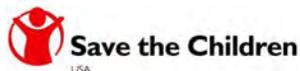


Final Report

Char Fasson Pilot Project

*Innovations for the extreme poor in remote
Jibon-o-Jibika communities*

January 2009 – February 2010



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Acronyms

CFI	Chronically Food Insecure
CFW	Cash for Work
CFT	Cash for Training
CPP	Cyclone Preparedness Programme
DUS	Dip Unnayan Society
DTW	Deep Tube Well
FGD	Focus Group Discussion
GJUS	Grameen Jono Unnayan Songstha
HH	household
HKI	Helen Keller International
IGA	Income Generating Activity
JoJ	Jibon o Jibika
KAP	Knowledge, Attitude, Practice
KII	Key Informant Interviews
LNGO	Local Non Governmental Organization
NGO	Non Governmental Organization
PNGO	Partner Non Governmental Organization
PRA	Participatory Rural Appraisal
SC	Save the Children, USA
SWOT	Strengths, Weaknesses, Opportunities, Threats
Tk.	Bangladeshi Taka
TNO	Upazila executive officer
TOR	Terms of Reference
UP	Union Parishad
VDC	Village Development Committee
WFP	World Food Program
WASH	Water, Sanitation and Hygiene

I. Executive Summary

The one-year Char Fasson Pilot Project (CFPP) was designed to test new livelihood activities and approaches for working with the extreme poor in remote and vulnerable villages under the Jibon-O-Jibika (JoJ) program. To design the project, the implementing partners, Save the Children USA (SC), Helen Keller International (HKI), and the NGO-Forum for Drinking Water Supply and Sanitation worked with an external assessment organization, TANGO International, to carry out a livelihoods assessment and develop appropriate innovative interventions. The four main components of the pilot project consisted of cash for work (CFW) with an obligatory savings account; income generating activities (IGA) with training and asset transfer; and water and sanitation support, testing a newly designed, moveable plastic ring slab. Village development committees (VDCs) were formed and supported to guide the project.

The CFW component was intended to meet basic economic needs during the lean season, when unemployment and hunger are at their peak. The CFW intervention was linked with a training component to teach some basic IGA skills. Beneficiaries were also required to join a group savings scheme, which in principle gave beneficiaries the opportunity to start an IGA with savings from CFW for sustainable income after CFW projects finished.

A total of 13 IGAs were offered to beneficiaries in a participatory manner, in order to give beneficiaries a choice of which activity each household wished to pursue. The focus was on enhancing pre-existing skills and developing marketing strategies to increase overall income earning capacity. However, some activities were not suitable for the destitute households, which had no access to land and could devote little or no physical labor.

The project installed 15 deep tube wells (DTW) in both villages and introduced a new durable and lightweight plastic slab latrine at a subsidized cost for project beneficiaries in order to address hygiene and sanitation related issues. These two water and sanitation interventions were widely accepted by the beneficiaries. However, in the future, long term and specialized awareness session should be conducted on a regular basis in the village for long-term behavioral change in the areas of hygiene and sanitation.

One VDC was formed in each village, which represented negotiating bodies in the village regarding development issues. It promoted a sense of ownership in the intervention, and helped the community solve issues through social participation during the project. The VDC's were still present by the end of the project, and there seemed to be a strong sense of empowerment and participation when using participatory approaches to problem solving.

Beneficiaries claimed that the project has given them '*hope*' and has contributed to an increase in income in most cases. Immediate economic relief has been observed, especially during the lean season, and beneficiaries are continuing to carryout their IGAs even after project phase out. All of the innovative components that were initially proposed were carried out during the pilot project. Many of the components can be expanded for future interventions in similar contexts.

II. Introduction

The five-year *Jibon o Jibika* (JoJ) program is a USAID-funded Title II project, designed to reduce food insecurity and malnutrition in 11 vulnerable upazilas in the Barisal Division. JoJ is implemented by Save the Children USA (SC), in collaboration with Helen Keller International (HKI), the NGO-Forum for Drinking Water Supply and Sanitation, the Cyclone Preparedness Programme (CPP) of the Bangladesh Red Crescent Society, and 14 local NGO partners. The livelihoods component of JoJ, Strategic Objective 1 (SO1), was directed by HKI, based around a model of delivering training and inputs to improve homestead food production systems.

The JoJ program introduced a pilot project in Char Fasson, based on recommendations from the mid-term evaluation. The objective of the Char Fasson pilot project was to test new livelihood activities and approaches for working with the extreme poor in some of the most remote and vulnerable villages in the JoJ program area. Following a livelihoods assessment in February 2009, the project implementation began in March 2009 and was phased out in February 2010. SC, HKI and NGO-Forum collaborated on the project with two local NGOs, Grameen Jono Unnayan Songstha (GJUS) and Dip Unnayan Society (DUS) for the implementation of the field activities.

The aim of this review was to understand the Char Fasson pilot project methodologies employed, and capture lessons learned in order to improve the design future of interventions. It cannot be over emphasized the short time period allocated to the pilot project, and how this short time frame influences the interpretation of lessons learned.

III. Char Fasson Pilot Project Design

The specific objectives of the pilot activities were to test interventions in vulnerable areas (Char Fakira and Hamidpur), and gain experiences in order to develop organizational capacity for implementing new strategies that are more appropriate for ultra-poor and remote, vulnerable households. TANGO International led a livelihoods assessment with staff members from HKI, SC, and NGO-Forum to lead the design of the Char Fasson pilot project. While the overarching goal of the Char Fasson pilot was in line with the overall JoJ goal (to reduce food insecurity), the findings from the livelihoods assessment were used to devise an innovative and regionally appropriate pilot strategy for several unions in the Char Fasson area. The specific goals of the Char Fasson Pilot Project are outlined in Table 1:

TABLE 1 : PROJECT GOAL AND OBJECTIVES	
GOAL- Chronically food insecure households in Hamidpur and Char Fakira villages of Char Fasson upazila have reduced their food insecurity by march 2010.	
OBJECTIVE 1: Ultra poor and chronically food insecure households have improved their access to food through increased access to income earning opportunities and transfer of productive assets.	
Result 1.1:	<i>Chronically food insecure and ultra poor households have increased access to off-farm income</i>
Result 1.2:	<i>Chronically food insecure and ultra poor households have increased access to productive assets</i>
Result 1.2:	<i>Chronically food insecure and ultra poor households have increased capacity to manage risk</i>
OBJECTIVE 2: Ultra poor and chronically food insecure households have enhanced utilization of food	
Result 2.1:	<i>Chronically food insecure and ultra poor households have adopted improved sanitary and health practices</i>
Result 2.2	<i>Chronically food insecure ultra poor households have increased access to safe water for domestic use</i>

The assessment team analyzed the livelihoods assessment findings and developed an outline for the livelihoods interventions that were most appropriate and in demand from the target population. Each innovative component of the Char Fasson Pilot project was managed by a different partner organization.

- SC: Cash for Work (CFW) monitoring, payment and savings
- HKI: Income Generating Activities and Training (IGA)
- NGO-Forum: Water and sanitation activities
- Grameen Jono Unnayan Songstha (GJUS): implementation of livelihood field-level activities
- Dip Unnayan Society (DUS): implementation of sanitation field-level activities
- Mid-level steering committee: representatives of SC, HKI, and NGO-Forum met intermittently in Dhaka to oversee project decisions and monitor progress.

i. Timeline

The innovative components of the pilot project were implemented according to the following one-year timeline:

January-February 2009

- A livelihoods assessment, led by TANGO International, was conducted by SC, HKI, and NGO-Forum staff in four villages of Char Fasson. The livelihoods assessment lasted two weeks, and used standard PRA tools such as transect walks, resource diagrams, seasonal calendar, Venn diagrams, market linkage mapping, and key informant interviews to understand the seasonal vulnerabilities and opportunities for the different populations in the assessment area. The assessment narrowed down 1,000 beneficiaries among the destitute, ultra-poor and chronically food insecure households in two villages for the intervention. The names of households were collected through PRA techniques, followed by a household visit of all identified households to collect additional information.

March 2009

- Agreements were signed with LNGOs, GJUS and DUS, and a steering committee was formed with HKI, SC, and NGO-Forum. Pilot Project activities initiated by identifying CFW activities and discussing IGA options with beneficiaries. Local trainers and resources persons were chosen for IGA trainings, and training outlines and modules were established with the support of LNGO staff. Government department officials were contacted to establish linkages between participating households and the government service department for technical support. During this time, core managers from HKI, SC-US, and NGO-Forum developed the proposed project activities into a final project design.

April – September, 2009: Project Phase 1

- A VDC was formed with 15 elected members in each village. 300 beneficiaries received 4,807 person days of work through CFW. IGA beneficiaries participated in training sessions for one of 13 IGAs at the local level, and 700 able bodied poor and ultra-poor beneficiary families were trained. Following training, assets were transferred to 409 beneficiaries. In the two villages, 15 water points were identified and two Village Sanitation Centers (VSC) were formed.

October 2009- February 2010: Project Phase 2

- Field level staff continuously monitored IGA activities. CFW projects were phased out, and 55% of CFW beneficiaries started IGAs. Deep tube wells were installed, and plastic latrines distributed before the project close out in February 2010.

IV. Innovative Project Components

The interventions proposed by the team included a mixture of new elements, including skills training and IGA activities for adolescents, and poultry-rearing and other small enterprises for the ultra-poor. Above all, the project aimed to reduce the cyclical distress provided by seasonal hunger and joblessness. One of the ways to tackle the issue was by introducing seasonal CFW activities, together with a savings plan. In addition, the assessment team sought to address some of the critical social issues of concern to the population, such as practices of gambling, dowry-related violence and poverty, and problems related to poor health services and poor sanitation knowledge. Major project interventions and strategies were as follows:

Generation of off-farm income for landless households

With a large number of landless households in an area that is highly prone to natural disasters, the pilot project aimed to provide beneficiaries with an alternative source of income during the lean season.

Forming and working through cross-sectoral VDC

VDCs were formed in each village, which represented a negotiating body in the village regarding development issues. It promoted a sense of ownership in the intervention, and helped the community solve issues through social participation during the project.

Coordinating interventions with seasonal calendar

Men from ultra-poor and chronically food insecure households were selected to contribute labor to community-based infrastructure projects during the dry season (March to April) in order to ensure that ultra-poor households have continuous access to cash to address food insecurity. The wage rate was set slightly lower than the existing market rate to avoid market disruption; therefore, households that had access to income generating activities during the lean season would not join CFW projects.

Incorporating CFT with CFW

CFW created an opportunity to incorporate social and environmental awareness trainings within the CFW training sessions. Awareness trainings discussed topics such as dowry, gambling, early marriage, hygiene and sanitation.

Linking CFW with IGAs

CFW aimed to meet immediate economic needs in the lean season. However, by linking CFW with a training component for IGAs, it gave beneficiaries the opportunity to start an IGA with savings from CFW for a sustainable income after CFW projects finished.

Testing administrative mechanisms for savings scheme

The CFW group saving scheme aimed to promote savings, and help enable the start-up of IGAs after the CFW projects finished. This was designed to enhance the resiliency of the participating households to offset the risks of losing assets in crisis by providing a sum of the cash for investment to an IGA or other activity after the CFW projects finished.

Cash and asset transfer to the destitute

Since they do not have labor capacity, the destitute do not receive benefit from IGA training and cannot participate in CFW. This component allowed them to gain immediate access to food by cash transfer, and gave them access to small, easy to manage animals, which do not require much time or experience to manage. Furthermore, working with the destitute was not a regular JoJ category, and ultra-poor were a small population of the regular JoJ project, and therefore this was an important new innovation for the pilot project activities.

Training to enhance skills of IGAs for ultra-poor women

Participatory sessions were conducted in order to give beneficiaries a choice of which activity each household wished to pursue. The focus was on enhancing pre-existing skills and developing marketing strategies to increase overall income earning capacity.

Using local experts for trainings and apprenticeships

Local trainers were recruited and trained from the intervention areas for familiarity, availability and accessibility for the trainees throughout the implementation of the IGAs.

Longitudinal case study approach to documenting impact

Local staff used a longitudinal case study approach to observe impacts of the intervention over time.

Community awareness-raising sessions on social and environmental issues, health and sanitation

Four community awareness meetings were conducted in the two villages. Each meeting contained approximately 50 members, and issues of gender, dowry, early marriage, gambling, hygiene and sanitation were discussed.

Increased use of safe (ring slab) latrines

Poor environmental sanitation contributes to high rates of diarrheal and other diseases, and nearly three-quarters of households do not have any latrine and practice defecation in open places. The pilot-tested plastic slab latrine is easily movable and easy to keep hygienic with little water needed for cleaning. However, it is more costly than the cement slab latrine, and therefore the acceptability and willingness to pay for this new technology were tested in the pilot project.

Improve access to potable water

Diarrhea among children and adults was one of the most frequently cited health problems in the assessment. The project installed 15 DTWs to increase accessibility to safe water, by community participation for placement, and surveying among women to decide if the DTWs were properly placed.

V. Intervention Sites

The two target villages, Char Fakira and Hamidpur, are under Char Madras Union and Char Fasson upazila, which is considered to be one of the most food insecure and environmentally vulnerable areas in the country. Additionally, the assessment identified types of households who are chronically food insecure and most at risk from shocks such as cyclones. They were chosen based on indicators that express their level of vulnerability, such as dietary diversity, household income, and household assets. Details on geographic and demographic targets are shown in Table 2 below.

Table 2: Beneficiary Targets				
Sl #	Type of Beneficiaries	# of beneficiaries per community		
		Hamidpur	Char Fakira	Total
1	Cash For Work	100	200	300
2	Income Generating Activities	300	400	700
Total:		400	600	1000

VI. Assessment Methodology

The overall goal was to understand achievements and challenges that resulted from the Char Fasson pilot project. This review focused on understanding what has worked, what has not and why, with a specific focus on the process, methods applied, observable outcome level changes, and how these approaches can be ameliorated for future interventions in similar contexts.

A team of two external consultants in collaboration with staff from the partner organizations conducted a participatory review. A qualitative study was used to gather data from the project beneficiaries and participants, local NGOs' and partner NGO staff, and senior stakeholders both at field level and at Dhaka offices. An additional seven case studies were conducted, aiming to portray the story and experience of beneficiaries over the project duration. All of the qualitative techniques are outlined in Table 3 below.

In Dhaka, dialogue with senior stakeholders belonging to partner NGOs, gave the framework for an in-depth investigation in the field. At the field level, core project staff from the implementing NGOs continuously supported data collection with beneficiaries, trainers, and local government representatives including the Char Fasson upazila TNO, veterinary surgeon and fishery department officer. Key-informant interviews at SC offices in Bhola and Barisal, along with interviews with HKI and NGO-Forum staff in Dhaka were conducted, resulting in a vigorous communication process among the different levels involved in the project.

Table 3: Qualitative Methods Employed During Investigation	
Methods	Description
Key Informant Interviews (KII)	KII were conducted with stakeholders in Dhaka, Barisal and Bhola offices with members from SC, HKI, NGO-Forum, GJUS, local government representatives and community trainers.
Community Walks	CW were carried out in order to observe physical changes resulting from water and sanitation activities and CFW activities. VDC members, community members, beneficiaries, and local NGO implementation staff led this component.
FGDs	FGDs were conducted with VDCs in each village, and also with CFW beneficiaries, IGA beneficiaries, trainers (local and non-local), field staff available (the project was closed and not all the staff was available), and with groups of non-participant villagers.
Case Studies	2 case study beneficiaries were revisited during the review (only 1 is included in Annex 2 since they had similar characteristics), and 6 new case studies were conducted. Case studies aimed to explore 'signs' of most significant changes, trends towards food security and sustainable livelihoods, considering the fact that the review occurs short time after activities completion. A part from one previously selected successful case, the other 6 cases were selected by purposive and opportunity criteria, including extreme cases.
Beneficiary Interviews	Numerous informal interviews were conducted with members from various different IGA groups and CFW-CFT beneficiaries.
PRA with VDC	Project participatory evaluation with PRA techniques (i.e. brainstorming, drawing, voting with stones, SWOT). Facilitation by consultant and LINGO project officer

Two translators were employed. The male translator had experience in Bhola with SC, interviewing people in rural areas; the female translator was particularly appropriate to facilitate the dialogue with women. In addition, ethical issues were addressed by means of an oral informed consent (considering also the low educational level of the majority of respondents), and name disguising. The findings will be available to the NGO partners, and to the respondents where possible and according to participants' wish. Finally, this qualitative review has been complemented by a quantitative end-line survey in order to better inform the qualitative data interpretation.

VII. Findings

i. Cash for Work (CFW)

Component Description

The CFW component offered wages to ultra-poor and chronically food insecure beneficiaries to help families typically unable to find day labor opportunities or earn income during the lean seasons. Through social mapping exercises, the beneficiaries along with members of the VDC and village members helped to identify suitable project schemes of common interest, which contribute to disaster preparedness and risk reduction. Afterwards, the local authorities approved the earthworks schemes, such as road reparations and construction, and school and mosque field raising. The intervention package also included ten days of life-skills cash-for-training with a Tk. 125 daily wage, with an additional Tk. 50 as a bonus that was held as savings until the end of the CFW. After 60 days of work, the final total savings of Tk. 3000 was meant to help the beneficiary start or support an existing IGA once the CFW activities ended.

Outcomes

100 male CFW beneficiaries in Hamidpur, and 200 male CFW beneficiaries in Char Fakira were trained and given a total of 24,952 paid days of labor. Each beneficiary held an average of 20.1 paid working days per month during the CFW activities.

Highlights

Operationally, the CFW activities and savings scheme have worked smoothly, without particular difficulties faced by the implementing staff. The following main works have been carried out in the two villages:

Sl #	Name of the scheme	# Person Days	Village
1	Connecting road construction of Hamidpur- from munshibari shako to tin khali rasta	621	Hamidpur
2	Connecting road of Hamidpur maddha para reg. primary school cum cyclone shelter to tinkhali road repairing	1979	Hamidpur
3	Hamidpur junior high school & reg. primary school ground raising	4379	Hamidpur
4	Connecting road repairing of Karitash cyclone shelter to wapda embankment & Eakub ali road bridge to wapda embankment and Karitash cyclone shelter ground raising	2800	Hamidpur
05	Connecting road repairing of Bagon ali home to Chatra dhone	3000	Char Fakira
06	Char Fakira junior high school & Reg. primary school field raising	2172	Char Fakira
07	Road construction of Mohajon bari to wapda embankment near by Hanif's home	3000	Char Fakira
08	Connecting road repairing of khalil hazi moszid to singapur abumia road	4828	Char Fakira
09	Char Fakira junior high school, reg primary school & community clinic field raising	2172	Char Fakira

Overall, in both villages people were very satisfied with the road reparation and construction works, in part because the improvements from the project are accessible to the entire community, and both beneficiaries and non-participants benefitted from these projects. Community participation in choosing the projects was highly appreciated by the community and local government leaders, and should be an approach that is applied in the future. The reparation works have ultimately increased the capacity to manage risk of the community, as now the main roads to connect the community to shelter centers are improved.

According to the quantitative survey, 91 % of CFW beneficiaries confirmed that the CFW activities covered the entire lean period, which was one of the main aims of the intervention. Participatory research identifying the needs of the beneficiaries allowed the CFW interventions to be implemented during the leanest periods of the year. The project contributed to reducing seasonal hunger and joblessness mainly between December and March. As seen in the table below, the main expenditure of the CFW income was on food, indicating that the additional income from CFW projects may be impacting seasonal hunger.

Table 5: Main expenditure from CFW income	
Food	94%
Clothing	67%
Housing improvements	22%
School fees	23%
Health	37%
Loan payments	37%
Purchase more materials/inputs for IGA	30%
Other	6%

The project also aimed to test a savings scheme that would help enable the start-up of IGAs after the CFW projects finished. Each beneficiary was given a Tk. 50 bonus at the end of every work day completed which was held in a group savings account in Char Fasson, managed by one of the group members. The CFW beneficiaries had access to the savings after the CFW activities were finished, a savings for each beneficiary of Tk. 3000.

The quantitative data revealed that 55% of the CFW beneficiaries used their savings to start an IGA, which is a substantial achievement within a one-year project with only ten-days of training. The savings component was likely one of the main contributors to the start up of an IGA, since they had saved a lump sum of cash after the CFW activities, and the income earned during CFW could be used for meeting immediate needs.

Table 6: Main uses of Savings from CFW	
<i>Average savings per HH (Tk)</i>	Tk. 2,925
Use of the savings	
Food	11%
Clothing	1%
Housing improvements	11%
School fees	3%
Health	5%
Loan payments	11%

The CFT module proposed (see Table 7) also likely contributed to the start of an IGA after CFW. The training was initially supposed to be implemented throughout the CFW intervention, but in the field it was redesigned and implemented as a ten-day CFT training before the CFW projects began. The ten-day training session contained one day of training for each IGA, and also addressed a number of social issues. The goal of the training was two fold; it aimed to train beneficiaries on a number of IGAs so they would have the capacity to start their own IGA in the future, and address a number of sensitive social issues in the community.

Table7: Training for CFW Beneficiaries				
Sl #	Training Title	Duration	Date Conducted	Participants
1	Home gardening	1	14.11.09	300
2	Poultry rearing	2	18-19.11.09	300
3	Cattle and goat rearing	2	20-21.11.09	300
4	Disaster management	1	22.11.09	300
5	Hygienic Practice	1	23.11.09	300
6	Dowry and gambling	1	24.11.09	300
7	Marketing and record keeping	1	26.11.09	300
8	Gender	1	25.11.09	300
Total	08	10		300

Many of the CFW beneficiaries mentioned that they partnered previous savings with the savings from the CFW project (Tk. 3000) in order to start a new IGA. For instance, one fisherman who participated in the CFW was able to complete the project activity, and save enough money to build a boat if he partnered it with some previous savings; he will use the boat during the fishing season after a few months (see right). This may illustrate the impact and importance that the CFT had on the use of savings for the beneficiaries, and in many cases they also were willing to contribute their own previous savings to start an IGA.

Unplanned at the start of the project, the Char Fasson pilot project was able to leverage the existing CFW program to assist in emergency response to Cyclone Aila that hit the target area in May 2009. High damages occurred, especially in Hamidpur, destroying homes, household belongings, food stocks, water sources and sanitation facilities in what were already very poor communities. To address early recovery, the project set up a CFW intervention for 500 most severely Aila affected beneficiary families and to help the affected population fulfill their short-term needs including water treatment and Child Friendly Spaces for displaced children.

Emergency response activities were implemented within two weeks of Cyclone Aila, demonstrating the value of established safety nets in disaster prone areas. From June 28 to July 15, 2009 SC was able to generate 7,017 person days of work for 484 Aila-affected beneficiary families for a total worth of Tk. 877,125.00(USD 12,712).

Beneficiary Highlight

Shahidul, who participated in CFW for road construction in Hamidpur village, says “The CFW job helped me to save money to build my own boat. Now I will have more opportunities



when the next fishing season comes after a few months.”

Savings management	75%
Poultry rearing	94%
Cattle rearing	74%
Sanitation	63%
Disaster preparedness	40%
Dowry issues	36%
Gender	25%
Other	12%
Number of households surveyed	81

Recommendations

- Major efforts to employ women are recommended; the employment of female staff can facilitate this action, along with the intermediation of local prominent women. Reasons for female non-participation should be further analyzed, since in other CFW activities around the country, women participation often exceeds 50%.
- Feasibility and issues related to materials needed for work should be considered before the start of a CFW project, to assure its completion given the budget and time frame.
- Longer and more focused CFT may support the establishment of IGAs as stable alternative sources of income during lean periods. From the pilot project, 55% started IGAs with minimal training; if the training were expanded, it is likely to positively impact the success of IGAs. A higher percentage of beneficiaries starting sustainable IGAs might be achieved if the training dedicated more time to fewer IGAs for gathering deeper knowledge, rather than a little information about each IGA.
- Social issues, such as gender and dowry, require longer training with experiential and interactive methodologies. Appropriate training facilitators who have experience addressing social issues with participatory methods is recommended to increase the usefulness of these trainings in the future.
- The CFW scheme was particularly successful for starting up post-Aila recovery in a timely manner, and similar administrative techniques for immediate disasters response should be employed in a similar manner in the future.
- An analysis of the local practices and attitudes towards savings and bank system may yield to a better understanding and guide future planning of savings schemes. Opening personal banking accounts for the beneficiaries, and providing more training on saving schemes may encourage more beneficiaries to continue using personal bank accounts.

ii. Income Generating Activities (IGAs)

Component Description

IGA activities were implemented in Char Fakira and Char Hamidpur in order to give women, men and adolescents access to income through a chosen and acceptable activity. IGAs were designed for beneficiaries who either do not have access to cultivatable land, who can contribute little physical labor, or have minimal assets. The IGA training allowed beneficiaries to start an activity that they chose themselves, creating a sense of ownership and responsibility, increasing the probability that they will continue the activity in the future.

Outcomes

According to the qualitative investigation, all of the IGA beneficiaries interviewed were running their new activity and utilizing the transferred assets. This was confirmed by the quantitative data, which found that 97% of the IGA beneficiaries were still using the assets received.

During our investigation we met successful cases of women managing off-farm activities, which may increase their ability to manage risk as a consequence of having diversified their income sources. Other male beneficiaries have increased their earning opportunities through the program by acquiring additional skills such as shallow engine repair or rickshaw driving, along with receiving the related asset. Off-farm incomes have increased significantly since the majority of activities selected by beneficiaries were off-farm (see Table 9).

Table 9: Overview of IGAs					
IGA	Training provided			Asset distribution	
	# Trained	Training Duration (Days)	Type of participants	Amount in Tk. / Head	Type of asset
Tailoring and Sewing	20	20	Adolescent girls	5350	Sewing Machine & Cloth
Shallow Engine Repairing	16	10	Adolescent boys	5350	Tools Box
Para vet Development	3	5	Female HH member	5350	Kid Box
Fish Culture	19	3	Male HH member	5350	Fingerlings & related cost
Small Business	40	3	Male HH member	5350	Business materials & goods
Hogla Made products	19	5	Female HH member	5350	Cash for buying Hogla leaf & others
Food Processing	8	5	Female HH member	5350	Grocery and raw materials
Bicycle, Rickshaw, Van & Motorbike Repairing	7	20	Adolescent boys	5350	Tools Box
Field crop Production	19	1	Male HH member	5350	Seed & related cost
Training on Nursery Establishment	3	3	Male HH member	5350	Nursery materials and seeds
Rickshaw Pulling	26	1	Male HH member	5350	Rickshaw
Goat Rearing & its Management	361	3	Female HH member	5350	Goat, Bucket, Mug, Seeds & Seedlings
Poultry Rearing & its management	159	3	Female HH member	5350	Poultry shade, Bucket, Mug, Seeds, Seedlings & Cash
Total	700			3745000	

Highlights

In general, some of the activities generate an alternative or additional source of income to the beneficiaries immediately, such as the handicraft activities, starting a small business, or tailoring; for other IGA activities it will take longer time to receive economic benefits, for instance poultry rearing, which provides eggs and chicks for sale only after every few months, and will not lead to economic changes immediately. Nevertheless they all will potentially diversify the income sources of beneficiary HHs. Please see Annex 3 for a full list of IGAs observed during the final review, with a qualitative analysis of lessons learned and recommendations.

The income provided from the IGA is on average Tk.1,818, according to the quantitative data. This is an additional Tk. 500 per month, compared to the income generated before the implementation of the IGA. In addition, the IGAs have yielded other benefits, such as eligibility for loans (see Table 10).

Table 10: Apart from the cash income, what additional benefits do you receive from IGA?	
Can provide food with the IGA	25%
Can make clothes/nets/repairs for own family	18%
Can provide services in payment of debts	43%
Can offer services/IGA activities	24%
Can access loans because have assets as	39%
Others	22%
Number of households surveyed	178

IGAs have also contributed to beneficiary savings, with the average savings per household to date coming to more than Tk. 3,500, with a large amount of the money earned through the activity re-invested into the activity itself (see Table 11).

Table 11: Major expenditures from IGA income	
Food	52%
Clothing	38%
Housing improvements	7%
School fees	26%
Health	31%
Loan payments	21%
Purchase more materials/inputs for IGA	41%
Others	29%
Number of households surveyed	178

Participants judged their IGA training as ‘useful’ 78% of the cases, and 72% were felt confident about continuing their activity in the future. Such confidence was also reflected in the interviews, as one woman stated, *“I want to run my business as long as I live, even if I have to move to another village, I will start my activity there”*. Especially for tailoring, women are approaching the trainers and asking them if they can take part in the activities, demonstrating that women enjoy this job and find it helpful. Furthermore, beneficiaries and trainers stated that all beneficiaries were able to complete the training sessions in full. The training did not alter the beneficiaries’ school or work pattern, since none of the beneficiaries interviewed were currently attending school. Most ended at 2nd grade and were housewives.

IGA adolescent female participants were able to apply their training through starting an activity (i.e. tailoring, poultry and goat rearing). Parents expressed that they were really happy about the IGA that their daughters have started, mainly due to the income contribution, and because the activities are widely socially accepted (especially tailoring, poultry and goat rearing). Furthermore, some mothers let their daughters participate in the training and start the IGA instead of taking the training themselves. One mother said, *“My daughter has the skills and the capabilities to carry on the activities that I don’t have”*. However, the interviewed adolescents did not consider going back to school. After starting an IGA, many women have changed their aspirations, which are mainly related to the wish to afford new things for their family (see Case Study Box 2).

Taking part in these IGA activities has improved the women’s social status within their HHs, by having something to contribute to the family income. One poultry beneficiary stated, *“My life has changed since the project started, I am filled with hope because I can earn money by selling the chickens... now, I have a plan for my children to send them to school. I want to give them an education so they can have a better life.”* In general, the community has not only accepted the new occupations for women, but it has even improved their relationships with neighbors. One handicrafts beneficiary stated, *“I really like this work. I have a very good relationship with the neighbors, they always come to me and it is very good now. Before they knew me but now they come to me and sit in my house and they want something from me it’s a very good relationship. Even some people come to me and want to learn from me! I consider this the best job for the women because we do this inside the home and we don’t need to go out; it is easy and comfortable for us. Of course I would recommend this work to my friends”.* Such social benefits are seen among male beneficiaries as well: *“my relationship with my neighbors is better because now they consider me a good man, and they know me better...”* stated a young CFW beneficiary who also started an IGA.

Some of the male family members also helped the women with their IGA. For instance, the vaccinator’s husband brings her to the bazaar to collect the vaccines by bicycle, and he is also learning to make injections himself. Sometimes the brothers, father, or husband bring the clothes from the tailoring beneficiaries to the market; however, usually they take orders and sell from their home. Their mobility has also been improved in some cases where the women beneficiaries go to buy fabrics for their tailoring activity.

Beneficiary Highlight



Khana, age 16, lives with her parents in one of the cluster houses provided by the government for landless people in Char Fakria village. After receiving tailoring training from the project she started making woman’s and baby’s dresses from her home, where she has her sewing machine and works behind a bamboo fence.

With her new IGA, Khana can earn between Tk. 2500 – 3000 per month and she is happy to do it. *“ I like tailoring very much, that’s why I chose this activity to learn. And it is also convenient for me because I work only three-four hours per day so I still have time for my household chores as well.*

Thanks to Khala’s income, the family bought a bed and a box as house furniture, and she has also been able to save Tk. 3000, which she would like to reinvest into her business to buy new fabric.

The involvement of local authorities in the project was investigated by interviewing the authorities themselves, and also the project participants and staff. The upazila level veterinary surgeon stated that they provided vaccines and assistance to the goat and chicken rearing activity. The representative body in the Union Parishad was asked to provide feedback on which road to repair according to their plans, to get their consent, and provide the environmental permissions. The UP was sensitized about the VDC, and in addition, was always invited. Project staff also sent a list of destitute to apply for social safety net program.

Challenges

- The project officer faced difficulty in finding enough local trainers for IGA trainings.
- Local government authorities did not contribute to forward market linkages as planned.

- A formal evaluation of the training has not been carried out, and therefore it is hard to assess the effectiveness, rigor, and true quality of hiring local rather than external trainers, as well as to assess the training as a whole.
- Although beneficiaries' intentions are strong to continue their activities for a long time to save for larger projects such as purchasing land or houses, IGA sustainability is questionable. Since a cyclone center that is big enough to host all the villagers and their animals does not exist at a convenient distance in either village, it is likely to affect the sustainability of any started IGA due to the natural disaster vulnerability of the region.
- Time limitations during IGA selection have led some beneficiaries to make decisions quickly regarding which IGA they wish to start, without thinking through all of the possibilities and their ability to conduct a particular IGA.
- Unavailability of grazing land for goat feeding led to social issues as some beneficiaries' goats destroyed their neighbor's farms.
- Hogla leaf is unavailable in Char Fakira village.
- Many goat deaths due to unidentified causes

Recommendations

- Longer consultation sessions with IGA beneficiaries to discuss all of their options and abilities to carry out their chosen IGA would be beneficial, since some beneficiaries discovered later that they were not fit to carry out their particular IGA.
- The training sessions should take into account the different literacy levels of beneficiaries. Some of the participants may not be able to benefit from the training as well as others if they are illiterate.
- Goat rearing beneficiaries should have appropriate space for the goat to graze.
- A formal evaluation of training components should be conducted to determine the rigor of the pilot training sessions. More trainers are required in order to reduce the burden of training sessions of the LNNGO staff. Overall it seems that it was a good choice to hire local trainers, valuing local expertise and familiarity with beneficiaries. However, teaching the trainers how to teach their IGA was an important component, and could have been extended to create trainers as effective teachers.
- If local trainers are unavailable, arrangements should be made to hire trainers from outside the pilot areas to ensure quality of training, instead of burdening local staff.
- A formal training evaluation should be performed and documented.
- Refresher training for beneficiaries was also a crucial component for answering additional questions for beneficiaries after they have gathered some experience.
- IGA training and activities that require a lot of physical or economical input are inappropriate for the destitute, especially elders, who may not have sufficient labor skills to run the activity. The destitute would benefit more from activities that bring immediate income such as tailoring or hogla mat making instead of goat or poultry rearing.
- "On-farm" interventions can also be considered, and can focus on ways to improve land use, increase their crop with fertilizers, the use of canals and irrigation, and help them find land to work on agricultural issues. People are interested in expanding projects in these particular areas because of their extensive experience in farming and agriculture.
- Continuing activities for conventional products in the future reduces the need for outside assistance in marketing the products.
- IGAs should be limited, or local staff should be increased to manage all of the 13 activities. In terms of immediate economic benefits, and acceptability in this area, tailoring and rickshaw pulling/small business seem to be the most beneficial for women and men respectively. Although goat rearing is most popular, it has the most associated challenges, and has not yet brought economic returns to the beneficiaries.

iii. Water and Sanitation

Component Description

The original assessment revealed that almost all of the households have limited access to tube well water. Additionally, diarrhea among children and adults was one of the most frequently cited health problems in the assessment. Therefore, the project aimed to increase the accessibility of safe water and address hygiene practices by introducing a new type of latrine that uses a plastic slab for durability and easy mobility, and also through awareness sessions. In addition to the objective of reducing environmental contamination, the project also aimed to test the new plastic slab latrine in this environment versus the traditional cement slab.

Outcomes

The project installed 15 deep tube wells (DTW) in the two villages to respond to the needs of the target population who were not covered by the resources already present in the community. UNICEF and the government previously installed tube wells in the village, but there was a stated need for additional DTWs. Awareness sessions were conducted in 60 courtyard meetings addressing water, sanitation and hygiene issues in separate sessions for males and females.

Highlights

NGO-Forum staff initiated dialogue with members of Union Parishads of Hazariganj Union and Char Madraz Unions of Char Fasson upazila to share the objectives and implementation strategies to be followed for the water and sanitation component, and to incorporate their feedback and expressions of support.

The next step was to discuss water availability with VDC members; together they decided the number of tube wells to install, along with the appropriate location. It was decided that 15 DTWs would be installed, taking into consideration the tube wells already present in the villages and budget constraints. Once a number of sites were chosen, local staff interviewed women in the community to see if the chosen DTW sites were appropriately placed and convenient for them. According to NGO-Forum staff, women's choice was given priority because they are the ones who usually fetch the water.

NGO-Forum followed additional criteria to decide the DTW locations, in compliance with Sphere standards for water, sanitation and hygiene promotion:

- Each DTW should be a place that is suitable for the whole community (i.e. not on private land)
- Each DTW should be available for 25-30 HH (if it is an isolated area then this can be compromised)
- Each DTW must be at least 30 feet from latrine
- Each DTW must have a caretaker who can properly maintain and repair the DTW

Before the latrine intervention took place, LNNGO staff conducted a meeting with 15-20 families, showing them different types of latrine's pictures, and health workers explained the advantages of the new latrine, and the community responded positively. The type of latrine provided by the project costs approximately Tk.1,400; the beneficiaries had to contribute two cement rings at a cost of Tk. 262, plus transportation costs. This brought the total beneficiary contribution to approximately Tk. 300. All of the beneficiaries installed the latrines on their own, and did not state any problems with installation.

The beneficiaries were aware of the "quality" of the latrines provided, which may have been the reason they were willing to contribute to purchase one. Some of the beneficiaries even borrowed

money from others to purchase the latrine; perhaps the possession of the latrine represents a status symbol in those communities or the wish to own a valuable latrine gave them incentive to purchase. However, we did find one destitute old woman who was not able to afford the latrine, and still shares a latrine with her neighbors. Her story leads us to believe that there may be others who passed up purchasing the latrine because they were unable to afford the contribution costs.

This type of latrine is appropriate for the soil conditions unique to this area from the data collected to date. Portability is also possible, due to the low weight of the plastic ring slab, although more evidence is needed to understand if owners really bring the latrine to a new place when they migrate.

Project extension workers, who also disseminated various types of WASH related messages and information using different types of IFC/BCC materials, facilitated the awareness sessions. As in all water and sanitation interventions, achieving hygiene behavioral change is the most difficult goal, which ultimately requires a long-term presence and training in the same area.

Challenges

- Although the beneficiaries were generally satisfied with the DTW locations, it was stated by the participants, as well as VDC members, that there is still need for an additional 20-25 DTW. However, this need seemed overestimated, since the final quantitative survey revealed that at the end of the project, 92% of the beneficiaries have access to DTW water for drinking purposes, and 96% stated that it was available year round.
- Although one of the stated benefits of the plastic slab latrine used in the pilot project was that it can easily be kept clean with a limited amount of water, we found that many still had excreta present.
- The quantitative survey demonstrated that ring-slab offset latrines were present in 92% of the cases, although in 31% of the cases the water seal was broken; therefore, although latrines were present, the sanitation may have been compromised.
- The latrine is still unaffordable to many people; however, their desire to have a new latrine is strong, leading them to borrow money to purchase the latrine. This indicates that owning a latrine is important to beneficiaries. Though, it is still a struggle for them to afford this new type of latrine.
- Although mothers stated that the children enjoyed using the latrines because they “do not smell”, it is unclear whether or not this is actually true. According to the quantitative survey, in 46% of the cases, household members under five years old use the latrine.
- VDC members pointed out that DTWs are not stable, and can become contaminated.

Recommendations

- Water, hygiene and sanitation awareness sessions address require a long-term presence to achieve behavior change.
- No map of DTWs location was available; it is recommended to provide one with the help of UP in order to include the pre-existing DTWs and beneficiary DTWs.
- There was high acceptability and sense of ownership of provided latrines. Durability needs to be monitored over time.
- High production costs of latrines affected project budget. A cost/benefit analysis is necessary to make an informed decision to implement these new latrines in other villages. Particularly the effectiveness of this new technology compared to the traditional cement slab latrines should be assessed comparing the costs per person.

- Unclean latrines and broken water seals represent health hazards. More training should be provided aiming at behavior change.
- It should be assured that women are participating in the process of DTW site selection. This may be achieved with female facilitators in the survey process.
- VDC members pointed out that DTWs are not stable; outlet level should be raised because saline water can enter during floods.

iv. Village Development Committee (VDC)

Component Description

Two Village Development Committees (VDCs) were formed as the main representative and interface with the community for the implementation of the pilot project activities. One of the project aims was to test the functioning of the VDC as a tool of community participation, and to ensure ownership in the planning and implementation phases. It may also act as a component of the project that may sustain beyond project duration.

Outcomes

Two VDCs were formed, one in each village. Each VDC was comprised of 15 members (seven participants and eight non-participants), including four women.

Highlights

VDC members mainly said that they were asked by NGO staff to join the committee and some of them hoped they could gain something from their involvement. However, some members decided to support the committee for other reasons: *“when we heard about this we realized that it is good for the social development ...we are here for developing our society and want to help the NGO and join with them to help our community.”* At the beginning of the project, some members attended the meetings because they saw that practical activities started in their village. Now, the members are still motivated to carry on with the activities, however, as a consequence of the project phase out, it may be difficult to keep motivation high without NGO involvement and ongoing activities.

In both villages, VDCs were encouraged to implement a project evaluation made with participatory techniques during the last meeting organized within the project. There was an evident difference between the part of the meeting conducted with external facilitation – in Hamidpur by HKI staff and in Char Fakira by the final review team – and the part led only by VDC members. VDC without external facilitation seems to represent the unequal power sharing in the community; in particular, it naturally reproduces some socio-cultural patterns related, for instance, gender discrimination and right to participation proportional to social status. It is likely that the selection of VDC members aimed to include those who were respected by the majority of the villagers, because of their influential role in the community and thanks to their organizational and personal skills. In fact the VDC chairmen are the Union Parishad persons, the secretary is often a teacher, and the Imam is a member of the VDC in Char Fakira. Therefore, the main members of the VDC are local elites, who try to represent the needs of the poor and the community as a whole. On the other hand, half of the VDC participants had to be beneficiaries, which helped to make the VDC more representative of the entire community.

In order to address the issue of “local elites”, community people elected members from different locations in the village. One of the main criteria for forming the VDC was getting a member from each corner of the village. From those elections, the community members selected who they felt would make strong and representative VDC members. Often times, the community members selected members who were already prominent figures in their community, who they trusted and who had a good relationship with the villagers.

During the PRA in Char Fakira, VDC members demonstrated critical thinking skills to find their own solutions to problems faced, and to critically assess the activities in their village. High motivation is still present and their intention to continue their support to the project is confirmed by their willingness to contribute to any new initiative with the resources available in the community. The fact that the VDC members in Hamidpur were able to point out weak and strong points of the project intervention, including some suggestions (see Table 12), shows their involvement, commitment, and understanding of the project activities in their community.

Table 12: VDC Meeting in Hamidpur- Feedback	
<p>Weak points and suggestions:</p> <ul style="list-style-type: none"> ▪ Lack of poultry feed ▪ Lack of vaccine ▪ Not all VDC members are beneficiaries, they would like to be beneficiaries as well ▪ Shelter for poultry ▪ Lack of food for goat and disease ▪ Training on goat rearing was not sufficient ▪ Unavailability of soil for CFW ▪ DTWs are not stable, outlet level should be raised because saline water can enter during floods; government DTWs have it ▪ Field visit for training on model farm for poultry training 	<p>Strong points:</p> <ul style="list-style-type: none"> ▪ Poultry helped as food and to earn an income selling eggs ▪ Production has increased and they can earn some more money ▪ Goat already pregnant 2 times ▪ CFW arrived in the right period, when they were unemployed ▪ Road repair has improved communication in the village, children go to school, to go to the market, to shelter during storm. ▪ Training to vaccinate animals was a strong point ▪ Adult and children are now using latrines thanks to the training, awareness campaign

This review demonstrated that the VDC still needs support in the areas of financing, training, follow-up, supervision, and facilitation for specific tasks, such as dialogue with local authorities. They need help to accomplish their planned actions, to see the benefits of their voluntary work. They intend to continue their meetings, but in their action plan they always include the support of the NGO. The VDC members in Char Fakira stated, *“we had supervision and motivation from the NGO. Also, this committee is more official than before. For instance, if someone does not regularly attend the meetings then we can easily replace them with someone who can help. Having an NGO member present (roughly at ten of the meetings) was helpful to keep up the motivation”*. In order to empower villagers over time, giving them progressively more leading positions while decreasing external support over time could be a solution. Among the follow-up activities proposed by VDCs are:

- Refresher training
- Community rounds/exposure visits to make them more well-known and accepted in the village
- Establish networks with other villages
- Establish a link with Department of Social Welfare for sustainability

In both villages, VDC members requested compensation in some way for their commitment. The reward may consist in meeting one of their identified priorities that came out of discussion with the VDCs. First they requested to have a regular meeting place, which may also increase the sense of ownership and boost the esteem and confidence as a group, while also acting as a reward for their commitment. It would also allow them to meet more easily. As suggested by the VDC, this meeting place can also be a cyclone center, which they claimed as a major need during storms/floods. In Char Fakira, the villagers offered to contribute land to build a cyclone center, but they requested the materials to build it.

Furthermore, GJUS staff reported that it was initially difficult to gain the VDC members’ trust; however, through open communication and persistent understanding, working closely with the community, and the presence of NGO field staff, trust was gained over time. Payment on time

was also very important to begin a trustable relationship. Though, now there is a risk of going a step back if the support is completely withdrawn; conversely, the opportunity to capitalize the experience is offered to new interventions or follow-up activities.

Since VDC members were mainly persons from the community 'elites' - although seven out of 15 of the members were beneficiaries – they held authority and respect among the community. Hence, they most probably have played a significant role in solving conflicts that emerged during the project implementation. An open question remains, whether the beneficiary members will still be part of the VDC in the future, and what their role will be.

Challenges

- Members are still motivated to carry out the activities, but as a consequence of the project phase out, it may be difficult to keep motivation high without NGO involvement and ongoing activities.
- VDC without external facilitation seems to represent the unequal power sharing in the community; in particular, it naturally reproduces some socio-cultural patterns related to gender discrimination and right to participation proportional to social status.
- The VDC has low visibility in the community, and most community members do not fully understand the role of the VDC.
- Women's participation in the VDC seems quite low. The women who were present at the Hamidpur VDC meeting did not participate to the same extent the men did, and no women were present at the Char Fakira VDC meeting during the final review.
- At the start of the intervention, members faced a lack of trust in the NGO.

Recommendations

- VDC's ability to coordinate development projects can be improved by increasing visibility in the community, refresher-training sessions, increasing disaster management skills, and a regular meeting place is recommended.
- Equal representativeness of VDC is a challenge that must be dealt with over time, according to the resources available (i.e. in the community and field staff), and the specific context (i.e. power dynamics in the community). Women field staff is encouraged in order to promote the participation of women.
- A type of reward could be considered, either personal or group rewards, such as a place to meet, which can also foster the sense of ownership and keep motivation high among VDC members.
- The VDC is still not very popular in the community. It should be better understood why, and efforts to increase the VDC visibility and representativeness should be addressed.
- When using appropriate PRA techniques, the level of participation is very high and the villagers demonstrate the ability to find their own solutions, to critically assess the activities in their village, and express a willingness to contribute the resources available. These type of techniques, such as voting with stones, brainstorming, social mapping and ranking should be used and encouraged in the future for increased participation and enjoyment for members of all literacy levels.

v. *Social Issues and Gender*

Component Description

Awareness raising sessions on social, environmental and health issues were another component to the pilot project. Mass awareness campaigns were organized at the community level by LNGO staff. During the events, selected social issues were addressed such as dowry, gambling, and hygiene practice. Additional themes such as child marriage, violence against women, school

drop outs, and women having less access to the informal and formal labor markets seem to have emerged in the discussions. There was not a formal evaluation of the effectiveness of the campaign itself, although these meetings seemed to have initiated dialogue, especially among women.

Outcomes

A total of four days of social awareness campaigns, two days per village, were conducted using dramas, video and folk songs. There were approximately 50 participants, and over half were female.

Highlights

According to the local staff, there were many discussions regarding sensitive issues after the awareness campaign was completed. At first, the community members said: *"this is out of our religion, you are making us the non-religious people!"* Women tended to watch quietly; however, after the meetings the women began to open up on the issues. One woman stated, *"sir what we have seen from you today, we are the victims of this. How to do you make change for us? You need to show this to the gents!"* Once they realized that the messages were true, they were open to learning and wanted to spread the messages further.

From this testimony, we may conclude that trust was an issue during the initial phase; it was difficult in the beginning to attract people and to convince them about the benefits behind the messages. Prejudice and a conservative culture was an obstacle. The fact that a large majority of staff was male may have hindered the access to female villagers. Facilitation techniques may have also influenced the effectiveness of the campaign. In particular, the use of interactive methods may help people learn from their own experiences and existing knowledge. For sensitive issues with women, appropriate location and a female facilitator may help to ease the dialogue. However, it seemed that the LNGO external facilitation did begin to encourage discussions, but will take time to address more sensitive topics.

The IGA female beneficiaries were very happy about their new role as productive wage earners within the house and community. The fact that they can now earn money and contribute to family budget seems to have improved their social status. They stated that they were viewed more positively, and they were respected for their new work. Therefore, giving women more opportunities to engage in IGAs may be leading to small changes in the role of women in society. Still, women's income is lower than men's, and the type of jobs women choose to partake in are jobs that are more culturally and socially appropriate for women. When asked, female participants did not see any problem in running an income activity in their family and village, given the activities proposed which are mainly based at home. Women's self-esteem and self-confidence seem to have increased too, both in female IGA beneficiaries and with the two active VDC female members; however, those two women were already prominent persons of the village. The tailoring trainers also mentioned how empowered the women became after starting this kind of work.

According to our investigation, running an IGA gave many beneficiary women a sense of empowerment. Husbands and fathers seem to appreciate this new role of the woman, because the family practically benefits from it and the community seems to accept, and in many cases, encourage it.

Challenges

- A large majority of staff was male, which may have hindered the access to female villagers.

- The social issues messages were controversial at first in this conservative area. More rapport building with the community members, and building of trust before addressing social issues would be beneficial.
- Some project activities failed to attract female participants, such as CFW or small business training. It should be better understood whether it was due to strong cultural ‘rules’, which are difficult to overcome, or the approach implemented by the project was not effective enough.

Recommendations

- Giving more time for rapport building in the community between project staff and community members would help for addressing deeply embedded social issues. Female facilitators may increase women participation to discussions on sensitive topics.
- New efforts to include female participants to some activities like CFW and small business training are necessary.
- The involvement of local authorities like the Imam or/and other socially respected persons in the community may be helpful to build trust from the beginning of the intervention.

VIII. Conclusions

As a one-year pilot project, it was most important to identify the impact of the innovative components that are new for the partner NGOs. The most important lessons learned and conclusions drawn from the final review of the Char Fasson pilot project are summarized below.

- **NGO Coordination:** Coordination between the five organization partners has been challenging, especially for the field staff. The project could benefit from more support from the advisory committee that consisted of a focal person from each implementing partner; this committee should be operationally strengthened for future programs.
- **VDC:** In general, participatory approaches for coordinating activities, as interface with the people and to mitigate conflict and for conflict resolution have proven to be successful. The VDC has already demonstrated its ability to carry out tasks and to survive for the whole duration of the project implementation, resulting in a certain ownership of the intervention and community mobilization. Additionally, VDC participants have gained personally in terms of self-esteem, self-confidence and empowerment and this might be an example for other community members. Nonetheless, there are still challenges that the committee has to overcome to improve its equal representativeness and sustainability.
- **Socio demographics:** Differences between HHs may strongly influence the success of an activity, even within the same category of beneficiaries, destitute, CFI or ultra-poor, and should be taken into consideration when choosing IGAs and training. For the destitute, it would be more appropriate to offer unconditional cash transfers rather than IGAs, particularly elderly or persons with disabilities. When offering IGAs to this group, specific attention should be made, considering an activity that brings immediate economic returns.
- **Micro/Macro Coordination:** The importance to tailor an intervention to the needs of the target population requires a link between micro and macro levels, seeking consistency and coordination for reciprocal support and sustainability. This link was not clear in the proposed intervention. Networking with institutions, including other local NGOs, key players, public and private authorities may better pose the basis for sustainability of the intervention.

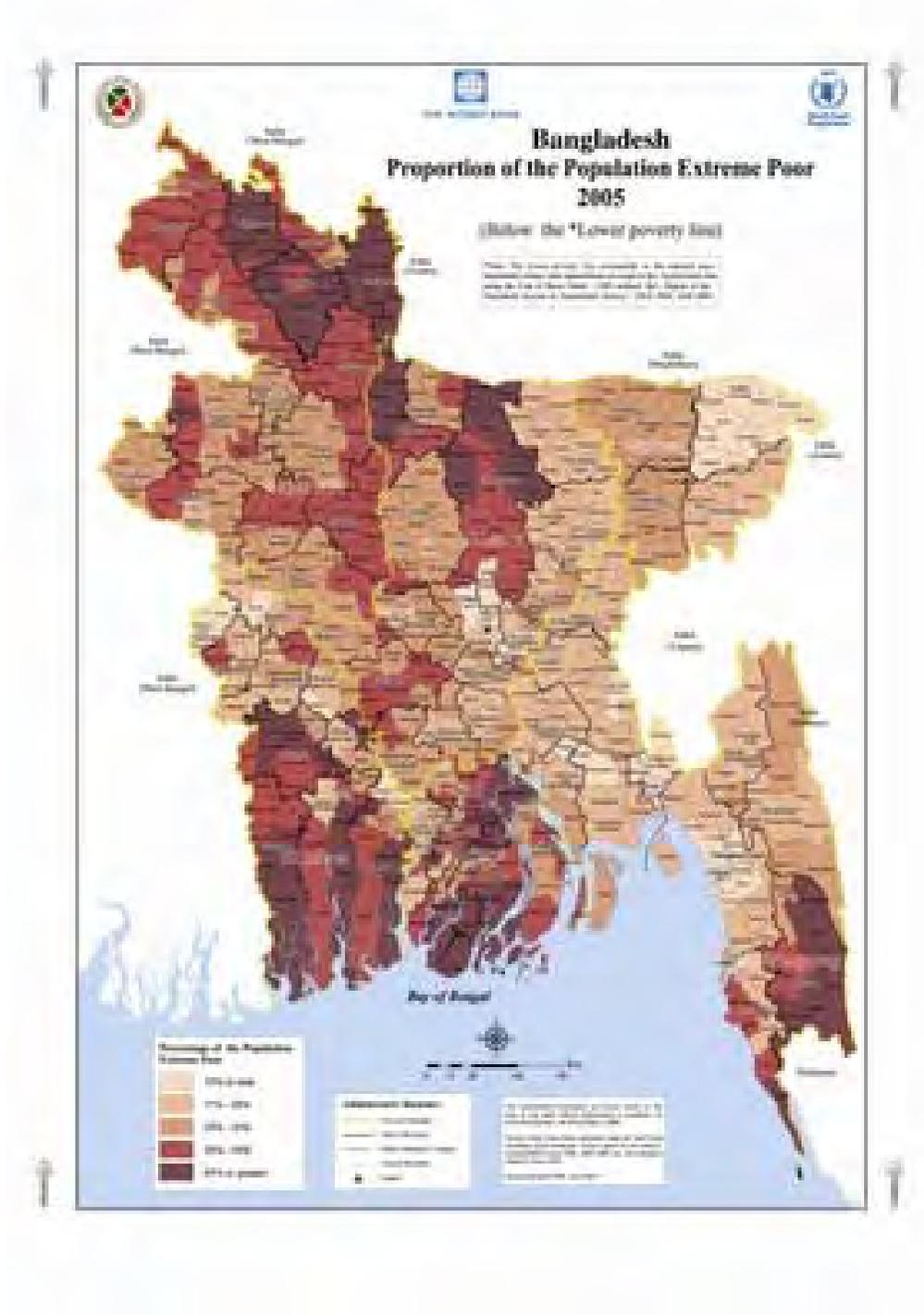
- **Female Participation:** Female participation was difficult, especially at the beginning of the project, and was clearly expressed by field staff. Gaining trust in a new target area, overcoming prejudices, and building a partnership with the community seem to have been objectives achieved over time by the staff involved due to their constant presence in the field and personal commitment. However, the employment of female staffs to assist with social issues and training might facilitate the dialogue and help them feel comfortable to join activities like CFW or small business training.
- **Link between CFW, CFT and IGA:** CFW has succeed in providing support to the target HHs in the lean season of the year and to accomplish works of public interest which definitely increased the mobility in and out the village, with several positive consequences including improved disaster response abilities. However, longer and more focused training would be beneficial, and likely better equip more beneficiaries to start IGAs after CFW finishes.
- **Latrine:** In general, participants were happy to have received a type of latrine that is usually unaffordable, although some still found it difficult to pay the necessary contribution. This casts doubts on the appropriateness of this new technology, if we also consider the high transportation costs. As mentioned by the program manager, if the product of this model is available locally, then the price per unit will consequently reduce, both for the organization and the beneficiary's contribution. A market analysis may verify the feasibility of this hypothesis. Furthermore, the durability and portability of the plastic ring slab over time should be directly monitored to fully determine if the technology is an appropriate for this community.
- **Hygiene Behavioral Change:** Installation of latrines carries the co-related aim of hygiene behavioral change, which is more difficult to achieve. Although awareness sessions conducted by the project sensitized the community on the issues related to the 'disease transmission route', an initial knowledge, attitude and practice (KAP) survey would have been useful to understand the previous practices, and the reasons and beliefs behind behaviors, so that an appropriate campaign could have been formulated. The awareness campaigns were not long or frequent enough to prove any long-term behavior change.
- **Social Status:** The project positively affected beneficiaries' social status within the community. Now, women are more 'visible', respected and appreciated, and their self-esteem and self-confidence have also improved.

On the whole, beneficiaries acknowledge that the project has given them '*hope*' and has contributed to an increase in income (although some have not yet received the benefits, they are sure that they will in the future). Immediate economic relief has been observed, especially during the lean season, and beneficiaries are continuing to carryout their IGAs even after project phase out. All of the innovative components that were initially proposed were carried out during the pilot project, and with some adjustments, many of the components may be expanded for future interventions in similar contexts.

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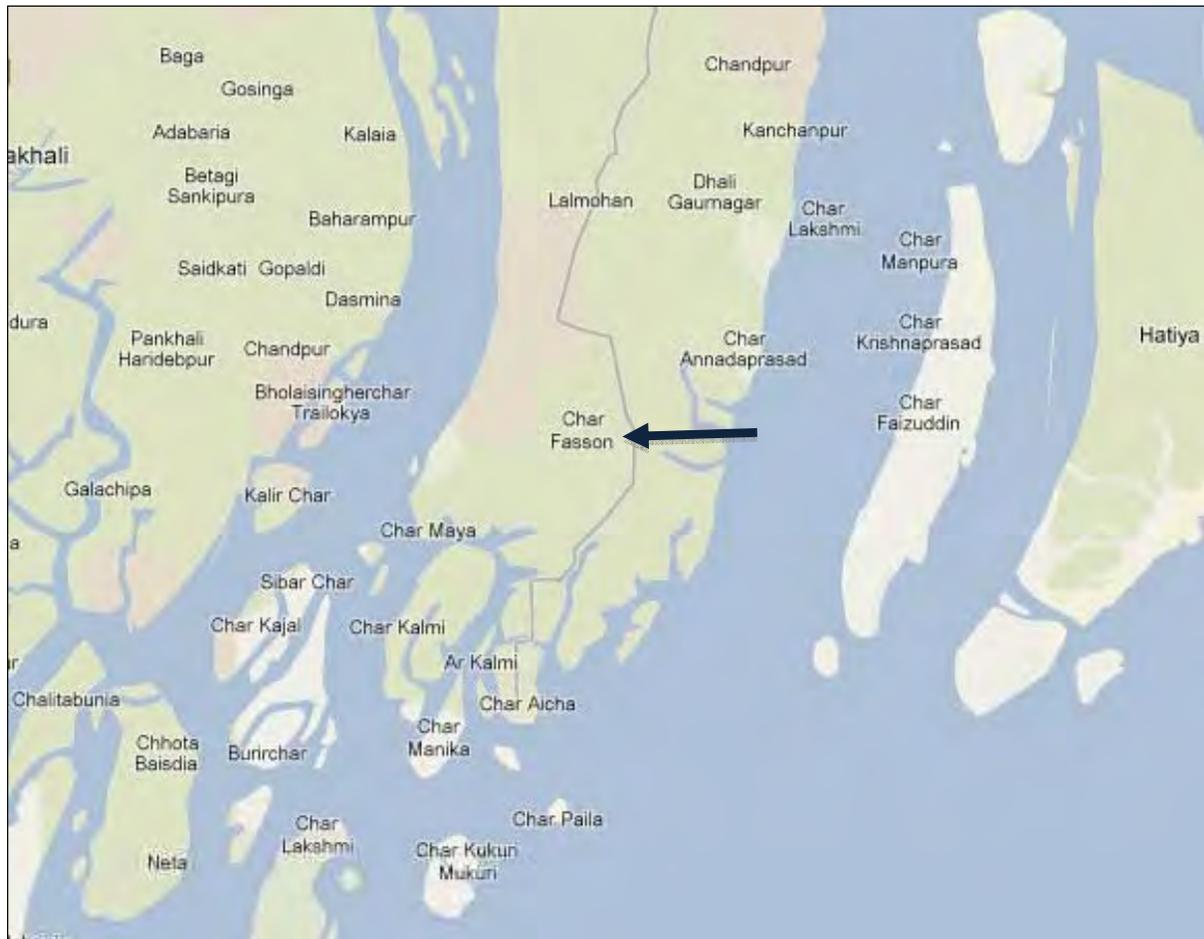
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Annex 1: Maps of Bangladesh and Target Area



(WFP, 2009)

Char Fassion and Surrounding Area



Annex 2: Case Studies

Khana- Tailoring Beneficiary



Village: Char Fakira
Age: 16
Wealth strata: Ultra-poor

Khana is an adolescent girl who lives with her parents in one of the cluster houses provided by the government for landless people. She arrived four years ago from East Chairman Bazar.

She is the eldest of four brothers and sisters. After attending the tailoring training, she started making woman's and baby's dresses from her home, where she has her sewing machine and works behind a bamboo fence.

With her new IGA, Khana can earn between Tk. 2500 – 3000 and she is happy to do it. *“I like tailoring very much, that's why I chose this activity to learn. And it is also convenient for me because I work only three-four hours per day so I still have time for my household chores as well.”*

Her father works in Chittagong as daily laborer, and her mother is housewife. Her mother is also very happy about her daughter's new occupation and said, *“Before we had problems in daily livelihood. With only one person contributing income, we could not survive; now her income has added in our house, and now we are ok. Now people have a good opinion about us, and some of my friends would like to do the same.”*

Khala's mother also explained that she preferred her daughter to get the job, because she doesn't think she has the ability to learn.

Thanks to Khala's income, the family bought a bed and a box as house furniture, and she has also been able to save Tk. 3000, which she would like to reinvest into her business to buy new fabric.

Mili- Poultry Rearing Beneficiary



Village: Char Fakira

Age: 70+

Wealth strata: Destitute

"I am far better off than before, on behalf of you", says Mili. She is living alone, one of her daughters passed away, the other is married and living outside of Char Fakira. The roads are poor and there is limited transportation to reach there. "I miss her, and I want to see her more but there is nothing I can do. If she comes here with her kids, there is nothing that I can provide, I can't even give her or her kids any food." Her husband passed away 25 years ago from a severe stomach disease. *"My child was so young, and I was alone after that."* Mili's house is outside of the embankment, and during the flood season the water reaches as high as her house. In a previous flood, the floor was washed away, and the house was completely destroyed.

Luckily, she has a good relationship with her neighbors, who often help her. She says, *"when I am hungry I go there and they give me food, but these are also poor people"*. She often eats only once per day.

When the NGO staff came to her, she expressed that she wanted to learn goat rearing.

Unfortunately, it has been a difficult activity for her. *"This was a mistake sir, I could have been making more money by starting some kind of business and this was the wrong decision by me! I couldn't understand at that time sir! They taught me how to take care of the goat but it's still hard and it would have been better to have money to start a small business."* Sometimes she has to pay a fine of Tk. 500 when the goat wanders onto the land of others and eats their crops.

Although Mili strongly expressed her difficulty with goat rearing, she said that she would continue goat-rearing work. The activity has not brought economical benefits yet, but it has brought social benefits because it has influenced her relationship with others in her village. She says, *"now I am much better than before, people relate with me now, and they know me now. It also brings me happiness when I see the goat because it is now like my family since I am alone"*.

She hopes to get kids from the goat next month and after five months she can sell them and make between one to three thousand Taka. Since she does not have any immediate source of income she still resorts to begging.

Mili still needs money to buy a new piece of land inside the embankment so she can survive. She also suggested that more health facilities were needed in their community.

Sabina- Paravet Beneficiary



Village: Hamidpur

Age: 26

Wealth strata: Chronically Food Insecure

Sabina is a young woman who lives with her husband and her son near the riverbank. She freely chose to attend Paravet training as her IGA, even though it was a completely new activity to her. Her reason for choosing Paravet training was, *“if I can do it, I can become well-known in my village”*.

She admitted that at the beginning she felt scared to give injections to the animals, but overtime she became very confident. She also pointed out that her relations with the people in the village have radically changed:

“Before I was a housewife, nobody knew me, now everybody knows me by name ‘Sabina Apa!’” She gained respect, self-esteem and self-confidence, and she is happy to do *“something ‘social’, for my village”*

Now, even VDC members asked her to join the group because she is very well known and appreciated.

When she was interviewed the first time by the project staff, she said her monthly income was Tk.1,800. During our assessment she actually stated that her income reached Tk. 2,500 per month.

Overtime she was able to save money from her IGA, which allowed her to buy two goats and a cow.

Additionally, with her savings she wants to help her husband to run his business in the nearby market. The fact that she will help her husband and he is happy about it may be interpreted as a sign of emancipation and change in gender relationships within the couple. Her husband also helps her by bringing her by bike to the health center to pick up the vaccines.

She would also like to give education to her son with her income, and raise the house level to protect it from water. However, she usually re-invests part of the earned money in the vaccination activity itself, and for the family’s daily expenses.

She is so enthusiastic to work that she proposes:

“If you can give me another job in the afternoon I could do it!” Sabina also suggested to get training on human vaccinations.

She intends to *“continue this work as long as she can, in Hamidpur or elsewhere”*, since she describes Hamidpur as a sliding area that will be covered by the river in the future.



Annex 3: List of Income Generating Activities

IGA	Findings	Specific lessons learned and recommendations
Tailoring and Sewing	Provides immediate economic returns; highly appreciated by women; fits socio-cultural patterns (i.e. run at home, in 'hidden' places); very limited access to market, but can sell from inside their homes; market access mainly managed by male household members (i.e. husband, son, brother) if necessary.	Encourages women empowerment and gender balance in an 'indirect' way; access to market should be promoted if the IGA continues; tailoring training session can take place before the high times of the year (i.e the two Eid's and Durga Puja) for the women to benefit from the high demand during this time; <i>"Many times the women did not have enough money to buy the fabrics, and so the project needs to start them off with more fabrics in the beginning"</i> as stated by the tailoring trainers.
Para vet Development	Highly appreciated by beneficiary women; very useful for the community; provides immediate economic returns; requires storage system in nearby market usually with men's help	Benefits the individual beneficiary and the community; if there is enough demand as it seems, this training might be increased.
Fish Culture	Good economic returns; will likely end in the case of floods, and will need to be restarted; one beneficiary has already expanded the business and relocated fish in a bigger pond that he and his family have set up; helps fill the employment gaps, it is not always their main source of income.	<i>"We need to increase the number of ponds, food for fish, more medicines, increase training, and also increase the budget. Making the ponds bigger would help for more and better cultivation."</i>
Small Business	Very popular; training had only male participants; it is unclear why some interviewees have a cultural belief that small businesses is not a suitable activity for women; women are generally interested in starting small business and said they would attend a training on it if given the opportunity; one participant said that he learned the importance of "saving" from the financial training. He still spends money on household things, but now he is able to save. Overall he said he cut expenditures after learning from the training and expanding his business.	Should encourage women participation, for instance by having female trainers and/or to combine this training on basic bookkeeping, customer service, and business skills, with a more attractive and acceptable one for female participants, such as tailoring.

Hogla Made products	Hogla not always available in the community; it is a traditional activity.	It seems that there is enough demand at the local market level in this project, however, market access for women and selling products should be addressed if this activity were to expand.
Food Processing	It can provide main source of income to some male beneficiaries (i.e. old man).	
Field crop Production	<i>"They received Tk. 5000 as the initial investment but this is not enough to start the activity. The problem is that we do not have enough canals."</i>	<i>"Increase the budget to make it sustainable. More water for the fields and irrigation is necessary. Fertilizer is also needed for cultivation."</i>
Rickshaw Pulling		<i>"For many people they are able to work hard and pull a rickshaw so we should expand this in the village it is a very good trade for us."</i>
Goat Rearing & Management	<p>Long term IGA activities such as goat rearing take upwards of 12 months to bring economic returns, and therefore none of the beneficiaries who received goats through the IGA component saw economic returns by the end of the project. Although many of the beneficiaries' goats gave kids, it will take a few more months for them to grow old enough to see for a decent profit. Several goats became sick or died for unknown reasons, though a veterinary surgeon at Char Fasson upazila guessed that it is due to bad feeding practices; <i>"The grass is not enough for them and therefore there is a huge lack of feeding."</i> There is an unavailability of grazing land for goat's feeding.</p> <p>Goat rearing may cause less children to attend school, as their mother often have the children help out with taking care of the goat. In their view, sometimes the children are busy at home taking care of the goat, instead of attending school. Not a full day activity, and the beneficiary can still have time to take care of her family.</p>	Vaccination should be provided to the animals by project at the beginning; perhaps improving training may reduce mortality incidence among goats; stronger link with local veterinary service at upazila level should be fostered; goats seem to represent a status symbol which attract many people but seem not to be appropriate for destitute elders with insufficient labor skills, or for ultra-poor who need immediate economic returns.
	Family eats eggs and occasionally eats the chickens; but some of them can also sell the eggs and chickens	Vaccines should be provided to all the animals by project at the beginning; perhaps improving training may mortality incidence among chickens, on feeding and basic veterinary; stronger link with local veterinary service at upazila level should be fostered.

Shallow Engine Repair	Shallow engine repair as a side job helps him fill in the gaps of his income. <i>“Sometimes I don’t have any job and the whole year I am not working so I need to save for those times. I save the money from this job for those times of the year.”</i>	Activity can be conducted anytime alongside other work to fill in the income gaps.
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Annex 4: Photo Gallery



Photo 1: New plastic slab latrine installed on roadside due to lack of land.



Photo 2: Field built by CFW beneficiaries in Hamidpur village.



Photo 3: Road repair by CFW beneficiaries In Hamidpur



Photo 4: New Field constructed near school in Char Fakira



Photo 5: Using participatory approaches to discuss challenges and achievements with VDC members, Char Fakira.



Photo 6: One of the new DTWs, Hamidpur



Photo 7: Small business IGA beneficiary sells food products in nearby market, Hamidpur.



Photo 8: Another small business IGA beneficiary opened a roadside shop, Char Fakira.



Photo 9: Poultry IGA beneficiary feeds her chickens in front of her new home inside the embankment, which she was able to manage after making some money from the project, Hamidpur.



Photo 10: Husband and wife tailoring trainers display the designs they teach in their training, Char Fakira.



Photo 11: Hogla handicrafts IGA beneficiary demonstrates how to make a hogla fan,



Photo 12: Rickshaw/bicycle repair IGA beneficiary works on assembling a bicycle.



Photo 13: Poultry rearing IGA beneficiary, Char Fakira.

Annex 5: List of Interviews

Date	Activity
March 1, 2010	Key-informant interview: Mr . Kanchan, JoJ PM and Pilot co-designer
March 2, 2010	Key-informant interview: Mr . Zulhas Char Fasson Assistant Program Co-ordinator -HKI
March 3, 2010 <i>Hamidpur</i>	AM: Travel, Organizational mtg. with 2 consultants, GJUS staff, translators regarding logistics- car, food, timing, accommodations, confirmation of schedule PM: Lunch, mtg with VDC chairman, community walk, interviews with CFW & IGA beneficiaries.
March 4, 2010 <i>Hamidpur</i>	AM: FGD with IGA women beneficiaries, local trainers, Case study beneficiaries, PM: CFW beneficiaries
March 5, 2010 <i>Char Fakira</i>	AM: FGA with IGA, women and men separately. PM: Community walk, interviews with beneficiaries
March 6, 2010 <i>Char Fakira</i>	AM: FGD with VDC members PM: Case studies, IGA trainers, celebration with VDC and community walk through last part of village.
March 7, 2010 <i>Hamidpur</i>	AM: meeting with VDC members, Case studies, community walk of last part of village, interviews with CFW beneficiaries, celebration with VDC
March 8, 2010 <i>Barishal</i>	AM: Barishal Office, Key-informant interview with Mr . Foiz SC Program Manager PM: Travel
March 9, 2010 <i>Dhaka</i>	PM: Meeting with NGO-forum and SC

Annex 6: Consultants' TOR

Terms of Reference
January 31, 2010

Final Review of Char Fassion Pilot Activities Jibon o Jibika Program, Save the Children USA

I. INTRODUCTION

Save the Children USA (SC) is implementing a Title II Development Assistance Program, called *Jibon o Jibika* (JoJ)¹ in collaboration with Helen Keller International (HKI), the NGO Forum for Drinking Water Supply and Sanitation, the Cyclone Preparedness Programme (CPP) of the Bangladesh Red Crescent Society and 14 local NGO partners. Following a mid-term redesign of the program, SC introduced new activities in the Char Fassion upazila in order to test strategies for working with extremely poor and remote communities. These Terms of Reference provide background information on the pilot activities and the duties expected for the consultant.

II. BACKGROUND AND PROGRAM ACTIVITIES

The JoJ Program seeks to reduce high levels of food insecurity and malnutrition with the stated goal of decreased household food insecurity in 3 Districts of Bangladesh's Barisal Division. The program has three interrelated strategic objectives (SOs):

- SO1: Food availability and purchasing power at the household level will have increased
- SO2: The health and nutrition of pregnant women and children under the age of two will have improved
- SO3: Households will be more resilient to shocks that threaten their livelihoods.

The purpose of the pilot activities was to test interventions in vulnerable areas and gain experiences and develop organizational capacity for implementing new strategies that are more appropriate for ultra poor and vulnerable households. It is important to note that the activities in Char Fassion would likely not be able to achieve food security impact in 10 months. However, it should be possible to critically review the methodologies employed and capture lessons to help design future projects. It may also be possible to link outcome level changes (e.g. adoption of a new income generating activity) that would indicate progress towards food security objectives.

Char Fassion Activities

One thousand ultra poor and poor families were selected from two pilot villages through a participatory qualitative assessment led by a consultant from TANGO International. The survey provided details about different wealth strata of project villages helping identify appropriate interventions to their priority and context. Immediate income transfers in lean times through cash-for-work (CFW), income generation training, social awareness training, asset transfers, water point establishment and subsidized latrine distribution are being implemented with selected beneficiaries according to need and context. Two Village Development Committees were formed and meetings are taking place monthly for sharing the progress of activities, to have community participation, and ensure ownership in the planning and implementation.

III. PURPOSE OF THE ASSIGNMENT

The consultant will provide leadership during a participatory process, reviewing, evaluating and documenting the work done over the past year in Char Fassion. As a pilot project, a thorough analysis is essential of the viability and utility of the methods and technologies being tested. Specifically, this final review aims to: (i) assess success of SC and its partners in completing its workplan and achieving the stated goals and objectives; (ii) obtain answers to key questions related to, sustainability, and recommendations for future programming; and (iii) document/summarize the findings, including overarching lessons learned.

The short-time frame of the pilot activities precludes the possibility of significant measureable impact on target populations. Rather, the more important set of objectives for the pilot relates to testing and learning from approaches that are new to Save the Children and its partners. The project interventions are aimed at testing following ideas and themes:

- Forming and working through cross-sectoral VDCs
- Promoting off-farm IGAs suitable for landless households
- Incorporating cash-for-training with CFW; linking CFW with IGAs
- Testing administrative mechanisms for savings scheme
- Coordinating interventions with seasonal calendar

¹ "Life and Livelihood" in Bangla.

- Testing cost-effectiveness of new latrine material
- Longitudinal case study approach to documenting impact
- Using local experts for trainings and apprenticeships
- Addressing social issues through community meetings

IV. RESEARCH QUESTIONS

Further details on specific areas of investigation are laid out below. It should be noted that the questions posed here are illustrative and not always fully fleshed out. The team and/or consultant may propose additional lines of inquiry to allow full exploration of pilot activities.

KEY ‘EVALUATION’ QUESTIONS

- 1. Using a livelihood assessment to tailor an intervention to specific needs of the population**
 - a. How well are we addressing the social and economic problems identified by the livelihood assessment?
 - b. How well do community members feel we are addressing the problems identified in the assessment?
 - c. Did the project succeed at providing support at seasons of greatest need?
 - d. Did we improve the income/food security during lean times for different populations?
 - e.
- 2. Promoting off-farm IGAs**
 - a. Which of these activities appear to be most profitable, popular, and sustainable?
 - b. Are ultra-poor beneficiaries able to start small enterprises with the skills and inputs provided? What are the major challenges to establish off-farm IGAs by ultra poor?
 - c. Are the apprentices qualified enough to actually use trade after the training? Does the acquisition of a skill alter their “traditional” seasonal schooling and work pattern?
 - d. Are girls permitted to complete and apply the training? What is the effect on their self-esteem and status within the household?
 - e. How off-farm activities contribute to and diversify the overall livelihood strategies of the beneficiaries’ households?
 - f. What is the role of government and other organizations in providing market access and forward linkage?
 - g. How does use of local resource people as trainer, instead of hiring from outside, make difference in skill training in terms of quality, participation, and effectiveness?
- 3. Working with majority landless and ultra-poor in insecure/beyond embankment areas;**
 - a. For how long does the CFW income/savings support the extreme-poor? How does it change their livelihood strategies?
 - b. What more should HKI/SC/NGO-F do to follow-up with extreme poor, gain their trust, ensure their continued support during floods/storms?
 - c. How have power dynamics between outside-embankment and inside-embankment communities been influenced by the project’s support to ultra-poor?
- 4. Working with multiple members from the same family;**
 - a. Do training methods/times and materials need to be adapted to different groups?
 - b. Which community trainings are of interest to different family members?
 - c. What is the additional impact on livelihood security when multiple family members (rather than one) are involved in a project intervention?
 - d. What are the factors that influence parents to allow adolescent girls and boys to take part in the training? What is the impact of participation on their (girls esp) mobility, education possibilities, and aspirations?
- 5. Using a VDC—who are not all beneficiaries—to monitor/lead activities;**
 - a. What motivates the VDC members to be involved?
 - b. To what extent were VDCs properly represented by poor and food insecure households and not totally dominated or influenced by local “elites”?
 - c. Did elites at the top of the management structure accurately and equitably represent the needs of poor beneficiaries?
 - d. How does the community-based management group enhance sustainability of an intervention? What types of training do they require as a group?
 - e. What is the likely sustainability of the VDC after the project?
- 6. Incorporating “soft” social issues and community-based trainings into “hard” CFW/IGA trainings:**

- a. Who is best positioned to facilitate these dialogues?
- b. Does this external facilitation of dialogues encourage community people to develop own solutions?
- c. What was response to the discussions?

7. Financial literacy training for project participants:

- a. How does this improve financial management at the household level?
- b. Should all members receive the training, or would providing training to females have been more effective?

8. Cost-effectiveness of new latrine technology and distribution methods:

- a. Is the material used durable and acceptable to end-users?
- b. Is the cost of the new technology appropriate given local economic conditions?
- c. Did the mechanism/cost-sharing arrangement work to motivate beneficiary purchase and installation of latrines.

9. Access to water:

- a. Were the water points installed by project equitably accessible to the most vulnerable (ultra-poor and people living outside the embankment)?

V. CONSULTANT ROLES AND QUALIFICATIONS

The consultant(s) will be responsible for planning and coordinating project review activities, facilitating team discussions, collaborating with each partner and SC, preparing and presenting the results, and submitting draft and final reports according to the defined timeline. As such, the consultant(s) should be experienced in project evaluation, qualitative research (design and analysis), workshop and team facilitation and results presentation. The consultant should be fluent in English and able to travel to remote locations in Char Fassion, Barisal Division, within a time period from late-February to mid-March 2010.

A two-person team is envisaged. A team leader will be primarily responsible for designing instruments and leading data collection and analysis. A second team member will provide support during those steps and will also have primary responsibility for editing, proofreading and formatting the final report, including incorporation of feedback received from reviewers.

VI. METHODOLOGY/LEVEL OF EFFORT

The review consultant will employ qualitative methods, but will also draw upon the results of a rapid end-line quantitative survey being conducted by SC in late February 2010. The consultant(s) will roughly follow a sequence of activities as presented below.

1. Consultation with senior stakeholders at SC, HKI and NGO-F to orient the consultant to the project activities and discuss and refine objectives and workplans for the review. (1 day)

2. Review Char Fassion documentation, reports, monitoring data provided by the agencies to better understand the context, implementation methods, institutional arrangements and beneficiary outcomes, as measured to that point. (3 days)

3. Qualitative Assessment Design/Preparation Based on 1 and 2 above, the consultant will work independently and/or with the team to develop topical outlines/interview guides for a series of focus group discussions and key informant interviews with relevant stakeholders, including beneficiaries and participants. (4 days).

4. Qualitative Data Collection and Processing A schedule for data collection will be prepared by the consultant and shared with and approved by SC. After the initial round of data collection and processing, the consultant will meet with staff and facilitate discussion around key review questions. This may be followed by an additional round of interviews and discussions to fill gaps and clarify issues. (approx 14 days)

5. Prepare and Deliver Oral Presentation The consultant will lead a half-day meeting with SC and partners to present findings and discuss lessons learned and recommendations. A second presentation to additional stakeholders, e.g. USAID Mission, District-level officials, may also be required (3 days).

6. Written Reporting The consultant will create a draft report including feedback during debriefing(s) and from review of written drafts. The report will also include case studies that have been drafted by program staff, edited as necessary by the consultant. The report should also refer to quantitative data on incomes, which will be collected in a separate survey during the same timeframe. (approx 6 days for original drafting and 4 days for final reporting)

The total contract period should be for no more than 35 working days over a period from approximately February 20 through March 31, 2010.

VIII. REPORTING AND DELIVERABLES

The consultant(s) will be responsible for two deliverables as follows:

1. An oral/visual summary of main findings, to be presented to program stakeholders for discussion and feedback.
2. A written compilation of the main findings, conclusions and recommendations that result from the participatory process. This document should include main end-of-project reports created by staff such as case studies and beneficiary rosters/profiles.

Annex 7: Final Review Work plan

Date	Michela	Sara
February 18, 2010		Step 1 & 2
February 19, 2010		Schedule and methodology and step 2
February 20, 2010		Step 2 & 3
February 21, 2010		Step 2 & 3
February 22, 2010	exposure visit	methodology drafting Secondary Data Analysis
February 23, 2010	exposure visit	methodology drafting Secondary Data Analysis
February 24, 2010	exposure visit	methodology drafting Secondary Data Analysis
February 25, 2010		Meeting Sara + Michela: design draft (outline)
February 26, 2010	Draft design submission	no sara
February 27, 2010	protocol design	no sara
February 28, 2010	feedback incorporation + protocol design	no sara
March 1, 2010	protocol design	no sara
March 2, 2010		Meeting Sara and Michela: final protocol and field work schedule
March 3, 2010		field work
March 4, 2010		field work
March 5, 2010		field work
March 6, 2010		field work
March 7, 2010		field work
March 8, 2010		field work
March 9, 2010		data processing
March 10, 2010		data processing
March 11, 2010		data processing
March 12, 2010		data processing
March 13, 2010		data processing
March 14, 2010		data processing
March 15, 2010		presentation preparation
March 16, 2010		presentation preparation
March 17, 2010		presentation preparation
March 18, 2010		presentation-debriefing
March 19, 2010		feedback incorporation
March 20, 2010		feedback incorporation
March 21, 2010	no Michela	final report
March 22, 2010	no Michela	final report
March 23, 2010	no Michela	final report
March 24, 2010	no Michela	final report
March 25, 2010	no Michela	final report
March 26, 2010	no Michela	final report
March 27, 2010	no Michela	final report
March 28, 2010	no Michela	final report
March 29, 2010	no Michela	final report
March 30, 2010	no Michela	final report
March 31, 2010	no Michela	final report submission