

MAXWELL

**CHARS LIVELIHOODS
PROGRAMME (CLP)**

**ANNUAL REPORT FOR
THE YEAR 2007-08**

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ABBREVIATIONS AND ACRONYMS

ADP	Annual Development Plan
AR	Annual Report
ATP	Asset Transfer Programme
AWP	Annual Work Plan
BARI	Bangladesh Agricultural Research Institute
BHH	Beneficiary Household
CDO	Community Development Organiser
CDS	Community Development Supervisor
CFW	Cash-for-Work
CLP	Chars Livelihoods Programme
DC	Deputy Commissioner
DFID	Department for International Development
DFID-B	Department for International Development Bangladesh
EDU	Enterprise Development Unit
ERD	Economic Relations Division (Division of the Ministry of Finance)
GoB	Government of Bangladesh
HH	Household
ICT	Information and Communications Technology
IGA	Income Generating Asset
IMED	Implementation, Monitoring and Evaluation Division (of the Ministry of Planning)
IML	Innovation, Monitoring and Learning
IMO	Implementing Organisation
LGED	Local Government Engineering Department
MA	Management Agency of the CLP (operated by Maxwell Stamp PLC)
MDF	Market Development Fund
MDG	Millennium Development Goals
MFI	Microfinance Institution
MIS	Monitoring Information System
MOU	Memorandum of Understanding
MSP	Maxwell Stamp PLC
NEC	National Economic Council
NGO	Non-Governmental Organisation
NRI	Natural Resources Institute
OPR	Output-to-Purpose Review
PEC	Programme Executive Committee
PIC	Project Implementation Committee
PKSF	Palli-Karma Sahayak Foundation
PUR	Water Purification Chemicals
RDA	Rural Development Academy

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RDCD	Rural Development and Co-Operatives Division
SD	Social Development
SIC	Scheme Implementation Committee
SPF	Social Protection Fund
TAP	Technical Advisory Panel
ToT	Training of Trainers
UIF	Upazila Initiative Fund
UAO	Upazila Agricultural Officer
ULO	Upazila Livestock Officer
UNO	Upazila Nirbahi Officer
UP	Union Parishad
VSLA	Village Savings and Loans Associations
YP	Young Professional

EXECUTIVE SUMMARY

In FY 2007/08, the Chars Livelihoods Programme (CLP) made giant strides towards achieving its objectives. Time spent on developing a strong evidence-base also paid dividends and is providing the proof that the CLP is having a major impact in helping to lift extremely poor, island char dwellers out of poverty.

At the heart of the CLP is the Asset Transfer Programme (ATP), which provided 18,850 selected households with productive assets to the value of Tk. 15,000 during 2007/8. In aggregate total, 32,700 extremely poor households or more than 60% of the end-of-project target have now received assets. Most households selected cattle as their asset. Surveys carried out by the Innovation, Monitoring and Learning Division (IML) show that the value of cattle is doubling every 12 months. Households also receive a monthly stipend to support both the family and assets until their assets start to produce income.

The CLP also provides training in livestock-rearing and homestead gardening as well as inputs and services (such as livestock vaccinations and de-worming) together with quality seeds and fertiliser. Field observations show that these initiatives help to increase the quantity and quality of home grown food in the diet and provide a surplus for sale. Early evidence, still to be confirmed, shows a decline in the level of stunting in children in core beneficiary households over time. If this trend persists and is confirmed, this will prove to be perhaps the best indicator of the success of the CLP.

The success of ATP and other activities of the CLP do not simply rest on increases in household incomes and the value of productive assets; although these are crucial in impact. Field observations of a range of experienced personnel are noting significant changes in attitudes. Female beneficiaries are becoming more confident. They are reporting that they have more respect from their husbands and from the community as a whole and are beginning to plan for better futures for themselves and their children. They are losing the stigma of being “extreme poor” and in some cases have already moved to participate as “donors” in the Community Safety Net programme.

As first generation assets (mostly cattle) reach maturity and are sold, monetising the accumulated value increase, a new pattern is emerging. Beneficiaries are diversifying their assets by taking land leases and growing cash and staple crops in addition to reinvesting in livestock. There is potential synergy between cattle ownership and land cultivation. The availability of char agricultural land, at relatively low investment cost, reflecting the high risk nature of cultivation on the chars and the relatively poor quality of the soil, has been one of the unanticipated developments of the last two years. It may be that the traditional share cropper system is breaking down and a new pattern of land cultivation, more open to participation by extreme poor households, may be emerging.

The success of the asset transfer strategy is only part of the CLP story. There is also the need to protect these assets and their owners by reducing the innate environmental vulnerability of life on chars. Frequent flooding and erosion are annual threats during the monsoon season and are expected to worsen due to climate change. To reduce this vulnerability to flooding, the CLP is providing 100,000 poor and vulnerable households with a homestead plinth raised above the 2007 high water levels. During 2007-08, the CLP’s Infrastructure Unit raised 26,104 households. Almost 59,000 homesteads now

reside on raised plinths and the CLP has achieved close to 60% of its end-of-project target. The plinths proved their worth during the severe flooding of August and September, 2007 when each plinth hosted an average of two families. The CLP also installed 21,000 latrines during 2007/8, giving a total of over 44,000 built since the start of the CLP and also contributed to access to clean drinking water via a small supplemental tube well installation programme.

The CLP organises plinth building activities to take place during the “*Monga*” or seasonal hunger period. Despite earthwork activities being difficult in this season due to high water levels and them requiring a cost premium of 20%, the CLP believes it is important to provide temporary employment opportunities during this period. The *monga* season earthwork is called the Infrastructure Employment Programme (IEP) and provided the equivalent of 2.63 million person-days of work during 2007-08 and raised more than 10,000 household plinths. The programme includes special social protection grants for households without an able bodied member and has safeguards to protect the nutritional status of participating women.

During the year other new opportunities for poor char dwellers have been successful in the dairy, poultry and fodder sectors that bring additional small income generation opportunities to households and address various crucial points in the value-chain of these core businesses in rural areas. A programme to develop 350 community-based private practitioners called paravets, who provide fee-based livestock services was put in place during the year. Market development activities now encompass over 31,000 participants. The Village Savings and Loans Associations (VSLA) promoted by the CLP provide self-managed, savings options in communities where MFI services are generally not available or is unresponsive. VSLA groups attracted close to 14,000 new households in 2007-08.

The social development activities continued on a large scale with over 300 community development organisers meeting weekly with almost 1,500 groups of core beneficiaries and providing over 1 million person-sessions of training and discussion during the year. These CDOs also collect monthly income and expenditure data and other information from core beneficiaries. Social development staff are also responsible for administering the CLP poverty safety net activities. These include erosion grants paid to a total of 4,757 eroded households; the *monga* season grant to 3,142 households that lacked an able-bodied worker; and the piloting of the community safety net scheme based on small, weekly contributions from the CLP’s core beneficiaries.

During 2007-08 the CLP began to pilot health activities in partnership with the Dhaka-based NGO EngenderHealth in three areas. The programme issues vouchers that beneficiaries use to pay for services. During the first five months of activities over 50,000 patients came for treatment. Pilot Educational activities saw the enrolment of over 4,500 children, equally split between boys and girls, in 150 new schools on the chars (see sections 1.1.6, 6.1, 6.2, and 10.3 for further comments on health and education pilots). The year also included the first CLP flood relief effort that was judged highly successful and are detailed in this report.

As the CLP matures and thousands of beneficiary households are progressing through the programme the role of the Innovation, Monitoring and Learning Division becomes even more important. The list of publications for the year is in Chapter 11 and represents an impressive range and depth of data collection and analysis. An improved

website was launched. Studies based on monthly income and expenditure of beneficiary households show a progressive movement out of poverty. Customer satisfaction surveys have ensured that beneficiaries can praise or criticise the CLP's actions. An independent verification team, managed at arm's length by IML, has ensured that the senior management team can confidently report the number of inputs delivered and their quality to DFID and to GoB. The CLP achievements have been seen by visiting dignitaries including the UK Foreign Secretary, David Miliband, the Honourable Anwarul Iqbal, Advisor to the Ministry of Rural Development and Local Government, the RDCD Secretary, ATM Fazlul Karim and members of the European Parliament's Climate Change Committee. These achievements rely on the work of the CLP staff and its NGO and Government partners and the continued support and cooperation of the Government of Bangladesh.

1. INTRODUCTION & OVERVIEWS

This report presents the achievements of the Chars Livelihood Programme (CLP) over the period 1 July 2007 to 30 June 2008. The CLP is funded by the United Kingdom Government through the Department for International Development (DFID) and sponsored by the Rural Development and Cooperatives Division of the Ministry of Local Government, Rural Development and Cooperatives of the Government of Bangladesh.

The CLP is part of the portfolio of activities of DFID-Bangladesh designed to reduce extreme poverty in Bangladesh. The CLP operates in 150 Unions of 28 Upazilas within the Districts of Kurigram, Gaibandha, Bogra, Jamalpur and Sirajganj. CLP activities are concentrated in 750 villages on the island chars of the Jamuna River. The CLP is also playing a part in a wider process of eliminating seasonal hunger, referred to as “Monga”, within Bangladesh. The CLP commenced operations in July, 2004 and the programme is funded through September 2010.

1.1. TEAM LEADER’S PERSPECTIVE

1.1.1. HOUSEHOLD INCOME SOARS

This report covers the second full year of operation of the CLP since the adoption of the new CLP programme approach in January, 2006. **Over the course of this operational year it can be said that the CLP approach to enhancing the livelihoods of extreme poor households on island chars moved from “pilot” status to “proven” status.** Convincing evidence has accumulated that the average household’s monetised income (actual cash-in-hand) are up at least 50% over the course of the first year following the receipt of assets. These figures do not include increases in asset values which would add at least a further 50% to the increase in household income and do not include the value of any CLP temporary stipends being received by the household. **Therefore, it can be conservatively claimed that the CLP has engendered a sustainable increase of 100% in the household incomes of some of the poorest families in Bangladesh.**

Malcolm Marks in Chapter 7 of this report sets out the evidence for these claims and more detailed evidence is available on the CLP website (www.CLP-Bangladesh.Org). This evidence is based primarily on the CLP Core Beneficiary Database which we believe is now one of the largest and highest quality datasets of household income and expenditure figures ever accumulated among extreme poor households. Data are being accumulated through the CLP practice of monitoring visits to each household every month by a local worker trained to collect monthly income and expenditure figures. Dr. Marks has made excellent use of the data collection mechanism to deepen our understanding of trends within CLP-targeted households. These data, in common with all data on income and expenditure no matter how collected, can never be truly perfect but we believe that due to the large number of households (over 30,000) concerned and the strong correlation found between income and expenditure data, that the overall figures can be trusted.

Based on this data set CLP believes that the bulk of CLP beneficiary households have now risen above the extreme poverty line for the Northwest Region of

Bangladesh (currently at an inflation adjusted Taka 26 per person per day) but whether in the light of the recent extraordinary increases in food costs this figure of Taka 26 still represents a reasonable extreme poverty line is something that needs to be reviewed. Certainly it is clear that some of the great optimism of CLP households has been diminished by decreases in their standard of living brought about by the approximate doubling of food prices during the course of the year.

Of particular interest is the emerging trend among CLP core beneficiary households in several areas to begin to diversify from relying on livestock and daily wage labour for the bulk of their income into agriculture by investing in “land leases”. These “leases” basically provide the right to cultivate a piece of land in return for a temporary deposit of cash with the land “owner” should more accurately be described as a land pawning. Details of the system are now better understood but evidence on the profitability of the cultivation of these small parcels of land is less compelling than the evidence on income arising from livestock. However, a detailed study of 200 households (Marks & Islam, January 2008) together with significant anecdotal evidence is encouraging.

1.1.2. FLOOD RELIEF AND PLINTHS

As explained in Section 1.3 by the Director of Operations, Ric Goodman; August and September 2007 saw the CLP organise perhaps the fastest and largest flood relief effort even seen on island chars in Bangladesh with food and water purification chemicals reaching thousands of households within days. The value of the CLP household plinths were proven with up to a million people and thousands of animals taking shelter during the flood on plinths raised by the CLP. Despite in excess of 5,000 CLP plinths being submerged (often by a few inches), most did not need to be abandoned and people and animals remained safe. Since the flood, the CLP has carried out an urgent programme to raise the level of these submerged plinths. Other steps have been taken to raise the community confidence that plinths constructed by the CLP will not be breached in future. This confidence is essential if families are not to abandon their homes and evacuate to the mainland, with all the related negative social, health and economic consequences, during future floods.

1.1.3. SOCIAL DEVELOPMENT

Social Development work is often the unsung part of the work of the CLP. During the year 316 Community Development Workers (CDOs) met with over 1,475 groups of women every week working through a specially developed curriculum of key information and attitudes that poor woman want and need. Measuring the impact of this type of work is hard but we are beginning to make progress in this area. The quality of pedagogical inputs in these sessions has improved dramatically as the CDOs receive additional training while gaining in experience and confidence. We hope that the work will result in less underage marriage and a greater confidence among women to assert their rights both within the household and the community. It is clear that the relationship built up by CDOs with the women in their groups has built a foundation of trust that has enabled higher quality data to be collected by these same individuals during the monthly monitoring household visits referred to above.

1.1.4. COMMUNITY SAFETY NET

The increasing capacity to act as a group as well the significant increase in household income of the group members has created the conditions for an important programme innovation by the CLP. Within Bangladesh there is a strong tradition of helping others and regularly even poor household will give rice and money to a really desperate household. However this system of community care, rooted in the values of Islam, is not systematic. The Community Safety Net concept is based on the idea that the 50,000 households that will be significantly helped by the CLP will honour their good fortune by giving back a small amount of 5 Tk per week to a household in their neighbourhood who is less fortunate.

When the contributions of all members of the group are combined, a sum roughly equal to the Bangladesh National Old Age Pension will be raised. This sum will be paid regularly an individual of the group's choosing within their community. When the poor households in the community are regularly giving, the CLP ambition is to challenge richer households to match the donations of the, formerly extreme poor, CLP households. The notion was tested during the year (see chapter 5) and the initial results are most encouraging. A real joy and pleasure is apparent among CLP beneficiaries that they can now systematically help others, albeit in a minor way, and thus witness their own evolution from recipient of help to giver of assistance. This is an innovation that we will nurture and watch closely in the year to come.

1.1.5. PARAVETS, VSLA AND SUSTAINABILITY

During the year the Enterprise Unit lead by Mark Staehle (see Chapter 4) rolled out the paravet programme for the CLP island char villages. This programme followed a careful selection and training process for the paravets who provide both veterinary services and inputs to livestock on island chars. The paravet programme is a mission-critical activity for the CLP as the sustainability of household incomes depends on keeping livestock healthy, optimising growth rates and therefore profit. The transfer of responsibility from NGO-employed veterinary staff to these private sector providers is underway. It is being assisted by the use of CLP-financed vouchers with nominal Taka values that can be exchanged for services. The CLP has high hopes for the scalability and effectiveness of seeding genuine private sector service provision through the use of limited time vouchers when combined with other supply side inputs.

The Enterprise Unit has also pioneered within Bangladesh the innovative Village Saving and Loan Associations which have exceeded expectations. VSLA are not in themselves a solution to extreme poverty but they give members a safe place to save and quick and flexible small-scale borrowing facilities; allowing households to smooth consumption patterns, especially during emergencies.

1.1.6. HEALTH AND EDUCATION

Although the CLP has been highly successful in identifying and targeting assetless and landless households as well as helping to increase rapidly household income and to improve the protection of households from the worst impacts of flooding, most of our recipient households still do not have access to basic schooling for their children and basic health care and family planning services. It is not expected that the Government

of Bangladesh will be able to provide services in these “hard to reach” communities in the foreseeable future thus the CLP has opted to attempt to develop a private sector solution to the problem.

During the year the CLP began to pilot the delivery of health and education services on island chars. While services were initially delivered in the conventional manner of using NGO-employed staff, the CLP is working to transition these salaried service providers towards private-sector, independent practitioners; similar to the paravet model. The process is being achieved through the recruitment and training of practitioners with initial funding to help them establish their reputations within the communities. Initial fees are being paid with vouchers funded by the CLP. While there remains a long way to go to achieve our objectives, we are optimistic that good results can be achieved that are highly cost effective.

1.1.7. THE CLP’S SUCCESS

Within the 30 months since the re-launch of the CLP in January, 2006, the organisation has established itself as a landmark programme within DFID-Bangladesh and within the wider development community. This status was confirmed by the CLP being selected for a visit from the United Kingdom Foreign and Commonwealth Secretary, David Miliband and from the DFID Undersecretary of State, Shahid Malik. Together with the DFID-funded, CFPR Programme of BRAC, the CLP is now spoken of as one of the most outstanding poverty alleviation programmes in the country.

The quality and quantity of data and evidence collected by the Innovation, Monitoring and Learning Division is outstanding and growing by the month. Progressively this evidence will be better showcased on the CLP website. Much of the evidence has been collected through surveys managed by Young Professionals, another concept reintroduced to DFID programmes by the CLP two years ago, that has proven extremely successful.

The CLP Livelihood strategies and execution can now be declared successful but major challenges remain to see if the CLP can help engender private sector health, education and veterinary services on island chars. It remains to be seen what the impact of the CLP Social Development work and the Community Safety Net concept will be.

1.2. DEPUTY TEAM LEADER’S PERSPECTIVE

1.2.1 THE POLITICAL SITUATION

The political situation in Bangladesh was uncertain during much of 2007-08 although the timetable laid out by the Chief of the Caretaker Government during his address to the nation on 12 May 2008 offered a clearer vision of the future. Issues such as the opening of indoor politics across the country from 13 May; parliamentary polls in the 3rd week of December; the suspension/relaxation of certain provisions of the Emergency Power Rule; dialogue with political parties from 22 May 2008 and a national charter to be formulated before national elections aimed at making Parliament more effective. The address built trust between the Government and political parties. The Election Commission announced that it was to hold City Corporation, municipal and Upazila election before the parliamentary polls. This created confusion concerning

the intention of the Government to hold free and fair national election in December; as committed by the mandate of the constitution of Bangladesh. Leaders of the business community, civil society leaders and politicians have demanded that credible nation election occur before local government election. They also demanded that emergency powers be lifted and that power be transferred to duly elected people; and so bring the country back to democratic rule for the well-being of the Nation.

1.2.2 THE CARETAKER GOVERNMENT

One of the most important requirements for elections is the free and fair registration of voters and to date the Government has prepared voter lists covering 90% of the electorate. Institutional reforms introduced by the Government include the Anti-corruption commission, the Public Service Commission and the separation of the Judiciary from the Executive. The anti-corruption drive has been conducted with the help of the army and has targeted politicians, businessmen, government officials and others but has had a mixed reception by civil society. The most important aspect of the drive has been to bring culprits to trial and many cases have ended in conviction. The process is reinforcing the notion in Bangladesh that no-one is above the law. On the other hand, since the cases were brought under emergency rule (with special provisions for investigation and trial), there is no scope for bail; even for offences like income tax evasion. This initially led to panic in business circle but more recently the Government has taken steps to restore confidence.

1.2.3 THE ECONOMIC SITUATION

Rises in the price of essential commodities have seriously impacted ordinary people and inflation has risen to 11.2% this year with a seriously impact on the popularity of the Government. Both internal and external investment has been at a low, resulting in much reduced job creation while causing rises in unemployment. Economic growth has slowed to 6.2 % against the anticipated 6.5 % and purchasing power has diminished, plunging the poor and middle classes towards malnutrition and ill health. The Finance Advisor declared the national budget on 9 June 2008 and it is the largest ever budget for Bangladesh of 999,620 million Tk (equivalent to £7.404 billion). During the 1990s, 45% of budget allocation was for development but this has reduced to only 29% in 2008. While the implementation of certain other development projects in the country was considered unsatisfactory, the CLP achieved a 97% spend during the FY; earning recognition from the Government and causing the Finance Advisor to provide a mention of the CLP in his budget address. He said that the CLP is implementing a programme for the socioeconomic development of one million char dwellers living in 150 UPs of 28 Upazila under five districts in the Brahmaputra basin.

Foreign grants to the budget are at 7.2% and the CLP was the leading grant programme in the country financed by DFID. During the 2007-08, the CLP spent 1,819.66 million Tk (or £13.48 million) on poverty and *monga*-alleviation together with socioeconomic development of the char dwellers and especially those residing on island chars. This has helped to promote a more balanced national development.

1.2.4 PEC AND PSC MEETINGS

Many valuable recommendations came from the 4th meeting of the PSC held on 2

September 2007. The PEC reviewed policies, approved the work plan and budget in a total of four meetings during the year. The meetings also approved revisions of the work plan and budget, as necessary, with adoption for example of a special flood relief programme, help to the unemployed youth in the garments trade and pilot programmes in health and education. The MA has been able to gain the confidence of GoB at the centre as well as at the level of the army, and local administrations at district, Upazila, Union Parishad and in the field.

1.2.5 APPROVAL OF THE RDPP

The RDPP is a product of the choice and needs of char dwellers and built on the need to change strategies, goals and targets proposed by the original logical framework. It was also needed to take account of the devaluation of the Taka from 95 to the Pound Sterling in 2004 to 135 Tk in 2008. The RDPP has been passing through the Government Planning Commission for a period of approximately 18 months, beginning in January 2007. Such a delay for a DFID-funded programme has cast doubt on the efficiency of the process. The RDPP is currently with the Ministry of Planning for approval by the ECNEC at the meeting of July 2008.

1.3. DIRECTOR OF OPERATIONS PERSPECTIVE

The Operations Division delivered most workplan targets including the increased inputs agreed with DFID at the start of the FY. In addition, and with colleagues from across all sectors of the CLP, it effectively met the immediate needs of the island chars population impacted by the floods of August and September 2007.

The efficiency of programme delivery has been under review during the year and a number of improvements introduced. Thus it is pleasing to report that the CLP is well on track to meet all logframe targets.

Soon after the start of the FY, the chars of the northern Jamuna were affected by widespread flooding that impacted the entire population, including the core beneficiary population. The CLP was contacted within a day or so of the floods by GoB and within a few hours had received approval from DFID to mount an adequate response. Initially, 3 days of food rations were distributed and this was followed by a further 7 days of rations, provided to more than 120,000 households. All parties are to be congratulated for such a rapid and effective response.

During the floods, the plinths raised by the CLP were put to their real significant test. Most came through well and it was pleasing to note that many CLP plinth beneficiaries gave refuge to people and livestock who lacked a plinth. Normally these people would have had to migrate to river embankments in their search for shelter. Unfortunately a significant number of plinths were submerged by the flood waters, showing that they had not been built to the required height. All have now been raised further while new plinths are checked against concrete pillars installed on island chars. Pillars bear a permanent record of the local high flood line. By the end of FY 2007-08, nearly 60,000 households now benefit from plinths raised above the high flood point; including 26,104 new households in this year alone. Although the revised target for plinth-raising was 28,000, the achievement of 26,104 is still considered a major accomplishment given the extended flooding period which delayed the start of works.

In the aftermath of the prolonged floods, planting of rice was delayed and many seedlings were destroyed. Consequently the opportunities for waged labour were severally curtailed. The CLP responded by expanding the coverage of its *monga* season, plinth-raising programme to cover all five districts and increasing the programme to 2.63 million person-days of work for local community members. Significant design changes were introduced to the programme and its name was changed to the Infrastructure and Employment Programme (IEP). The most fundamental change being the wage payment system that is now based on the volume of earth moved (rather than paying a standard daily attendance fee). This ensured value for money as well as enabling people to earn more by working more. The participation of women was assisted by a reserve quota.

While the new payment system of IEP provided better work opportunities for the able-bodied, it effectively excluded families lacking anyone physically able to work. The CLP addressed the issue by paying a compensatory grant for the duration of IEP to households identified as lacking an adult able to work on IEP. Results from IML surveys showed the valuable impact of both IEP and the compensatory (safety net) grants.

In response to the flood of August 2007, CLP distributed 108,000 satchets of PUR chemical a water cleanser and flocculent produced by P&G, containing enough treatment for 10 litres of water. CLP also purchased and distributed 1 million 1 litre doses of chlorine purification (Water Purification Tablets or WPT). In June 2008 CLP took delivery of 1.5 million 10 litre satchets of PUR in preparation for a possible flood this year, or in following years.

Following the floods, 20,859 more latrines have been constructed, bringing the total to 44,385. However, this is one of the workplan activities that did not achieve predefined targets. Unfortunately, dramatic rises in the cost of materials during the year led to delayed purchase and reduced latrine construction.

Asset transfers continued apace during the year, and fulfilled an ambitious level of 18,850 new ATP beneficiaries and this despite a delayed start to asset purchase due to the floods. A total of 22,647 cattle were purchased at an average cost 14,000 Tk. Protection from disease was coordinated through the newly constituted network of informal livestock services providers (or *paravets*). Given basic training and supervisory support through the Enterprise Development Unit, the 350 or so *paravets* are well positioned to provide primary animal health care and services. All island chars are covered by the network. Vaccination of CLP cattle was organised using a voucher system to pay the *paravets*. This resulted in 100% of cattle being deworming and vaccinated against the common cattle diseases of anthrax, FMD, BQ and HS.

Beneficiary training has been provided for both livestock care and household gardens, with over 160,000 person-days of training provided through IMOs. Gardens were promoted and households assisted by the provision of seed and fertilizer packs. The majority of ATP beneficiaries have established gardens and have also planted fruit trees and fodder plants on and around their homestead plinths.

Three rapidly expanding livestock and agriculture programmes were implemented under the Enterprise Development Unit, each with growing overlap with and mutual

benefit to ATP beneficiaries. Commercial fodder production now involves about 1,500 farmers; milk marketing includes some 6,000 households, and the backyard poultry-rearing programme has approximately 13,000 household producers. Fodder and feed supply is improving for core beneficiaries and non-participants as the fodder production programme continues to develop. 1,800 microfinance institution (MFI) borrowers were trained on advanced poultry, dairy, beef and vegetable cultivation. Village Savings and Loan Associations (VSLA) now include more than 19,000 households (of whom 7,000 are core BHHs), saving on average 60 Tk per month.

The Social Development core discussion groups continued to mature and evolve during the year. At the close of the year, 1,500 groups of 20 to 25, mostly women, members meet each week to discuss topics from the set curriculum. The curriculum is now better understood and communicated by Community Development Organisers (CDOs), as emphasis was given to refresher training and clarifying the full range of subject matter. A variety of social protection measures were designed and implemented through the year including grants to households whose homes had been washed away. At year-end 4,757 erosion grants had been given. The compensatory safety net grant for those unable to work on IEP, as mentioned above, was targeted and delivered by CDOs. Another initiative piloted was the Community Safety Net, whereby CLP beneficiaries voluntarily contribute a small sum each week to an extremely poor household in the community not currently receiving any benefits from the CLP. Early signs from this pilot are encouraging and this will be actively scaled up in the coming year.

Overall this has been a successful year for the Operations Division with most targets met despite the unplanned addition of the major flood response and the delays caused to activities by the flooding. Inflation and cost increases have impacted budgets but have not prevented delivery of targets except for activities under water and sanitation. There do remain some major challenges to future delivery. Among these are the problem of occasional robberies and general security concern. Although 2007-08 was relatively peaceful, some NGO boats were attacked and assets stolen. In addition, a careful eye will continue to be kept on the capacity of contractors to implement activities within acceptable standards. The possibility of corruption, especially among grant recipients, is of concern and emphasis is being placed on prevention and efficient handling of allegations. Finally, ensuring that all core beneficiaries are provided with a raised plinth is a priority. Operations Division is well-placed to meet these challenges as it enters 2008-09.

1.4. DIRECTOR OF IML PERSPECTIVE

During 2007-08 the Innovation, Monitoring and Learning Division targeted an evolution from being a predominantly data collection unit to one concerned with the production of sound evidence of the progress and impacts of the CLP's diverse activities. In moving towards this ambition, three distinct targets were set: First to prove the quality and existence of the numerous and diverse outputs of the CLP; second to produce accurate information specifically related to the movement of core beneficiaries out of extreme poverty, and third to show just how much beneficiaries value the efforts and diverse activities of the CLP.

For the first ambition, IML managed, at arms-length from the rest of the CLP, two private companies charged with verifying firstly, the quality and quantity of outputs reported by the different operational units and secondly, the data collected monthly by

field operatives from core beneficiaries. By these activities the CLP, DFID and GoB can be confident in the results emanating from the programme on a monthly basis. For the second ambition, IML has undertaken a whole range of related surveys and studies looking at topics as varied as increases in cattle values, income being generated from cattle, land leases, rickshaws and sewing machines (all received as part of the asset transfer process). The heart of these studies has centred on monthly monitoring of household income and expenditure of all core beneficiaries (currently at 30,000) and information is showing their slow but certain move from extreme poverty.

For the third, IML has carried out a series of targeted satisfaction and impact surveys ranging from potential corruption studies during *monga* season IEP work to impacts of the new IEP safety net grant, to satisfaction with the flood relief efforts of August 2007 and of health facilities being rolled out in several pilot areas.

IML has spent considerable time in ensuring that the results of these studies and analyses are readily available and thus has developed a series of papers and reports that are widely circulated to partners and other interested parties as well as being posted on the new website. A new chapter (chapter 11) has been added to this year's Annual Report that lists the new publications developed by the CLP during the FY.

2. INFRASTRUCTURE DEVELOPMENT

2.1. INTRODUCTION AND AMBITIONS

The CLP's Infrastructure Development component aims to reduce the vulnerability of island char dwellers to environmental stress and to achieve this outcome different infrastructure activities are implemented that ensure that:

- Most households on island chars live on raised homestead plinths;
- Most households on island chars have access to safer drinking water including during floods;
- Most households on island chars consistently use improved sanitation facilities;
- Most Union Parishads and Upazilas participate effectively in delivering improved infrastructure. Char dwellers exhibit improved awareness about the roles of Union Parishad and Upazilas; and
- Provision of employment opportunities during the lean (*monga*) season in selected geographical areas.

In 2007-08 work focussed primarily on the provision of various forms of public and private infrastructure (homestead plinth raising and flood proofing, tube wells, tube well platforms, slab latrines and other forms of earthwork). Planned activity and achievements during 2007-08 are shown in Table 1.

Table 1: Infrastructure – Activities & Achievements 2007-2008		
Planned Activity	Deliverables	Achievements 2007-08
1. Allocation of UP Funds to 140 UPs	140 UPs used this fund to raise plinths for 7,000 households	145 UPs raised 5,876 homestead plinths. 44 UPs qualified for the reward fund
2. Allocation Of UP Reward Fund	60 UPs use the performance reward fund to raise plinths for 1,000 households	
3. Upazila Initiative Fund for 28 Upazilas	All 28 Upazilas implement different infrastructure projects	24 Upazilas implemented varying infrastructure projects
4. Flood proofing of individual household homestead through IMOs	15,000 homestead plinths raised	IMOs raised 9,801 homestead plinths
5. Improved quality of drinking water	400 shallow tube wells installed	721 shallow tube wells installed (including those contracted in previous year's workplan)
	1.5 million sachets of PUR distributed	110,000 sachets distributed & 1.5m stored for future flood
	1,500 platforms constructed around existing tube wells	2,691 tube well platforms constructed (including those contracted in previous year's workplan)

6. Improve sanitation	20,000 water seal latrines installed	20,859 latrines installed (including those contracted in previous year's workplan)
7. Monga Alleviation through Infrastructure & Employment Programme (IEP)	UPs implement IEP schemes generating 700,000 person-days of employment creating 3,200 homestead plinths	UPs generated 834,651 person-days of employment creating 6,956 homestead plinths
	NGOs implement IEP schemes generating 1,300,000 person-days of employment creating 5,700 homestead plinths	NGOs generated 1,791,021 person-days of employment creating 3,471 homestead plinths

The infrastructure unit is managed by a team of two head office staff while field support is provided by District Infrastructure Managers in each of the 5 districts together with a total of 40 Infrastructure Officers (each responsible for 3-5 unions). Rural infrastructure activities are channelled through one of 5 funding instruments; illustrated and explained in Table 2 below.

Table 2: Infrastructure Development funding instruments			
Budgetary allowance	Recipient of funds & implementing agency	Description	Priority areas
Upazila Initiative Fund (UIF): £ 1,480 per annum per union	Upazila Parishad notably Local Government engineering Department (LGED)	Not specified but must be used for the delivery of essential social infrastructure following government protocols and procedures	Priority given to island chars but as some Upazilas have no island chars, this criterion is waved for relevant Upazilas
UP Fund: £ 4,100 per annum per UP	UP who use community based Scheme Implementation Committees (SIC) for implementation	HH plinth raising is primarily done through UP funding	Priority given to island chars but as some Unions have no island chars, this criterion is waved in relevant Unions
Social Protection Fund: To date this has taken the form of the Infrastructure & Employment Programme (IEP) for earthmoving schemes	UPs who use community based SICs IMOs who also use SICs for labour hire & supervision	Generation of short-term employment during the <i>Monga</i> period	Both mainland and island chars
Flood Proofing: Depends on contract value	Implementation via IMOs	Raising homestead plinths as a means of flood proofing	Island chars only
Water and sanitation Fund: Depends on contract value	Implementation via IMOs	Construction of water seal slab latrines, shallow tube well for drinking water and platform around old tube wells	Island chars only

Infrastructure Development fund allocation and activities were further increased in 2007-08 when compared to the previous year. This is reflected in both the level of disbursements and outputs achieved. Activities undertaken were those set out in the CLP Work Plan, with a forecast budget of £3,728,026. During the year DFID approved a supplementary budget of £250,000 thus increasing the budget to £3,978,026. Actual expenditure for the FY was almost 97% of the budget.

The team has been particularly successful in disbursing funds for infrastructure provision through IMOs, with success achieved in flood-proofing homesteads (raising plinths), improvements in water and basic sanitation (installation of tube-wells and latrines) and in IEP to mitigate *Monga* in five districts.

Under the auspices of IML, an independent verification contractor quantity and quality controls up to 10% of outputs. If outputs are found deficient in any way, the CLP can ask contracted organisations to rectify irregularities. Funds can be withheld or withdrawn if deficiencies are not satisfactorily addressed.

2.2. ACTIVITIES AND ACHIEVEMENTS

2.2.1. UPAZILA INITIATIVE FUND (UIF) ACTIVITIES

The UIF is targeted specifically towards Upazila Parishads and aims to complement existing budget and assist in delivering essential pro-poor, labour intensive infrastructure works. The manner of finance delivery was described in details in the Annual report of the CLP for the 2006-07 FY and so will not be repeated here.

In 2007-08 UIF activities included building earthen roads (56 km), raising plinths and the playgrounds of educational institutions (44), school class room (15) and u-drains and culverts (11). Contracts were signed in February/March 2008 with 24 Upazila Parishads. The Upazila Initiative Fund will not come under the Infrastructure budget in the 2008-09 FY.

2.2.2. UNION FUND ACTIVITIES AND ACHIEVEMENT

131 UPs received funding from CLP in 2007-08 and this was the third year of UP funding. Almost all work undertaken under the Union Fund has involved homestead plinth raising. Unfortunately, the target number of plinths was not achieved because the CLP had to take account of new, higher flood heights which raised earthmoving costs. However, 4,230 plinths built in previous years were raised by an additional 0.1 to 0.3 metres to bring them above the flood levels of August and September 2007.

In an effort to better record flood heights, concrete pillars were installed in every char village and high flood marks painted on. Further, the heights of all raised plinths were measured with an optical level instrument while homesteads were raised by at least 0.6 metres above the highest point of the 1998/2004/2007 flood levels. As flood levels have increased, so the average cost of plinths has increased by an additional 2,400 Tk (about £17.75). Thus in the current year each plinth cost 12,400 Tk (or about £92) and resulted in a decrease in the number of plinth achieved by 2,124.

During the year, the CLP identified 13 UPs where irregularities were suspected. These were denied access to the Union Fund. In contrast, 46 UPs were rewarded with additional allocations from an incentive fund ranging from 100,000 - 150,000 Tk for good performance.

2.2.3. SOCIAL PROTECTION FUND

The basis of the Social Protection Fund (SPF) is to provide short-term employment for the poorest and most vulnerable households through the Infrastructure and Employment Programme (IEP) previously called the cash for work programme. The programme operates in the three *Monga* months that follow the monsoon and precede the main rice harvest when food is scarce and few seasonal employment opportunities exist. 85% of the total IEP budget was allocated to raising homestead plinths while the remainder was used to raise public spaces such as access tracks, schools, mosques and graveyard compounds.

Previously IEP (or CFW) was implemented on a daily wage rate and workers could work seven days per week. This year, following concerns raised in 2006 by IML-sponsored research, a policy shift occurred whereby payment was on a piece-rate basis and workers were not allowed to work more than five days per week. IEP was late in starting due to the floods and also was expanded to all five districts (the original plan was for three districts) following a request from the Government to help flood affected people.

IEP funds are channelled through Union Parishads and IMOs. Working in conjunction with CLP infrastructure staff, the UP selects villages for inclusion in the programme. SICs formed in each village identify participants, supervise work and distribute payments. Selection is confined to the landless and preference is given to female-headed households. IEP ran from October 5 to December 20, 2007 and contracts were signed with 55 Union Parishads and all 19 IMOs in the five districts. Male workers generally were able to earn from 115 - 125 Tk per day while female workers generally earned from 70 - 75 Tk. Each worker obtains on average 36 days employment. Total expenditure was £1,422,220 and 43,950 labourers (including 13,900 women) were employed.

A customer satisfaction survey (see IML for details) revealed a level of dissatisfaction of about 20% mostly composed of workers who felt that they had been obliged to hand over some of their wages to various UP Chairs, SICs and IMO staff. A further investigation by the Finance Division ratified many of the complaints and so the CLP promptly acted by ordering the suspension 14 IMO staff while passing the dossier to the acting Programme Director so that he might deal with irregularities related to UP Chairs and SIC members.

2.2.4. IMO ACTIVITIES AND ACHIEVEMENTS

CLP Disaster Management, Water and Sanitation and part of the Social Protection Funds are channelled through IMOs. During 2007-08 the component contracted all 19 IMOs to implement infrastructure work in island chars. Total funds dispersed amounted to £2,526,584. Considerable progress was made both in homestead plinth raising and in the provision of latrines. Under 2007/08 workplan contracts, 5,876 households received from raised homesteads, 14,453 received latrines, 1,432 tube well platforms were installed along with 376 tube wells. However unfinished works from the previous year brought physical completion up to 20,859 latrines, 721 shallow tube wells, and 2,691 tube well platforms. Thus the cumulative total for latrines is 44,385 to date. However, it should be noted that

19,059 were built prior to FY07/08 through the Upazila Initiative Fund (UIF) and were constructed with three rings, not the current CLP specification of 5-rings. All latrines, tube wells and platforms were constructed on raised plinths adding to flood protection. All latrines were installed on the raised plinths of core beneficiaries.

Water and sanitation targets for the 2007/08 workplan, i.e. latrines, tube wells and platforms were not achieved due to large increases in the unit costs of construction materials (particularly corrugated iron sheets, cement, bricks and iron rods). The IMOs did not manage the rising materials costs for infrastructure (latrines and tubewells) inputs well. By the time they needed to buy materials they were significantly more costly than the original budget and agreed contract. Rather than request additional funds to meet the original targets, CLP agreed to reduce the target number within the same cost. The unit cost of a latrine was increased from a budgeted 3,600 Tk to 4,300 Tk (about £32) while the cost of tube wells and platforms increased by 20% to 25%.

2.2.5. SAFE DRINKING WATER PROVISION

Provision of safe drinking water is a CLP commitment. However, simply the installation of a tube does not guarantee safe drinking water. Therefore water quality tests were performed in all five districts with random samples taken from 150 tube wells (both CLP and non-CLP installed and with/without a concrete platforms). The samples were tested for arsenic, iron, TTC and manganese and results were highly positive for water quality. Furthermore, tests showed that proper platform construction can have a significant impact on improving water quality. The tests were carried out in the dry season and will be repeated during the monsoon to see whether there is any impact of floods on water quality.

As a precaution during the floods of July/August 2007 CLP distributed to flood-affected homes 108,000 sachets of PUR water purification chemicals, donated by P&G, in addition to one million chlorine water purification tablets. This largely protected the island char population from water borne diseases as found in another customer satisfaction survey carried out by IML. CLP has procured a further 1.5 million sachet of PUR for free distribution in case of floods in 2008.

2.3. LESSONS AND FUTURE OBJECTIVES

2.3.1. LESSONS LEARNT

Corruption remains a major issue in Bangladesh. Local government institutions are rated in the top five by Transparency International. The CLP has in place internal policies and guidelines and targets zero corruption. Despite intense efforts from many quarters of the CLP, there are still many reports of money being demanded by UP chairs and SIC members especially from IEP labourers. The CLP seeks to ensure that labourers are their wages in full in the presence of a CLP representative. However, many IEP workers report that UP chairs and other individuals demand payments after wages have been collected. Many feel obliged to pay since IEP employment often depends on UP chairs for the work while wages are often channelled through them. This is the second year that such payments demands have been clearly recorded. Thus the CLP is reviewing plinth-raising policies and looking for alternative options to counter the incidence of corruption. In the meantime, the CLP has disqualified 13 UPs, reported directly involved in corruption, from receiving further funds. This issue remains a real concern for the CLP.

The erosion of homestead is a major problem. While people do try to select areas to raise their homes where erosion risk is reduced, it is in reality difficult to predict which areas are the safest areas. To date, 225 households have lost their CLP-raised plinths due to river erosion. As detailed below in the Section 5.2.6 (Social Protection Grants & Transfers), CLP paid a grant of 3,000 Tk to 4,757 households who lost their houses to river erosion.

The Local Government Engineering Department (LGED) at the Upazila level is the main government organ for implementing infrastructure works in rural areas. They are busy with government-funded infrastructure works. Upazila Parishads have to depend on them to implement the CLP-funded Upazila Initiative Fund. To date, Upazila Parishads have failed to ensure accountable for quality and timeliness of work. The Upazila Chief Executives (UNO) are government officials and so it is hard to motivate them to provide good work. The benefit of having a raised homestead plinth is now common knowledge. Disaster management through plinth raising proved itself during the 2007 floods as migration to the mainland was negligible. Furthermore, an average of 2.5 families with their cattle took refuge on each plinth raised by the CLP. Not only do plinths protect homes and livestock from flooding but they also allow a relatively normal life to continue: vegetable production can continue and other income-generating activities are encouraged. Most recipients take good care of their plinths by planting fruit trees and grass or other crops on the slopes. People now understand that raised plinths are crucial not only for flood proofing but also for safe drinking water, hygienic latrines, vegetable gardening, etc.

2.3.2. FUTURE OBJECTIVES

Corruption still remains a real concern in labour intensive infrastructure work and despite the CLP taking prompt action against staff on the CLP payroll, the corruption by local government officials is more difficult to control. While consultation with the acting PD continues, the CLP is reviewing its infrastructure implementation policies to reduce corruption levels as much as possible.

The overall target of the CLP is to raise 100,000 household plinths. As some UPs do not have island chars, some plinths are also being built on attached chars. But 70-80% of plinths will be on island chars, implemented through IMOs and UPs. ATP beneficiaries are the top priority for plinth-raising but 50,000 non-ATP families will also receive a raised plinth. Non-ATP beneficiaries are being selected from the bottom 2/3rd of the char population and preference is being given to female-headed households.

In order to increase the coverage of ATP beneficiaries, the CLP will no longer fund UPs that do not have island chars. Thus a total of 75-80 UPs will receive funds for plinth raising in FY 2008-09.

At the end of this FY, 58,804 households are now living on CLP-raised plinths. An additional 29,000 homesteads are expected to be raised in 2008-09 and all will be provided with access to safe drinking water and sanitation facilities. A total of 750 caretakers for the installed tube wells are being trained and provided with a tool box during 2008-09.

Monga continues as a serious problem in Northern Bangladesh; especially in the districts of Kurigram and Gaibandha. DFID increasingly seeks to mitigate seasonal hunger and so the CLP plans to provide increased temporary employment opportunities to effected people.

Current plans are to provide 1.7 million person days of employment in Kurigram and Gaibandha districts and in selected pockets of Jamalpur and Sirajganj districts in the 2008-09 *monga* period. At least 36,000 families will be able to obtain 45-50 days of employment in different types of earthmoving work.

3. LIVELIHOODS DEVELOPMENT UNIT

3.1. INTRODUCTION AND AMBITIONS

Experience gained during the implementation of CLP, from elsewhere in Bangladesh and worldwide shows that extreme poor households cannot usually be lifted out of poverty simply by the transfer of technical knowledge or credit. The CLP is showing that a viable alternative is offered by the transfer of a package of assets allowing the extreme poor to begin income-generating activities on a scale that is having a significant and irreversible impact on their lives.

In January 2006, the CLP initiated an asset transfer programme (ATP) in which five IMOs were provided with grants to provide 3,147 core beneficiary households (BHH) with funding of approximately £100 in order to purchase income-generating assets. ATP has continued through a second asset distribution in FY 2006-07 and a third in the current FY. When given the choice, approximately 97% of (so-called) Phase 1 BHH chose to purchase young cattle (81% heifers).

In addition to assets, BHH were provided with an income-support stipend of 300 Tk a month for 18 months and, for those purchasing cattle, an additional livestock feed support payment of 100 Tk for the first six months. These two payments were made to ensure that families could support themselves and their assets until the assets began to generate an income stream. BHH were further supported by the provision of training in livestock and homestead garden production. These activities help to ensure that households attain the technical capacity necessary to raise livestock and the means to produce nutrition-rich crops that assist in maintaining good health.

In November 2006, the CLP initiated the second phase of ATP. Drawing on the lessons from the Phase 1, a total of 14 IMOs were provided with grants to provide 8,246 BHH with funding to purchase assets, a monthly stipend (as before) and training. By the end of that year a cumulative total of 11,420 beneficiaries had received income-generating assets (IGA).

In October 2007, the CLP started Phase 3 ATP in which a total of 19 IMOs were provided with grants to provide 18,850 BHH with funding to purchase assets, a monthly stipend consisting of the income support element, maintained at 300 Tk for 18 months, and the livestock feed component increased to 200 Tk for the first 6 months, plus training. By the end of the FY, 30,270 BHH; almost all of whom are women, have received income generating assets.

During 2007-08, IMOs and GoB agriculture and livestock departments were funded to provide training, homestead garden inputs, livestock vaccination and de-worming, fodder plots and fodder nursery establishment, saplings distribution both to ATP beneficiaries and others not included in ATP. These are described below.

3.2. ACTIVITIES AND ACHIEVEMENTS

Table 3 shows planned activities and deliverables of the Livelihoods Component together with a list of achievements for 2007-08.

Table 3: LDU – Activities and Achievements 2007-08		
Planned activity	Deliverable(s)	Achievements 2007-2008
1. Asset Transfer Programme (Phase 3)	19,000 beneficiaries each acquire 15,000 Tk of productive assets & 18 months of stipend by April 2008	<ul style="list-style-type: none"> • 18,850 beneficiaries received Tk 15,000 of IGA; • 300 Tk distributed as a family maintenance stipend from August 2007; • 200 Tk provided for feed costs for first 6 months; • 22,712 cattle were dewormed twice • 22,712 cattle were vaccinated twice with 4 vaccines • 888 cows/heifers were artificially inseminated; • 14,960 Sheep/goats were dewormed once & vaccinated against PPR
2. GoB Agriculture activities	1,228 households plant mango & jujube saplings in 7 Upazilas of CLP area; nutrition improving	<ul style="list-style-type: none"> • 960 beneficiaries received training on fruit tree plantation & management • 1,200 beneficiaries received mango saplings • 1,200 beneficiaries received jujube saplings
3. GoB Livestock Activities	389 HH cultivate high yielding fodder, reduce fodder crisis in 7 Upazilas of CLP area	<ul style="list-style-type: none"> • 32 beneficiaries received fodder crop testing • 262 beneficiaries received support for fodder production demonstration establishment • 35 beneficiaries received support for establishment of fodder nursery.
4. Capacity building of 19 IMO	Training & Study Tours for key staff of 19 IMOs arranged.	<ul style="list-style-type: none"> • 190 IMO staff received ToT in vegetable production, grafting, livestock rearing & compost production • 111 staff visited Bangladesh Agricultural University • 83 staff visited Bangladesh Agricultural Research Institute • 20 cool boxes distributed for carrying vaccines
5. Develop training materials (flipcharts & leaflets, modules etc.)	19 IMOs utilising training material (flip charts, leaflets, etc.)	<ul style="list-style-type: none"> • All 19 IMOs received training material (flip charts, leaflets, modules etc.) • 18,850 beneficiaries received 3 types of leaflets
6. GOB awareness raising, information-sharing & coordination	Two District level meetings for information sharing purpose	<ul style="list-style-type: none"> • 2 meetings were held with a total number of participants of 21
7. Review of lesson learnt with 19 IMOs engaged in livelihoods work	Review of 2007-08 activities, future planning	<ul style="list-style-type: none"> • 119 IMOs staffs participated in ATP workshop & prepared the activities plan for 2008-09

3.2.1. ASSET TRANSFER PROGRAMME

ATP PHASE 1

A total of 4,836 cattle were purchased by 3,174 BHHs in FY 2005-06. Most sold their first assets and reinvested the money in several different ways: further cattle, leases on land, starting small business, etc. Unfortunately, beneficiaries generally have poor access to veterinary services and so have not vaccinated or dewormed their cattle since this was last done with the help of the CLP. The degree to which ATP 1 households are accessing veterinary services varies considerably; depending on the initiative of the IMO and of the local paravets. Where IMOs continue to remind beneficiaries of the need to vaccinate/deworm cattle and link them to a paravet, and where the paravet shows sufficient initiative to sell services at a reasonable price, then livestock do receive vaccination/deworming paid for by the beneficiary. Where this does not occur, Phase 1 livestock are not being vaccinated. The Livelihoods unit has attempted to rectify the situation by providing four sets of training (2 in agriculture and 2 in livestock). Nonetheless, cattle mortality remains very low at only 0.4% per annum.

ATP PHASE 2

The CLP partnered with 14 IMOs to finance the purchase of assets during 2006-07 for 8,322 households. Of the original total, 35 recipients subsequently migrated to the mainland with their assets and 39 refused to receive the assets for religious reasons, another died and one was divorced. Thus there remain 8,246 recipients within Phase 2 ATP. A total of 8,854 cattle were purchased and Phase 2 recipients are mimicking Phase 1 in that they often sell the original animal and reinvest in more cattle or other assets. Four sets of training were also provided (as with Phase 1) Phase 2 cattle mortality is higher at 0.82% per annum.

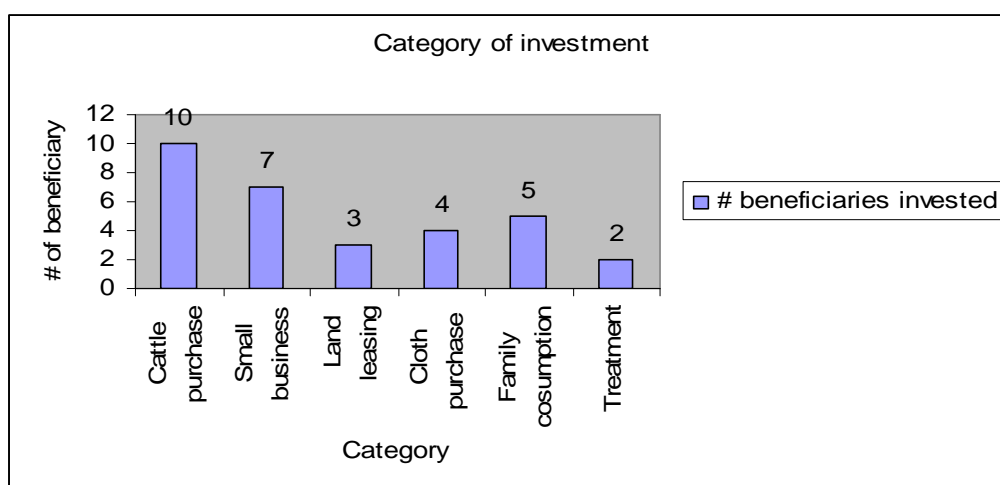


The example of SKS

Ten beneficiaries from Fulchari Upazila covered by SKS (one of the partner IMOs) purchased 10 heifers in Dec. 2006 for an average price of 11,630 Tk. All heifers calved in Nov. 2007 and the average milk production is 2.82 litres per day. On average, 0.50 litre of milk is consumed by family member and the remainder is sold. Each beneficiary is able to earn on average 58 Tk from the sale of the milk.

The simple case study of ARCHES

Ten beneficiaries purchased 10 bulls in Jan. 2007 at an average price of 12,324 Tk. In Dec. 2007, just 11 month later, they sold their animals for an average of 22,790 Tk; a profit of 10,466 Tk per bull. They reinvested their money as shown in the following figure:



ATP PHASE 3

Funding was provided to 19 IMO's and financed the purchase of assets by 19,000 BHH. Of the original households selected, 29 migrated to the mainland, 108 were disqualified during verification, 8 refused to receive their assets for religious and social reasons and 5 died. Thus Phase 3 ATP has 18,850 BHH and they have purchased their assets in three stages (Table 4).

Table 4: Stages of asset purchase during Phase 3 ATP		
Type of Asset	Number of households	Number of assets
1st purchase stage:	Principle asset purchased using approx. 90% of funds. Average value of 13,256 Tk	
Bull	4,493	4,493
Heifer	14,704	14,704
Cow	886	886
Cow plus calf	725	725
2nd Purchase stage:	13,444 HH with sufficient funds buy a second, smaller asset with an average value of 2,213 Tk (approx. 11% of funds)	
Sheep	7,326	11,037
Goats	4,095	5,899
Calves	1,904	1,932
Chicken	322	445
Rickshaw/van	98	98
Sewing machine	21	21
Small business, fishing boat, tea stall, etc.	15	15
3rd purchase stage:	10,107 HH with an average of 275 Tk remaining (1% of total funds) were given this in cash and many bought materials for a cattle shed.	

The following steps were followed in the purchasing process:

1. Orientation meetings – groups of BHHs met to learn about the ATP and the choice of assets;
2. 1-day basic training given in livestock production including how to select a good cow for purchase;
3. Groups of beneficiaries, or their representatives, travel to livestock markets to purchase cattle;
4. Beneficiaries select the animal(s) they wish to purchase and IMO staff provide the funds;
5. The beneficiary buys the animal and takes it back to her / his village.

Purchasing began in October 2007 and 17 of the IMO had completed asset transfer by April 2008. All animals were immediately vaccinated against Foot and Mouth Disease (FMD), Anthrax, Black Quarter (BQ) and Hemorrhagic Septicemia (HS). They were also dewormed. Phase 3 cattle mortality was 0.27% and 12 cattle were stolen.

3.2.2. HOMESTEAD GARDENS

During 2007-08, 17,948 households were given training in homestead gardening, compost making and fruit trees production. They learnt about vegetable production in small areas, tree planting, compost production, grafting technique, etc.

Table 5 shows how the Livelihoods unit performed against ambitions laid down in the work plan for 2007-08.

Table 5: Performance of homestead garden activities against work plan ambitions			
Activities	IMO		Remarks
	Target	Achievement	
# Homestead assisted	19,000	18,178	18,850 BHH received assets
# trees planted	95,000	132,835	
# bamboo saplings	19,000	14,925	The shortfall is due to certain ATP HH still awaiting a raised plinth
# household with papaya sapling	19,000	13,821	Plant delivery ongoing
# compost pits	19,000	17,502	Some raised plinths still awaited
HH receiving seeds	18,500	18,588	
# pits	114,000	138,857	
# HH with pits	19,000	19,166	
#Training (person-days): HH gardens	49,420	48,510	
#Training (person-days): HH compost	30,420	29,248	Ongoing
# Training post-harvest (person-days)		8,946	As required by BHHs

The predominantly low fertility and sandy soils of many island chars together with difficult access to markets make crop production difficult. On the other hand, the relatively low population density and extensive areas of open grasslands are attractive conditions for livestock production. Consequently cattle and, to lesser extent, sheep and goat production are major sources of income for char residence. However, the

difficulty of access to the chars means that the availability of veterinary services is patchy and livestock are seldom vaccinated or dewormed. Epidemics of debilitating diseases such as FMD are frequent and death from anthrax and other infectious livestock diseases are common.

All households to receive animals are provided with livestock production training during four, one-day courses. These provide basic training in cattle selection, disease identification and control, livestock feeding and livestock breeding together with calf-rearing.



Table 6: Summary of achievements during 2007-08

Activities	IMO		Remarks
	Target	Achievement	
Deworming of cattle (2 doses)	31,000	48,583	Cows and any calves dewormed
Vaccination of cattle (4 doses)	136,000	143,498	Cows and any calves vaccinated
Deworming of goat/sheep (1 dose)	9,500	9,004	
Vaccination of goat/sheep (1 dose)	16,936	13,154	Pregnant animals and 1 week old kid/lamb not vaccinated.
# beneficiary training (person days)	117,480	110,717	Due to late contract with 2 IMOs
# beneficiary training (person days)	117,480	110,717	Due to late contract with 2 IMOs
Fodder plots	26,540	22,371	Some plinths still to be raised
# Cattle AI	7,200	888	Shortage of AI technician

An example of one ATP 3 beneficiary in the GKS area:

Mazeda Begum from the village Charnatipara, the union of Chargirish and the upazila of Kazipur purchased a bull for 14,900 Tk on 23 January 2008. She learnt how to rear the bull and maximize profits. Her animal is in excellent health with a good growth rate. Four months later (on May) she valued her bull at 25,000 - 27,000 Tk. She is obviously delighted with her asset.



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3.2.2 GOB ACTIVITIES

Livestock:

To reduce the risk of fodder shortages on the chars, the Livelihoods Unit initiated fodder production activities by encouraging residents to cultivate high yielding varieties. Activities were implemented under contract with 7 Upazila Livestock Officers from Kurigram, Gaibandha, Bogra and Sirajgonj. The major activities were to establish fodder demonstration plots and nurseries. Activities covered 43 villages in 13 unions of Rajibpur, Fulchari, Shaghata, Sariakandi, Sirajgonj, Sader, Belkuchi and Kazipur. The results of the Livelihoods activities during 2007-08 are displayed in Table 7.

Table 7: Progress of livestock activities against the work plan			
Activities	Target	Achievement	Remarks
# of beneficiaries receiving support on fodder crop testing	32	32	
# of beneficiaries receiving support to establish fodder production demo	320	262	
# of beneficiaries receiving support to establish fodder nursery	37	35	

Agriculture:

To encourage char dwellers to plant fruit trees and improve their management, the unit initiated activities on fruit tree production and distribution. The CLP signed contracts with 7 Upazila Agriculture Officers in Kurigram, Bogra Sirajgonj and Jamalpur with the main activities being to train beneficiaries in fruit trees planting and management as well as to distribute mango and jujube saplings to beneficiaries not covered by ATP. Activities occurred in 24 villages of 8 unions (Rowmari, Sariakandi, Sirajgonj, Sader, Belkuchi, Kazipur, Islampur and Sariasabari). Table 8 shows the progress made in these activities.

Table 8: Performance of agricultural activities against the work plan			
Activities	Target	Achievement	Remarks
# beneficiaries receiving training in fruit trees planting and management.	1,400	1,188	
# mango saplings distributed and planted	1,400	1,200	
# jujube saplings distributed and planted	1,600	1,200	

3.3. LESSONS AND FUTURE OBJECTIVES

3.3.1. LESSONS LEARNT

- ATP assets are approximately doubling in value each year and many ATP households have successfully sold assets and purchased new ones, including many land leases;
- Given that more than 90% of ATP assets are cattle, the success of ATP depends heavily on the availability of vaccines against common cattle diseases;
- Paravets need to be involved in training, vaccination, treatment and breeding, and the current voucher scheme needs some modification;
- Artificial insemination will have a major impact on the productivity of cattle on the chars;
- Women should be involved in the choice of assets in order to prevent family conflicts;
- IMO staff must be present at the time of asset purchase in order to protect beneficiaries' interests;
- Several IMOs at the same market causes temporary price inflation;
- IMOs need clear guidelines related to migration, asset sales and beneficiary death;
- The programme should link to GoB research institutes for research into soil fertility and crop management for the chars;
- Marketing links for both livestock and agriculture produce are important for the long-term sustainability of ATP.

3.3.2. FUTURE OBJECTIVES

- At least 20,000 new beneficiaries to be covered by 19 IMOs;
- New ATP beneficiaries will receive:
 - 17,000 Tk for asset purchases
 - 350 Tk per month for 18 months as an income support stipend
 - 250 Tk for 6 months as a livestock feed support
 - All will receive livestock production training;
 - All plinths will be planted with trees and fodder.
 - A programme of artificial insemination will be introduced for a minimum of 5,000 households by GOB;
- Paravets will provide animal health services to ATP households and receive payment from a voucher system covering costs for vaccination and deworming;
- Training and inputs will be provided to ATP beneficiaries for homestead gardens, fruit production, compost production and livestock rearing.

4. ENTERPRISE DEVELOPMENT

4.1. INTRODUCTION AND AMBITIONS

The objective of the Enterprise Development Unit (EDU) is to introduce commercially sustainable supply chains, technology, marketing relationships and supporting services that result in improved investment opportunities for the poorest char dwellers, in particular those who are dependent on day labour. To the maximum extent possible, the work is focused on sectors which benefit the poorest, including the CLP core beneficiaries¹. Nonetheless, EDU expects all participants to pay the cost of supplies and take risk by participating in the programme.

Like other components of the CLP, enterprise programmes are implemented by IMOs² but, unlike other programmes of the CLP, enterprise programmes generally do not pay for supplies, services or transportation costs³. Programme inputs are generally limited to IMO staff salaries, training, materials and events which bring producers, suppliers and buyers together.

It is important to note from the perspective of the CLP that ‘enterprises’ are investments made by poor char households, rather than growth businesses as would be found in more developed areas. The chars are remote and key production-related services (such as transport, telecommunications, livestock services, electrical power and financial services) are both inefficient and expensive. Thus a household with 5-10 hens is considered to have a ‘poultry enterprise’, and a farmer with 10-20 decimals of fodder grass under cultivation is considered to have a ‘fodder enterprise’. While these enterprises are small and their incomes are insufficient to support a household⁴, they are important options within a portfolio of income sources and an important diversification from dependence on wage labour.



Despite the small scale of the enterprises, the principles of market development are the same as any other ‘private sector’ programme; and enthusiastic participation by village members is an indication that activities are profitable given the lack of direct subsidy for supplies and services⁵.

CLP’s Enterprise programme initiated activities in the field in September 2006 and, by June 2007, there were 9,000 participants. This number was increased to a cumulative total

¹ Enterprise activities are implemented in island char villages where overlap with ATP beneficiaries has attained 20%. Overlap should rise to at least 50% over the next two years.

² IMO staff were provided with 856 person-days of training in Market Development approaches to improve understanding of project design and implementation involving the private sector.

³ The one notable exception to this is a partial subsidy for the development of cool chain and treatment equipment used by LSP. These items are generally provided by CLP through sharing arrangements.

⁴ The typical monthly income of these two enterprises might be 1,000 Tk.

⁵ Satisfaction surveys will occur in the next FY and the desired outcome would be that at least 50% of participants reporting a positive return on investment.

of 53,000 by June 2008 by the addition of 44,000 participants in three key initiatives during the 2007-08 FY, as shown in Table 9⁶.

Table 9: EDU – programme participants		
Programme	Planned Participation	Actual Participation
The Market Development Programme focused on livestock and agriculture production	16,500 households	27,500 households (20% ATP beneficiaries)
The Livestock Services Programme that trains and supports community members as informal providers of animal health and husbandry services	300 livestock service providers (LSPs)	321LSPs (services being provided in all CLP villages) ⁷
The Microfinance Programme that supports both mainstream microfinance approaches and the development of self-managed savings associations	11,800 households	16,500 households (40% ATP beneficiaries) ⁸

4.2. ACTIVITIES AND ACHIEVEMENTS

4.2.1. MARKET DEVELOPMENT PROGRAMME

The Market Development Programme was composed of four projects in 2007-08:

- The Market Development Fund (6,000 participants)
- Improved Local Variety Poultry Rearing (13,800 participants)
- Collective Milk Marketing (5,800 participants)
- Commercial Fodder Cultivation (1,900 participants)

Market Development Fund

The Market Development Fund was launched in April of 2006 to allow IMOs to propose pilot projects in agriculture, livestock, fisheries and handicrafts production, taking assistance from Special Service Providers (SSPs) for the introduction of new technology and the forming of links to private sector suppliers and buyers⁹. Successful pilot projects

⁶ Participants are those who have been oriented on the programme through training. Not all participants chose to invest and not all who invested were successful. Participation levels are not a sufficient measure of favourable outcome until assessed as *repeat* participation through subsequent random sample surveying.

⁷ 358 were identified and trained and 321 remain as of June 2008. The rest have dropped out or been removed from the programme.

⁸ ATP beneficiaries are so far only participating in savings based microfinance called VSLA or “Village Savings and Loan Associations”. ATP beneficiaries have not yet been authorized to borrow from the microfinance programmes of the IMOs.

⁹ In 2007-2008 these were Apex, Bangladesh Breeders and Consultants, Exceed Herbal Medicine & Consumer Products Division, Gmark Consulting Ltd., Hathay Bunano, Practical Action, TARA, Trims Consultants Ltd., Winrock and World Fish Centre.

lead to larger scale initiatives which are introduced to an expanding number of IMOs¹⁰. The results of pilots in the current FY have been mixed and can be summarized as follows:

- The most successful pilots were in the agriculture sector and demonstrated that suppliers and service providers can be developed to:
 - Sell, install and rent equipment;
 - Provide services such as pruning and grafting, tillage and irrigation;
 - Sell high yielding varieties of seeds and saplings;
 - Train producers as part of their business promotion.
- The fisheries sector is a low priority sector for intervention by the CLP given poor water retention in sandy soils associated with plinth borrow pits as well as complex ownership rights associated with the large natural water bodies;
- The handicraft sector is also a low priority sector given its dependence on a limited pool of buyers and marketing channels.

Most (but not all) SSPs have been unresponsive to the specific needs of the IMOs and thus CLP consultants have needed to provide a high level of input to programmes if they are to be successful¹¹. In most cases the approach by the SSPs has been done by their principals, who have good ideas and the capacity to make convincing proposals. However in the implementation stage they have generally assigned inexperienced, junior staff who aren't able to follow through on the commitments. The most critical outcome of this has been in developing marketing relationships. The majority of the work has been extension with little attention to developing marketing relationships. There has been no real progress in linking producers with stable, long term buyers of their produce. So for example, although Practical Action has extensive literature about market assessment and linking, in a groundnut pilot project HYV seeds were procured from government sources and distributed (at cost) to farmers with no attention given to developing groundnut processors as contract buyers who can supply quality seed. As CLP didn't approve any extension to the pilot, and farmers could no longer get the seed (some found their own source in Kulna, but this had nothing to do with the pilot). Most pilots were similar: activities completed, but no sustainable relationships developed. This applies in particular to the establishment of sustainable supply chains and marketing relationships. Although a challenge fund provides a means for innovation by IMOs, it appears that a narrower range of sector programmes with either direct CLP support or direct SSP implementation will be more effective. 2007-08 was the final round of the Market Development Fund and lessons from the agriculture sector pilots will be used in the design of an Agriculture Services Programme, to be tested in one district in 2008-09.

Improved Local Variety Poultry Rearing

CLP's poultry programme was implemented through 64 of the 321LSPs in 2007-08. Each service provider was expected to train 200 char dwellers on simple interventions and then sell pellet feed and vaccinations. The interventions are appropriate to the char context and do not require expensive investment¹²:

¹⁰ The pilot programme of 2006-2007 resulted in the present programmes of poultry production, milk marketing and fodder cultivation.

¹¹ Pilot budgets have been very small (under 1 million Tk) and SSPs are subcontracted to the IMOs and therefore not as accountable as they would be under direct contract to CLP.

¹² The interventions are borrowed from SLDP2 programme of Danida-GOB but without that programme's emphasis on improved breeds.

- Use of commercial feeds for incubating hens and for full protected feeding of chicks for the first 1-2 months;
- Early separation of chicks from the hen to end the broody stage;
- Vaccination of both chicks and adults against Newcastle's Disease

Implemented properly, the typical island char household should be able to produce 400-800 eggs per year from 5-10 hens and either sell eggs (at 4 Tk each) or hatch them and rear birds to 500g. over 3.5 - 4 months at a net profit of 50-100 Tk per bird. In parallel, Livestock Services Providers should be able to earn an additional 1,000-2,000 Tk per month from feed and vaccine sales.

Internal monitoring data together with a recent survey of a sample of participants carried out under the auspices of IML revealed the following results:

- 90% of participants are presently rearing poultry, and have an average flock of 14 birds (of all sizes);
- 80% of participants use the improved incubation pot and 65% practice some form of early separation and commercial feed supplementation for chicks (although not full feeding);
- Participants sold or consumed an average of 2 birds and 16 eggs in the month of June¹³;
- Participating LSPs sold an average of 66 Kg of commercial feed in June (27 Tk per Kg) and an average of 870 doses of vaccine (at 0.77 Tk).

Viral disease resulted in 50% mortality during the winter migratory season between January and March with an estimated project loss of 75,000 birds and up to 1 million birds in the overall programme area. This was discouraging for both rearers and LSPs although from March-June the flock size has doubled while feed and vaccine sales are again rising. Suitable poultry housing will be introduced to interested participants (at their expense) during 2008-09 and should allow for larger average flock sizes. Approximately 20% of participants are also ATP beneficiaries.

Collective Milk Marketing

Collective milk marketing has been introduced to island char dwellers given the links to ATP (70-90% dairy cattle chosen as the major asset) and strong and growing demand from large liquid milk processors. Although in the remotest island chars transport distance and spoilage may inhibit sector growth, organizing dairy producers is relatively straightforward and results in a larger share of liquid milk being monetized. There is also a small increase in the price paid due to increased producer bargaining power¹⁴. More important is the increased involvement of the large milk processors in sustainable service provision, including vaccine provision, credit for feed as well as artificial insemination. When such services are linked to a milk processor, they can be accessed by poor households that otherwise would not have the income to sustain an improved breed animal on a production diet. So far the CLP has worked with Milk Vita and Brac Dairy on linking island char

¹³ Typically more eggs would be hatched but households tend to reduce flock sizes at the approach of the Monsoon Season.

¹⁴ The difference between producer prices for a litre of milk is about 5% (1 Tk per litre), whether comparing project participants to non participants or project villages to non-project villages. Whereas liquid milk prices have risen by 30-60% over the course of the project, most of this is accounted for by market price inflation rather than project intervention.

dwellers to these services. Together they operate 14 chilling plants that buy milk from the CLP project area with a total capacity of 21,000 litres per day and operating at 70% capacity (in April 2008)¹⁵. CLP participants are providing 12% of the milk to these plants.

The total production of milk by 5,800 CLP milk producers in 197 groups was 7,600 litres per day in May 2008. Of that daily production, 5,600 litres was marketed (1,700 litres to the chilling plants). Participants in the CLP milk marketing programme sold twice as much milk as non-participants¹⁶. This supply response is related to a) the activity of organizing the marketing that results in a larger supply to collectors (the 68 collectors involved have hired 12 employees to deal with increasing supply); and b) improved feed management. The objective of the programme is to create this supply response and attract large liquid milk producers who can supply services, in particular artificial insemination. Milk Vita is able to supply these services now. In April, the CLP started working with Brac Dairy's Ulipur (Kurigram) Plant Manager Register books were developed and 400 producers were brought under the new scheme. In two months the plant's throughput increased from 30% to 90% capacity that provides evidence to Brac Dairy that Brac's artificial insemination and feeds can be linked to producers via the Ulipur plant and that more chilling plants can be introduced profitably in the char areas. The objective of this activity is not to increase the milk price¹⁷, but to bring livestock services to the island chars through dairy processors. Again about 20% of participants are also ATP beneficiaries.

Commercial Fodder Cultivation

CLP began experimenting with commercial fodder cultivation in 2006-07. Fodder grasses have been promoted to farmers as an alternative to maize cultivation that provides more of a benefit to poultry feed manufacturers and is generally less profitable than fodder grasses¹⁸. Given the serious annual shortage of fodder grasses in island chars (especially from February to May), commercially produced grasses are worth on average 2 Tk/Kg and can be produced under char conditions at the rate of 10 MT/acre¹⁹. Fodder will have a significant impact on livestock productivity in the island chars, including the dairy cattle transferred to the CLP's core beneficiaries. Marketing is local (cut and carry) as compared to maize that requires shelling and transport to the mainland.

In 2007-08 approximately 1,800 farmers planted 177 acres of fodder grass. The crop was 70% Joar (grain sorghum), 20% Jumbo (fodder sorghum) and 10% Bajra (Pearl Millet). 1,700 MT of fodder grasses were produced, the equivalent of 340,000 cattle-days of fodder at 5 Kg/day. Of this, 4.5 MT (2.5%) was processed into silage by farmers with raised plinths using the pit silage method. Silage has the potential to resolve fodder scarcity during extreme floods that trap char dwellers and their animals on the plinths and would be highly profitable for silage producers during these periods.

¹⁵ These figures exclude Shajadpur Upazila of Sirajganj which is a major milk production zone supplied by mainland cattle rearers.

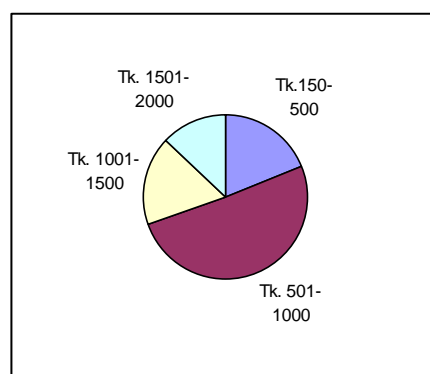
¹⁶ IML quarterly survey

¹⁷ Liquid milk processors find it difficult to compete with the informal sector on price. Their competitive advantage comes from the provision of services.

¹⁸ Maize provides a net profit of around 10,000 Tk per acre against 15-20,000 Tk per acre for commercial fodder grasses. However the profitability of fodder grasses will eventually fall when supply shortages are minimized.

¹⁹ In demo plots with irrigation and fertilizer worth 10,000 Tk per acre, production averaged 20 MT/acre with a value of 40,000 Tk

Hybrid Jumbo has proven to be the most productive of the grasses with a predictable yield of 10-15 MT/acre in poor quality soils and provide excellent fodder value for dairy animals. In 2008-09 the cultivated area will be increased to 1,000 acres with 5,000 farmers involved. There is minimal current overlap with ATP beneficiaries but is expected to increase as more beneficiaries lease land.



4.2.2. LIVESTOCK SERVICES PROGRAMME

The Livestock Services Programme focuses on identifying and training community members as providers of training, vaccination, treatment and feed supply to increase the productivity of the livestock and poultry sectors in island chars. During 2007-08 there were a total of 358 LSPs identified and each was provided 15 days introductory training in livestock and poultry management, disease identification, treatment and vaccination. 321 LSPs remain in the programme, and cover all of the CLP's core programme villages and households. They are not paid a stipend but rather pay 500 Tk to enter the programme as a subscription fee²⁰. When equipment is provided by CLP, it is done under 50-50 cost sharing arrangement.

Treatment	55%
Medicine sales	19%
Vaccination	15%
De-worming	8%
Feed sales	2%

In June, the average income of a LSP was 5,480 Tk per month²¹. The source of the income is shown (see box) and reflects the manner in which LSP generate income; the most profitable service being treatment and medicine for cattle. Vaccine and deworming sales are strongly supported by the CLP which provides vouchers for cattle vaccination and deworming to ATP beneficiaries. The vouchers are used to pay the LSP. Not all LSPs benefit equally, since ATP is not distributed evenly across the programme area. The data also shows the level of income for vaccination services.

The Livestock Services Programme is high-risk. Vaccine supply is constrained by DLS as the sole producer of livestock vaccines and FMD vaccine is in chronic short supply²². LSPs do not have a strong incentive to vaccinate commercially as DLS personnel cannot guarantee sufficient supplies while cold storage facilities are often not available outside the Upazila towns as electricity is either unavailable or unreliable. The CLP is experimenting with solar powered refrigeration for groups of 5 or more LSPs but it remains to be seen whether feed and vaccine sales will increase sufficiently to justify the replacement cost of

²⁰ LSP have been paid for public service. 1,500 person days of relief services were paid at the rate of 150 Tk per day during the floods and 1,500 session fees of 50 Tk were paid for bird flu training of groups of poultry rearers.

²¹ This is about double the starting income average of 2,000 – 3,000 Tk per month at the start of the programme.

²² FMD vaccine production at LRI facilities is an estimated 50,000 doses per month. This can meet less than 2% of the total requirement for the 25 million cattle in Bangladesh.

the equipment²³. If not, vaccination services will cease when ATP is completed. Much of the success of LSPs will depend on the poultry rearing programme, as BCRDV and poultry feed sales can add significant income if households are rearing large numbers of chicks under the improved system.

The cornerstone of the Livestock Services Programme is the relationship between the Livestock Services Programme and Livestock Services Officers (LSOs) who are DVM qualified IMO staff. In 2008-09 their numbers will be doubled and distributed to ensure that there is one LSO per 10 LSPs. LSOs help with diagnosis, treatment, vaccination campaigns and supply development as well as providing LSPs with on-the-job training. All ATP beneficiaries have access to an LSP.

4.2.3. MICROFINANCE PROGRAMME

There were two components to the Microfinance Programme in 2007-2008:

- Village Savings and Loan Associations
 - (3.2.1) Nirapad Palli Shanchoy, a pilot programme of VSLAs in mainland areas of Jamalpur begun in FY 2006-2007
 - (3.2.2) VSLA through IMOs, the core area implementation of VSLAs with CLP Core Beneficiaries begun in FY 2007-2008
- (3.2.3) Support to mainstream microfinance programmes

Village Savings and Loan Associations (VSLAs)

VSLAs are groups of 15-25 poor people who meet weekly or fortnightly, save in the form of share purchase, and take loans from those savings. Savings and accumulated profits are shared out at the end of annual 'cycles' according to each person's share in the savings pool. VSLAs are designed to provide a limited, independent form of microfinance in areas (like the island chars) where mainstream microfinance is scarce due to high risk and operating expenses. The cumulative progress as of June 2008 is 19,000 participants as follows:

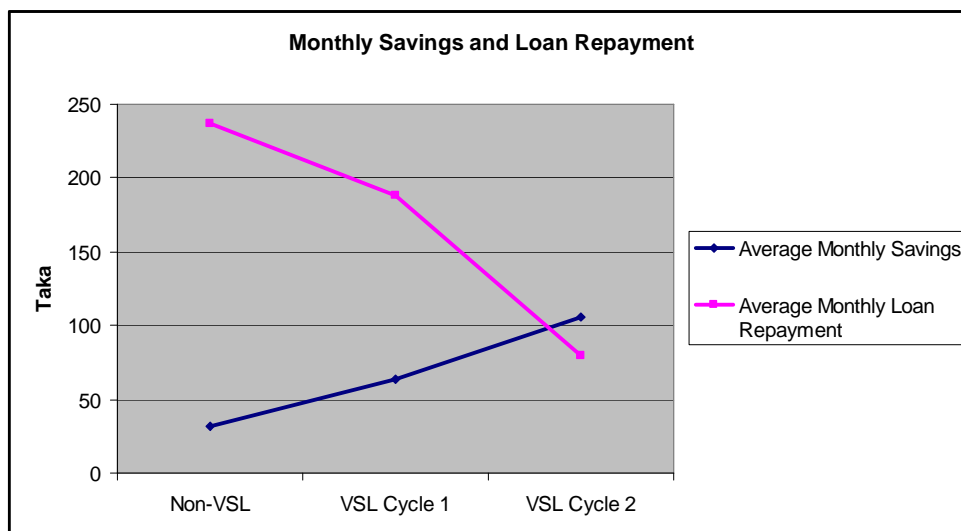
- Nirapad Palli Shanchoy: 12,000 self-selected members in 'non-core' CLP unions of Jamalpur. 7,500 of those members were added during FY 2007-2008. The first 5,000 were trained in 2006-2007 and are now sharing out from their second savings cycle as fully independent associations.
- Core Area: 6,500 CLP Core (ATP) Beneficiaries added during FY 2007-2008.

In island chars VSLA meetings are fortnightly (to accommodate other CLP meetings) and loans are made on a monthly basis at a rate of 5% per month. In between meetings, any cash money is stored in a box with three locks, each of which is opened by a key that is stored with a different non-committee member. The system is safe and secure, and after two years losses are negligible.²⁴

²³ The equipment is imported and costs Tk.1,50,000 for 5-10 LSP. If it were locally produced it would be less expensive, but still at least 50% of this cost. The useful life of the equipment can be expected to be 5-10 years.

²⁴ Less than 0.03% from theft, and no losses related to flooding.

VSLA members save an average of Tk.60 per month, or roughly one day’s agricultural wages, and earn an average 30% annual profit on those savings. While profits are neutral in terms of income generation (they are paid by net borrowers to net savers in the group), they are an important motivator of savings, the real purpose of VSLA. Very striking has been the relationship between continued VSLA membership and the shift from borrowing to saving:



Total household borrowing declines not only with VSLA participation, but also with successive cycles of VSLA. **By the second cycle, the total household savings of participants is 2-3 times as much as the household savings by non-participants. At the same time, net borrowing declines by approximately 50%, and the composition of borrowing shifts toward the VSLA (the source of 60% of loans by Cycle 2), and away from high interest debt from money lenders who take profit out of the community.** VSLA loans are small (the average outstanding balance is Tk.600) and for short durations of 1-3 months. Most VSLA loans are used for agricultural inputs, funeral expenses, and health related expenses.

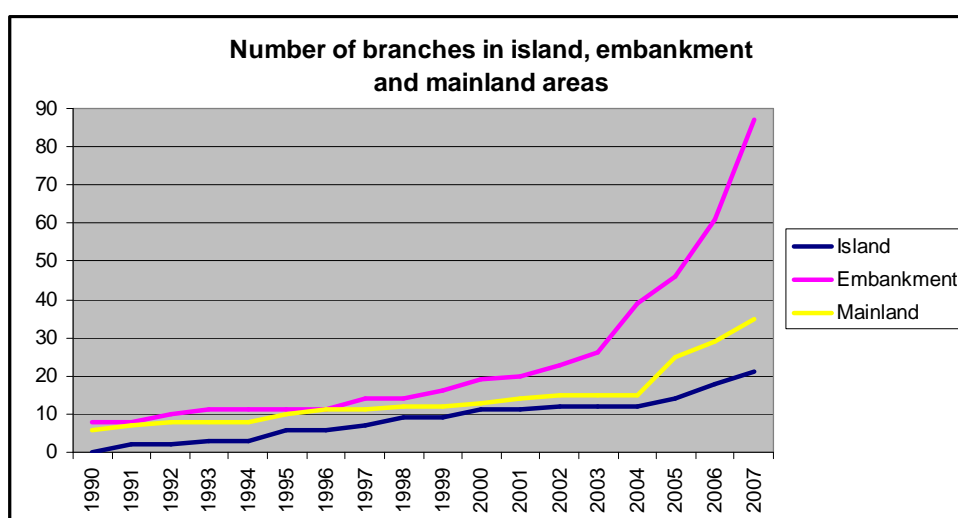
The programme has been running in the field for less than two years, and association continuation rates have been 88% for associations formed in mainland areas (where microfinance options are more diverse, and where there are no other forms of CLP support), and 100% for associations formed with ATP beneficiaries. More time is needed before continuation rates can be properly assessed. Early evidence from the mainland areas points to increasing savings rates from Cycle 1 to Cycle 2, but this too is a premature finding. What can be said so far is that VSLA has been appreciated by participants, and has not come into conflict with mainstream microcredit providers. Early evidence from the second cycle of NPS (Jamalpur) points to savings rates of 2-3 times cycle one, and continuation rates which may in fact be higher than rate of continuation from cycles one to two.²⁵ Given that field officers make a total of four visits to second cycle associations, these early results are very encouraging.

²⁵ The real results, and the rate of failure of second cycle associations will not be known until September when all associations have finished sharing out.

Overlap between ATP and VSLA programmes so far is 25%.

Support to Microfinance Programmes (3.2.3)

In 200-2008 CLP supported six IMO's to improve their mainstream microfinance programmes in island char areas. The objective of this programme is to support the Log Frame target of 100,000 island char households having access to appropriate forms of microfinance (whether from an MFI or a VSLA). As of December 2007 there were 21 MFI branches in the island chars, 13 of them belonging to IMO's (and 8 branches belonging to the large MFIs ASA, Grameen and Brac). The rate of growth in mainland and 'embankment' areas is much faster than the rate of growth in island char areas, due to the increased risk and decreased profitability associated with those branches:



Approximately 40,000 households have reasonable geographic access to one of those 21 branches. During the period January to June 2008 seven new branches were added by IMO's. This will bring access up to an estimated 50,000 households. Whether the large MFIs have opened branches will not be known until the GIS is updated (see below). The figures for access to MFIs and participation in VSLAs are not strictly additive, due to overlapping of working villages, but it appears that Log Frame objectives will be met:

- VSLA is being implemented through 10 IMO's in 2008-2010 and should reach a cumulative total of 35-40,000 CLP Core Beneficiary households.
- Plinth raising, ATP and VSLA contribute to increasing opportunity for MFIs in the future
- The 2007 floods do not appear to have greatly increased credit risk, which has contributed to lender confidence

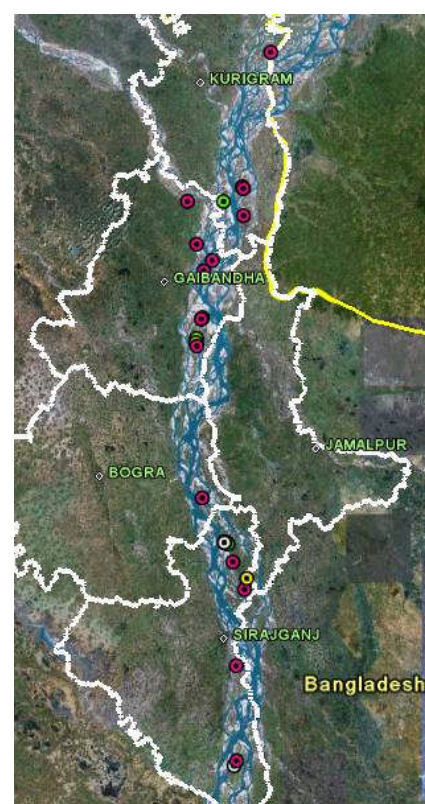
The six IMO's receiving support from CLP were all partners of the Palli Karma Shahayak Foundation, which provides wholesale lending capital to around 200 NGO-MFIs in

Bangladesh.²⁶ PKSf, rather than CLP is the source of loan capital for their operations in the island chars. CLP's support has been:

- Institutional assessments (6 in-depth assessments for participating IMOs, and 9 brief assessments for other IMOs which expressed interest in future PKSf partnership); the assessments are designed to improve both IMOs' and PKSf's understanding of opportunities and weaknesses associated with each programme
- Policy review and documentation for the 6 PKSf partner IMOs, designed to improve PKSf's confidence to increase wholesale loan funds
- Staff training (260 staff were provided training of 3-5 days in core subjects related to microfinance operation)
- Borrower training (1,800 borrowers were provided training in advanced vegetable, poultry, dairy and beef production)
- Product pilot testing designed to diversify the product mix in island chars away from the annual general loan (weekly repayments with mandatory savings) to more flexible loan repayment terms and voluntary savings arrangements. The most significant example of this was the participation of 600 island char farmers in a successful pilot scheme of seasonal agriculture loans, which had a term of six months and no principal repayment required until harvest.

Although microfinance continues to expand, in general, it appears that CLP has little influence over the rate of expansion and PKSf's wholesale lending decisions.²⁷ Once CLP removes its internal restrictions on lending to ATP beneficiaries by IMOs, the sector should grow.²⁸

Borrower training and product pilot testing a direct impact on expansion. PKSf's decisions appear best influenced by the maintenance of a Geographic Information System (Depicted at right) to track branch expansion and areas of poor coverage. GIS also allows population data to be related to flood risk to suggest new branch locations.



4.3. LESSONS AND FUTURE OBJECTIVES

4.3.1 LESSONS FROM 2007-08

²⁶ CLP works collaboratively with PKSf given its policy against providing donor capital to MFIs for use as credit funds.

²⁷ PKSf's lending decisions are less quantitative than they were in the past, leaving less opportunity for CLP to influence partner scoring through staff training and the improvement of documentation and systems. Lending decisions are now very relationship based, and vested with Desk Officers over which CLP has little influence.

²⁸ CLP will begin to allow IMOs to lend to ATP beneficiaries once they have completed a 6 month 'cooling off' period and a course in loan management. ATP1 and ATP2 beneficiaries will be eligible to borrow in January 2009

2007-08 was EDU's second year of field operations. IMOs were enthusiastic implementers of the programmes and more committed to the quality and sustainability of programmes than external SSPs. VSLA and commercial fodder cultivation have been quickly adopted and have proven highly successful programmes.

Improved poultry rearing is vitally important to income level in particular for ATP beneficiaries who need cash flow to pay for livestock feed. However poultry rearing faces major obstacles in the form of viral disease and disinterest from LSPs who prefer more profitable, less time consuming activities with livestock.

LSPs are critical to the outcome of ATP and the growth of the livestock and poultry sectors on island char. However the risk of failure is high due to constraints on vaccine supply/quality and the unwillingness to pay for commercial livestock and poultry feeds.

Organized milk marketing has had only a minor impact on prices but it has had a significant impact on the proportion of available milk which is marketed thus increasing cash flow and, more importantly, creating an opportunity for liquid milk processors to introduce commercial services for artificial insemination, to improve the genetics and therefore the productivity of the livestock herd owned by participating producers. This programme, and the poultry programme, already have a 20% overlap with ATP and this is likely to increase to 50% in the next fiscal year.

Support to MFIs provided limited results as the CLP, being a donor funded-programme, can do little to offer incentive for the opening of new branches without providing grant subsidies which might have the effect of increasing credit risk and therefore borrower vulnerability. Activities with MFIs should perhaps be limited to the promotion of improved product designs and the reporting of potential outreach expansion via a GIS.

The principles of market development, in which suppliers, producers, buyers and service providers undertake commercial transactions without any subsidies, appear effective in the CLP situation since there is no evidence that the design of our programmes is causing the exclusion of ATP beneficiaries.

4.3.2. FUTURE OBJECTIVES (2008-2010)

- Support 300 or more independent LSPs to cover all island char villages and achieve a sustainable solution for the vaccine cool chain;
- Support the LSPs to train an average of 100 poultry producers and 50 dairy cattle rearers in association with their supply businesses; achieve at least 50% overlap with ATP;
- Increase commercial fodder grass cultivation to 1,000 acres, and at least 20,000 MT per year; building a sustainable seed supply chain;
- Involve 50% of ATP beneficiaries in the VSLA scheme with elective participation;
- Support the expansion of mainstream microfinance to at least 50 island char branches from the present level of 22.

5. SOCIAL DEVELOPMENT

5.1. INTRODUCTION AND AMBITION

The Social Development Unit is responsible for recommending for selection all IMOs (Implementing Organizations) and assisting them in the following activities:

- Basic training courses for all IMO staff working on CLP activities;
- Identification and selection of core beneficiaries to benefit from CLP's Asset Transfer Programme;
- Training of Trainers for IMO staff to impart social development training modules to beneficiary groups;
- Holding specialized individual training courses to address particular needs such as disaster management and the needs of adolescent girls and boys;
- Ensuring that all social development IMO staff receive annual refresher training courses;
- Designing and implementing social protection schemes as and when required.

The Social Development team for 2007-08 consisted of the International Unit Manager (Julian Francis), the Gender & Social Development Specialist (Momtaz Shirin) and five District Social Development Managers responsible for each of the five districts where CLP is working. Raania Rizvi joined the unit in October 2007 as a Young Professional and has been responsible for 'Social Development, Mobilisation and Governance'. In June 2008, a junior consultant assisted the unit for one month with beneficiary verification.

For the upcoming FY, Julian Francis becomes the Programme and Implementation Advisor but continues to be closely associated with the Social Development Unit. Momtaz Shirin takes over as Social Development Unit Manager.

5.2 ACTIVITIES AND ACHIEVEMENT

The ambitions and achievements of the Social Development Unit during 2007-2008 are summarised in Table 10 and described in the following sections.

Table 10: Social Development – Activities and Achievements 2007-2008		
Planned activity	Deliverable(s)	Achievements 2007-2008
1. Contracting IMOs to cover a further 19,000 core beneficiary households	Renewal of 14 IMO contracts and appointment of up to 5 more IMOs	<ul style="list-style-type: none"> • 19 IMOs were contracted and 18,850 core beneficiaries selected
2 IMO staff basic and advanced training courses to all contracted IMOs	Training of all IMO staff related to social development activities	<ul style="list-style-type: none"> • New staff of all 19 IMOs (including livelihoods staff) trained during a 6-day basic training courses in Aug.-Sept. 2007. A total of 198 new staff trained • 322 Social Development staff (CDOs CDSs and Trainers) of 19 IMO staff attended 5 day TOT on SD modules in Oct.-Nov. 2007. Weekly SD module training sessions are currently being implemented by over 300 CDOs in 1,475 groups

		<ul style="list-style-type: none"> • 21 Trainers and 5 DSDMs received 12 day refresher training (TOT) on SD modules and gender and development in March 2008 • 354 SD IMO staff (CDO+CDS) received refresher training within June, 2008
3. Weekly group meeting curriculum for all CLP BHHs to enhance village-level cooperation resulting in improved livelihoods and a reduction in injustice to core beneficiary households	Existing SD Modules were enhanced and strengthened	All weekly group meetings completed through the year. Additions and amendments are proof-ready and will be distributed to all CDOs, CDS, Trainers and Project Managers in July 2008
4. Distribution of Erosion Grants to an estimated 6,500 affected families	Grants of Tk.3,000 per affected household	Erosion Grants were distributed to 4,757 affected families in 2007-08. The reduced figure was due to alternative grants made by the Government of Bangladesh
5. Establishment of the Community Safety Net scheme	Social Development Groups initiate the Community Safety Net scheme where the poorest households are assisted by group members voluntary contributions	3,142 households, which had no person capable of participating in earthwork in the Infrastructure Employment Programme, were assisted with a grant of Tk.175 per week for 12 weeks (Oct-Dec). In April 2008, a pilot Community Safety Net scheme was introduced in 75 groups in all 5 districts. Initial results show each group supporting one very poor household.

5.2.1. BENEFICIARY SELECTION

Verification of potential beneficiaries for the ATP Phase 3 began in June 2007 but was severely disrupted by the floods of Aug. and Sept. Verification re-started in Oct. 2007 and was completed in Feb. 2008. Verification of 25,000 ATP Phase 4 beneficiaries began in June 2008. The excellent results of verification show that in 2007 and 2008 IMOs have greatly improved their understanding of the selection criteria. Inclusion errors are occurring significantly less.

5.2.2. CONTRACTING IMOS TO COVER 19,000 HOUSEHOLDS

At the start of the FY, 15 IMOs were already under contract and a further six had been assessed by both the SDU and independently assessed by Partners in Health and Development (PHD). In 2007-08, five new IMOs were contracted to work in Kurigram and Gaibandha districts. The contract of another IMO in Kurigram was not renewed for 2007-2008 and so from July 2007 to June 2008, a total of 19 IMOs were contracted to the CLP. No additional contracting of IMOs is expected to occur through to the end of the programme.

5.2.3. TRAINING OF IMO STAFF

All the new staff (some 198) of the 19 IMOs were provided a basic training course in Aug./Sept. 2007 that included not only social development staff but also livelihoods staff of each IMO. Towards the end of the year in May 2008, the social development staff of all IMOs (Community Development Supervisors or CDS and Community Development

Organizers or CDO) all received a 3-5 day Refreshers course that importantly highlighted additional knowledge and skills for the SD modules. There are now 316 CDOs, 38 CDSs and 21 Trainers. In 2008-09, CDOs will increase to 437 and CDSs to 47.

Special training days such as 'Community Melas' were held with CLP beneficiaries as well as the wider community, including local government officials. These special days covered issues such as disaster-preparedness, water and sanitation, birth registration and legal rights. In addition, specialized training was arranged by all IMOs to cover the particular needs of adolescent girls and boys. In Gaibandha, IMOs conducted Couple Orientation on Gender Sensitivity.

5.2.4. IMPROVED JOB DESCRIPTIONS FOR IMO STAFF

Job descriptions for all IMO social development staff were revised and standardized. An assessment form to be used by the Community Development Supervisors was introduced and all CDOs have been assessed. In addition a format was created which will be used by all visitors attending a weekly group meeting facilitated by a CDO. After sending the forms to IMOs, visits were arranged by SDU staff to attend monthly IMO staff meetings in order to emphasize the importance of these forms and to handle any enquiries.

Gender guidelines were also sent by SDU to all IMOs in an attempt to improve the working conditions of the women staff of the IMOs, particularly CDOs.

5.2.5. WATSAN

In addition, in order to increase the knowledge of health and sanitation issues, it was decided to revisit these topics through the regular group meetings every 4-6 weeks and to facilitate this, a WATSAN strategy was prepared.

5.2.6. SOCIAL PROTECTION GRANTS & TRANSFERS

During 2007-2008, several social protection and safety net models were formulated and implemented:

- Flood Erosion Grants to displaced households: The grant was available to all households situated in any of the CLP designated Unions of the island chars. The grant provided 3,000 Tk to families forced to relocate due to the destruction of their homes and homesteads by river erosion. Between June and Dec. 2007, 4,100 grants were awarded in five districts. In June 2008 a further 657 have been distributed with a significant increase in requests in comparison to June 2007;
- Infrastructure and Employment Programme – Safety Net (IEP-SN): During IEP that provided employment during the *monga* season, an IEP-SN was formulated. The selection criterion was the absence of adult productive labour in a household that otherwise qualifies for a place on IEP (productive labour is defined as the ability to take part in earth-moving activities). A grant of 175 Tk per household for the 12-week duration of IEP was distributed to a total of 3,142 households;
- In April 2008, initial discussions took place on innovating and introducing a pilot community safety net (CSN) in CLP work areas. The overall objective was to facilitate a strengthening of safety nets for the extreme poor and reduce their vulnerability

though the collective action of the community and especially ATP group members. By May 2008, a CSN pilot scheme was operational in 75 groups across all districts. The concept and its mobilisation has gained momentum and a ripple effect across the area is apparent with groups not included in the pilot scheme voluntarily participating. This is excellent news.

5.3 LESSONS AND FUTURE OBJECTIVES

A number of activities will occur in FY 2008-2009:

- With the refresher training of the CDOs and CDSs on the use of the SDU Modules, it is anticipated that the knowledge and understanding of the beneficiary groups will significantly advance. This will be closely monitored by SDU staff with assistance from District Social Development Managers;
- In 2007, some IMOs delayed payments of Erosion Grants. The timely distribution of grants is mandatory and so will be closely monitored;
- The smooth transfer of field staff working with ATP I and II beneficiaries to ATP IV beneficiaries will occur;
- A detailed and extensive tube well survey will be undertaken to ensure that all have access as anticipated by the CLP logframe;
- The momentum and achievements of the pilot CSN will form the basis for extending the concept to many more groups. Achievements and bottlenecks will be carefully monitored;
- The introduction of Social Protection Transfers will need to be closely monitored. These allowances are for households that fulfil beneficiary selection criteria but are judged to be incapable of caring for an asset.

6. NEW PILOT INITIATIVES

6.1. INTRODUCTION AND AMBITION

The CLP undertook four distinct pilot initiatives during the year: health, education, governance programme and a training programme for unemployed youth from the chars (woven and knitting trades). The first three followed activities highlighted in the CLP logframe while the fourth was initiated from a special request by the Advisor of Local Government, Rural Development and Cooperatives.

6.2. HEALTH

6.2.1. INTRODUCTION

The financial consequence of ill health can be dire for extreme poor households and even richer families can be plunged into poverty if health crises are sufficiently severe. The CLP has been emphasizing the importance of linking poor char dwellers into primary health care services; particularly since few government services currently extend into the chars. In order to tackle this serious issue, the CLP has initiated a Health Programme with the primary objective to address and ensure the improved health, hygiene, nutrition and family planning needs of char dwellers.

6.2.2. WORK ACCOMPLISHED TO DATE

As the first step in the health initiative, CLP contracted EngenderHealth (an internationally renowned health service organization) to conduct an assessment of health facilities and primary health service needs of the chars people and, on the basis of this, to design a cost effective project in consultation with different stakeholders for the delivery of primary health care and family planning services. They were also to provide technical assistance to the CLP and its IMOs to implement the project and develop lessons learnt. During the execution of their contract, EngenderHealth carried out the following tasks:

- Assessed health facilities and the primary health service needs of the chars people;
- Based on the assessment and, in consultation with different stakeholders, designed a pilot project called CLP Primary Health Care – Family Planning Project (CLP PHC-FP Project);
- Developed a training manual and communications material for the pilot project;
- Recruited and trained project staff and oriented community and religious leaders and newly wed couples;
- Introduced & implemented a Health Cost Reimbursement System (voucher-based);
- Monitored and supervised the implementation of the pilot project and provided on-going technical assistance and training to IMOs.

6.2.3. IMPLEMENTATION

Three IMOs (MMS, NDP and SKS) were selected to implement the PHC-FP pilot in 3 Upazilas (Chowhali and Belukuchi Upazilas of Sirajganj District and Saghata Upazila of

Gaibandha District). Together the three organizations operated 96 satellite clinics per month (MMS 48, NDP 32 and SKS 16). The number of satellite teams was increased in May 2008 and therefore they actually operated more than 96 clinics in June 2008. Furthermore, the CLP has continued to support the similar models established previously by “Friendship” and the “Sircer Pasha Welfare Trust” during the last 2 years. They operate 100 & 16 satellite/mobile clinics per month respectively in the districts of Kurigram, Gaibandha and Jamalpur.

6.2.4. MAIN FEATURES OF THE PILOT PROJECT

The major service provision under the PHC-FP project is delivered by qualified paramedics in satellite clinics while complicated cases are referred to designated referral centres at the upazila and district levels. In addition, Community Health Volunteers (CHVs) who serve as depot holders of family planning commodities and limited drugs, also visit households at times of need. Core beneficiaries of the CLP pay for their consultations and drugs through pre-supplied vouchers while non-beneficiaries pay in cash at a fair price. Major services provided/diseases treated are ante-natal care, essential newborn care, post natal care, acute respiratory illness/pneumonia, diarrhoea, reproductive tract infection, skin disease, conjunctivitis, family planning, limited curative care and referral services for more complicated cases. Moreover, the project addresses the issues of nutrition, deworming and health education (Behaviour Change Communication), etc.

6.2.5. IMPLEMENTATION PROGRESS

The PHC-FP pilot project began in late January 2008 and so this report covers the achievements made during February – June 2008. The five organizations combined operated 1,071 satellite clinics and provided treatment/services to 67,300 patients; thus averaging 63 patients per satellite clinic and 13,460 per month. Table 11 provides month by month details of the services provided.

Table 11: Patients Seen/Treated by Months			
Months	Non-Beneficiaries	Beneficiaries	Total
February	3,077	6,581	9,658
March	4,093	8,402	12,495
April	5,576	10,094	15,670
May	5,035	9,584	14,619
June	6,153	8,705	14,858
Total	23,934	43,366	67,300

It was initially thought that the project might not attract non-beneficiaries as they would have to pay for services. However, the table shows the emergence of a clear trend since the number of non-beneficiary patients has increased every month while the ratio of beneficiary to non-beneficiary patients has reduced to 3:2 in June from approximately 2:1 in February. It is anticipated that health education campaigns and the awareness-raising programme will reduce the ratio still further.

6.2.6. CATEGORY/CLASSIFICATION OF SERVICES

The services provided by the CLP satellite clinics can be divided into 4 major categories namely: maternal health, child health, adult health and family planning (Table 12).

Months	Adult Health	Child Health	Maternal Health	Family Planning	Total
February	6,248 (64.69%)	2,346 (24.29%)	645 (6.68%)	419 (4.34%)	9,658
March	7,266 (58.15%)	3,866 (30.94%)	571 (4.57%)	792 (6.34%)	12,495
April	8,673 (55.35%)	5,208 (33.24%)	621 (3.96%)	1,168 (7.45%)	15,670
May	8,775 (60.02%)	3,934 (26.91%)	585 (4.00%)	1,168 (9.06%)	14,619
June	8,387 (56.45%)	4,278 (28.79%)	699 (4.70%)	1,494 (10.06%)	14,858
Total	39,349 (58.47%)	19,632 (29.17%)	3,121 (4.64%)	5,198 (7.72%)	67,300

Table 12 indicates that the overwhelming majority of patients seeking treatment fall into the adult health category (58.47%), followed by child health (29.17%). Major diseases within the adult health category are skin infections, hypertension, asthma, jaundice, ear infection, neck swelling with cough, peptic ulcer, fungal infection, pyrexia of unknown origin, reproductive tract infection, sexually transmitted infection, etc. The main diseases in the child health category are fever, skin disease, worm infection, conjunctivitis, ear problems, acute respiratory illness, measles, etc. It is important to note that the percentage of family planning services/materials recipients increased from 4.34% in February to 10.06% in June; marking a sharp increase of 5.72 percentage points. It is expected to continue increase once organizations obtain their affiliation to the Directorate of Family Planning (the process is underway). Affiliation will allow them to receive a free supply of birth control pills and condoms, etc.

6.2.7. CUSTOMER SATISFACTION

A customer satisfaction survey was instigated by the IML Division (see Section 7.2.4) in May 2008 and showed positive and encouraging results. The survey looked at satisfaction levels of patients using satellite clinics and particularly of CHV, Paramedics, the voucher system and future healthcare preferences. The survey team visited 18 satellite clinics and interviewed 358 patients/respondents (the majority were female) of whom 336 were core beneficiaries and 22 non-beneficiaries. Important findings of the survey results were as follows:

- 100% respondents expressed their satisfaction with the treatment of the paramedics and of the overall services provided by the satellite clinics;
- 100% reported the presence of CHVs in their area;
- 81% reported to have previously used a satellite clinics and 98% were “very satisfied” with the services received;

- 63% had a household member who had previously used a CHV;
- 100% would use the CHV again.

The reasons that respondents gave such a high satisfaction level were reported as being due to: the voucher system (90%), good patient care (75%), convenient location (65%), quick service (54%), low cost (46%), and no similar services (38%) available. Almost 90% of responses from core beneficiaries stated that they would not have sought healthcare support without the vouchers; an important point to bear in mind.

6.2.8. FUTURE PLAN

Five more IMOs were contracted in June 2008 and the health programme will extend to all 5 districts where the CLP operates. In total, 10 organizations will provide health services through 50 satellite teams in the 2008-09 FY. These teams will conduct 800 satellite clinics per month (16 per team) and treat/see an average of 40,000 patients. More emphasis will be given to clinical governance, de-worming and nutrition as well as monitoring and supervision. The selected technical service provider (the selection process is on-going) will place two MBSS doctors in Bogra to ensure clinical governance as well as to monitor health activities closely and provide intensive on-the-job training to Paramedics and CHVs. Initiatives will be taken to develop 20 Paramedics from the char community through an 18-month course from a recognized government institution.

6.3. EDUCATION

6.3.1. PROGRESS

CLP's logframe states that primary education will be provided to 5,000 children. Thus the CLP began a non-formal primary education programme in November 2007 with the target of opening 150 learning centres. "Friends In Village Development Bangladesh" (FIVDB) are providing technical assistance to six IMOs to implement the programme. After completing the preparatory work (staff recruitment, learning centres, social mapping, community awareness, training of centre supervisors, etc.) IMOs began to open centres in March 2008. By April all 150 learning centres were functional and a total of 4,497 students (2,225 boys and 2,272 girls) enrolled.

6.3.2. FUTURE PLANS

Of the 150 learning centres, 18 will soon run double shifts. Teachers have been selected and will receive training for 2 weeks in July. It is expected that from mid-July the 18 centres will operate 2 shift-days and thus cover the target of 5,000 children.

6.4. GOVERNANCE PROGRAMME

A total of 48 Chairmen, 563 members and 48 Secretaries received training in UP functions at RDA Bogra under the governance programme. An additional 70 Chairmen, 840 UP members and 70 Secretaries will received training under the present contract.

6.5. TRAINING FOR THE GARMENT INDUSTRIES

The CLP supported 360 unemployed young people (50% female and 50% male) from island chars through training in the BMET-run Technical Training Centres in Bogra and Lalmonirhat. BGMEA have subsequently offered employment to the trainees in their garment factories. However, many in the initial batches of trainees failed to stay in their jobs with the garment factories. In part this is due to poor salaries and in part due to other social conditions. Nonetheless, the situation is improving with successive batches. Building on experience to date, the CLP plans to train 50% in woven and 50% in knitting in cooperation with BGMEA and BKMEA in 2008-09.

7. INNOVATION, MONITORING & LEARNING

7.1. INTRODUCTION & AMBITIONS

The Innovation, Monitoring and Learning Division (IML) works with all divisions and units by undertaking cross-cutting activities that:

- support and offer improvements to programme and policy development;
- develop data collection methods and databases for beneficiary households;
- develop data collection supports (survey designs, questionnaires, etc.) and provide training in data collection, management and analyses;
- monitor the execution and impacts of all activities on key beneficiary groups;
- coordinate quality control and verification activities;
- take the lead in reporting and dissemination;
- assist to development local capacities in chars research;
- support the monitoring of DFID extreme poverty portfolio in Bangladesh

During the FY, the IML team was composed of the international director (Malcolm Marks), national adviser (Rafiqul Islam), young professionals (Lucy Scott and Kate Conroy). A database manager (Arshad Hossein) joined in January 2008. A data entry and monitoring officer (DEMO) was recruited by each IMO as the focal point for IML in the field. DEMOs are responsible for data entry and quality control. Many help to build IMO monitoring capacity by providing training in key areas (described later).

7.2. ACTIVITIES & ACHIEVEMENTS

IML delivered the majority of its work plan objectives. Data collection, management and analyses were particularly targeted and results were ahead of anticipation, with additional objectives added as the year progressed. Unfortunately, cooperation with RDA has been disappointing.

The IML activities introduced to the work plan for 2007-08 and levels of achievements are summarised in Table 13. Fuller details are provided in the subsequent sections.

Table 13: IML – Activities & Achievements 2007-2008		
Planned activity	Deliverable(s)	Achievements 2007-2008
1. Update & monitor CLP beneficiary databases	<p>Increasingly complex databases of all beneficiary households;</p> <p>Analytical & quality reports developed & disseminated from the beneficiary database;</p> <p>Impact assessments developed & disseminated;</p> <p>IML representatives active in each IMO</p>	<ul style="list-style-type: none"> • Monthly income & expenditure surveys of all core beneficiaries (30,000+) ongoing, data tabulated & published monthly; • Independent monthly quality control of income & expenditure surveys ongoing; • ATP phase 1 registration report produced; • ATP phase 3 beneficiary registration data collected & collated (report for July 2008); • Economic impact assessments of 3 types of transferred assets (cattle, rickshaws & sewing machines²⁹) developed;

²⁹ Survey data collected at the end of 2006/07 and reports developed early in 2007/08.

		<ul style="list-style-type: none"> • Economic impact assessment of land leases completed & report developed³⁰; • Cattle study showing changes in asset values for all 3 phases repeated in June 2008; • 3 case studies/success stories produced; • Review & update of current assets completed; • Nutritional status studies carried out for all ATP phases. Data for phase 3 published³¹; • Social Development short survey completed; • 20 IML representatives trained in data entry & monitoring activities based at 19 IMOs.
2. Annual verification contract	Quarterly surveys verifying inputs & outputs; reports developed	<ul style="list-style-type: none"> • 4 surveys undertaken & results passed to Operations for investigation & action.
3. Annual surveys & indicator measurements	<p>Monthly & annual figures for key outputs;</p> <p>Core & other beneficiary data collected & presented</p>	<ul style="list-style-type: none"> • Monthly publication of key outputs; • Annual indicator update report produced; • IEP economic impact study & report; • IEP safety net study & report • Monga coping strategies survey (report in progress); • Enterprise Unit survey completed in two quarters & building to an annual picture; • Homestead garden survey completed in two quarters & building to an annual picture; • VSLA survey undertaken & report produced; • Livelihoods unit: household data collection; • Livestock husbandry KAP³² survey completed; • Homestead garden KAP survey completed; • Quality control of financial investigation into <i>monga</i> leakage.
4. Annual citizen satisfaction survey	Surveys of public attitude to CLP (customer satisfaction surveys or CSS)	<ul style="list-style-type: none"> • CSS of IEP programme, including leakage estimates. Report produced; • CSS flood relief survey. Report produced. • CSS pilot health service. Report produced.
5. CLP Training & workshops	Improved coordination with IMOs & capacity building	<ul style="list-style-type: none"> • Quarterly IML training workshops held; • 30 training workshops held for data collection staff and supervisors (726 participants); • Introductory workshops held for all survey Implementing partners;
6. Commissioned & competitive Research	Quality research undertaken in cooperation with CLP looking at impact and poverty reduction	<ul style="list-style-type: none"> • Helen Keller International <i>Monga</i> nutritional study looking at impacts of IEP; • Cost-benefit analyses (Philip Choudhury); • Final report on Income/expenditure survey (from previous FY by Dr Iffath Sharif);
7. Design & development of MIS	Sound data management & analyses via improved MIS	<ul style="list-style-type: none"> • Input of registration, beneficiary & economic impact data to designed databases – both at

³⁰ See Chapter 9 for a list of CLP reports developed during 2007/08

³¹ Phase 4 data collected in July 2008 and serving as the baseline for the other 3 phases.

³² KAP surveys look at Knowledge, Attitude and Practice.

		<p>IMOs & at CLP;</p> <ul style="list-style-type: none"> • Arshad Hossein as database manager; • Data feeding into reports as mentioned above.
8. Publications & dissemination	<p>Production of quality reports concerning CLP activities & wide dissemination of CLP progress & impacts to decision-makers & the general public</p>	<ul style="list-style-type: none"> • New CLP web-site went live in July 2007 & updated on a monthly basis; • Website to be improved; competitive tender in June 2008: Millenium Information Solutions contracted; • Many reports from surveys/studies produced; • Several presentations (e.g. Climate Change conference, DFID seminar, PEC meetings, at MEP visit, CLP evaluation, etc.); • Leading role played during ODI assistance to DFID for selection of convergence indicators & graduation levels; • Founder member (with BRAC/RED) of Poverty Network; • CLP Bangla newsletters distributed; • CLP achievements poster developed.
9. Capacity creation at RDA	<p>5 Permanent RDA staff dedicated fulltime to CLP research & capacity development</p>	<ul style="list-style-type: none"> • One RDA staff in UK for a master programme; • RDA did not supply a team so little progress.

7.2.1. UPDATE AND MONITOR CLP BENEFICIARY DATABASE

Four major sets of activities related to the beneficiary database were completed during the FY:

1. **Registration / Re-registration of CLP core beneficiaries:** All 18,850 households in receipt of assets in 2007-08 were registered and details added to the beneficiary database³³. IML possesses socioeconomic data from more than 30,000 beneficiary households. During the year, data from Phase 1 households were analysed and the report developed (Scott & Islam, January 2008³⁴). Data from Phase 3 were analysed and the report will appear in July 2008. A repeat registration of beneficiaries from phases 1 and 2 will occur in July 2008. The new data will allow comparison with original registration data and show, for example, change in asset values over time;
2. **Monthly monitoring of beneficiary households:** CDOs collect data at monthly intervals on income/expenditure and status of the main assets from all beneficiaries. IML is building a unique extreme-poverty data set. Data cover all sources of income and expenditure and is quality controlled by DEMOs and an independent auditor (from April 2008)³⁵. Data are summarised on a monthly basis and are combined to produce annual expenditure and income reports for each phase. Data for Phase 2 households exists since April 2007, phase 1 from June 2007 and phase 3 from April 2008;

³³ Registration is a process whereby relevant socioeconomic data is provided by incoming beneficiaries. By repeat collection of the same data at annual intervals, distinct trends in household asset-levels, employment and attitudes can be measured,

³⁴ See chapter 11 for details of this report and all other CLP publications from 2007/08

³⁵ Private auditors monitor 10% of CDOs monthly and field check 10% of their questionnaires

3. **Economic impact assessments:** As a complement to monthly monitoring, IML has assessed the economic impact of assets transferred for varying periods of time to the different phases of beneficiaries. Several types of impact assessment have been completed during the year:
 - Economic impacts of cattle transfers (200 households), of rickshaws (45 households) and of sewing machines (10 households) from phase 1 and 2 households. Surveys were undertaken in FY 2007-08 and reports completed in the current year (Marks, July 2007a & 2007b);
 - Economic impacts of land lease from 200 Phase 1 households (Marks & Islam, January 2008). The survey shows levels of income, expenditure and profit from the leases and provides detail of types of cultivation practiced on the chars. Twenty landowners were also interviewed and their responses are presented in the same report;
 - The cattle study was repeated in June 2008 with an increased sample size, all three current phases and data obtained for an impact comparison of raising cows and bulls;
4. **Other relevant surveys:** A series of other surveys looking at key areas of interest were initiated during the year. The most noteworthy are as follows:
 - Nutritional status of beneficiary women, infants/children. Data were collected in from April-June 2008 from phase 1 through 3 households. Similar data for phase 4 are being collected in July 2008 to serve as the programme baseline;
 - Survey of attitudes and social practices undertaken with SDU;
 - Case studies presenting beneficiary' success were developed (e.g. Marks & Conroy, May 2008) as well as a village comparison of different degrees of success/failure and livelihoods strategy selection.

The first type of collection activities (registration/re-registration) provides baseline data on many socioeconomic factors but particularly important, for the CLP are the value of family assets at entry to ATP. These data serve to underline the abject poverty of core beneficiaries since our data show that, regardless of the year of entry to the CLP programme, total assets (productive and non-productive but excluding the value of the home itself) averaged only 2,700 Tk (phase 1), 1,300 Tk (phase 2) and 1,600 Tk (phase 3).

The secondary category (monthly monitoring of income/expenditure) shows changes of income and expenditure over time and during different seasons while the third looks at increases in asset value both by asset class and by date and location of entry to ATP.

Compared to a baseline of only about 13 Tk per person per day (pppd) for core beneficiaries (calculated at 2005 prices and adjusted annually for inflation), the average phase 2 beneficiary household for example, now has an income, independent of the CLP stipend, of approximately 24 Tk pppd. If maintained at this level the families will soon be lifted above the extreme poverty threshold taken as about 25 Tk pppd. Furthermore, to this good news must be added the fact that households are seeing real and substantial increases in the value of both their household assets and in the value of the assets transferred during ATP. A study of all 3,174 phase 1 households (Scott, Islam & Marks, August 2007) showed that their total asset base, calculated on the same basis as for the registration process, had increased from an initial 2,700 Tk plus 13,000 Tk of transferred assets to approximately 26,000 Tk after 12 months with the CLP.

Finally, the fourth category closes gaps in our knowledge and help to explain changes in income, assets and expenditure as well as some overall programme impacts; for example,

on the nutritional status of beneficiaries. It is clear that most beneficiaries do not initially seek to generate income from their assets but rather build-up asset values by the judicious sale of cattle and reinvestment into further cattle as well as into land (Scott, Islam & Marks, August 2007).

It should be noted that phase 1 beneficiaries have now held their assets for 24-30 months, phase 2 for 16-21 months, and phase 3 (current year beneficiaries) for 3-8 months. Our data shows clearly that households are, on average, doubling the value of transferred assets every 12 months by careful husbandry. Such facts are being gleaned from registration/re-registration studies as well as the economic impact surveys of the major asset classes (livestock, land leases and physical assets).

During the current FY, reports of economic impacts of cattle and physical assets were completed while a large land lease survey was undertaken and the report developed (Marks & Islam, January 2008). This provided insights to land cultivation on the chars as well as the synergies that beneficiaries seek between cattle and land. A repeat of the cattle survey is underway and will be completed in July 2008. The survey is comparable to that of 2007 but has been expanded to include more households, members of phase 3 (in addition to phases 1 and 2), and a survey structure allowing for direct comparison of the economic benefits of rearing bulls or heifers.

Among several studies carried out during the year, one looking at changes in nutritional status of women and children is of fundamental importance to the CLP. IML has innovated this year by using new ATP entrants (phase 4 in this case) as a baseline for the other three phases. This type of “sliding” baseline is an idea promoted by the CLP to circumvent the issue using excluded control groups to show impact over time. The respected policy think-tank, Overseas Development Institute, named the CLP initiative as “best practice” in its report to DFID. CLP is emphasising its nutritional studies and early results show improvements in nutritional status over time as income and asset values increase³⁶. Improvements in nutritional status, especially of women and children, should not be underestimated. Long periods of malnutrition have been shown not only to impact on general health and ability to work but inhibit intellectual development. This means that malnourished children struggle at school and retain a higher probability of remaining in poverty. Thus it was pleasing to learn as this report was being written that the nutritional data show a decrease in stunting in children under the age of 5 when phases 1 and 2 are compared to phase 3. The CLP is also investigating attitude change among female beneficiaries. Anecdotally we found that respect for beneficiaries from within the household and in the community grows with increasing income and assets. Early results from the economic impacts of rickshaws and land leases point to significant changes in attitude as beneficiaries climb out of poverty. These results were used as a basis for a more rigorous analytical survey in cooperation with the SDU.

Finally, the recruitment of IML representatives at IMOs has been a real boon to our productivity. The quality of data entry has been improved and the growing confidence of the team was proven when several DEMOs assisted core IML staff in training CDOs, CDSs and even PMs in data collection techniques and care for data quality.

³⁶ IML is cooperating with the eminent Cambridge Professor, Dr. Nick Mascie-Taylor in nutritional data analysis and interpretation (thanks to EEP/SHIREE for the opportunity).

7.2.2. ANNUAL VERIFICATION CONTRACT

During the FY, the CLP anticipated raising 28,000 plinths, providing assets to 19,000 households, offering over 1 million person-sessions of social development training and helping up to 16,000 entrepreneurs. Taking into account such diverse activities, the many partners and the large sums of money dispensed, it is essential that the CLP should verify the quality and quantity of work undertaken. The verification contract was awarded to Data Management Aid (DMA) who carried out four verifications of 10% random samples of outputs during the year. The verification reports are of a good quality and areas of quantity or quality concerns are passed to Operations for investigation.

7.2.3. ANNUAL SURVEYS AND INDICATOR MEASUREMENTS

IML publishes monthly reports of the major CLP outputs. These contain about 50 items ranging from infrastructure, livelihoods, social development and health to enterprise and education. The tabulations enable management to compare progress over time and against monthly targets. The data are freely available, being uploaded to the website (www.clp-bangladesh.org) and copies sent to DFID and GoB. Each 6 months, data are used to update CLP's progress in achieving logframe indicators. An update through the end of FY 2007-08 is available (Marks, June 2008).

“Annual Surveys” are used to study all beneficiaries and activities not directly related to core ATP, for example, the beneficiaries of *monga* season IEP. In 2007-08 with a massive 3 million person days of work being available, it was clear that IML should carefully monitor the process and impacts. The former was done via the monthly output reports and the latter via several studies, as follows:

1. The economic impact of IEP on participating households in comparison to control groups. The CSS (explained in the following section) was based on these data;
2. The economic and social impacts of the safety net grants, introduced to IEP in *monga* 2007 for poor households qualifying for IEP but lacking an able-bodied person who could work in the programme. The study demonstrated the importance and impact that a grant, albeit small, could have on the predominantly elderly beneficiaries (Marks, June 2008);
3. The difference in *monga* coping strategies used by workers in IEP, safety net recipients and control groups. While the report of this study is incomplete, the data are sufficiently interesting to have been presented by the IML team (e.g. at a DFID seminar, the infrastructure review workshop and at a PEC meeting).

Other studies, carried out as KAP surveys, covered livestock husbandry and homestead gardening. Their data are being analysed and provide a picture of the success of the Livelihoods Unit in encouraging beneficiaries to use improved practices to develop gardens (as another source of income and better nutrition) and to raise livestock. Concerning homestead gardens, IML is building an annual picture of crops grown; their productivity and income generated using quarterly surveys targeted at a large sample of households. A similar image is occurring for the Enterprise Unit, again with quarterly data from core beneficiaries. Both investigations are not yet at a stage where significant conclusions can be drawn (cf. monthly monitoring where data is being collected on income generated from gardens and enterprises).

7.2.4. ANNUAL CITIZEN SATISFACTION SURVEYS

Three CSS were undertaken during the year:

1. Flood relief survey asked all core beneficiaries about the assistance provided by the CLP during the floods of August 2007. CLP's flood efforts were successful and appreciated (Marks & Islam, October 2007);
2. Survey of 2,136 workers on IEP looking at attitudes towards the wage calculation (piece work), impacts on coping strategies, relative severity of *monga* and evidence of corruption (Conroy *et al*, April 2008). IEP was positive in mitigating *monga* but levels of apparent corruption were too high and encompassed individuals from the CLP/IMOs and local government. The survey report stimulated an investigation by the Finance Division (chapter 8);
3. A survey of 358 patients attending pilot health clinics that asked for about the new service. Data show the real difference that the clinics make to the population as few alternative medical services are available (Momin, Conroy, Islam & Marks, 2008).

7.2.5. IML TRAINING AND WORKSHOPS

During the FY, IML broadened its approach from the design and execution of surveys, to capacity building of members of different operational units and also of partner IMOs. IML has continued to make new and repeat surveys of core beneficiaries and non-core beneficiaries. This was possible due to the recruitment of the 20 DEMOs. At the start of the FY there were capacity issues that were resolved by quarterly training sessions that brought the new recruits to a common standard of competence in data entry, database use and quality control. Some individuals were sufficiently talented to offer training to their peers and even to their superiors.

Turning back to assistance provided to the Operations Division, all units have requested assistance from IML in 2007-08 to design data collection surveys. The KAP surveys of homestead gardens and animal husbandry, the SDU survey and the VSLA survey are examples of requests from unit staff. IML has evolved into a partial demand-driven entity, involving assistance to the units in developing questionnaires, selecting samples, managing survey teams, preparing databases and analysing data.

When IML contracts private companies to carry out field surveys, we retain oversight on sample selection and questionnaire design and contribute to pre-survey training.

7.2.6. COMMISSIONED AND COMPETITIVE RESEARCH

One research project was commissioned during the FY: a repeat of the Helen Keller Int. (HKI) *monga* and nutritional survey of IEP workers. In the previous FY, IML raised concerns about survey design that impacted greatly on the apparent veracity of findings. In 2007-08 we played a hands-on role to ensure that the survey was well designed and executed. The results obtained were highly positive showing that workers and families had significantly improved nutritional status than control group counterparts (HKI, 2008). The results put into sharp focus the results of the previous year where HKI cast (erroneous) doubts on the impact of CFW. So interesting are the current results that IML and HKI are jointly to develop a scientific paper that ODI has offered to publish along with key finding from other IEP studies.

Other work in this section was undertaken by Philip Choudhury to calculate cost-benefit of key CLP activities (raised plinths, livestock transfers, homestead gardens and VSLA) and the completion of the report on household income and expenditure by Dr Sharif from the previous year.

7.2.7. UPDATE AND MONITOR CLP BENEFICIARY DATABASE

The Monitoring Information System (MIS) of IML developed significantly during the year thanks to the work of Rafique Islam and Arshad Hossain who developed a number of new and complementary databases while increasing the volume of data held in existing ones. These now contain data from all core beneficiaries. DEMOs maintain individual databases, updated monthly and sent to IML for inclusion to the master MIS.

The review and analysis of all “old” databases collected before the current team arrived at the CLP was completed. This has added original data to the databases and obtained key baseline information.

7.2.8. PUBLICATIONS AND DISSEMINATION

The new CLP website went live and is an improvement on the old one, providing a better shop window for the CLP. The site is updated regularly but some photographs and stories need updating. A consultant (Robbie Gregorowski) will work with IML in September 2008 to update the site as well as develop a CLP brochure. Early in the coming FY, the website will be redesigned. A competitive tender held in May 2008 resulted in the selection of an experienced design company.

As far as product development is concerned, 2007-08 was a bumper year with a dozen or so key reports developed and distributed both on the web and direct to partners. IML presented CLP results, impacts and findings on many occasions during the year to donors, the scientific community and to government representatives. Among important presentations can be listed those to visiting MEPs, to senior DFID staff, at the BHC-sponsored climate change conference and to visiting dignitaries.

7.2.9. CAPACITY CREATION AT RDA

The best RDA agent from the team that worked with IML during 2006-07 was awarded a DFID-funded scholarship allowed to attend a Masters’ programme in development studies at the University of Northumbria. He finishes the course in September and thereafter rejoins RDA.

7.3. LESSONS & FUTURE OBJECTIVES

7.3.1. LESSONS LEARNT

This section of the 2006-07 annual report enabled areas of weakness to be identified and corrected. The recruitment and training of DEMOs for IML with dedicated computers/software solved two major concerns. The arrival of the database manager closed a further significant gap. However, little progress was made in adding a GIS component to the MIS;

due mostly to the lack of available staff. Some GIS outsourcing occurred and a series of district level and region-wide maps developed.

Last year's report highlighted the "paucity of good, published material on the CLP's programme and achievements". IML is proud of the quality and quantity of reports and presentations that the small team has produced in the last 12 months.

The RDA component is the only issue from last year that remains outstanding since a sufficiently motivated team was not made available to the CLP, despite a signed contract and MOU that took into account suggestions from last year's report.

7.3.2. FUTURE OBJECTIVES

The IML work plan for 2008-2009 is published in detail elsewhere and this section presents the main ambitions for next year. The AWP was developed with due reference to the results achieved in 2007-2008 and seeks to support three main objectives:

- Monitoring the increasing numbers of core beneficiaries and during the roll-out of the newer areas of health and literacy;
- Continuing to innovate the support to operational units for studies and impact monitoring and also providing management with quality results;
- Continuing to monitor and report and improve the dissemination of information;
- Learning from difficulties encountered during 2007-2008.

Thus the main ambitions for 2008-2009 are:

1. Continue collecting, storing and comparing household data relevant to core beneficiaries and ensure that data on CLP impacts are rapidly analyzed and published;
2. Continue capacity building at IMOs to ensure that all are capable of playing their assigned roles in data collection;
3. Ensure the continued functioning of the MIS and add some geographic aspects;
4. Ensure that data relevant to logframe indicators continues to be presented on at least an annual basis;
5. Support the redesign of the CLP website, improve further CLP's relations with the national press and develop a series of information pamphlets/brochures;
6. Provide extra support to the newer activities of health and education;
7. Recruit at least one new young professional and ensure integration to the IML team.

8. FINANCE, PROCUREMENT & IT

8.1. FINANCIAL MANAGEMENT AND INTERNAL AUDIT

8.1.1. BUDGET AND DISBURSEMENT

The CLP's budget and disbursement target for FY 2007-08 was originally £12.8 million with a further £1 million added by DFID for emergency flood relief carried out in August 2007. Flood relief disbursement was slightly over GBP 1 million and so the budget approved at 8th PEC meeting (Oct. 2007) was £13.91 million. £12.1 million of this being earmarked for programme expenditure.

Other additional disbursements related to the following sums:

- £30,000 used for the purchase of 1.5 million sachets of PUR as well as transport costs of the PUR together with the purchase of 25,000 plastic buckets. These created an overspend £ 50,216. DFID. This was approved by DFID;
- £4,863 for the Livestock Services Programme, at the end of the FY
- £18,925 under the Microfinance for Nirapad Palli Shanchoy and the IMO Savings Programme;
- £242,938 over the originally budgeted amount by the Infrastructure Employment Programme (IEP) implemented by both UPs and IMOs.

Overall expenditure during the FY was £11.6 million and representing an achievement level of more than 95 %. The ratio of Programme spend to Management costs was better than 6-to-1. This is the best ratio at the CLP to date. Detailed break-downs of expenditure can be seen in Annex 1. The CLP managed to come close to its disbursement target for DFID's FY (April-March) of £13 million with a disbursement of £12.29 million being achieved. The Work Plan and Budget for FY 2008-09 aims for a further increase of about 17% to almost £15 million with £13.6 million earmarked for programme costs. The total for FY 2008-09 does not include funds for emergency flood relief.

During the 2007-08 a total of 14,700 financial transactions were recorded in QuickBooks; the accounting software used by the Finance Team to record transactions, generate financial reports and manage fund disbursements.

The significant increase in disbursement and field activities over the previous year (as a reminder, the budget for 2006-07 was £8.72 million and disbursement was £7.81 million) necessitated the introduction of a twice-per-month billing cycle and the delivery of flexible financial reporting. A new fund forecasting format with a 3-month rolling forecast helped the finance team to manage and monitor funds more efficiently.

8.1.2. FINANCE TEAM'S ACTIVITIES

During the FY the finance team consisted of 7 members. In addition to the Director, the team consisted of the Finance Controller, Accounts Manager, Financial Analyst, Senior Executive-Audit and Accounts, and two Field Accountants. An additional financial accountant will be employed in 2008-09 to process the enlarged payroll created by staff moving to the payroll of MSL following the recent contract amendment.

The finance team also carries out routine audit checks of all IMOs, Upazilas and Unions (on 10% sample basis) as well as Special Service Providers (SSPs).

During the 2007 floods the finance team delivered total funds of £1,091,874 for emergency relief aid to char residents.

The Department introduced a “strategic balance-score card” to measure financial and administrative management capacities of IMOs. A summary report showing how IMOs scored compared to 2006-07 was produced. This report was used during the award of accountable-grants for the upcoming FY. The next annual assessment takes place in March/April 2009.

As part of the capacity building strategy for IMO and GoB personnel, 57 IMO accountants and project managers, 28 Upazilla Nirbahi Officers and 70 GoB officials were trained in basic accounting and IT. The final objective of the capacity strengthening concept: the introduction to all IMOs of QuickBooks was achieved at the end of June 2008. Software training was provided through a specialized firm (MILES). Furthermore, 18 IMOs received computers and printers. 36 IMO accountants were trained in QuickBooks and a chart of accounts has been created to meet the reporting requirements of CLP. Refresher courses and troubleshooting will occur during the FY and the finance team will provide on-the-job training during routine visits to IMOs.

During the FY CLP was audited by DFID and the recommendations have been implemented. We were also visited by auditors from the GoB Foreign-Aided Projects Audit Directorate (FAPAD) and assisted the Project Director to formulate a response to FAPAD-report for the year 2005-06.

8.1.3. FINANCIAL INVESTIGATIONS

Several financial investigations were carried out during the year. One major investigation managed by the Division arose from the results of an IML-sponsored CSS in which evidence of corruption was uncovered in 38 villages, chiefly against UP chairmen, UP/SIC members but also against some IMO staff. Therefore, SIMATIC were hired after a normal tender and they revisited the original 38 villages plus an additional 15-20 villages. Beneficiaries were asked to repeat their allegations and sign statements. In total, 389 signed documents were obtained and 26 names linked to 10 IMOs. From the accused, 2 had already been dismissed, 2 had already left their organizations and 2 were not renewed. Of the remainder, 14 were suspended with pay and internal investigations launched. To date, 1 person has been dismissed and 2 have not had their contracts renewed. Results of the internal investigations are awaited for the remainder.

There were also 4 cases of CLP staff being named with 3 being Infrastructure Officers. They were immediately suspended and the Infrastructure Unit Manager has started an internal investigation. Results are awaited.

The list of UP chairmen and UP/SIC members contains 133 named individuals of which more than 60 were named by at least five beneficiaries. The information was handed to the acting Project Director for further action. No results are yet to hand.

Wolfgang Ostwald, Director of Finance, Procurement and IT will leave CLP at the end of July 2008 and Mr. Razib Hassan becomes Director.

8.2. PROCUREMENT AND CONTRACT MANAGEMENT

8.2.1. CONTRACTING

The Contract and Procurement Unit supported the implementation of activities by issuing contracts and accountable-grant arrangements and procuring goods. 500 agreements were treated during the FY. Contracts are presented in Table 14.

Table 14: Unit-related agreements developed in 2007-08			
Unit	Contract Numbers	Contract Value	
		Taka	£
Education	7	57,602,790	426,687
Enterprise	69	56,436,214	418,046
Governance	7	12,125,600	89,819
Health	14	54,244,352	401,810
IML	10	18,393,328	136,247
Infrastructure	307	737,454,570	5,462,626
Livelihoods	59	558,983,710	4,140,620
Social Development	21	94,813,380	702,321
Total	494	1,590,053,944	11,778,177

8.2.2. PROCUREMENT

The following capital items were procured during the year 2007-08 (Table 15):

Table 15: Major procurement items in 2007-08	
Items	Quantity
Photocopier for CLP Secretariat	1
UPs for CLP	5
Laptop for CLP and FIVDB	5
Multimedia projectors with screen for the DCs and RDCD	7
IPS for Districts offices	5
T-shirts for school students	10,000
Desktop computers with printers, UPs, furniture for the IMOs and CLP	49
Motorcycles for district infrastructure staff, IMOs and Upazila Coordinators	28
HDD 146 GB for Server	1
Solar Fridge for IMOs to store vaccines	5
DDR2 RAM 1 GB	2
Levelling machine/instruments to measure the height of plinths	27
PUR-Purifier of water (Sachets)	1,500,000
Buckets for using PUR	25,000
10 ml metal syringes	300

CLP also received 7 4WD Pajero cars. All items in the list were either purchased directly or through the Crown Agents.

8.3. PLANS FOR 2008-09

Grant arrangements with IMOs for field activities will be issued by August 2008. In April/June 2009 invitations to submit proposals for implementing CLP activities will be

sent and new grants will be awarded, based on the performance of the previous year. Further, two SSP contracts will be issued: one for output verification and the other for the provision of technical assistance to health activities.

Contract-tracking software will be introduced that will enhance the present system. Programming will start by August and the software will run from September 2008.

8.4. IT SECTION

The IT section consists of a System Administrator responsible for all IT, hardware and software issues. During 2007-08 45 new computers and 7 Projectors were distributed to IMOs, DC offices and CLP staff. The Very Small Aperture Terminal (VSAT) license was renewed and payment made to the Bangladesh Telecommunication Regulatory Commission (BTRC). Random Access Memory (RAM) was increased from 512 MB to 2 GB and the hard disk capacity of the server boosted by a further 150 GB.

IT responsibilities were assumed by the Director of IML from June 2008.

9. PROGRAMME MANGEMENT

9.1. DFID CONTRACT AMENDMENT

During the third and fourth quarters, the 5th contract amendment was negotiated between Maxwell Stamp and DFID. Provision was made to include up to 65 national staff previously paid directly by CLP Programme Funds. From 1 July 1 2008 these individuals will be included at cost within the Management Agency contract.

9.2. MANAGEMENT AND PROGRAMME STAFFING

9.2.1. NEW DIRECTOR OF OPERATIONS

In July, 2007 Mr. Ric Goodman joined as Director of Operations having previously been Oxfam Country Director in Zambia. During the year, Mr. Goodman made important contributions to improving the work of the CLP Unit Managers and District Office staff and built important relationships with the leaders of our principle partner organisations. Mr. Goodman succeeded Azim Manji who is now the Chief Executive of the DFID-financed Economic Empowerment of the Poorest Challenge Fund.

9.2.2. OTHER STAFF CHANGES

The contract amendment mentioned above, led to a reduction in the number of long-term internationals working in the programme by two. The posts of Financial Controller and Livelihoods Unit manager, as international posts, lapsed. Wolfgang Ostwald completed his two year contract on July 25, 2008. Tim Russell completed his contract May 12, 2008. Both men made significant contributions to the CLP.

Further consolidation of international posts in June 2009 is envisaged as the funds under management will also be reduced. In 2007-08 the Management Agency total costs represented only 13% of total expenditure. The percentage is expected to reduce to under 10% in 2008-09.

A part of the development of the CLP, four new National Unit Managers were recruited or promoted to Unit Managers at the end of the year. These were

- Abdul Momin to head the new Programme Procurement and Services Unit;
- Ebrahim Akanda to head the Livelihoods Unit;
- Jahid Hossain as Unit Manager designate to lead the Enterprise Unit;
- Begum Momtaz Shirin to head the Social Development Unit.

These new Unit Managers join

- Zubairul Haque who has served as Unit Manager for the Infrastructure Unit for two years.
- Abdul Momin also acts as Health and Education Unit Manager while these pilot activities are being implemented; pending the decision to create a full

operational unit to cover the activities.

Razib Hassan was promoted to Director of Finance and Administration with effect from 1 July 1 2008. Julian Francis, formerly Social Development Unit Manger, moved to a new role as Programme advisor to the CLP working across all units but giving particular support to social development activities. Mark Staehle continues as Enterprise Unit Manager to the end of August 2008.

9.2.3. YOUNG PROFESSIONALS

During the year three young professionals continued to serve with distinction making significant contributions to the work of the CLP. These were:

- David Panetta working on Village Savings and Loans Associations;
- Kate Conroy in the Innovation, Monitoring and Learning Division;
- Raania Rizvi in the Social Development Unit

Mr. Panetta has completed his two years appointment with the CLP and Ms Conroy and Ms Rizvi will be continuing for a second year. In addition to making major contributions to CLP work and our understanding of poverty on chars, it is hoped that the CLP is helping to prepare a new generation of development professionals who have genuine grass-root and field experience. This will pay benefits to the development community in years to come. Malcolm Marks, Ric Goodman, Julian Francis and Mark Staehle have worked hard in mentoring and coaching these young professionals and ensuring their contributions to the programme are maximised.

9.3. SHORT TERM CONSULTANTS

During the year, the following short term consultants made important inputs to the CLP for a total 144 days.

- Phillip Choudhury worked a total of 79 days providing support to a Government of Bangladesh (IMED) evaluation and in preparing for the midterm evaluation of the CLP carried out by DFID. Mr. Choudhury produced useful methodology on cost-benefit calculations and established cost-benefit benchmarks for the CLP plinth building programme. He also carried out a number of smaller assignments;
- Iffath Sharif worked a total of 43 days carrying out an extensive and in-depth income and expenditure study of CLP core beneficiary households. This is available on www.clp-bangladesh.org and has been helpful in creating a greater evidence base on which the impact of the CLP can be judged in the future;
- Lucy Scott, a former CLP Young Professional, returned as a junior consultant for 22 days to help develop the CLP core beneficiary database and prepare reports based on the data.

9.4. MANAGEMENT SYSTEMS DEVELOPMENT

The CLP is becoming known for the effective use of a “Verification Contractor” to

independently confirm up to 10% of CLP inputs and outputs as well as to “audit” random samples of monthly monitoring questionnaires. These are complemented by the extensive use of anonymous, random “customer satisfaction” surveys. All are described further in Chapter 7.

During the year, the CLP used a “Corruption Investigation Contractor” to investigate complaints received from CLP beneficiaries (e.g. complaints made to enumerators during customer satisfaction surveys). Working door-to-door, the contractor established patterns of beneficiary complaints related to demands for “kickbacks” from staff and officials. While the validity of each individual accusation cannot be established, the wider pattern of accusations provides a strong basis for disciplinary action against suspect staff and grounds to review future grants to public bodies. This type of investigator obtains a signed “affidavit” detailing the accusation but on the understanding that the information is for the sole use of the Management Agency and will not be turned over to the police. Should the individual accusations and identities of accusers become public knowledge, or given to the police, villagers could be subjected to reprisals by officials in their areas. This emerging practice, developing actionable patterns of multi-accusations, is proving to be a most useful tool in the fight to minimise corruption in the use of CLP funds.

10. PRIORITIES FOR THE YEAR TO COME

10.1 OPERATIONAL CONSOLIDATION

The CLP achieved a total expenditure of £13.4 million in 2007-08 and has budgeted for £14.8 million in 2008-09. Implementing a programme of this size requires focus and concentration on core management disciplines. Under the leadership of the Director of Operations, Ric Goodman, the priority for 2008-09 is to consolidate and improve the operational efficiency of the CLP and the performance of our IMO partners. The role of the CLP Infrastructure Officers and how they should be deployed is being reviewed to ensure maximum value-added from this large cadre of 30 plus staff. Keeping a focus on corruption and reputational risks will remain a major part of the management agenda.

As the CLP has only two full operational years left, the focus is on delivering on all log frame commitments and in particular ensuring that all CLP core beneficiary households are living on a raised plinth, above the 2007 high-water level, as soon as possible. Successful implementation of the new temporary food security allowance and reaching 25,000 new core beneficiary households; a record number for the CLP, is central to achieving our goals in the year to come.

Making a success of the paravet programme and in particular ensuring further training and mentoring of paravets, by qualified Doctors of Veterinary Science, along with establishing effective wholesale markets for veterinary vaccines and medicines is a top priority.

10.2 CONSOLIDATING THE EVIDENCE BASE

During the coming year, under the leadership of Malcolm Marks, it will be more important than ever to focus attention on the compilation and analysis of the growing evidence of the impact of the CLP core programme on the incomes and nutritional status of beneficiary households. Work will be done to identify more clearly the impacts of the social development programme more. Further work is also needed to look at costs and benefits of the various programme initiatives.

The CLP core beneficiary database is becoming one of the largest datasets on reported household income and expenditure in extreme poor households. Further work will be done to make these data available to researchers. The CLP will begin to publish data tabulating the number of households who have fulfilled the CLP “graduation” criteria and who we believe have risen out of “extreme poverty”.

10.3 HEALTH AND EDUCATION PROGRAMMING

Everyone agrees that providing effective health services is essential to reduce health shocks that are one of the most common reasons why families fall back into extreme poverty. Everyone also agrees that providing family planning services and maintaining a higher standard of health and nutrition is necessary to enable children to grow into productive adulthood, capable of being self-supporting. What is not agreed is exactly what interventions are cost-effective and how they should be delivered. It is not yet agreed that

the CLP as a management agency has a comparative advantage in tackling this area or whether such programmes, if any, should be stand alone or handled by others.

Equally it is widely agreed that children who are not able to learn to read and write and receive no basic education will be at a significant lifelong disadvantage that could contribute to their falling back into extreme poverty. These impacts are sometimes referred to as the “intergenerational aspects of poverty”. Because your parents are poor you are less likely to get access to health and education, thereby ensuring that poverty is passed from one generation to the next.

The CLP is attempting to show that working through the relationships built up with core implementing partners and using the management and financial infrastructure in place, it is possible to develop and deliver innovative programmes in this area. These programmes will be moving to the use of vouchers for the delivery of subsidy and relying in the future on private sector providers, para-medics and para-teachers, alongside the CLP para-vets, to deliver good quality and cost effective services. The case for this work must be consolidated over the next year.

10.4 DFID ANNUAL REVIEW

In September, DFID will carry out the annual review of the CLP. This is likely to be the last review prior to a decision on whether or not to fund a second phase of CLP. It will be important to present a cogent display of the evidence assembled by the management agency to show the significant cost-benefit of the CLP approach and in particular the value added by the Management Agency structure.

11. KEY CLP PUBLICATION IN 2007-08

1. **Malcolm Marks (July 2007a):** Economic Impact of Cattle Transfers during the CLP's Asset Transfer Programme.
2. **Malcolm Marks (July 2007b):** Economic Impact of Rickshaws & Sewing Machines provided during the CLP's Asset Transfer Programme.
3. **Lucy Scott, Rafiqul Islam & Malcolm Marks (August 2007):** Asset Transfer: a road out of extreme poverty? Initial Findings from the Experimental First Phase of CLP's Asset Transfer Programme.
4. **Malcolm Marks & Rafiqul Islam (October 2007):** The CLP Flood Relief Activities (August 2007): Summary of Relief Efforts and Customer Satisfaction Survey.
5. **Lucy Scott & Rafique Islam (January 2008):** Socio-Demographic Characteristics of Households Entering the Experimental First Phase of the CLP's Asset Transfer Programme.
6. **Malcolm Marks & Rafique Islam (January 2008):** Economic Impact of Char Leases Purchased during the CLP's Asset Transfer Programme.
7. **David Panetta & Prof. Md. Shahedur Rashid (February 2008):** Microfinance Coverage Study using GIS mapping to determine MFI outreach in island chars for the first time.
8. **Kate Conroy, Rafiqul Islam & Malcolm Marks (April 2008):** CLP Infrastructure & Employment Programme 2007: Worker Satisfaction Survey.
9. **Malcolm Marks & Kate Conroy (May 2008):** Striving for Success and ... "A Big House Built of CI Sheet" (heartening account of Menora Katum from Maznaybari).
10. **Md. Abdul Momin, Kate Conroy, Rafiqul Islam & Malcolm Marks (May 2008):** CLP Primary Healthcare and Family Planning Pilot Project: Patient Satisfaction Survey.
11. **Helen Keller International Bangladesh (March 2008):** Measuring change in nutritional status and coping strategies in response to *monga* of the *Chars* Livelihoods Programme (CLP), Infrastructure and Employment Programme (IEP).
12. **Kate Conroy, Rafiqul Islam & Malcolm Marks (June 2008):** The Impact of the 2007 CLP Infrastructure & Employment Programme.
13. **Malcolm Marks (June 2008):** Indicator Progress and Key Indicator Targets for the Chars Livelihoods Programme, 4th Edition.
14. **Malcolm Marks (June 2008):** Infrastructure & Employment Programme safety net grants: initial impacts.
15. **David Panetta (June 2008):** Village Savings and Loan Programme Review.

Annex-1: Actual Expenditure against Budget & Work Plan for the Operational Year 2007 - 2008 (July 1st 2007 to June 30th, 2008)

Activity		Budget 2007 - 2008		Actual Expenditure 2007- 2008		Achievement
		£	Taka	£	Taka	%
Summary of all Components						
1.	Infrastructure & Employment	£3,978,026	537,033,500	£3,898,396	526,283,505	98%
2.	Livelihoods	£3,964,767	535,243,545	£3,873,610	522,937,394	98%
3.	Enterprise Development & Youth Training	£604,760	81,642,600	£543,079	73,315,624	90%
4.	Social Development & Erosion Grants	£770,400	104,004,038	£690,983	93,282,740	90%
5.	Innovation, Monitoring and Learning Component	£503,830	68,017,000	£360,139	48,618,734	71%
6.	Education, Health & Governance	£840,000	113,400,000	£772,211	104,248,533	92%
7.	Implementing Organizations (IMOs) Management Agreements for 20 Partners	£343,500	46,372,496	£342,081	46,180,875	100%
8.	CLP Flood Response Programme	£1,091,864	147,401,640	£1,091,874	147,403,042	100%
9.	Allowances for GoB Senior Personnel	£10,415	1,406,000	£10,038	1,355,118	96%
Total (All Components)		£12,107,562	1,634,520,819	£11,582,412	1,563,625,565	96%
10.	Management Contract: National and International Staff and Other Costs	£1,800,000	243,000,000	£1,896,527	256,031,161	105%
Total Expenditure (All Components plus Management Costs)		£13,907,562	1,877,520,819	£13,478,939	1,819,656,726	97%

Details of all Components

Activity	Deliverable	Budget 2007 - 2008		Actual Expenditure 2007- 2008		Achievement	
		£	Taka	£	Taka	%	
1.	Infrastructure & Employment						
1.1	Infrastructure through Local Government						
1.1.1	Allocation of UP Funds to 140 UPs	140 UPs use these funds for raising of 7,000 homestead plinths and other earth works.	£518,519	70,000,000	£473,620	63,938,716	91%
1.1.2	Allocation of UP Reward Fund	60 UPs use performance reward fund for pro-poor infrastructure.	£77,778	10,500,000	£37,499	5,062,365	48%
1.1.3	Upazila Initiatives Fund	28 Upazila implement different pro-poor infrastructure projects.	£257,726	34,793,000	£156,694	21,153,640	61%
1.1.4	Orientation of SICs, PICs, UP officials, Upazila officials and workshop	Orientation for the SICs, PICs, UP and Upazila officials and workshops for better delivery of infrastructure works.	£7,407	1,000,000	£5,195	701,335	70%
Sub-Total			£861,430	116,293,000	£673,008	90,856,056	78%
1.2	Infrastructure through IMOs/NGOs						
1.2.1	Flood proofing of individual homesteads	15,000 homestead plinths raised.	£1,111,704	150,080,000	£984,013	132,841,762	89%
1.2.2	Improve quality of drinking water	400 shallow tube wells installed.	£21,467	2,898,000	£18,837	2,542,931	88%
1.2.3		1,500,000 sachets of PUR distributed.	£8,889	1,200,000	£59,105	7,979,136	665%
1.2.4		Platforms constructed on 1,500 existing tube wells.	£24,337	3,285,500	£23,481	3,169,970	96%
1.2.5	Improve sanitation	20,000 water sealed slab latrines installed.	£547,822	73,956,000	£514,152	69,410,493	94%
Sub-Total			£1,714,219	231,419,500	£1,599,587	215,944,292	93%

Activity	Deliverable	Budget 2007 - 2008		Actual Expenditure 2007- 2008		Achievement	
		£	Taka	£	Taka	%	
1.3	Social Protection						
1.3.1	Monga Alleviation through Cash for Work Schemes	Union Parishads implement Infrastructure and Employment Programme (IEP)	£334,193	45,116,000	£438,067	59,138,978	131%
1.3.2		IMOs implement Infrastructure and Employment Programme (IEP)	£847,037	114,350,000	£986,101	133,123,693	116%
1.3.3		Workshop for IMO staff and Infrastructure Managers and Officers on Cash-for-Work methodology and procedure in Bogra.	£2,593	350,000	£1,026	138,562	40%
Sub-Total			£1,183,822	159,816,000	£1,425,194	192,401,232	120%
1.4	Staffing, Training & Monitoring						
1.4.1	Services of District Infrastructure Managers (DIM), Infrastructure Officers (DIO) & IMO infrastructure staff	Services provided by District Infrastructure Managers and Officers.	£130,000	17,550,000	£127,330	17,189,592	98%
1.4.2		Salary cost of IMO Infrastructure staff	£88,556	11,955,000	£73,277	9,892,334	83%
Sub-Total			£218,556	29,505,000	£200,607	27,081,926	92%
Total for Infrastructure & Employment			£3,978,026	537,033,500	£3,898,396	526,283,505	98%
2.	Livelihoods						
2.1	Asset Transfer Programme						
2.1.1	Implement Asset Transfer Programme (Phase III)	19,000 BHHs purchase income generating assets worth Tk.15,000.	£2,274,870	307,107,485	£2,274,185	307,015,003	100%
2.1.2	Household income support and livestock feed support payments	19,000 BHHs each receive Tk. 300 each month for 18 months in income support and Tk. 200 each month for 6 months to buy livestock feeds	£1,055,741	142,525,000	£1,038,422	140,186,920	98%

Activity		Deliverable	Budget 2007 - 2008		Actual Expenditure 2007- 2008		Achievement
			£	Taka	£	Taka	%
2.1.3	Core Beneficiary training	11,500 beneficiaries of ATP Phase I and II will receive 4 days refresher training and 12,500 beneficiaries of ATP Phase III will received 11 days foundation training on livestock production, homestead gardening and fruit production.	£84,815	11,450,000	£84,782	11,445,504	100%
Sub-Total			£3,415,426	461,082,485	£3,397,388	458,647,427	99%
2.2	Homestead Gardening Programme						
2.2.1	Homestead garden establishment	ATP Phase III HHs establish homestead gardens that have vegetable beds, vegetables grown in pit crops, fruit, neem and fodder trees, bamboos and fodder grass plots.	£74,074	10,000,000	£69,005	9,315,648	93%
Sub-Total			£74,074	10,000,000	£69,005	9,315,648	93%
2.3	Livestock Services						
2.3.1	Implement voucher scheme for livestock vaccines and deworming drugs	Payment for vaccination and deworming of livestock provided through the ATP is paid for by BHHs using vouchers	£53,333	7,200,000	£45,960	6,204,647	86%
2.3.2	Implement voucher scheme for AI services	Payment for AI of livestock provided through the ATP is paid for by BHHs using vouchers	£10,667	1,440,000	£9,447	1,275,400	89%
Sub-Total			£64,000	8,640,000	£55,408	7,480,047	87%
2.4	IMO Costs						
2.4.1	Staff salaries and training for 134 staff of 15 IMOs	Salaries and 17 days ToT training to 134 IMO staff provided	£238,627	32,214,660	£238,143	32,149,278	100%
2.4.2	Transport and communication	Smooth and efficient delivery of ATP and other livelihoods services	£27,667	3,735,000	£26,770	3,613,921	97%
2.4.3	Capital Cost	10 motorcycles and 20 mobile phones will be bought	£9,852	1,330,000	£8,934	1,206,142	91%
Sub-Total			£276,146	37,279,660	£273,847	36,969,340	99%

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Activity	Deliverable	Budget 2007 - 2008		Actual Expenditure 2007- 2008		Achievement	
		£	Taka	£	Taka	%	
2.5	Support for GoB services						
2.5.1	AI technician training and AI centre establishment	AI service points and AI technicians established in 60 char island unions resulting in 7,200 cattle made pregnant through AI	£28,889	3,900,000	£0	-	0%
2.5.2	Adaptive research	Grants to BARI & BLRI to field test core research and disseminate results through Upazila Agricultural Extension and Livestock offices as appropriate	£20,704	2,795,000	£13,447	1,815,390	65%
Sub-Total			£49,593	6,695,000	£13,447	1,815,390	27%
2.6	Printing						
2.6.1	ATP BHH training materials	ATP BHHs receive 60,000 leaflets and 360 flip charts given to IMO ATP field staff	£12,444	1,680,000	£8,720	1,177,232	70%
2.6.2	Vouchers and passbooks	All ATP HHs have vouchers and passbooks	£7,010	946,400	£4,007	540,889	57%
Sub-Total			£19,455	2,626,400	£12,727	1,718,121	65%
2.7	Workshops						
2.7.1	ATP review workshops and meetings	ATP work by 20 IMOs & 30 GoB departments reviewed & experiences exchanged	£11,111	1,500,000	£2,976	401,770	27%
Sub-Total			£11,111	1,500,000	£2,976	401,770	27%
2.8	CLP Livelihood Unit Staff						
2.8.1	CLP staff	Salaried MA supervision for 5 districts	£54,963	7,420,000	£48,812	6,589,651	89%
Sub-Total			£54,963	7,420,000	£48,812	6,589,651	89%
Total for Livelihoods			£3,964,767	535,243,545	£3,873,610	522,937,394	98%

Activity	Deliverable	Budget 2007 - 2008		Actual Expenditure 2007- 2008		Achievement	
		£	Taka	£	Taka	%	
3.	Enterprise Development & Youth Training						
3.1	Market Development Programmes						
3.1.1	Market Development Fund, Expanding Projects	12,000 participants in expanding projects from MDF Round One	£136,577	18,437,927	£136,563	18,436,052	100%
3.1.2	Market Development Fund, Pilot Projects	4,500 participants in new pilot projects	£113,237	15,286,931	£96,421	13,016,819	85%
3.1.3	Market Development Fund, Training and Events	IMO Training; IMO Peer Review; MDF Round Four event	£18,889	2,550,000	£17,983	2,427,750	95%
3.1.4	Livestock Services Programme	300 qualified Paravets covering all island char villages	£103,112	13,920,113	£107,975	14,576,564	105%
3.1.5	Staffing	Programme Staffing	£14,370	1,940,000	£8,666	1,169,950	60%
Sub-Total			£386,185	52,134,971	£367,608	49,627,135	95%
3.2	Microfinance Programmes						
3.2.1	Nirapad Palli Shanchoy	5,000 participants	£42,337	5,715,530	£51,849	6,999,632	122%
3.2.2	IMO savings programme	5,000 core beneficiaries	£51,144	6,904,435	£60,557	8,175,152	118%
3.2.3	Microfinance Capacity Strengthening Programme	2,000 participants in training and/or new product pilot tests	£45,797	6,182,631	£42,172	5,693,276	92%
3.2.4	Staffing	Programme Staffing	£4,296	580,000	£2,986	403,118	70%
Sub-Total			£143,575	19,382,596	£157,564	21,271,178	110%
3.3	Youth Training						
3.3.1	Youth Training	Youth Training in Garments and Knitting	£75,000	10,125,033	£17,906	2,417,312	24%
Sub-Total			£75,000	10,125,033	£17,906	2,417,312	24%
Total for Enterprise Development & Youth Training			£604,760	81,642,600	£543,079	73,315,624	90%

Activity	Deliverable	Budget 2007 - 2008		Actual Expenditure 2007- 2008		Achievement	
		£	Taka	£	Taka	%	
4.	Social Development & Erosion Grants						
4.1	IMO programme delivery and Strengthen Social Capital in Char Areas						
4.1.1	Renewal, contract and programme cost of phase I-IV IMOs	Package of group based CLP interventions to enhance village level cooperation resulting in improved livelihoods and reduction in injustices to estimated 30,600 Beneficiaries Households	£521,800	70,443,038	£494,024	66,693,246	95%
4.1.2	CDOs/CDSs basic and advanced training course, preparation and revision of modules and training programmes	IMO staff trained in 6-day basic, facilitation skill and advanced courses	£15,000	2,025,000	£14,969	2,020,799	100%
Sub-Total			£536,800	72,468,038	£508,993	68,714,045	95%
4.2	Strengthen Poverty Safety Nets for the Dependant Poor						
4.2.1	Establish Pilot Community Safety Net Programmes	Poverty Safety nets resulting from impact assessment studies and pilots	£64,444	8,700,000	£50,158	6,771,332	78%
4.2.2	Emergency fund for relocation of erosion victims	Provision of grants to each erosion affected family for relocation to less vulnerable location(s) based on application and verification process.	£144,444	19,500,000	£107,145	14,464,572	74%
Sub-Total			£208,889	28,200,000	£157,303	21,235,904	75%
4.3	Staffing						
4.3.1	Recruitment, engagement and salary for 5 CLP District Social Development Managers	Salaried MA supervision for 5 districts	£24,711	3,336,000	£24,687	3,332,791	100%
Sub-Total			£24,711	3,336,000	£24,687	3,332,791	100%
Total for Social Development & Erosion Grants			£770,400	104,004,038	£690,983	93,282,740	90%

Activity	Deliverable	Budget 2007 - 2008		Actual Expenditure 2007- 2008		Achievement	
		£	Taka	£	Taka	%	
5.	Innovation, Monitoring and Learning Component						
5.1	Update and Monitor CLP Beneficiary Database	Data collection campaigns (total 12) Collect, enter, analyse & publish beneficiary data Develop lessons learnt	£60,000	8,100,000	£53,756	7,257,024	90%
		Computers & software for IMOs (20)	£24,000	3,240,000	£17,770	2,398,929	74%
5.2	Annual Verification Contract	Quarterly Reports documenting physical verification of output delivery	£50,000	6,750,000	£48,437	6,539,039	97%
5.3	Annual Surveys and Indicator measurements						
5.3.1	Annual Surveys	Annual surveys: a total of 12 are programmed or anticipated & will cover relevant indicators as contained in the current version of the CLP log frame as well as punctual surveys requested by operation's units. This component will also include the "citizens' satisfaction survey" as specified in previous work plans.	£75,000	10,125,000	£58,050	7,836,703	77%
5.3.2	Assess & monitor pilot on general rights based cases	Impact Assessment report	£3,200	432,000	£4,015	541,989	125%
5.3.3	Study & recommendation on improvements & enhancement strategy	IMO implementation impact assessment & recommendations	£10,000	1,350,000	£8,900	1,201,469	89%
Sub-Total			£88,200	11,907,000	£70,964	9,580,161	80%

Activity	Deliverable	Budget 2007 - 2008		Actual Expenditure 2007- 2008		Achievement	
		£	Taka	£	Taka	%	
5.4	CLP Training, Workshops & Conferences	Improved Coordination and Learning from IMO's and others	£4,630	625,000	£4,548	613,968	98%
		IML/GoB representation at regional workshops & conferences	£12,000	1,620,000	£5,584	753,902	47%
5.5	Commissioned Research	Important & specialized data gathering & analysis activities will be commissioned. Further research by HKI is needed during the next CFW exercise, a nutritional status baseline will be collected for ATP beneficiaries, data for developing a social development baseline carried out & continual assistance from international specialists	£100,000	13,500,000	£68,895	9,300,818	69%
5.6	Capacity building for RDA and IMO's						
5.6.1	Salaries of RDA Staff	6 Staff time devoted full time to CLP research & capacity development	£12,500	1,687,500	£4,289	579,004	34%
5.6.2	Travel, Per Diems and Consumables	Mobility of Staff	£6,500	877,500	£387	52,260	6%
5.6.3	Regional Conferences	Increased Learning & Capacity	£20,000	2,700,000	£1,214	163,900	6%
5.6.4	Training in Country	Increased Learning & Capacity	£5,000	675,000	£3,484	470,377	70%
5.6.5	Overseas Masters Programme	Possible Leadership for future Chars Research Unit	£30,000	4,050,000	£16,498	2,227,196	55%
5.6.6	IMO capacity building	Capacity development of IMO's in IT, accounting and implementation of a new accounting software	£50,000	6,750,000	£49,916	6,738,606	100%
Sub-Total			£124,000	16,740,000	£75,788	10,231,343	61%
5.7	Design & Development of MIS	Improved MIS System resulting in better monitoring and reporting. Daily data entry functions	£12,000	1,620,000	£5,190	700,710	43%

Activity	Deliverable	Budget 2007 - 2008		Actual Expenditure 2007- 2008		Achievement	
		£	Taka	£	Taka	%	
5.8	Information & Dissemination						
5.8.1	Publications & Dissemination	Newsletters, Web Site, PR, Press tours and 'lesson learned' workshop with IMO's for improved sharing of CLP's progress	£13,000	1,755,000	£6,700	904,531	52%
5.8.2	Professional author	Develop specific outputs including a CLP brochure & handouts	£6,000	810,000	£0	-	0%
5.8.3	Website & hosting	New website & host server	£10,000	1,350,000	£2,506	338,309	25%
Sub-Total			£29,000	3,915,000	£9,206	1,242,840	32%
Total for Innovation, Monitoring & Learning Component			503,830	68,017,000	360,139	48,618,734	71%
6.	Education, Health & Governance						
6.1	Governance Pilot Initiatives	Small-scale capacity building plan (contingent on results of pilots)	£100,000	13,500,000	£99,956	13,494,019	100%
6.2	Health Pilot Initiatives	Proven models (suitable for Chars) for primary health care and early child development (incl. reproductive health care)	£370,000	49,950,000	£360,542	48,673,202	97%
6.3	Education Pilot Initiatives	Proven models (suitable for Chars) for literacy, primary and non-formal education	£370,000	49,950,000	£311,713	42,081,312	84%
6.4	Joint programme of mainland-chars money transfer with PKSF	Approved Business plan and pilot management information system developed.	£0	-	£0	-	N/A
Total for Education, Health & Governance			£840,000	113,400,000	£772,211	104,248,533	92%

Activity	Deliverable	Budget 2007 - 2008		Actual Expenditure 2007- 2008		Achievement	
		£	Taka	£	Taka	%	
7.	Implementing Organizations (IMOs) Management Agreements for 20 Partners						
7.1	Salaries of IMO general staff working for the implementation of CLP activities	20 IMOs staffed with management and general staff, ready to implement CLP activities	£173,068	23,364,161	£172,279	23,257,656	100%
7.2	Office running costs for 20 IMOs	Office space and facilities to implement CLP activities	£119,239	16,097,235	£118,787	16,036,290	100%
7.3	Capital costs for 20 IMOs	Necessary furniture and equipment to implement CLP activities	£51,193	6,911,100	£51,014	6,886,929	100%
Total for IMO Management Agreements			£343,500	46,372,496	£342,081	46,180,875	100%
Total (All Components)			£11,005,283	1,485,713,179	£10,480,499	1,414,867,405	95%