost pits established by CPHHs	16,000	16,242	32,075	
# of vegetable pits established by CPHHs	64,000	63,474	128,652	
# of plinths planted with grass / fodder	15,000	14,268	27,578	
Fodder Production				
# of people completed field training on fodder	1,613	1,612	1,612	
# of person days field training on fodder production provided	20,190	20,179	30,171	
# active fodder growers	3,163	2,512	3,646	Unavailability of land, drought and lack of irrigation facilities
Area under cultivation (acres)	316	1,123	1,802	Land owners cultivated a greater area than targeted
Total production of fresh fodder (MT)	1,580	2,828	4,470	Greater area under cultivation than targeted
Total Fodder sold (MT)	316	479	908	Greater production than



	FY 2011/12		Cumulative achievements	Comments
Activity	Targets	Achievements		
				targeted
Total fodder consumed (MT)	1,264	2,349	3,562	Greater production than targeted
Poultry Rearing				
# of people completed field training on poultry rearing	8,105	8,105	8,105	
# of CPHHs	8,105	8,105	8,105	
# of person days field training on poultry rearing provided	92,257	92,241	171,191	
# of new poultry vaccinators trained	177	169	367	
Milk Marketing				
# of people completed field training on milk marketing	2,420	2,420	2,420	
# of CPHHs	2,420	2,420	2,420	
# of person days field training on milk marketing provided	18,742	18,744	30,272	

### 3.2.1 Asset Transfer

During the reporting period, 17,435 CPHHs received assets thus just falling short of the target of 17,485. The transfer completes the provision of cohort 2.3 participants. At the end of the second FY of CLP-2, the programme has transferred assets to a total of 34,548 HH out of the total programme target of 67,000 HH. Figure 1 illustrates the distribution of asset types where 97% of CPHHs chose to receive cattle. Of those, 9% of HH purchased crossbred cattle. There was also a significant increase in the number of households purchasing non-cattle IGA in cohort 2.3.

Besides receiving assets, core households also receive a monthly family income support stipend of Tk

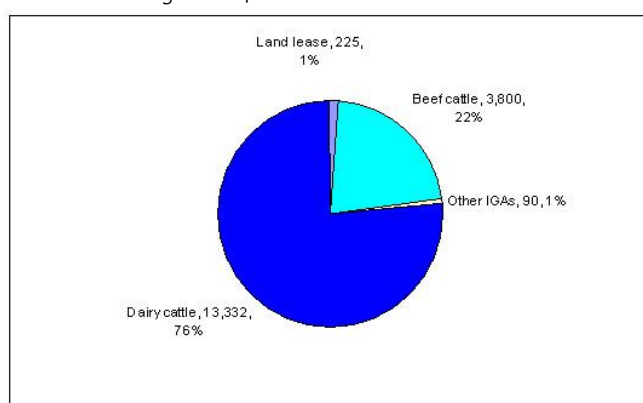


Figure 1: Type of assets selected by CPHHs in FY 2011-12

350 for 18 months and an asset maintenance support stipend of Tk 250 for the first six months. During the year, all CPHHs received the asset maintenance and family support stipends on a monthly basis. Distribution of the asset maintenance stipends to CPHHs from cohort 2.2 is to continue until September 2012 while CPHHs from cohort 2.3 will continue to receive the stipend into the coming year.

All households choosing cattle also receive training on cattle husbandry. This training is ongoing. In the reporting period a total of 17,588 CPHHs completed 5 rounds training for livestock rearing against the target of 18,000 while 118,398 person days training were provided to CPHHs against the target of 122,000. This under achievement was due to Livestock Officers leaving IMOs, and a delay to the completion of asset purchase.

Almost all cattle provided under the ATP received a first round of deworming while 1,225 cattle also received a second round six months after purchase. 9,842 cattle belonging to cohort 2.2 were provided a third round of deworming twelve months after purchase.

Cattle transferred to CPHHs are vaccinated against Foot and Mouth Disease (FMD), Black Quarter (BQ), Anthrax and Hemorrhagic Septicaemia (HS) through a voucher scheme. A total of 10,866 cattle were vaccinated against these diseases, against a target of 13,500. Some cattle only received two or three of the vaccines; partly due to the lack of availability of FMD vaccine. Production of the vaccine is a monopoly of the GoB Department of Livestock Services, and production cannot meet demand.

Assets are transferred to the female head of the household and she is encouraged to attend the market to purchase her assets. This allows her to select her asset and consequently develop a greater sense of ownership. During FY 2011-12, 18 % of core participants attended markets to purchase their assets instead of sending a male representative. Considering the gender balance in Bangladesh, this is a surprising occurrence.

A total of 5,094 cattle were artificially inseminated during the reporting period against a target of 5,000. Out of these, 895 have become pregnant and, to date, 545 calves born from the cohort 2.2 during the FY 2011-12.

### 3.2.2 Homestead Gardening

The homestead gardening project seeks to use the space available around the houses of CPHHs to grow vegetables in both raised beds and pits as well as fruit trees and spices. Most are for household consumption and thus provide improvement to family nutrition but surplus produce can be sold, providing some additional income. The promotion and support of homestead gardens is an



A CLP Core Participant working in her homestead garden

important activity of the Livelihoods Unit. In the FY, 21,996 CPHHs completed homestead gardening training (against a target of 22,337) by attending 50,625 person-days of training against the target of 49,985. 17,422 households received vegetable seeds (target of 17,485) and 16,242 compost pits were established (target of 16,000).

In addition to training, the CPHHs received different types of vegetable seeds for planting in pits and beds as well as being provided

with six papaya saplings and one each of guava, jujube, lemon and neem. These saplings encourage the creation of small fruit gardens on the plinths. CPHHs also received training and inputs to establish compost pits.

One innovation this year has been the distribution of saplings and seeds according to the available space on individual plinths. Previously, the same package of saplings and seeds was provided to all households but now they are divided into three categories: those currently without raised plinths, those with raised plinths but insufficient space for bed crops and those with raised plinths and sufficient space for bed crops. Different packages of seeds and saplings are now provided to each based on category of participant. This improves efficiency and is a value for money strategy.

### 3.2.3 Enterprise Development Projects

During the first phase, CLP initiated several enterprise development projects related to livestock. Livestock on the chars are principally reared using indigenous techniques and cattle mainly subsist on a straw-based diet with limited green fodder and little or no feed concentrate. Poor nutrition leads to illnesses, slower growth rates, lower productivity and reproductive problems.

The enterprise projects have continued into the second phase under the livelihoods component and their applications and achievements are described below.

#### Commercial Fodder production

While the number of cattle on the chars is increasing as most CPHHs select cattle as their main asset, grazing land is decreasing as agricultural activity intensifies. *Chars'* residents (core and non-core) are experiencing a lack of readily available green fodder, especially at certain times of the year. Thus to increase the availability of fodder, the CLP is facilitating commercial fodder production with the objectives of increasing the availability of fresh fodder, particularly during the lean period; leading to an increase in livestock productivity and to the generation of an alternative source of income for fodder cultivators.

During the FY, 2,512 fodder producers joined the project (79% against the target of 3,163). The shortfall against the target was due to CLP participants not having access to the necessary land, drought and a lack of irrigation facilities. These producers received orientation and training, resulting in 455 hectares of fodder being cultivated (against a target 128 hectares). Cultivation of fodder was higher than targeted as producers cultivated substantially larger areas of land than expected.

#### Improved backyard poultry rearing



8,105 CPHHs are now trained in backyard poultry rearing

The improved backyard poultry project encourages core households to adopt improved practices for native poultry production that significantly increase productivity. Improved practices include vaccination, provision of commercial feed, early separation of chicks from their mother, provision of incubation pots, use of feed and water during incubation, and improved housing.

CLP-trained mobile female vaccinators disseminate information and advice on improved techniques and also sell

vaccine and commercial feed to participants. In CLP-1, Livestock Services Providers (LSPs) were responsible for poultry vaccination but their workload was high and poultry was considered by LSPs as a low priority. Therefore, in CLP-2, female "model vaccinators" are being trained (1 model vaccinator per 100 CPHHs but this also depends upon geography and distance) to vaccinate poultry as well as to supply feed to poultry rearers (both core and non-core households). An additional change in CLP-2 is to focus solely on CPHHs and increase the involvement of CPHHs to 75% of the total. Combined activities are reducing the mortality of chickens, increasing egg production and ensuring a more regular income and the potential for improved nutritional intake among char dwellers.

To improve sustainability, the poultry project facilitates vaccinators' business linkages with private sector poultry feed suppliers, government livestock department and LSPs. The latter have access to CLP-subsidized solar and electric fridges. CPHHs use vouchers from CLP to purchase feed and vaccines that vaccinators exchange for cash at IMO offices. Other, non-core community members pay the vaccinators for their services in cash.

During the FY, 8,105 participants completed training in backyard poultry rearing (all are CPHHs). A total of 92,241 person days of training on improved backyard poultry rearing were delivered, while 1,313 model poultry houses were built on cost-sharing basis of Tk. 1,500 plus Tk. 1,000 for purchasing chicken. These are used to demonstrate improved practices to other poultry rearers (achievements precisely matched the target). To address the vaccination and feed supply issues, 169 women poultry vaccinators were trained (against a target of 177).

### **Milk Marketing**

At the time of purchase, some cattle were already pregnant but many were insufficiently mature. Some of these have been artificially inseminated during the year and a few have started to produce milk by the end of the FY. Collectors are starting to purchase milk from individual core households as well as from informal milk farmer groups, established with project support.

During the FY, 2,420 milk farmers completed training on milk marketing. All are core households. A total of 18,744 milk farmers attended training on milk production and marketing. The average production per milk farmer was 35 litres per month of which 11 litres (31% of production) were consumed and 24 litres sold. The average milk price was Tk. 31/litre.

As a perishable product, milk is either marketed locally or sold to collectors or directly to large milk users as soon as possible with a reasonable price. The CLP is encouraging small dairy producers to form (relatively informal) milk marketing collectives and to organize their own transportation or jointly negotiate higher prices with the local collectors ('goalas'). The milk marketing project is facilitating milk collector linkages with processors and also is training participants and collectors on milk production, cattle health and hygiene, milk aggregation, milk collection, informal groups and record keeping. LSP provide advice on preventive and curative measures of disease infestation so as to increase milk production and fat content and to prevent the stunting of calves.

### **Lessons learnt**

A number of lessons have been learnt during the reporting period which have influenced the way the Livelihoods Unit operates. For example:

- Introduction of an improved manger system is helping to increase productivity and growth of cattle.
- Changes to the distribution of seeds, saplings and other homestead gardening inputs, where households receive a package of inputs based on their resources (raised on a plinth, sufficient space on their homestead), has created improvements in efficiency.
- Livelihoods activities were hindered by staffing difficulties; both Agricultural Officers (AOs) and Livestock Officers (LOs) left the programme. The number of AO and LO positions was therefore

- reduced, and replaced by Livestock Development Officers (LDOs), who perform a similar function.
- Households in the poultry project require the CLP to provide an additional share of the costs for chickens and model chicken houses. Participants previously did not have sufficient money to purchase chickens. The Livelihoods Unit have therefore increased support for households involved in the project.
  - Vaccinators are becoming well established in the communities in which they work, and have used this to expand their business by selling cattle feed.
  - Processed fodder (silage) is helping to counter cattle feed shortages during lean periods, which take place throughout the year (but are most likely to be during the dry and monsoon seasons).

### 3.3 Objectives for the FY 2012/13

Table 2 outlines the targets for the Livelihoods Unit for the forthcoming financial year 2012/2013.

**Table 2: Key Targets of the Livelihoods Unit during the 2012/2013 FY**

Activity	Target for FY 2012-13	Anticipated cumulative total by June 2013
Asset Transfer		
# of CPHHs received assets	16,525	51,073
# of CPHHs received cross-bred cows as primary asset	1,500	3,811
# of CPHHs received land lease as the primary asset	420	1,017
# of CPHHs completed livestock training	14,500	39,679
# of person days livestock training provided to CPHHs	102,500	295,220
# of cattle vaccinated (4 doses)	11,000	37,458
# of cattle de-wormed (3 doses)	14,000	30,004
# of cattle artificially inseminated	5,000	12,732
Homestead Gardening		
# of CPHHs completed HG training	16,525	49,548
# of person days HG training provided to CPHHs	50,485	136,224
# of CPHHs completed compost training	16,525	49,551
# of person days compost training provided to CPHHs	33,960	88,072
# of CPHHs received vegetable seeds	15,700	49,949
# of CPHHs received all tree saplings	17,250	47,304
# of compost pits established by CPHHs	15,700	47,775
# of vegetable pits established by CPHHs	62,800	191,452
# of plinths planted with grass / fodder	15,000	42,578
Fodder Production		
# of people completed field training on fodder	1,744	3,356
# of person days field training on fodder production provided	1,744	31,915

Activity	Target for FY 2012-13	Anticipated cumulative total by June 2013
Poultry Rearing		
# of people completed field training on poultry rearing	13,077	21,182
# of CPHHs	13,077	21,182
# of inputs supports to model rearer	1240	1240
# of CPHHs completed training on model poultry rearing techniques	1308	1308
# of person days field training on poultry rearing provided	160,402	331,593
# of new poultry vaccinators trained	165	532
Milk Marketing		
# of people completed field training on milk marketing	1,744	4,164
# of CPHHs	1,744	4,164
# of person days field training on milk marketing provided	1,744	32,016

The primary objective for the Livelihoods Unit for the next financial year will be to transfer assets to further 16,525 CPHHs, ensure they receive appropriate cattle-rearing training and provide them with the skills and inputs to practice homestead gardening and poultry rearing. The Unit will also prioritise water availability for cattle in training and follow-up activities delivered to CPHHs. The Unit will also establish linkages with BRAC, DLS and RDA on AI initiatives.

## 4. Infrastructure Development

### 4.1 Introduction and ambitions

The Infrastructure Development Unit aims to reduce household vulnerability to flooding and to increase access to clean water and sanitary latrines.

Flooding is an annual occurrence but the *chars'* communities experience moderate to high floods every three to five years. Households not residing on plinths raised above the flood level are forced to seek shelter on higher ground, often away from their village, causing great disruption and hardship. The Infrastructure Unit raises homesteads of most CPs and significant numbers of non-core participants, on to earthen plinths raised above the highest recent flood level, in most places the 2007 high flood line.

The practice of open defecation (OD) is high on island *chars*. Households are either unaware of the health risks associated with OD, they are not motivated or they do not have the knowledge or resources to build their own latrines. Furthermore, while most households can access drinking water from tube wells, the water is often unsafe because it is unprotected by a concrete apron, it is not raised above flood levels or it is not sufficiently deep to draw less polluted water. OD, consumption of unclean water and poor hand washing practice results in gut parasites and illnesses such as diarrhoea. This in turn results in poor nutritional status of children and adults and a loss of the ability to work.

During the first phase of the programme, CLP-1, CPHHs were provided with a sanitary latrine. Non core members of the community did not receive a latrine and so continued to practice open defecation, a health risk for all members of the community, even for CPHH with their own sanitary latrines. Recognising the limitations of the previous approach, the CLP is now seeking to eradicate the practice of OD on the *chars* by firstly motivating households to stop the practice through behaviour change communication (BCC) through participatory community wide meetings (PRA). These messages are repeated and reinforced during group meetings i.e. social development, adolescent, and Village Development Committee meetings. Once the community has received BCC, all members of the community are then offered a subsidy to build their own low-cost latrine.

The Infrastructure Unit aims to increase access to safe drinking water by ensuring that CPHHs access water from a tube well that is at least 40 feet deep, is protected by a concrete apron, is raised above the flood level and is within a 10 minute round trip by foot.

### 4.2 Outputs and achievements

During the financial year 2011/ 2012, the Infrastructure Unit aimed to raise 16,300 homesteads on plinths above the highest known flood level, provide 350,000 person days of employment during the lean season and motivate the construction of 14,000 low cost latrines. Some of the most significant targets and achievements for the Infrastructure Unit during the reporting period are set out in Table 3 below.

**Table 3: Infrastructure Unit Achievements to date**

Activity	FY 2011-12 (July-11 to June-12)		Cumulative Achievements
	Targets	Achievements	
<i>Plinth raising</i>			
# of plinths raised	8,000	6,806	11,844
# of HHs raised on	16,300	16,247	25,934



Activity	FY 2011-12 (July-11 to June-12)		Cumulative Achievements
	Targets	Achievements	
plinths			
# of concrete pillars with flood marks installed	104	120	164
<i>IEP work</i>			
Equivalent # of person days work during the lean season	350,000	433,512	721,564
# of people employed	18,750	14,324	24,414
Men	15,000	11,834	19,393
Women	3,750	2,490	5,021
<i>Access to clean water</i>			
# of shallow tube-wells installed	400	412	420
# of tube-well platforms installed	3,000	3002	3,333
# of HHs accessing clean water	14,500	15,227	16,692
<i>Access to improved sanitation</i>			
# of 5-ring slab latrines installed	500	500	8,334
# of low cost latrines installed	14,000	14,867	15,511
# of HHs having improved sanitation provision	15,200	15,352	23,845

#### 4.2.1 Raising homesteads on plinths

During the year, 16,247 households had their homesteads raised on an earthen plinth against a target of 16,300 and over 433,000 infrastructure employment project (IEP) person days of labour were provided against a target of 350,000. Whilst the Unit achieved the target of number of households on raised plinths, it did not achieve the target number of plinths raised. The reason behind this shortfall was that more households than expected were able to be accommodated on each plinth. The plan was to accommodate an average of two households per plinth but actually 2.39 households were allocated to each plinth. This is a positive improvement and has reduced the cost per household.





**CLP raised plinths provide protection during the July '12 floods**

Plinth raising is undertaken by island *char* residents, who are compensated for the volume of earth they move during two seasons: the dry season (January to June) and the lean season (mid September to mid November). The main differences between dry season plinth raising and lean season plinth raising (IEP) are that labour selection during IEP is restricted to extreme poor households and only one member per household. The wage rate during IEP is also set higher than the dry season. Dry season plinth raising work is available to any adult on a first come basis. Labourers are paid on a volume

basis. During the 2011 IEP season the wages earned averaged Taka 250 per day and labourers worked an average of 22 days.

With support from engineering staff in the contracted IMO's and the District Offices, plinth raising is managed either by the household owner, through local committees under IMO supervision (Scheme Implementation Committees) or by Union Parishads (UPs).

A needs assessment survey to determine the need and feasibility of plinth raising was carried out in January this year. The results indicated that demand for plinth raising in new districts of Rangpur, Lalmonirhat and Nilphamari in the Teesta belt and Pabna in the Padma belt is not as high as compared to the Jamuna river *chars*.

Plinth raising is a significant cost-centre in the CLP accounts and thus it is important for the programme to know in advance the potential number of plinths that it is likely to be able to raise and to plan accordingly. Thus a survey of the new areas was undertaken both of plinth needs but also to determine the priorities of the population, the availability of labour of both men and women, wage rates, the depth of *monga*, land ownership status, together with the water & sanitation situation. The study was conducted in the Rangpur, Lalmonirhat, Nilphamari, Tangail, Pabna, Natore, Rajshahi and Chapai Nawabganj districts. The topography of these areas is different from that of the Jamuna *chars* in Kurigram, Gaibandha and Jamalpur. The *chars* in these new areas are old and established, the soil is fertile, and so cultivation typically takes place round the year. Flooding is not a big concern in the Padma belt (Pabna, Rajshahi and Chapai area). In the Teesta belt, floods takes place as a surge of upriver water and the water remains for two to three days. Thus, plinth raising is not as high a priority for much of the population in these areas.

The data from the survey was summarised as below and the CLP concluded that the CLP 2 target for plinth raising should be reduced as below:

# of approx. HHs in the char area	273,031
Estimated potential # CPHHs	68,076
Estimated # CPHHs to be raised	43,732
Estimated # non-CPHHs to be raised	24,723
Estimated total HHs raised	68,455

After the survey was completed, the CLP took a decision not to start work in Chapai Nawabganj, Rajshahi and Natore districts, but to continue to work in Kurigram, Gaibandha and Jamalpur

districts. This change in the programme area does not have a significant effect on the plinth target for the CLP-2 as many potential household participants have already had their plinth raised during CLP-1. The CLP has recommended to DFID to accept lowering its target from the present 85,000 to 68,500 raised household plinths.

Twenty-six Union Parishads (UP) were contracted for plinth works in the lean season. The performance of six UPs was not acceptable, with non-compliance against contract conditions such as timely payments, use of funds for alternative activities and technical construction standards.

During the last lean season, twenty-six UPs were contracted to raise plinths for 1,000 households. The UP officials were oriented on the mechanism of project implementation and CLP District Infrastructure Officers provided all necessary technical support, from plinth design to final measurement. CLP staff detected some irregularities where six UPs were alleged to have taken, or attempted to take "kickbacks" from the labourers. Under pressure from the CLP and the labourers, the UP staff involved were compelled to return the money. However, the CLP had to withdraw and stop working in those areas. One UP chairperson misappropriated Tk. 400,000 and the CLP filed a police case against him. The case was accepted by the police after an initial investigation and the Anti Corruption Commission Office, Rangpur is processing the case to file in the court.



Following this experience with the UPs in the lean season IEP, only nineteen UPs were awarded a contract for earth work in the following dry season (January through May '12). Eight UPs were subsequently dropped from the funding due to their bad performance. The CLP is considering providing funds in FY 2012-13 in some old areas as well as in new areas, although the track record and experience of providing funding to UPs has been consistently poor.

The CLP provided 433,000 person days of employment during the lean season of 2012

#### 4.2.2 Provision of clean drinking water

During the reporting period 412 shallow tube wells (TWs) against a target of 400 and 3,002 concrete aprons (against a target of 3,000) were installed. 15,226 households gained access to clean water against a target of 14,500.

Tube wells are available locally, and many households on the *chars* have access to a tube well. However, the cost is often too high for the poorest households to bear, and many available wells are at risk of contamination. Most commonly, this is because they are of insufficient depth, are vulnerable to flooding or do not have a concrete platform to prevent contamination of ground water from the well head.

The CLP has devised the following standards for a tube well to be considered a clean water source, taking into account the environmental conditions on the *chars*:

- Situated above the flood line;
- At least 40 feet deep;

- No less than 10m from a latrine;
- Has an arsenic level of lower than 50 ppb (parts/ billion).;
- Has a bacterial load of lower than 100 cfu (colony forming units);
- Is accessible to at least four CPHHs within a 10 minute round trip;
- Has an intact concrete platform; and
- Supports no more than eight households in total.

The CLP implements its tube well project using a private ownership model that improves value for money and sustainability of the water sources. Where new tube wells are required, the CLP offers a tube well subsidy to households that contribute Tk 1,000 (about £10) of their own capital to install a well to CLP standards. While this household remains the owner of the well, the subsidy is subject to the agreement that access for other households will be permitted. Where tube wells already exist, the CLP will meet the cost of installing a concrete platform at wells that meet the rest of the CLP standards.

In the Teesta river basin the water table, iron content and arsenic at depth are all high. Since the water table is high many households use a simple suction valve from a treadle-pump to draw their drinking water. These are cheap and easy to install but are exposed to significant contamination risks. Because of their low cost, it has proved difficult to persuade people to pay for an improved tube well. The Infrastructure Unit has therefore been undertaking bacterial testing (through a reputed hospital) of 116 sample tube wells. To CLP's surprise the test result showed no big difference in bacterial presence as compared to deeper depth tube wells.

#### 4.2.3 Providing access to sanitary latrines

During the financial year 2011-2012, 500 households in Gaibandha received a 5-ring slab latrine with superstructure. Under the low cost latrine project 14,867 households installed a sanitary latrine against a target of 14,000.

Open defecation is widely practiced on the *chars*, and is a major source of disease and infections which can lead to poor nutrition, lost income or school absence. The cost of installing a latrine of standard design is prohibitively expensive for many *char* dwellers, and materials used in standard designs (such as concrete rings) may have to be brought in from the mainland. Even for households with the means to pay, a latrine may be considered an unnecessary expense to households that lack sanitation awareness. Fully subsidising latrines can overcome this, but is expensive and when such a latrine is lost to erosion it is unlikely to be replaced unless the subsidy is available again.



Low cost latrines raised above flood levels

During CLP-1 and the initial years of CLP-2 (cohort 2.1) CPHHs received a 5-ring slab latrine with superstructure. Whilst this benefited CPHHs it did not address the problem of open defecation.

To improve latrine coverage, and eradicate open defecation, the CLP provides a subsidy to all households in working villages, which can be used to construct a low-cost sanitary latrine to the above standards. The CLP provides a concrete slab (with plastic pan & water seal) and a cash subsidy, while the household is responsible for

digging the pit, providing a suitable support structure (typically a bamboo cage lined with polythene) and installing a suitable structure for privacy. For households on a raised plinth, the cash component is Tk 450 (less than £5), while for all other households this increases to Tk 650, to cover the cost of raising the latrine on its own plinth (see diagram).

To develop understanding on the need for sanitary latrines, the CLP delivers comprehensive hygiene & health education, and campaigns against open defecation using methods based on Community Led Total Sanitation (CLTS) approaches.

### 4.3 Lessons learnt

During the first year of CLP-2 the Infrastructure Unit gained an improved understanding on a range of issues that will influence future operations. For example:

- Open Defecation affects the whole community, even those with a sanitary latrine. Rather than simply providing sanitary latrines to core households (around 30% of the population), the unit modified its approach and focused attention on the community as a whole by encouraging the use of low cost latrines by all.
- Employment opportunities in recent years seem to be improving during the lean period, making the "hungry" season less severe. The Unit believes this is largely due to modest recent flooding but it also appears that there exist more economic opportunities. Furthermore, the Teesta river basin has a more vibrant economy than the northern Jamuna. The Government 100-day work guarantee scheme together with the introduction of new shorter life cycle rice crops in the North have also contributed to this improvement.
- The CLP survey of needs and feasibility of plinth raising confirmed less need and priority for plinths in non-Jamuna areas, and underlined the reduced need for widespread plinth raising activities in areas previously served by CLP1. This has resulted in a recommendation to DFID to reduce this target for CLP2.
- An IML study provided evidence that the anticipated maximum life of a CLP raised plinth is on average 15 years, in line with predictions made in the Programme Memorandum.
- CLP's re-activation of contracting UPs for plinth raising has been problematic, despite a demonstrated long-term relationship and governance training including all UP Chairman and Members provided by CLP, hosted at the RDA. CLP was withdrawn funding from UPs who have not implemented contracts to minimum acceptable standards.

### 4.4 Objectives for the FY 2012/13

Table 4 shows targets of the Infrastructure Unit during the financial year 2012/ 13.

**Table 4: Targets for the Infrastructure Unit for the FY 2012/13**

Activity	Target FY 2012/13	Anticipated cumulative total at June 2013
<i>Plinth raising</i>		
Total HHs to be raised on plinths	13,300	39,234
Equivalent # of person days work during the lean season	300,000	1,021,564
<i>Access to safe water</i>		
# of shallow tube-wells installed	300	720

Activity	Target FY 2012/13	Anticipated cumulative total at June 2013
# of tube-well platforms installed	2,000	5,333
<i>Access to sanitation</i>		
# of 5-ring slab latrines installed	-	8,334
# of low cost latrines installed	32,000	47,511

Flood-proofing homesteads, increasing access to sanitation facilities and improving drinking water will be the core activities of the Unit. The Unit will continue to follow a policy of delivering high quality outputs with zero tolerance for corruption.

Household plinth raising work to protect char households from flooding will continue in 2012/13 with the focus on, but not be limited to, CPHHs. Non-core participants from the poorest 40-50% will also have their homesteads raised if they live in the same area.

The piloting of low cost latrines for the whole community, requiring a limited subsidy will be scaled-up in all districts of CLP-2. People living both on and off raised plinths will be targeted under this project. Installing new tube wells and constructing platforms around old tube wells will continue.

Creating employment opportunities during the lean season through IEP will continue, however the volume of work is not expected to be high since the many households in Kurigram, Gaibandha and Jamalpur districts have had their plinths raised during CLP-1 and the new districts of Tangail and Pabna are relatively more food secure.

## 5. Human Development

### 5.1 Introduction and ambitions

Island *chars* are remote areas and therefore expensive to service compared to the mainland. This means that *chars* are challenging places to work in and consequently the presence of government, NGOs and private service providers is limited.

Whilst there are some government schools on island *chars* these are insufficient to meet demand, moreover attendance by qualified staff is poor. Health facilities are almost totally lacking, resulting in an over-dependence upon unqualified village doctors or "quacks", or an expensive trip to the mainland.

*Char* dwellers are often faced with external shocks such as flooding, homestead erosion, as well as health issues. These can often force households to employ negative coping strategies, and sometimes even resort to the sale of assets. In addition, families often practice dowry, as well as early or illegal marriage.

The CLP's Human Development Unit aims to improve the provision of basic services to the *chars*, to improve knowledge and reduce the practice of dowry and other social ills as well as protecting households against shocks such as erosion through five inter-related projects, namely education, social protection, health, village savings and loans (VSL) and social development.

### 5.2 Outputs and achievements

During the financial year 2011/2013, the HDU aimed to form 698 SD groups, establish 2,383 VSL groups and hold 4,874 satellite health clinics. Some of the most significant targets and achievements for the Human Development Unit during the reporting period are set out in Table 5 below:

**Table 5: Key Targets and Achievements of the HDU during the 2011/2012 FY**

Activity	FY 2011-12 (July-11 to June-12)		Cumulative Achievements
	Targets	Achievements	
<i>Social Development</i>			
# of new SD groups formed	698	743	1,570
# of CPHH members enrolled as SD group members	17,456	17,534	34,647
# of new VDCs formed	115	103	190
# of new Adolescent groups formed	230	202	373
# of Community <i>melas</i> held	37	38	54
<i>Social Protection</i>			
# of Community Safety Net recipients	698	953	1,688
# of Emergency Grants provided	3,000	21,321	37,320
# of Incapacity & Vulnerability Grants provided	2,000	2,432	3,773



Activity	FY 2011-12 (July-11 to June-12)		Cumulative Achievements
	Targets	Achievements	
<i>Health</i>			
# of satellite clinics conducted	4,874	4,750	12,013
# of patient consultations	175,653	251,356	618,855
# of community health workers selected and trained	140	141	256
<i>Education</i>			
# of learning centres operational	161	161	161
# of children studying in learning centres	4,000	3,952	3,952
# of girls	2,100	2,030	2,030
# of boys	1,900	1,922	1,922
<i>Village Savings and Loans</i>			
# of core VSL groups formed	995	955	1,495
# of CPHH members enrolled	21,890	21,212	32,112
# of non-core VSL groups formed	1,388	1,400	1,420
# of non-CPHH members enrolled	30,534	31,364	31,865

The noteworthy achievements of the Unit during the reporting period for key indicators include the formation of 743 SD groups against a target of 698, the establishment of 2,355 VSL groups against a target of 2,383 and carrying out 4,750 satellite clinics against a target of 4,874.

### 5.2.1 Social Development

The social development component of the HD Unit has had a good year. 743 social development groups were formed, against a target of 698. A total 103 Village Development Committees (VDCs) were formed, against a target of 115. 202 adolescent groups (100 with girls and 102 with boys) were formed, against a target of 230. This underachievement in VDC and adolescent group formation is due to the fact that no groups or committees are formed in villages with less than fifty core participants.

Members of VDCs and adolescent groups continued playing a significant role in their respective villages. They strived to achieve an "open defecation free" status and also aimed to reduce the incidence of early marriage and dowry, ensuring birth registration, increasing the enrolment of children in the available schools, tree plantation, etc. In addition, VDC members contributed to solving family conflict and problems associated with plinth raising. Such problems included deciding the plinth raising location as well as identifying the source of earth. Moreover, adolescent groups contributed to the reduction of "eve teasing" i.e harassment of girls, in villages, and promoted personal hygiene at individual and household levels.

As part of the CLP support, all core participants are mobilized into groups and attend a modular curriculum of 45 sessions over an 18-month period on different social issues. These include social

capital, health, nutrition & environment, citizenship and responsibilities, disaster management, social safety nets, and savings & loan management. The sessions aim to raise awareness about harmful and negative social practices, enhanced opportunities for generating income and employment together with increased capacity to cope with the sudden shocks and stresses that are common on the *chars*.



Display of miniature models at a community mela

During this financial year, 38 community fairs, or *melas*, were organised with the objective of raising awareness among *char* dwellers and touch upon different social, gender and rights' issues. Local elites, opinion leaders, government officials, CLP and IMO representatives were present alongside CLP households and non core community members. During the *melas*, discussions were held on key social development issues. The CLP also displayed miniature household models illustrating households raised on plinths, homestead gardens, latrines, as well as cattle sheds. The main attraction of the community

fairs was the innovative cultural show led by the theatre group 'Rupantor'. During each *mela*, they put together an interactive show, which included folk songs, pictorial art and a staged drama. These fairs were a great success in raising social awareness in the *chars*.

Towards the end of the financial year, the HD unit hired two consultants, Dr. Smita Premchander and A.R Hadi-ul-Islam to review the social development modules for both core and non-core groups. They have already completed the revision of core group modules and the recommended changes have been accepted by the CLP. The review of non-core group modules will be completed at the start of the next financial year.

### 5.2.2 Village Savings and Loan (VSL)



Members of a VSL group managing their money

There are limited options for extreme poor households living on the island *chars* to save and access small loans at reasonable interest rates. The Village Savings and Loans project (VSL) aims to overcome this deficit by establishing VSL groups with both core and non-core households. This allows



participants to save and access small loans.

During this financial year, the VSL project established 2,355 groups (955 core groups and 1,400 non-core groups) against the total target of 2,383 (995 with core and 1,388 with non-core groups). A total of 52,576 members enrolled in these groups; 21,212 core households and 31,364 non-core households.

A total of 604 groups (574 core and 30 non-core groups) with 13,245 members (10,826 core and 2,419 non-core members) shared out their capital after completion of their first cycle of 12 months. All these groups have started their second cycle with significant initial capital.

The current VSL approach is different to the one undertaken during CLP-1. For the last two years the VSL groups have been trained and guided by community health workers (or Chars Shasthya Karmis [CSKs]), with the direct supervision of Village Savings Officers (VSO), thus promoting group sustainability.

### 5.2.3 Primary Health Care and Family Planning

The Primary Health Care and Family Planning project (PHC-FP) operates at three levels. Firstly, by training CSKs or village health workers. CSKs provide basic health care and family planning advice. Secondly, through satellite health clinics. These are conducted every two weeks by Paramedics with the support from two CSKs. Thirdly, with the referral of complex cases to GoB or private health facilities on the mainland.

During this financial year, 141 CSKs were selected and trained against a target of 140. The Paramedics and CSKs together provided more than 250,000 consultations during 4,750 satellite clinics (against a target of 4,874). The slight under achievement in the number of satellite clinics is attributed to bad weather which limits transportation, as well as Paramedics taking maternity leave. Nevertheless, the total number of consultations provided was much higher than the set target, over 250,000 against a target of 175,653.

At the end of the financial year, in compliance with DFID's procurement policy and guidelines, the CLP, through an open tendering process, selected an organisation called 'Partners in Health and Development' to provide technical assistance to the CLP and its IMOs on health projects. Technical support was previously provided by LAMB hospital.

### 5.2.4 Social Protection

The social protection project provides relief to households encountering difficulties, for example due to erosion. It also aims to help households who need to work during the CLP's Infrastructure Employment Project (IEP) during *monga* but who have no fit person available due to old age, chronic illness or pregnancy. These households receive a short-term grant during IEP.

During this financial year, emergency grants of Tk. 2,000 were given to 2,275 households (core and non core) for a variety of emergencies such as homestead erosion, cyclones and fires. Moreover, 19,046 blankets were distributed among CPHHs of cohort 2.3 as well as the recipients of community safety-nets and IEP safety net grants during the severe cold weather of December 2011.

The CLP also provided weekly grants of Tk. 200 (ranging from 4 weeks to 10 weeks) to 2,432 households who did not have members fit for participating in the labour intensive earth moving work that the CLP offers during *monga*.

The Community Safety Net (CSN) is a voluntary collective donation made by a social development group of CLP participants to a vulnerable person/household of their choice. The community can choose to assist through cash or in-kind contributions. This creates a sense of cohesion within the community. During financial year, CPHHs collectively helped 1,223 poor families under the community safety net.

### 5.2.5 Mobile phone Stipend payments

During June, the CLP began piloting the transfer of stipends using mobile 'phones. The Infrastructure Unit took the lead in piloting this activity.

The CLP is providing stipends to its participants for a period of 18 months from the date of asset purchase. CLP IMO staff hand over the monthly stipends to CPHHs in cash carried by IMO staff on a prearranged day each month at a temporary paypoint. Carrying cash to remote chars is risky, troublesome and time consuming. It consumes considerable time of IMO staff in withdrawing cash from the bank, carrying the money and distributing amongst the participants. The participants are obliged to receive the money on a fixed day irrespective of whether they need the money on that day or not.

Bangladesh Bank has recently approved fund transfer by mobile phones. A BRAC Bank subsidiary, bKash, is providing this system of electronic fund transfer through mobile phone SIM card connection, using USSD technology. Any person with a mobile connection can open electronic account with bKash and can "cash in" (convert hard cash to electronic money) a desired amount in his/her mobile account through bKash nominated agents. The account holder can transfer a desired amount to another account holder through a mobile. The person receiving the transfer can further transfer the fund or encash ("cash out") required amount through the agents.



The CLP pilots stipend transfer through mobile 'phones

The CLP is now piloting transferring the monthly household stipend electronically to its programme participants through this system. Under the proposed arrangement between bKash and CLP, CLP will be able to transfer the stipend through participants' electronic accounts. The participants will be able to cash the transferred amount through the designated agents to be nominated by the service provider. For this purpose all participants must have a mobile connection. Currently Grameen Phone (GP) and ROBI are providing these services.

CLP began to pilot this system in June 2012 in three villages in Kurigram and Pabna district. The CLP will monitor the pilot project and based on the experience further expansion may take place from October 2012 to include all 2.3 participants. It is expected that wage payments for CLP's Infrastructure and Employment Project (IEP) can be transferred to mobile transfers with similar efficiency gains. Other opportunities will be sought within CLP to use this system.

While changing to a mobile transfer system has clear efficiency advantages for the CLP, it is also expected that there will be positive indirect developmental impacts for both household recipients and others in the same communities. It is expected that CLP introducing and enabling this facility in remote chars villages will open up opportunities for social networking, market data, and remittance transfers and further financial inclusion, amongst others.

### 5.2.6 Education

The CLP began implementing a non-formal education project in November 2007 through six IMOs in Kurigram, Gaibandha, Sirajganj, Jamalpur and Bogra. This project was undertaken in areas without access to government or non-government schools. Throughout the project, the organisation "Friends

in Village Development, Bangladesh" (FIVDB) provided technical support.



**Children preparing for the Primary School Certificate**

A total of 5,000 children were enrolled, however approximately 1,000 have since dropped out. This is largely due to river erosion and the shifting of families to other areas. At the end of this financial year, a total of 3,952 children (1,922 boys and 2,030 girls) were still attending the schools and all were registered to pass the Primary School Certificate

Examination which will take place in November 2012.

The model and curriculum developed by FIVDB provides six academic years of basic education (*shishu*) from pre-primary to Class V in 48 months. FIVDB has focused on building the capacity and skills of the teachers through intensive training. FIVDB has also built the capacity of centre supervisors and the members of the learning centre management committees. All learning materials are provided by the CLP and the GoB has provided National Curriculum Textbooks free of charge after successful lobbying by CLP. IMOs have maintained the learning centres and transferred the learning materials to the teachers and students. IMOs have also built the capacity of teachers and the members of the learning centres' management committees through supervision and monitoring.

At the end of this financial year, 140 learning centres remained out of 150 constructed in 2008. With 21 of these learning centres running double shifts, a total of 161 learning centres were operational this year. With the education project finishing in December 2012, the CLP is attempting to ensure that existing learning centres will be used by other organisations for educational purposes.

As part of the process to improve educational services on the *chars*, the HD Unit has hired consultants from the British Council. The consultants will start their work at the start of the next financial year. Their objectives are to:

- Review and develop a series of "Lessons Learnt";
- Review the CLP's progress in handing over classrooms to suitable organisations and help the CLP staff concerned to define better the priorities and process of handing over the school buildings so that they may continue to benefit as many poor families as possible;
- Review the CLP's progress in seeking "partners" (in its widest sense) to provide educational services to the chars; especially those where schools are currently absent or non-functional;
- Support the CLP in further approaching both GoB, to bring adequate learning centres to the chars, and the donors (especially the Education Advisors) to provide support to the initiative.

### 5.3 Lessons Learnt

The Human Development Unit has learnt a number of lessons during the financial year during the financial year. Interactive and entertaining cultural shows, comprising folk songs, pictorial art and staged drama, have been found to be the easiest and most effective way of raising awareness on social development issues in the *char* community.

Establishing non-core groups alongside the core groups revealed a number of advantages, such as:

- developing a social support network for both core and non-core households;
- encouraging social cohesion/solidarity;
- bridging existing social gaps between core and non-core members;
- helping to make asset transfers less divisive among the community; and
- reducing the dependence on 'Mohajone', local moneylender at high interest rate.

People are enthusiastic about stipend transfer through mobile phones. It will enable them to have cash as per their need. It will open door for cash transfer by the char dwellers who temporarily migrate to cities and other areas for employment. CLP will have to work closely with the Payment Service Provider to solve the problem of agent recruitment, which should be available locally in the char village. During this three month pilot the participants and CLP will gain more experience and solve the problems before the project is scaled up.

## 5.4 Objectives for the FY 2012/13

Table 6 outlines the targets for the Human Development Unit for the forthcoming financial year 2012/2013.

**Table 6: Key Targets of the HDU during the 2012/2013 FY**

Activity	Target for FY 2012-13	Anticipated cumulative total by June 2013
# of CPHH members enrolled as SD group members	16,525	51,172
# of new SD groups formed	751	2,321
# of new VDCs formed	153	343
# of new Adolescent groups formed	306	679
# of Community <i>melas</i> held	45	99
<i>Social Protection</i>		
# of Community Safety Net recipients	751	2,439
# of Emergency Grants provided	3,000	40,320
# of Incapacity & Vulnerability Grants provided	1,500	5,273
<i>Health</i>		
# of satellite clinics conducted	6,500	19,213
# of patient consultations	292,500	942,855
# of CSK selected and trained	188	444
<i>Education</i>		
# of learning centres operational	161	322
# of children studying in learning centres	3,952	3,952
# of girls	2,030	2,030
# of boys	1,922	1,922
<i>Village Savings and Loans</i>		
# of core VSL groups formed	676	2,171

Activity	Target for FY 2012-13	Anticipated cumulative total by June 2013
# of CPHH members enrolled	14,873	46,985
# of non-core VSL groups formed	751	2,171
# of non-CPHH members enrolled	16,525	48,390

During the upcoming financial year, Social Development will continue to provide services to CPHHs of cohort 2.3. The VDCs and adolescent groups formed in cohort 2.3 working villages will continue up to June 2013. In addition, a new cohort of 16,525 CPHHs will be selected, verified and formed into groups and another 153 VDCs and 306 adolescent groups will be established. Members of all groups and committees will receive training.

With some changes to be made to the scripts and pictures, Rupantar will be contracted again for cultural shows during community *melas*.

For the upcoming financial year 2012-13, the VSL project has a huge target of enrolling up to 31,400 members (core and non-core) in more than 1400 groups. In order to help achieve this significant target one additional District Microfinance Officer will be recruited in August 2012.

The CLP will continue implementing its health project until alternative service providers are identified and agree to provide health services in the *chars*.

The implementation of the non-formal education project will continue up to December 2012. It will put more emphasis on preparing the students for the Primary School Certificate exam to be held the following year.

The CLP's proposal for the direct nutrition intervention project with provision of additional funds has been approved by DFID in principle. It is expected that the existing contract between Maxwell Stamp and DFID will be amended soon.

## 6. Market Development

### 6.1 Evolution of the Market Development Unit in CLP 2

While small-scale enterprise projects continue in the CLP-2, the programme is moving towards an M4P approach (Making Markets Work for the Poor). M4P uses systems analysis as a means of diagnosing and addressing constraints that poor households face in accessing goods and services, developing production capacity and the competitiveness of their enterprises. During the reporting period, CLP has adopted two sub-sectors in the livestock sector and two cross cutting sub-sectors.

In 2005-06 the CLP created the Enterprise Development Unit (EDU) that focused on establishing enterprises in support of the development of livelihoods, predominantly in non-core households. More than 30 sub-sectors were explored as potential means by which the economic development of char communities might be achieved. In 2006-07, EDU trained 387 Paravets and supported the installation of five solar fridges. The access of smallholder livestock farmers to veterinary services, high quality medicines and vaccines was improved. In 2008-09, EDU undertook projects to develop enterprises in poultry, fodder and milk sectors, in partnership with the CLP's IMOs. It also began to implement a Livestock Services Provider (LSP) project, delivered directly by the CLP.

In the CLP-2, the unit has been renamed the Market Development Unit (MDU) and two consultants were contracted to redesign the scope and *modus operandi* of MDU, in order to improve its effectiveness.

Following this process, the CLP adopted a Making Markets Work for the Poor (M4P). M4P is an innovative and emerging approach that focuses on creating systemic change in markets in order to help integrate poor people into market systems and help to reduce poverty. To pave the way for this new approach, CLP transferred the poultry, fodder and milk projects of MDU to the Livelihoods Unit. The LSP project remained within MDU.

A new manager and two consultants were hired for the Unit in November 2011 with the mandate of selecting three to five potential market sectors relevant to CLP work areas, and to develop a road map to enhance the competitiveness of the sectors using the M4P approach. Using this approach, MDU will support wealth generation which benefits char dwellers, and especially the poor communities involved in the selected sub-sectors.

### Outputs and achievements

Some of the targets and achievements for the Market Development Unit during the reporting period are set out in Table 7 below and the paragraphs following the table

**Table 7: Key Targets and Achievements of the MDU during the 2011/2012 FY**

Activity	FY 2011-12 (July-11 to June-12)		Comments
	Targets	Achievements	
# of new LSPs developed	129	92	There are sufficient LSPs from CLP-1 areas, so target could be reduced by 37
# of days training provided to service providers	3,709	5,240	LSPs from CLP 1 areas have also received training in addition to the FY target
# of refresher courses to	242	267	



Activity	FY 2011-12 (July-11 to June-12)		Comments
	Targets	Achievements	
CLP-1 LSPs provided			
# of community vaccination camps organized	100	77	Shortage of vaccine supply
# of LSPs (trained under CLP-2) earning over TK 4,000 per month	100	121	

### Sector selection

CLP participants are highly involved in livestock, and the CLP has solid experience and strengths in the sector. MDU has therefore selected sub-sectors related to livestock in which to work.

During the FY MDU selected four sub-sectors to target: milk (including dairy products), meat, fodder, and livestock husbandry & veterinary services.

The priority of the dairy and milk sector is cow's milk, but MDU's activities also include buffalo and goat's milk. Likewise, though cow meat is the first priority in the meat sector, goat meat and poultry meat are also included. The fodder sector focuses primarily on green fodders, and includes irrigation, composts, bio-energy and so forth. The livestock husbandry and veterinary services sector focuses on husbandry, including key health services such as vaccination, de-worming and artificial insemination.

### Staffing

Two new sector Coordinators (for meat and fodder) joined MDU in March followed by a Business and Monitoring Specialist (BMS) in April. The existing Coordinator for the LSP project has been renamed as the Coordinator for Livestock Husbandry and Veterinary Services. MDU is in the process of recruiting a Coordinator for the dairy sector, an M&E and result chain specialist, five BMS and four regional staff (two district managers and two district officers).

### Recruitment of co-facilitators

In May 2012, the CLP signed contracts with International Development Enterprises (iDE) and Innovision Ltd. for its market development projects. These two "co-facilitators" will conduct sector analysis, design interventions and implement program activities under the supervision of the MDU team. iDE will focus on the meat and fodder sectors, while Innovision will concentrate on the livestock husbandry and veterinary sector. The dairy sector activities will be facilitated directly by the MDU.

### Induction training/ workshop

The MDU staff attended a three day professional training programme held at RDA Campus in Bogra, for the purpose of understanding DCED (The Donor Committee for Enterprise Development) standards for measuring results in private sector development. The training covered best practice in project monitoring and evaluation, the structure of a possible monitoring system and project steering and effective management systems.

A five-day induction workshop on the M4P approach was held in Rangpur at the end of May 2012. MDU team members, key staff from the Livelihoods Unit and relevant staff from the co-facilitators participated. A team from iDE, led by Rajiv Pradhan (Country Director,



iDE) facilitated the workshop proceedings that involved discussions, debates, field visits, etc. This was held at the BRAC training centre.

### **Sector Studies**

MDU has commissioned value chain studies for all four selected sectors. The studies include the following tasks/deliverables:

- Gathering data from the field, key informants and related literature;
- Conducting sector analysis;
- Designing interventions to address the constraints and opportunities identified in each value chain. Interventions should enhance the competitiveness of the sectors, with the aim of enabling char dwellers to increase efficiency in milk production and in cattle fattening all year round;
- Developing a work plan by which interventions will be implemented;
- Developing a results management system for each proposed intervention, following DCED standards.

The studies are to be completed by the end of July 2012.

### **River Ghat Studies**

In April 2012, MDU and IML initiated a study to determine the movement of commodities people between chars and the mainland in different seasons of the year. The data (covering the last three years) were collected from over 60 river *ghats* (river boat landing stages), and key findings were uploaded to a Google-map file. These findings will play an important role in assessing intervention potential in the future.

### **Pilot Initiative for Promoting Better Rearing Practices**

MDU and the Livelihoods Unit undertook a pilot initiative in Sariakandi upazila to demonstrate the effects of better rearing practices upon milk and meat productivity. So far, five farmers (including four former CLP beneficiaries) have built pen-manger type cowsheds where the cattle can move without being tethered, on a cost-sharing basis with the CLP. MDU on average provided 65% of the cost of building the sheds. The farmers involved in the pilot have agreed to ensure 24-hour access to water for their cattle (as part of better rearing practices) and to share output records with the CLP.

## **6.2 Partnerships within Market Development**

MDU assisted Bengal Meat in putting together a funding proposal to establish a feed lot for dairy and cattle fattening, which could be the center of an out-growers scheme. The feed lot will be used to provide hands-on training on improved farming practices to smallholder cattle & dairy farmers, as well as to other value chain actors (informal and formal processors, middlemen, retailers etc).

MDU have also facilitated exposure visits for 40 Livestock Services Providers (LSPs) and 10 lead cattle farmers to Bengal Meats Farm and Pabna feedlot (managed by Bengal Meats). The objective of the initiative was to expose LSPs and visiting lead farmers to improved cattle management practices (including improved feeding, 24 hour access to water, standard cattle sheds etc.). After the visit, several farmers showed a keen interest in following the practices and in motivating other farmers to adopt the same.

MDU has been working to link smallholder dairy producers on the Sariakandi chars with Grameen Danone in Bogra. MDU is exploring the feasibility of introducing a chilling boat to collect and transport milk from the chars to Grameen Danone's yogurt factory.

MDU is also exploring the possibility of establishing a pilot dairy quality regime, in partnership with the food safety project of Food and Agricultural Organization (FAO).

The CLP as a whole and MDU in particular is providing support to and cooperating with Making Markets Work for the Chars (M4C), a Swiss-funded market development project which also works in the chars. M4C works primarily in the agricultural sector, and is currently focusing on the jute, maize and chilli sub-sectors.

Besides the above, MDU interacted with numerous stakeholders and supply chain actors in the quarter: smallholder producers, milk collectors and processors.

### 6.3 Livestock Services Providers Project

The LSPP continued this year, remaining under the remit of MDU. 92 new LSPs were trained in the reporting year, of which three were women. These trainees were from CLP-2 areas. They received 15



**A Livestock Services Provider sells veterinary medicine to a customer**

days training over three training modules. In order to introduce these newly trained LSPs into the community, 77 vaccination campaigns were conducted during the reporting year.

92 sets of veterinary kit boxes were supplied to LSPs on a cost sharing basis, in order to enhance the effectiveness of the services they provide to the cattle farmers in the chars. 267 CLP-1 LSPs undertook a refresher course to update their knowledge and skills.

15 solar fridges and six AC fridges were supplied to LSPs on a cost sharing basis, enabling them to store vaccines safely. A total of 121 LSPs trained under CLP-2 earned more than Tk. 4,000 per month in the reporting year.

To enhance the access of LSPs to high quality veterinary medicines and vaccines, MDU facilitated four linkage meetings in 21 upazilas with staff from the Department of Livestock Services and input sellers. The project also assisted LSPs to purchase quality deworming drugs and vaccines.

### 6.4 Objectives for the FY 2012/13

Priorities for the MDU during the forthcoming financial year include the following:

- Completion of the livestock sub-sector analysis and implementation plans to be carried out by CLP MDU and co-facilitator contractors;
- Starting the implementation of sub-sector pilots with the assistance of two international consultants;
- Building partnerships with additional formal and informal value chain actors in the meat and milk sub-sectors, especially the Government of Bangladesh;
- Establishing systemic change in livestock-based markets (change of attitudes, available information and services, enhancement of knowledge and skills etc.) in the chars;
- Continue to build informal char-based producer groups, and formally register more advanced groups as cooperatives.

## 7. Innovation, Monitoring and Learning

### 7.1 Introduction and ambitions

The Innovation, Monitoring and Learning Division (IML) has two Units, the M&E Unit and the Communications Unit. The M&E Unit has a number of responsibilities including demonstrating how the CLP is progressing in terms of outputs and outcomes. The Unit is also responsible for documenting lessons learnt and feeding these back into Operations. The Communications Unit has the role of disseminating the Programme's findings to different stakeholder including the IMO and District staff and the wider development community including GoB.

The Innovation, Monitoring and Learning Division had a busy year during the financial year 2011/12. Highlights of the year for the M&E Unit included important research on topics such as graduation criteria, an assessment of targeting criteria etc. Highlights for the Communications Unit included the design and launch of a new website for the CLP and a range of new products such as case studies and briefing materials.

The Division had a key role to play in the 2012 annual review. Not only did IML provide data to demonstrate progress towards logframe milestones at output and outcome level, the Division provided information on issues such as Value for Money, Graduation criteria and targeting.

Kabir Hossain joined the CLP as Communications Unit Manager in June 2011. IML also welcomed two new Young Professionals, Ross McIntosh and Laura Cordier. Ross replaced Nicola Melvor and Laura replaced Reuben Blackie who left in March and April respectively. The Division also welcomed Md Hamidur Rashid, a GIS intern who has already developed useful maps and refined systems to manage GIS data.

### 7.2 Household monitoring

The M&E Unit collects monitoring data on a range of indicators that can be categorised around key themes including livelihoods, WASH (water, sanitation, health and hygiene), female empowerment, nutrition, and food security.

Traditionally IML has used the 'rolling baseline' or 'pipeline control' approach to controls. This is where the baseline status of each new, annual cohort represents the 'control' against which the progress of previous cohorts can be assessed. So, the progress of cohorts 2.1, 2.2 and CLP-1 households could be assessed against the baseline status of cohort 2.3 households which was collected in October 2011. IML still collects data from a sample of CLP-1 households.

IML continues to use the 'rolling baseline' approach but during the financial year introduced an additional control group, as advised by the Independent Impact Assessment team. At the time of collecting baseline data from cohort 2.3 households in October '11, IML also collected baseline data from a sample of approximately 500 households from 21 control villages. These households will not

receive CLP support until 2014 and will act as a control group for cohort 2.3.

The collection of monitoring data is on the whole outsourced. It is currently collected by a local company called Grameen Bikash Foundation which has a great deal of experience

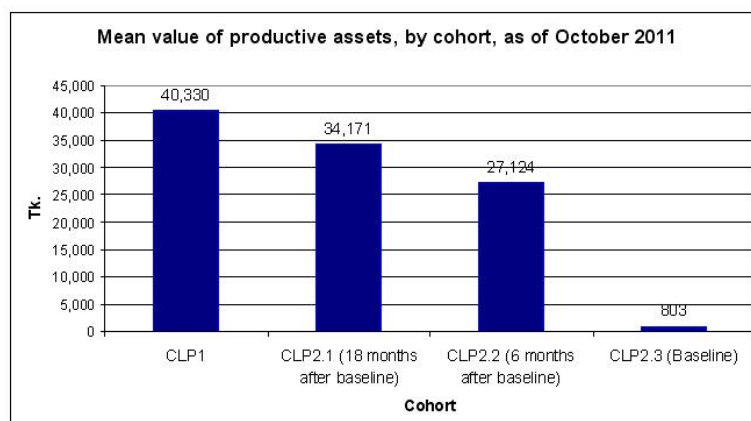


Figure 1: Results from the CLP household monitoring system

of collecting data from char households. Their contract for household monitoring was renewed for another year during the financial year.

Outcome data from household monitoring is analysed and published on the CLP website in an attempt to make it accessible to all (<http://www.clp-bangladesh.org/outcome.php>).

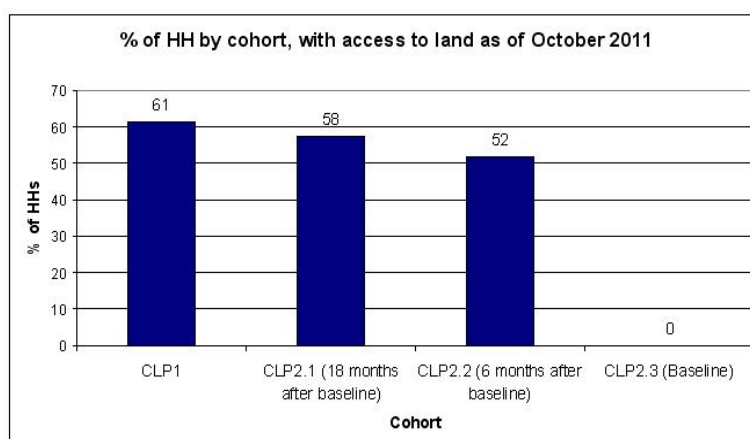


Figure 2: Results from the CLP household monitoring system

## 7.3 Research

The M&E Unit conducted important pieces of research during the financial year. This research was initiated to either help the senior management team understand various management-related issues or to increase the CLP's understanding of its impact on the lives of *char* households.

The 2012 annual review recommended the CLP review numbers of potential CPHHs in Kurigram, Gaibandha and Jamalpur before moving further north along the Padma river basin. The M&E Unit, with the support of Operations, managed a rapid survey which concluded there would be sufficient CPHHs in these districts. It was agreed with DFID,B to remain in these districts.

Based on recommendations made during the 2011 annual review the M&E Unit conducted a review of the CLP's targeting and graduation criteria during the year. Regarding the CLP's targeting criteria, the M&E Unit concluded the current criteria were appropriate and should not be modified. The Annual Review team of 2012, tasked with assessing CLP's targeting criteria, drew the same conclusion. The 2012 Annual Review team were also tasked with reviewing the CLP's proposed graduation criteria. They did not fully agree with the set of graduation criteria proposed by the CLP and recommended some slight modifications (Text box 1).

### Text box 1: Graduation criteria proposed by the annual review 2012

Income/expenditure/consumption—reliable source of income; 3 meals per day.

Nutrition—access to safe drinking water; access to latrine; presence of ash/soap at latrine.

Asset base—productive assets worth > 30,000 Tk.

Status of females—knowledge of dowry law.

Vulnerability—existence of plinth; savings > 3,000 Tk.

Access to services—membership of VSL or other social group.

Following the conclusion of CLP-1, DFID commissioned HTSPE and Verulam Associates (funded by AusAid) to conduct an independent impact assessment (IIA) of the CLP in order to identify achievements and lessons that could improve the second phase of the programme. The findings of the impact assessment in relation to calf birth and mortality rates, milk productivity, decision making

and the sustainability of cattle herds were met with some concern within the CLP. Broadly, the IIA concluded that dairy herds were unsustainable and would disappear as a result of poor ability or interest amongst participants in managing herds to produce milk or calves. The IIA suggested that high calf mortality rates (35%) and low birth rates (33%), coupled with very low milk productivity (0.25 l/cow/day) were key factors in driving households out of milk production. Given the importance of the asset transfer project, IML decided to commission an independent survey on a larger scale, in order to validate findings of the IIA. The survey was conducted by Dr Abu Hadi Khan from Bangladesh Agricultural University<sup>1</sup>. The survey findings generally contradicted those of the IIA and were in line with CLP's understanding of the situation based on years of experience and field observations (Text box 2).

Towards the end of the reporting period, the M&E Unit initiated two internal reviews related to its monitoring system. The Unit began a process of reviewing the its approach to monitoring food security as well as female empowerment. These reviews will provide important lessons for other extreme poor programmes operating in Bangladesh and further afield. The reviews concluded by proposing a modified set of indicators, relevant to the *chars*, which will be used in future monitoring questionnaires and a specific household survey scheduled for July '12.

Other important research during the year included:

**Text box 2: Findings from 'cattle' study**

- Birth rate was 43% on average, across the period 2006-2012 (52% for CLP-transferred cattle).
- Calf mortality (both sexes) was 7% on average across the same period.
- Milk production is 2.1 L/hh/day or 1.9 L/cow/day on average.
- Milk sales are worth Tk. 1,600 per month on average, but milk is sold for less than 5 months per year.
- Most households do not view milk as a significant contributor to livelihoods.
- The value of female cattle is primarily their sale value, and households are successfully managing small herds to produce a sustainable stream of calves for sale.

- A study to assess the sustainability and quality of VSLGs
- An evaluation of the microfinance loan products piloted under CLP-1
- Microfinance on the chars: a review of the microfinance situation and the need for innovative products and extended services
- Microfinance on the chars: a summary of the microfinance situation and needs on the Chars Livelihoods Programme
- The Tier 2 Pilot: Reviewing the decision not to scale up and exploring the relationship between sharecropping and income

## 7.4 Verification

The CLP implements its activities through IMO's which are contracted to deliver a set of outputs. To ensure quality and deter misreporting, IML manages an independent contractor to verify the quality and quantity of declared outputs.

A random sample of between 5-10% of outputs by IMO and by type of output are selected for verification each month. Research, Training and Management International, a Dhaka based company was replaced as the contractor at the end of the financial year. Data Management Aid has been contracted to undertake verification work during the 2012/ 13 financial year.

The frequency with which problems are identified by the verification teams has steadily decreased since verification commenced during CLP-1. This is largely because IMO staff have become more skilled in their work and better understand what is expected from them but also because verification

<sup>1</sup> Khan, AHN; Survey of calving rates, calf mortality and cattle derived livelihoods amongst recipients of female cattle from CLP's ATP Phases 1.2-1.4

acts as a deterrent to over-reporting or leakage.

### **7.5 Support to assessments and reviews**

Data and reports generated by IML were an important source of information for various reviews and consultancies during the reporting period. For example, the 2012 annual review was tasked with the following objectives, all of which drew heavily on IML data and/ or reports:

- Reviewing progress against key logframe indicators;
- Carrying out an assessment of the CLP's targeting to check inclusion and exclusion error;
- Reviewing graduation pathways;
- Review performance on VFM measures.

Other reviews, consultancies during the year that drew heavily on IML data and reports included a review of the social development modules and consultancies initiated by the market development unit.

### **7.6 Output monitoring**

IML continues to coordinate and disseminate the monthly progress report which outlines progress against key indicators such as number of plinths raised, and number of CPHHs accessing safe water and sanitary latrines. The disseminated document provides consolidated figures by Unit and by IMO. An overarching objective is to link output and financial monitoring data and plans to do this will be shared with the upcoming VFM consultancy.

### **7.7 CPHH Database Management**

IML has developed a comprehensive database. Baseline data for all CPHHs (both CLP-1 and CLP-2) are collected, entered and made available for future reference. The database also contains comprehensive monitoring data.

The CLP sees this database as an extremely valuable resource which is freely available to external researchers upon request. For example the 2012 annual review team drew heavily on the data.

### **7.8 Improved visibility of the CLP**

A new Communications Unit Manager, Md. Kabir Hossain, joined the CLP in June 2011 and introduced some new ideas in an effort to raise awareness of the CLP and encourage lessons learnt to be shared more widely.

Some of the more significant initiatives of the Unit during the year have included:

- Launching an updated version of the CLP website and updated content: The new CLP website went 'live' during February 2012 and positive feedback has been received. The website is an important platform for demonstrating the CLP's impact in a clear and concise way using a combination of tools to illustrate this e.g. case studies, reports, briefing notes, graphs etc.
- Developing new communications products: The Unit continued to develop various products for different purposes and stakeholders. These included for example brochures and case studies. To support these various products, the Unit hired a number of professional photographers to create a database of high quality photographs.
- Helping to facilitate visitors to the CLP: The CLP received a number of visits during the year including journalists and researchers, and representatives from GoB and donor organisations.
- Increasing awareness of the CLP: During the year there have been a number of positive mentions of the CLP's work in the national media.

The Unit has made good progress during the last year however the CLP will be seeking a consultant early during the next year to review the progress and the CLPs communications' strategy.

### **7.9 Objectives for the FY 2012/13**

The M&E Unit will continue to fill the gaps in the programme's knowledge related to how the CLP is impacting CPHHs in the areas of empowerment, WASH etc. through a range of qualitative and quantitative research. It is extremely important the findings are packaged and disseminated in the right format. The in-depth research related to food security and empowerment scheduled for the start of the next financial year will provide some exciting insights related to these themes. Another focus will be around understanding the impact of the programme on nutrition. IML will therefore seek support in analysing nutrition data from the October 2011 survey.

Other priority short term consultancies scheduled for early next year relate to value for money and communications. As advised by the 2012 annual review team, a consultant will be hired to help the CLP develop a VfM strategy and to develop unit costs.

The M&E Unit will need to play an important role in ensuring proper M&E is in place for upcoming interventions including the direct nutrition project, the cash transfer through mobile 'phones project and interventions by the market development unit.

Two reviews scheduled for early in the financial year will require information from the M&E Unit. These reviews include the social development review and the education review (see Human Development Unit).



## 8. Partnerships

### 8.1 Introduction and ambitions

A key element in the mandate of the second phase of the CLP is to "crowd-in" additional services and partners that can provide for the needs of the *char* population and help to ensure the sustainability of the activities, impacts and increased capacity of the *char* residents; especially the core participants. Additionally, the CLP should help the population and partners to advocate for the due rights of all citizens of Bangladesh.

The dividing lines between the scope offered by the terms "partnerships", "services" and "advocacy" are indistinct and subjective, and often overlap. The manner that the CLP interprets the terms is as follows:

**Partnerships:** joint or complementary activities with donor or GoB-funded entities;

**Services:** Private or public sector entities bringing additional services to the *chars* or replacing those of the CLP;

**Advocacy:** Activities (and pressure) that seek to bring partners and services to the *chars* or that ensures that *char* residents gain access to their legal rights and dues.

During the FY 2011-12, the CLP targeted to "crowd-in" additional players to the *chars* in all three areas of partnerships, services and advocacy (Table 8). Some aspects were continuations of the previous year's work, others were new and clear ambitions to be started in the FY while a third group were developed as the year progressed.

It should be understood that the work of the Partnerships Division is cross-cutting and that the need for partners/services, and the impact of them, is more generally felt in other components of the work of the CLP; particularly but not exclusively in Human Development and in Market Development. Thus often Partnerships work acts as a catalyst to improve the functionality and impact of other aspects of the CLP. Thus, although Partnerships is headed by a director, any member of CLP staff can be considered engaged in partnership's work.

In anticipating results from partnership's activities, care must be taken not to put emphasis on numerical targets since different crowding in successes may have different levels of impact. Therefore, better to judge individual actions against eventual levels of impact. Clearly the result of persuading an organisation to bring health services to the *chars* would have a far greater impact than getting a seed company to sell forage grass seeds on the *chars*. Furthermore, much of partnerships is centred on persuading others to cooperate in the *chars* situation. Some organisations e.g. those involved in market development work are likely to be more rapidly deployed to the *chars* than for government-related services.

### 8.2 Outputs and achievements

The Annual Review of the CLP rated the progress made in partnerships as being below anticipation in 2011. However, the results outlined in the following narrative and summarised in Table 8 show the extent of progress; much of which the CLP considers as highly encouraging. Previously it was mentioned that partnerships' activities are cross-cutting and seek to impact and improve on CLP field activities and their sustainability. Therefore many of the activities reported in this section are treated in detail in the relevant chapters of this report dealing with the different operational units.

**Table 8: Key Targets for Partnerships in FY 2011-12**

Anticipated activities (FY 2011-12)	
<b>Partnerships</b>	
1. Assist Making Markets Work for the Poor (M4C), funded by SDC (new activity)	Contribute to the rapid installation & start-up of activities of M4C. Develop an MoU & determine the division of labour & generation of synergies
2. Explore other partners for livelihoods / market development activities	Possible inputs to explore from FAO & ILO
3. Seek alternative health care activities for the chars particularly related to BRAC Child & Maternal Health (from 2010-11)	Handover of activities in two upazilas of Gaibandha & begin advocacy (DFID led) to expand BRAC activities to other areas
4. Begin to seek alternative education providers as CLP's education pilot approaches closure	Target first GoB & second alternative (NGO) education providers
5. Seek partnership with the Community Legal Services project of DFID	Assist CLS team to achieve a rapid start-up Identify areas of support on chars from CLS
<b>Services</b>	
1. Target the bringing of learning centres to the chars	Work/advocate with the GoB project to establish 1,500 learning centres in hard to reach areas
2. Pilot use of bKash services to pay stipends	In three unions of CLP current working area aiming to learn lessons & expand in 2012-13
3. Develop private sector linkages to the chars in support of market development activities	In CLP's four sub-sectors (dairy, meat, fodder, vet services) to promote both supply & demand side economics
4. Start identifying needs for disabled services on the chars & potential service providers	Types of disabilities in core households & potential services providers with independent funding
<b>Advocacy</b>	
1. Train newly elected local government officials to better provide services	Target 1,600 local government representatives for training
2. Pilot provision of land tenure for core participants	In two test unions in Kurigram
3. Investigate options for bringing increased numbers of GoB safety nets to the chars	For example, Work Guarantee programmes, Old Age pensions
4. Partner Extreme Poverty portfolio of DFID in advocacy activities	Cooperate with other extreme poverty projects (EEP, CFPR & UPPR) in common advocacy areas

### 8.2.1 Develop partnerships

At the start of the FY 2011-12, there existed two highly probable partnerships to carry forward. The first was the nascent M4C project of SDC and the second an agreement from BRAC to bring their Child and Maternal Health activities to the chars to replace the CLP's health activities.

Table 9: Achievements in Partnerships during FY 2011-12

Anticipated activity	FY 2011-12
<b>Partnerships</b>	
1. Assist Making Markets Work for the Poor (M4C), funded by SDC (new activity)	MoU developed & awaiting signature Agreement on division of sectors Joint training programmes held CLP assisted M4C in admin issues (e.g. TPP development)
2. Explore other partners for livelihoods / market development activities	Visits of FAO & ILO hosted & intentions discussed
3. Seek alternative health care activities for the chars particularly related to BRAC Child & Maternal Health (from 2010-11)	Health activities handed over in two upazilas but disappointing that BRAC is not yet taking over other areas in the chars
4. Begin to seek alternative education providers as CLP's education pilot approaches closure	Administrative delays in formal discussions with GoB but encouraging results through at end of FY. Some interest from NGOs to assume some of CLP's learning centres. Education review consultancy marginally delayed from June to July 2012.
5. Seek partnerships with upcoming Community Legal Services project of DFID	CLP assistance to CLS provided to speed up their installation processes. Identify areas of support on chars from CLS in FY 2102-13
<b>Services</b>	
1. Target the bringing of learning centres for the chars	As 4 (above). Initially seven CLP work villages to receive education centres.
2. Pilot use of bKash services to pay stipends	Undertaken & evaluated in three unions. To be expanded in FY 2012-13
3. Develop private sector linkages to the chars in support of market development activities	Several partners/services established in FY 2011-12, especially in dairy & meat sectors.
4. Start identifying needs for disabled services on the chars & possible service providers	Types of disabilities in core households determined & three partner services moving ahead
<b>Advocacy</b>	
1. Train newly elected local government officials to better provide services	1,300 local government functionaries trained
2. Pilot provision of land tenure for core participants	Underway in the two test unions of Kurigram
3. Investigate options for bringing increased numbers of GoB safety nets to the chars	No concrete progress in this area
4. Partner Extreme Poverty portfolio of DFID in advocacy activities	CLP representation & generally leading in common advocacy areas

### **M4C project of SDC**

In early 2010, just prior to the start of CLP-2, informal discussions led to SDC proposing to develop a market development oriented project to cooperate and support the CLP. Towards mid-2010, a high-level SDC/Swiss Embassy fact-finding mission to one of the CLP's work sites occurred and this mission led to the progressive development by SDC of a project proposal, an international tender, management agency selection, GoB approval and project mobilisation for a "Making Markets Work for the Chars". This final step occurred at the end of 2011. Thus in approximately 18 months, with continual support from the CLP, M4C went from a possible idea to a fully-funded and implemented project. DFID and CLP senior teams were involved at each stage. M4C was the first start-to-implementation partnership undertaken by the CLP using its new CLP-2 mandate.

M4C has thus been underway for approximately 6 months and the CLP has cooperated and advised throughout that period. On the administrative side, the CLP has worked with M4C management and SDC in areas such as TPP contents; building relations with GoB (we share a Programme Director and are under the sponsorship of the same Division – RDCD). On the technical side the two teams have agreed on a distribution of sectors: CLP to work in the livestock sector and M4C in agriculture; meet on a monthly basis; have drawn up an MoU (contents and signature put on hold by the respective donors); share information and logistics where possible (e.g. M4C can use CLP guesthouses) and put M4C into contact with the non-market oriented activities of CLP, most recently the pilot land tenure project of the CLP (reported later in this chapter).

### **Other Market Development / Livelihoods partnerships**

Separate visits were undertaken by senior level officials from the Food and Agriculture Organisation (FAO) and International Labour Organisation (ILO). The former revolved around the potential to provide assistance in sourcing cattle vaccines (see issue in Livelihoods section) and the access of CLP-sponsored producers to the FAO laboratories for testing dairy quality. The ILO have proposed undertaking sector analyses and expressed the wish to bring their job creation skills to the *chars*. Discussions are ongoing to move these possibilities forward.

### **BRAC Child and Maternal Health**

Initial discussions towards the end of the previous FY raised the anticipation that BRAC would take over all CLP health activities in five districts, starting with a pilot in two upazilas of Gaibandha district. However, BRAC subsequently decided only to continue in the pilot areas and not to expand further. Thus in 2011-12, BRAC has offered health services only in Shaghata upazila and part of Fulchari upazila of Gaibandha district. The new Partnerships Director, arriving during the next quarter, and the DFID Health Adviser will be working to motivate BRAC to expand its health services to more of the *chars*.

### **Alternative education providers**

The CLP's primary education pilot project completes in December 2012 and thus to ensure that children from the *chars* will have an opportunity for schooling after the closure of the CLP pilot, efforts were targeted to bring in other partners / education service providers. Major targets during 2011-12 for partnerships were the GoB and BRAC education.

Progress with the former was mixed. Key support was provided during the lead-in to the FY 2011-12 by Secretary RDCD who asked the Primary and Mass Education representative at the CLP Programme Steering Committee of May 2011 to support an initiative to bring more functional schools to the *chars* within the framework of their project "Establishment of 1,500 Primary Schools in Unschooled Areas". While informal communication was undertaken in the first half of the FY, formal contact had to be delayed until the CLP DPP was signed by GoB in December 2011. This delayed progress to get more learning centres to the *chars*; through no fault of the programme. However, immediately after DPP signature, a meeting was held with the Ministry of Primary and Mass Education (MPME) who

gave the indicative number of 100 primary schools to be allocated to *char* areas. With the support of RDCC, the CLP was informed in June 2012 that to date 66 primary schools have been sanctioned in different *char* areas of Bangladesh. Currently, seven of these are in CLP villages.

As far as BRAC is concerned, DFID, as their major donor, is leading the contacts for the CLP. Although by the end of the FY there were no formal commitments from BRAC either to bring schools to the *chars* or take over CLP centres when the pilot education project closes in December 2012, ARCHES (a CLP IMO) in Sirajganj district has indicated that they would likely take over 10 of the 25 CLP learning centres that they run. BRAC would then support these under their own education project. Friendship (another of CLP's education IMOs) has indicated that it is looking for alternative funding (from the Duchy of Luxembourg) to continue the CLP schools after December 2012. These two potential successes are to be followed up in the upcoming FY as the CLP looks to hand over all its education centres.

### **Community Legal Services (CLS)**

CLS is a new project funded by DFID and also executed by Maxwell Stamp. Early contacts have been made and the two programmes have agreed to cooperate. Initially, support has been unidirectional from the CLP to CLS (assistance in systems establishment, personnel manual, administrations and use of the CLP GIS system). However, it is anticipated that CLS will be bringing its programme to the *chars* and will therefore be categorised as a partner and an additional service provider.

### **8.2.2 Bringing in additional services**

During the FY, the CLP has seen a variety of additional services begin to make an appearance (or an increased presence) in the *chars*. These relate to different operational units and the details are presented below.

#### **Services related to Human Resources**

bKash transfer: In a process led by the CLP's infrastructure unit, the CLP piloted the electronic distribution of core beneficiary stipends in three CLP working villages (UPs) covering 434 households. Initial results collected by IML show considerable promise and versatility for other forms of cash transfer (for example, for migrant spouses to remit from distant cities, use in VSLA, use for some aspects of asset transfer).

#### **Increased learning centres for the chars:**

see above.

#### **Assistance to the disabled**

IML collects details of disabilities during registration of incoming core households. These data allow the CLP to gain an insight into the types and frequency of disabilities in *char* villages. Using this information, partnerships contacted several NGOs / charities and requested that they bring their assistance programmes to the *chars*. Progress during the FY is as follows:

- The Centre for Disability in Development (CDD) presented their work in June and agreed areas of collaboration. Initially, they will train CLP Paramedics and Char Shasthya Kormis to detect and recognise different forms of disability;
- CDD runs a project 'Operation Cleft' (harelip/cleft palate) funded by the Rotary Clubs of Australia. The CLP is working towards an agreement to help *char* residents suffering these disabilities;
- Standard Chartered Bank's corporate social responsibility fund focuses on preventable blindness and HIV/AIDS. Discussions have led to them agreeing to consider including cases of preventable blindness of core households in future mass programmes. Lists of households with these problems were collected and submitted to Standard Chartered. Over 1,100 cases have been

identified;

- The Disability and MCH project (CIDA-funded) is to work in five regions of Bangladesh and can provide CLP Paramedics and Char Shasthya Kormis with training in the upcoming FY.

### Services related to Market Development

Several private sector organisations are now connected to the CLP's market development activities. They are in the process of offering or expanding services to the *chars*. Notable among these are Bengal Meat, PRAN Diaries and Danone/Grameen; all demand-side organisations that wish to increase the purchase of supplies (meat and milk) from the *chars*. The details of these nascent partners and service providers are presented in the MDU section of this report.

### 8.2.3 Advocate for additional services

Advocacy by the CLP did not achieve all the progress anticipated at the start of the year. Some areas have been completed, e.g. training of local government functionaries which ensures not only that recently elected UP chairmen and councils are better trained to execute their mandates but that the position and role of the CLP – especially related to advocacy – is better understood by the trainees. The apparent shortfall between the target of 1,600 trainees and the completed number of 1,300 was almost entirely due to delayed elections in Jamalpur and thus outside of the CLP's control. The complement of training for the remaining councillors will occur in July 2012.

An interesting pilot project was started in the last quarter of the FY in which two of the CLP's IMOs (MJSKS and Zibika, both of Kurigram) have been working with CLP and supported by DC-Kurigram and Secretary RDCD to attempt to provide land title to the *khash* land on which 400+ core participating households reside. The pilot work is occurring in Begumganj Union of Ulipur upazila (MSKS) and in Jatrapur Union of Sadar upazila (Zibika).

No progress can be reported for bringing additional GoB safety nets to the *chars*, beyond the training provided to UP councillors. This is therefore a key area for attention in 2012-13.

### 8.3 Lessons learnt

The key lessons from FY 2011-12 are:

- Progress is always slower than might be anticipated in bringing partners and services on board; especially when related to NGOs and GoB;
- Potential partners do exist but often need to be tracked down and convinced of the potential offered by the *chars* (especially in assistance to the disabled);
- There is a need to underline the place of partnerships within all CLP activities; rather than considering it as a standalone entity;
- The advocacy support of DFID/AusAID, RDCD and senior local officials is essential to move many of the key dossiers; especially service provision and advocacy forward.

### 8.4 Objectives for the FY 2012/13

Mr Julian Francis, Partnerships Director, is due to retire at the end of July. Julian will be replaced by Mrs Gaby Wright. The key areas for partnerships in the next financial year will be education and health services; the land tenure pilot, and continual support to market development and the demand-side organisations.

#### Health activities

- Meet with BRAC to persuade further buy-in of BRAC to the *chars* health needs;
- Search for other potential health providers.

### **Education**

- Complete the education consultancy and adopt relevant recommendations;
- Meet BRAC and persuade further buy-in to the education needs of the *chars*;
- Complete (with IML) the GIS study of education needs on the *chars*;
- Provide GoB's Primary and Mass Education with these details and advocate for additional schools to be based on the *chars*;
- Work at the district level (with DC and UNO) to identify land availability on the *chars* for additional schools (lack of available land is often the key blockage to school installation).

### **Advocacy and legal services**

- Continue the land tenure pilot and, based on results, scale up to other char areas;
- Develop a work plan and MoU with CLS to bring legal services to the chars;
- Advocated with M4C in their programme of improving farmer to ghat access roads on the chars (CLP can also provide the engineering skills);
- Complete the training of the rump of union councillors.

### **Other services**

- Roll out bKash services to other char areas and also determine if other payments / savings can be made using bKash (e.g. VSLA moved to sim cards);
- Improve disability monitoring on the chars and ensure that potential partners become service partners for the disabled;
- Look again at GoB safety nets, prioritise and improve CLP advocacy strategy.
- Private/public sector linkages:
- Continue to cooperate with M4C and CLP's market development livelihoods activities to bring and strengthen private and public sector players.
- Other potential partnership opportunities:
- Search for other partnership opportunities (e.g. Danish MP / Danida visit provides an opportunity in the area of small-scale agriculture production).



## **9. Governance Project & Working with Government**

### **9.1 Introduction and Ambitions**

Being a government sponsored programme, the CLP logically has strong connections to the Government of Bangladesh (GoB) both at the local/regional level and with central government. Our overall ambitions are to seek to build these links and to use CLP results and experience to advise and influence government in its social development and social relief programmes.

Relations exist at four main levels:

As a programme of RDCD, the Ministry chairs the implementation and steering committees to which the CLP reports and provides necessary advice and guidance as well as CLP's monitoring progress. RDCD is represented within the CLP management structure by a nominated Programme Director (PD) and the PD's staff in Bogra and in the districts. Progress is also monitored by IMED for progress and impact monitoring and by FAPAD for financial monitoring and audit;

The CLP meets government officials (in quarterly meetings) and holds frank dialogue with Deputy Commissioners (at district level), with UNOs (at Upazila level) and with Union Parishads (at the local level). It provides update on issues, progress and ambitions and receives guidance and assistance as necessary from the three levels. The CLP sponsors individuals from the Upazila level to undertake masters programmes in the UK.

All CLP technical units, retain contacts with the local offices of the relevant line ministries (e.g. livestock, health and education) as well as contracting government officials at the local level to undertake implementation activities; mostly in infrastructure;

CLP runs, on an annual basis, a small governance programme that targets capacity building of GoB officials from the Upazila and Union Parishad levels. The different sessions of the course last four days, are held on the RDA campus. RDA officials contribute to the teaching programme.

### **9.2 Targets, outputs and achievements for 2010/11**

Hold Programme Steering Committee (PSC) and Programme Implementation Committee (PIC) meetings as necessary at RDCD

The DPP of CLP-2 was approved by the GoB in December 2011 and hence no meeting could be convened before then. Two PSC meetings were held between February-June 2012. During the PSC meetings the approval of the activities undertaken during the bridging periods between CLP-1 and CLP-2 was obtained. Moreover, the workplan and budget for the FY2011/2012 and FY2012/2013 was approved.

#### **Quarterly meetings at the district and upazila levels**

Following approval of the CLP's DPP, RDCD published a notification regarding the constitution of the District Coordination Sub-Committee (DCSC) in April, 2012 and was late to communicate with the Deputy Commissioners (DC) of the programme area. So Deputy Commissioners could not convene quarterly DCSC meeting during the FY 2011/12. But CLP hold different meetings with the concerned Deputy Commissioners of the programme area as and when it was necessary. And RDCD has not yet published the notification regarding constitution of Upazila Coordination Sub-Committee for CLP and hence no formal meeting was held though Upazila Coordinators of CLP regularly attend the Upazila Coordination Committee meetings chaired by Upazila Chairmen. The CLP has received strong support and enjoys a highly cordial relationship with government officials at three levels.

### **Relations with line ministries**

The general success of the CLP in achieving its workplan during the reporting period is in part due to the government branches and officials who have provided sound support throughout. This is particularly true of livestock officials who try to ensure that the CLP receives adequate cattle vaccines and also provide training to livestock service providers. It is also true of health officials.

### **Governance Programme**

For FY 2011/12, the CLP targeted a capacity building training for 1260 Union Parishad functionaries of the programme area and completed the training of total 1497 Union Parishad officials.

The CLP has also sponsored Mr. Asif Ahasan, Upazila Nirbahi Officer (UNO) from Gaibandha to undertake a Masters course in a relevant subject at a UK university.

### **9.3 Objectives for the FY 2012/13**

The major activity within the governance programme that will provide tangible outputs is within the capacity building programme. It has two major objectives:

- To sponsor a qualified GoB official to undertake a Masters course in a relevant subject at a UK university.
- To provide a series of governance training courses to upazila level officers as well as to elected UP officials. Courses will be held at the RDA campus and will target up to 300 officials during the FY 2012/13.

## **10. Finance, Procurement and IT**

### **10.1 Financial Management and Internal Audit**

#### **10.1.1 Achieving Value for Money**

The CLP fielded a consultant (Emma Chapman) during July 2011 to assess the data requirements and whether systems were in place in order to conduct a VfM exercise in the future. The consultant concluded systems were largely in place with some fine tuning. She also outlined a set of proposed indicators to assess progress in achieving economy, efficiency and effectiveness.

Good progress was made during the year in carrying forward recommendations made by the consultant. More specifically:

- Economy: The CLP makes every effort to procure inputs of the appropriate quality at the right price. The CLP has developed a 'brief' that provides examples of how we are achieving 'economy'.
- Efficiency: The CLP has a number of processes to ensure IMOs convert inputs into the right quality/ quantity of outputs e.g. close monitoring by district and headquarters staff, 'verification' of a sample of reported outputs by an independent service provider etc.
- Effectiveness: The CLP has a well established M&E system to assess outcomes at the household level.
- Cost-effectiveness: The CLP has started to calculate unit costs for key elements of its package. With Unit costs the programme will be in a position to develop cost/ benefit analyses.

The 2012 annual review team recommended that the CLP continue to implement the recommendations from that report and that the Programme produce a formal Value-for-Money strategy and Workplan including milestones and targets against which progress on VfM could be monitored on a regular basis. The CLP will hire a short term consultant during the next FY to support this process.

#### **10.1.2 Budget and Disbursement of Funds**

FY 2011/12 was the second financial year of CLP-2. CLP's work plan and budget was designed to fit into the GoB fiscal year and to be part of the Annual Development Budget. The annual budget for the FY 2011/12 was approved by the Project Steering Committee (PSC), chaired by the secretary of GoB's Rural Development and Co-operatives Division, with the budget set at £14.5 million.

Overall programme expenditure in the FY 2011/12 was £14.33 million against the budget, providing an achievement of over 98%. The Management to Programme ratio for the FY was approximately 1:7, which is a considerable improvement over any other financial year within the two phases of the CLP.

From a work plan and budgeting perspective, CLP-2 will be growing from strength to strength in the upcoming year. The budget for 2012/13 has been approved by the PSC at an approximate amount of £15.5 million. This will increase cash flow allocation by 7% within the projected period.

#### **10.1.3 Financial and Contract Activities**

During the FY 2011/12, the finance and procurement team consisted of eight staff members under the responsibility of a director. The team carried out routine audit checks on all IMOs (on a 10% sample basis) as well as Special Service Providers (SSPs). The Department maintained a 'strategic balanced score card', which measures the financial and administrative management capacities of IMOs.

As part of its capacity building strategy for IMO and GoB personnel, IMO accountants and Project Managers were trained in basic accounting and IT. The Division has also introduced QuickBooks to all IMOs and provided software training through a specialized firm. Furthermore, 43 IMO accountants

received a refreshers course in QuickBooks. This training is supported by the finance team providing on-the-job training during routine visits to IMOs. IMOs and SSPs are obliged to send their QuickBooks backups to finance in the first week of every month.

The CLP was audited separately by its different stakeholders (GoB, DFID and MSP), with no material audit points. However, certain recommendations were taken into account and implemented. The CLP was also visited by auditors from the GoB Foreign-Aided Projects Audit Directorate (FAPAD).

#### **10.1.4 Integrated Financial Management at Partner Level & Capacity Building Strategy**

The CLP Finance Division seeks to create value in the disbursement supply chain, and therefore is increasing financial management capacity among its partners. In order to do so, the Division has so far initiated continuous training on operating systems and computerised accounting packages, along with financial management and auditing procedures.

At the beginning of CLP 1, partner NGOs maintained books of accounts in a manual ledger, often with no financial audit trail of ledgers and cash books. This was spotted and a three-step strategy was implemented in which staff were trained, systems introduced with frequent internal audits, and training was provided to ensure that the systems were efficiently used and rolled out in the field.

The CLP's implementing organisations are continuously generating integrated financial management reports with different dimensions, and report to the CLP on a real time basis. Value generation within the supply chain was created by:

- Continuous training on financial management and ICT
- Introduction of a computerised accounting package
- Harmonisation of partner project Chart of Accounts
- Systematic internal audit, review and balanced scorecard exercises
- Monthly activity based financial report against physical Key Performance Indicators

The Finance Division has matured to understand the need for external financial reporting, and is well equipped to serve project management with internal management accounts. In addition, it plays a pivotal role in increasing the capacity of partners, and has achieved its target of introducing international packages at disbursement points that extract real-time financial reports, as desired by CLP Chart of Accounts.

This is an evolutionary process, and the Division continuously looks for ways to generate value within the financial supply chain. Recently, an 'activity based financial report' system was generated whereby partners report field disbursement by contract, budgeted against individual CLP contracts. The report also provides a cumulative picture on fund position by contract, and provides a variance report for Unit Managers to carry out feed-forward actions.

This report is fitted and stretched to feed into our new initiative of KPI reporting in order to provide information on critical success factors. The report is divided into financials and physical, and aims to provide information regarding running cost per unit and progress on key performance indicators

### **10.2 Contract and Procurement Management**

#### **10.2.1 Contract Management**

Contracts and Procurement continued its support to programme implementation throughout the year. They performed their main duties by issuing all accountable grant arrangement and other necessary consultancy contracts to partners throughout the year. Contracts played a vital role in selecting short term firms to conduct different surveys and assignments by initiating and participating in the process. Other internal control systems like Invoice tracking and contract update exercises have been carried out successfully as needed. Contracts was also very successful at keeping

the lead time of issuance contracts at a minimal level. In total, 346 contracts were awarded during the period. The number of contracts prepared, disaggregated by component, are shown in Table 10.

**Table 10: Contracts prepared by component**

Component	Number of contracts
Infrastructure	141
Livelihoods	19
Social Development	20
Health	19
Education	7
VSL	18
IML	8
Market Development	90
IMO Management	24
Total	346

### 10.2.2 Procurement Activities

Procurement reached into a complete procurement cycle during the year, and practiced procurement with maximum involvement of staff from other units in order to avoid creating opportunities for leakage. Procurement tried to explore new potential suppliers in different sectors, so that there is no scope for suppliers to enjoy monopolies.

Procurement also focused on sourcing from manufacturers rather than third parties, in order to provide VfM. The procurement cycle of partners has been brought under close observation by the CLP through conducting procurement audits on a regular basis. The section also worked closely with Crown Agents, the DFID authorized procurement specialist for bulk purchases, and several times insisted that they verify their procurement prices with the local market. Procurement successfully initiated such market verification on several occasions, and helped Crown Agents by supplying detail of alternative vendors, which eventually ensured proper VfM practice and saved a significant amount on procurement. The following table shows all major procurement items obtained by the CLP during the period 2011-2012, either directly or through Crown Agents.

**Table 11: Procurement items purchased**

Item Name	Quantity
Desktop Computers with UPS and Printers	59
Laptop	21
Printer	3
Printer Toner	33

Item Name	Quantity
NetBook	14
Scanner	2
Levelling Machines	14
Arsenic Testing Kit	70
Module Carrying Bag	450
Char Health Book	20,000
Clothes for School Dress	15,446 (Yards)
Exercise Notebook	224,000
School Bag	4,400
Conference Table	1
Executive Chairs	47
Mobile Set for CSKs (Village Health Workers)	34
Veterinary Kit Set	95
Air Conditioner	5
Motorbikes with Helmets	146
Solar Refrigerator	14
Vaccine Carrier	350
Blanket	19,046
Digital Land Phone	10
Rain Coat	14
Waterproof Bag for CPHH	17,800
Health Voucher Book	20,000
Livelihoods Passbook	17,800
Livelihoods Voucher Book	17,800
Livelihoods Leaflets	60,000
LSP Leaflet	30,000
LSP Poster	10,000
LSP Sticker	47,500
Market Development Brochure	10,000
Market Development Flip Chart	200
Market Development Voucher Book	17,000
Livestock Training Module	150

Item Name	Quantity
Social Development Group Module	300
Social Development Group Flash Cards	300 Sets
Social Development Posters	2,500
VSL Passbooks	80,000
VSL Box	3,300
VSL kits	3,300
VSL Flip Chart	400 Sets
Multimedia Projector with Screen	1
Off Line UPS	10
UPS Battery	40
Antivirus Software	110
Hardware Firewall	1
Local Server	1
Hemocue Cleaner	5
HB 301 Cuvett	45 Pack
Lancets	45 Pack

### 10.2.3 Information Technology

The System Administrator resolved all hardware and software issues and ensured internet connectivity in Headquarters and District Offices. The old VSAT internet service was replaced and the CLP transferred to a Radio Link system. This has proved very effective for users due to a higher internet speed. The new supplier is Ranks ITT, Bangladesh. The new internet connection is costing three times less than the previous one, and provides four times the speed. The section has further plans to upgrade security devices and virus protection systems in the next FY.

### 10.3 Objectives for the FY 2012/13

All the Request for Proposals have been issued to the IMOs for submitting formal proposals for implementing different programme activities at the end of June 2012. The main challenge of Contracts will be to ensure contracting the partners in the right time in the upcoming financial year. Contracts have plans to develop more specific contract management guidelines in order to monitor overall activities under any contract. The selection process of short term consultancy firms will also be developed to be more effective.

Procurement's regular activities with internal suppliers and external agencies such as Crown Agents will continue, following due diligence processes. Procurement Savings Exercises within CLP and among partners will be introduced from the beginning of new financial year. Moreover, a thorough review on CLP's existing Procurement Guideline will be conducted, with revisions made with approval from Management Agency and donors.



## 11. Programme Management

### 11.1 Programme Staffing

At the Secretariat level the CLP welcomed a number of new staff and said farewell to others. Secretariat staff joining the CLP during the reporting period included Ross McIntosh and Nicola McIvor (Young Professionals), Md. Hamidur Rashid (IML intern), Dr. Syeda Zinia Rashid and Md. Sazzad Hossain (Market Development Coordinators), Zohora Khanum (Social Development Coordinator), Camelia Eliza Neela (Junior Officer, Contract & Procurement), Jamil Hasan (Junior Finance Officer), and Tarequr Rahman (Intern, Administration and Finance).

Secretariat staff leaving the CLP during the reporting period included Nicola McIvor and Reuben Blackie (Young Professionals), M A Sekendar (Engineering Adviser), Arshad Hossain (Database Coordinator), Md Akhter Uz-Zaman (Deputy Coordinator, Contract and Procurement), and Humayun Kabir (Audit Coordinator). Mr Julian Francis, Partnerships Director, is due to retire at the end of July '12. He is to be replaced by Gaby Wright.

### 11.2 Short Term Consultants

During the period under review a number of short term consultants made important inputs to the CLP. These are outlined in Table 12.

**Table 12: Short Term Consultant Inputs**

Consultant(s)	Timing	Objectives
Nicholas Freeland Ferdous Jahan Michael Samson Laurie Thompson	February 2012	Annual review
Dr Smita Premchander	June 2012	Review of the Social Development modules
Dr Rie Goto	October 2012	Training support related to nutrition monitoring.
Mike Albu	November 2011 December 2011 March 2012 May 2012	M4P support
Brian Milton	November 2011 January 2012 April 2012	M4P support (dairy sector)
Emma Chapman	July 2011	Assessing the data requirements for conducting a VfM Study of the Programme
Haroon o Rashid	January 2012	Review of CLP microcredit pilots and updating situation of MFI coverage on the <i>chars</i>

## **12. Priorities for the FY 12/13**

There are a number of challenges and exciting opportunities facing the CLP during the forthcoming year. Having recently undergone an annual review and independent impact assessment, the CLP will need to consider and take forward some of the recommendations.

The 2012 annual review identified areas that needed to demonstrate greater progress, namely Partnerships and Market Development. These are likely to be key areas for review during the mid term review. The annual review team also recommended strengthening the logframe indicators and milestones in these areas. The CLP will submit an updated logframe during the first quarter of the next FY.

New projects will be initiated during the next financial year and careful planning, monitoring and lesson learning will be required to ensure their success. These included the cash transfer through mobile project and the direct nutrition project.

The Programme has a busy year ahead in terms of delivering the core package of support to cohort 2.4. The workplan and budget for 2012/ 13, now approved by the donors and the PSC, plans to support an additional 16,525 CPHHs during the FY. This will bring the cumulative number of CPHHs supported by the Programme to 51,073 by July '13.

### **Operations**

- As analysis of the livestock sector nears completion, much attention will be needed to move forward to plans and piloting implementation to address the inefficiencies in the market system. Recruitment of high quality staff continues to present significant challenges to what is an intellectually demanding field. Support from external consultants is therefore required for the medium term.
- An agreement with DFID for additional funding for direct nutrition interventions is near completion and the project will start before mid- financial year. As with all project start ups this will need management attention as a new team is settled in, and contracted implementing NGOs learn the new processes and requirements.
- Trialing transfers of monthly stipends using mobile phones will hopefully prove efficient and an improvement for both the CLP and end users. This being the case, this will result in further scaling up.
- A review of aspects of the CLP's social development inputs will be concluded and recommendations considered and adopted. This focuses on support other than given to core household members, such as Village Development Committees (VDCs) and adolescent boys and girls. The CLP's approach to disability will also be reviewed.

### **Innovation, Monitoring and Learning**

The Innovation, Monitoring and Learning Division has several ambitions for the upcoming year with the most important being:

- Working with the CLP team and DFID,B to update the Programme's logframe during the first quarter of the FY 2012/13;
- Agreeing an updated logframe Mobilising a short term consultant to review the Communications Unit's activities during the last year and the Unit's proposed strategy;
- Continuing to build the Programme's understanding of the outcomes it is having in the areas of livelihoods, WASH, food security, female empowerment and nutrition through a range of qualitative and quantitative research and monitoring. There will also be a focus on disseminating the results using different approaches, relevant to the target audience.
- Supporting the planned short term consultancy related to VfM which is likely to require close coordination with the Finance Division.
- Agreeing the CLP's graduation criteria, making them widely known within the Programme and

monitoring progress against their achievement.

### **Partnerships**

The key areas for partnerships in the next financial year will be education and health services; the land tenure pilot, and continual support to market development and the demand-side organisations. More specifically, priorities will include:

### **Health activities**

- Meet with BRAC to persuade further buy-in of BRAC to the chars health needs;

Search for other potential health providers.

### **Education**

- Complete the education consultancy and adopt relevant recommendations;
- Meet BRAC and persuade further buy-in to the education needs of the chars;
- Provide GoB's Primary and Mass Education with these details and advocate for additional schools to be based on the chars;

### **Advocacy and legal services**

- Continue the land tenure pilot and, based on results, scale up to other char areas;
- Develop a work plan and MoU with CLS to bring legal services to the chars;
- Advocated with M4C in their programme of improving farmer to ghat access roads on the chars (CLP can also provide the engineering skills);
- Complete the training of the rump of union councillors.

### **Other services**

- Roll out bKash services to other char areas and also determine if other payments / savings can be made using bKash (e.g. VSLA moved to SIM cards);
- Improve disability monitoring on the chars and ensure that potential partners become service partners for the disabled;
- Look again at GoB safety nets, prioritise and improve CLP advocacy strategy.
- Private/public sector linkages:
- Continual to cooperate with M4C and CLP's market development livelihoods activities to bring and strengthen private and public sector players.
- Other potential partnership opportunities:
- Search for other partnership opportunities (e.g. Danish MP / Danida visit provides an opportunity in the area of small-scale agriculture production).

## Key CLP Publications During the Year 2011/12

### Key Publication (reports):

- Khan, A.H.N. ( April 2012): Survey of Calving Rates, Calf Mortality and Cattle-Derived Livelihoods amongst Recipients of Female Cattle from the CLP's ATP Phases 1.2-1.4
- Mclvor, N. & Hussain, A. ( March 2012): Study to Assess the Sustainability and Quality of Village Savings and Loans Groups (VSLGs)
- Or-Rashid, H. & Mclvor, N. ( March 2012): An Evaluation of the Microfinance Loan Products Piloted Under CLP-1
- Or-Rashid, H., & Mclvor, N. ( March 2012): Microfinance on the Chars: A Review of the Microfinance Situation and the Need for Innovative Products and Extended Services
- Or-Rashid, H., & Mclvor, N., ( March 2012): Microfinance on the Chars: A Summary of the Microfinance Situation and Needs on the Chars
- Or-Rashid, H., & Mclvor, N., ( February 2012): Microfinance Directory and Database
- Kenward, S., Blackie, R. & Islam, R. ( January 2012): The CLP's Approach to Defining Graduation
- Blackie, R., Kenward, S., Islam, R. & Alam, Z.( October 2011): The Tier 2 Pilot: Reviewing the Decision not to Scale Up and Exploring the Relationship Between Sharecropping & Income
- Huda, E., Kenward, S., Blackie, R. & Islam, R. .( October 2011): Seasonal demand for labour on island chars and its effect on migration and remittances

### Key Publication (briefs):

- IML ( April 2012): The Chars Livelihoods Programme: Delivering WASH in Extreme Poor Communities
- Mclvor, N. ( February 2012): The CLP's Approach to Selecting Core Participant Households
- Hussain, A. & Blackie, R. ( February 2012): Summary of CLP Output Targets & Expected Gender Access
- Kenward, S., Blackie, R. & Islam, R. ( October 2011): Review of the CLP's Selection & Graduation Criteria

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**Annex 1: Actual Expenditure against Budget and Work Plan (1<sup>st</sup> July 2011 – 30<sup>th</sup> June 2012)**

Activities	Annual Budget (GBP in Millions)	Annual Expenditure (GBP in Millions)	Achievement (%)				
Infrastructure Unit	3.13	3.09	99%				
Livelihoods Unit	5.29	5.61	106%				
Market Development Unit	0.74	0.68	92%				
Human Development Unit	2.27	2.08	92%				
Innovation, Monitoring and Learning	0.37	0.34	92%				
IMO Implementation	0.75	0.72	96%				
Response Fund	-	-	0%				
Management Contract	2.00	1.84	92%				
Total	14.55	14.36	98%				

