Save the Children Bangladesh
Mid-Term Review of Nobo Jibon Multi-Year Assistance Program

Volume I – Main Report

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Acronyms

ADPC	Asian Disaster Preparedness Center
ANC	Antenatal care
ARI	Acute respiratory tract infection
BCC	Behavior Change Communication
C&F	Clearing and Forwarding
CBGP	Community-based growth promotion
CC	Community Center
CCM	Community case management
CHCP	Community health care provider
CIF	Cost, insurance and freight
CMAM	Community Management of Acute Malnutrition
CODEC	Community Development Center
CPMC	Collection Point Management Committee
CPP	Cyclone Preparedness Program
CSR	Commodity Status Report
DAE	Department of Agricultural Extension
DAP	Development Assistance Program
DDM	Department of Disaster Management
DGFP	Directorate of Family Planning Services
DGHS	Directorate General of Health Services
DHS	Demographic and Health Survey
DLS	Department of Livestock Services
DMB	Disaster Management Bureau
DMCR	Damaged and Missing Commodity Report
DMFO	Deputy Manager Field Operations
DoF	Department of Fisheries
DPHE	Department of Public Health Engineering
ECP	Emergency contingency plan
ENA	Essential Nutrition Actions
EP	Extreme poor
EPI	Expanded Program on Immunization
FAAB	Farming as a Business
FDP	Food Distribution Point
FF	Field Facilitator
FFW	Food for Work
FGD	Focus Group Discussion
FPA	Family Planning Assistant
FIFO	First in and first out
FS	Field Supervisor
FtF	Feed the Future
GMP	Growth monitoring and promotion
GoB	Government of Bangladesh
GUP	Gono Unnayan Prochesta
GWG	Gender Working Group

HDDS	Household Dietary Diversity Score
HPP	Homestead production poor
HI	Health Inspector
HKI	Helen Keller International
iDE	International Development Enterprises
IGA	Income-generating activity
IMCI	Integrated Management of Childhood Illness
IP	Implementing Partner
IPM	Integrated Pest Management
IR	Intermediary result
IYCF	Infant and Young Child Feeding
KII	Key Informant Interview
LAR	Loss Adjustment Report
LOA	Life of Award
LSP	Livestock Service Providers
MAFHP	Months of Adequate Household Food Provisioning
M&E	Monitoring and evaluation
MCHN	Maternal and Child Health and Nutrition
MDMR	Ministry of Disaster Management and Relief
MIS	Management Information Systems
MoHFW	Ministry of Health and Family Welfare
MP	Market Promoter
MTR	Mid-Term Review
MUAC	Mid-upper arm circumference
MYAP	Multi-Year Assistance Program
NGO	Non-governmental organization
PLW	Pregnant and lactating women
PM2A	Preventing Malnutrition in Children Under Two Approach
PP	Productive poor
PPS	Probability proportional to size
RIMES	Regional Integrated Multi-hazard Early-warning System
RSR	Recipient Status Report
SAM	Severe acute malnutrition
SAP	South Asian Partnership
SC	Save the Children
SO	Strategic Objective
SOW	Scope of Work
TBA	Traditional birth attendant
TO	Technical Officer
TOT	Training of Trainers
TP	Technical Partner
U2	Under two years of age
U5	Under five years of age
UDMC	Union Disaster Management Committee
UH & FWC	Union Health and Family Welfare Center
UHC	Upazila Health Complex

UP	Union Parishad
USAID	United States Agency for International Development
VDC	Village Development Committee
VDMC	Village Disaster Management Committee
VHC	Village Health Committee
VSLA	Village Savings and Loan Association
WASH	Water, Sanitation, and Hygiene
WHO	World Health Organization

Executive Summary

Since June 2010, Save the Children has been implementing the USAID-supported Title II PL480 Multi-Year Assistance Program in Bangladesh, "Nobo Jibon." The program is designed "to reduce food insecurity and vulnerability for 191,000 direct beneficiary households…in ten upazilas of Barisal Division over five years." It has three strategic objectives (SOs) in the areas of maternal and child health and nutrition (SO1), market-based production and income generation (SO2), and disaster risk reduction (SO3), as well as a cross-cutting gender component. Nobo Jibon is implemented by four Implementing Partners; four additional Technical Partners serve in an advisory capacity. This report documents the findings of the program's Mid-Term Review (MTR), conducted November 2012 – January 2013 by TANGO International, Inc. The MTR's main objectives are to assess progress to date toward strategic objectives and to recommend course corrections intended to increase program effectiveness and help achieve program targets. The MTR employed qualitative and quantitative research methods, and includes analysis of household survey data collected by Save the Children in October 2012.

Nobo Jibon is largely on track to meet its targets, and overall, program interventions have been implemented effectively. However, the ambitious geographic scope and beneficiary numbers result in resources being spread thinly. While Nobo Jibon has achieved significant short-term benefits at this scale by focusing on proven, easy-to-adopt practices and simple messaging, without additional efforts the potential for sustainability remains limited. At this juncture, the program needs to focus on consolidating the benefits to date and ensuring that beneficiaries are positioned to grow and sustain their impacts. This will require adjustments to the program approach and intensification of certain activities. These include accelerating efforts to link beneficiaries to local support structures (government, Union Parishads, and civil society); shifting from standardized training formats to customized coaching of beneficiaries and service providers – which will require ensuring and deploying technical capacity primarily at the field level; and increased emphasis on the importance of (non-beneficiary) household members, communities and local government in sustaining and growing project benefits. First and foremost, the program needs to use an inclusive process to develop continuation and sustainability plans, which are not yet in place.

Regarding SO1, Nobo Jibon is effectively implementing a comprehensive maternal and child health and nutrition (MCHN) package based on good practice. Improvements are already evident in nutrition and food security indicators. The main challenge ahead is to facilitate a shift in service provision by Nobo Jibon field staff to the Ministry of Health and Family Welfare and community-level health providers. Without this, outcome-level changes are unlikely to be sustained. The Nobo Jibon community-based service delivery model needs to be directly linked to government community clinics to support government extension services. Regarding SO1 water, sanitation and hygiene (WASH) interventions, the MTR team finds these to be under-resourced in the design, and coverage is insufficient to meet the needs of project beneficiaries.

Regarding SO2, livelihood and market interventions are effective and have resulted in productivity and income benefits, with contributions to improvements in food security. As with SO1, sustaining benefits is foreseen as a challenge. The program does not provide farmers or extreme poor beneficiaries with the necessary skill set or support structures to grow their productivity over time. This is largely a consequence of the "thin spread" of program resources: first, the training and support farmers receive, while effective, are basic; moreover, in its current

form, the combination of farmer groups and lead farmers will not grow farmer productivity nor facilitate uptake by other farmers. Second, the village savings and loan groups are too few and far between for the majority of project beneficiaries to access. The market-based approach developed under Nobo Jibon is effective but lacks scale. To build on the innovative work done so far, the program needs to focus on increasing the number of farmers and market actors participating in market activities.

Regarding SO3, Nobo Jibon has done a good job in building awareness of disaster risk reduction (DRR) in the project area. However, given the importance of DRR to the targeted areas, a major concern is that SO3 is not well integrated into the other SOs. A DRR lens should be used for the selection of every project activity, which currently is not the case. SO3 activities should also take into account climatic projections and livelihood scenarios. Moreover, food for work (FFW) activities that build disaster mitigation infrastructure are being reduced or phased out, training in disaster awareness is not adequately supported, and DRR plans developed at the village level are not adequately linked to local government planning efforts. These trends do not bode well should another cyclone hit the region in the near future.

Regarding gender, the program has raised awareness and opened discussion on key gender topics. However, there has been limited progress in addressing gender equity and women's empowerment in the three SOs. There are no clear lines of responsibility for gender activities and no resources to support them. Meanwhile, the poor status of gender equity and women's empowerment in Barisal has increasingly come into focus as an important underlying driver of vulnerability. That said, Nobo Jibon has all the tools in hand to make more structured efforts to address these issues if it decides to allocate staff time and resources to this: a committed technical partner, a good gender assessment and analysis on which to base programming decisions, good training materials for staff and volunteers, and clear opportunities in SO1 and SO2 activities.

Regarding the Village Development Committees (VDCs), these have played an essential role in project implementation and are a major contributor to the effectiveness of the program, primarily in beneficiary selection and in SO1. However, the current VDC model is not explicitly designed to enable VDCs (nor subcommittees like the Village Health Committee and Village Disaster Management Committee) to play a driving role in program sustainability. Given that there are particular VDCs demonstrating this potential and others less so, the program needs to document and learn from the successful ones and concentrate sustainability actions there, while continuing to support the others at a lower level as implementation mechanisms for the life of the project.

Administrative and financial processes are implemented effectively, and commodity management and monetization are of a high standard. Program implementation is effectively supported by McAID. While data collection and management are generally good, information is not properly presented and used for strategic decision making. M&E needs to focus more strongly on qualitative indicators. Nobo Jibon management is generally perceived as efficient in its decision making and responsive to the changing needs of the program. The main area requiring improvement is in communication and coordination: with and among partners, among the SO teams, with Dhaka- and field-level government counterparts and stakeholders, and between Dhaka and Barisal management. In addition, the remaining two years will require more technical support in the field. Program management needs to formulate a continuation strategy for the remaining project period taking into account the MTR analysis, and develop an action plan that details how Nobo Jibon will address the concerns raised.

1. Introduction

Since June 2010, Save the Children has been implementing the USAID-supported Title II PL480 Multi-Year Assistance Program (MYAP) in Bangladesh, "Nobo Jibon." TANGO International, Inc., a consulting firm based in Tucson, Arizona, USA, has been contracted to conduct the Mid-Term Review (MTR) of the program. The main objective of the MTR is to assess progress toward the program's strategic objectives (SOs) after the first two-and-a-half years of implementation and to guide the program team in making necessary course correction in achieving LOA targets. The sub-objectives of the MTR are:

- To assess whether project activities are in line with local needs and priorities;
- To determine whether project strategies and activities are being implemented with attention to local needs, increasing ownership, accountability and cost-effectiveness; and
- To identify new program strategies and interventions that may improve program performance and enhance local ownership, accountability and/or cost-effectiveness.

This report documents the review process, methodology, findings,[1] analysis, conclusions and recommendations. The Terms of Reference are included as Annex III.[2]

2. Description of the Project

2.1 Program goal and objectives

Nobo Jibon has been designed "to reduce food insecurity and vulnerability for 191,000 direct beneficiary households, or nearly one million people, in ten upazilas of Barisal Division over five years."[3] The program has three SOs, aligned with the Government of Bangladesh's (GoB) national health and food security policies and USAID's priorities for Bangladesh. The SOs are:

- **SO1 Maternal and Child Health and Nutrition (MCHN):** Improved health and nutritional status of children under the age of five (U5) and pregnant and lactating women (PLW)
- **SO2 Market-based Production and Income Generation:** Poor and extremely poor households have increased production and income
- **SO3 Disaster Risk Reduction:** Households in targeted communities protect their lives and assets and quickly resume livelihood activities after disasters

2.2 Targeting and beneficiary selection

The Nobo Jibon coverage area is within the Barisal Division of southern Bangladesh (coverage areas are shown in Annex IV). The selection of geographic targets for Nobo Jibon was completed during the proposal development process. Of the 14 high-risk upazilas identified in the Barisal

[1] Per request of USAID, the MTR team also looked into the linkages between Nobo Jibon and the Feed the Future program. Since this is a supplement to the MTR *per se*, it is included as Annex II.
[2] Annex I is located within this document. Annex II and beyond are in a separate document due to complications due to the large size of the documents used to create the annexes.
[3] Scope of Work (SOW), Nobo Jibon MTR.

Division in USAID's Food Security Country Framework, nine could be selected within budget and resource limits.[4] These nine either were judged to be of greatest vulnerability to natural disaster or were not extensively supported during the predecessor Title II program, Jibon o Jibika. A small number of unions within the nine upazilas were not selected for direct intervention because they were near upazila centers, and thus receiving greater government and/or project support. Specific unions within the selected upazilas were identified based largely on exposure to risk of natural disaster.[5]

The primary basis for household targeting is the Preventing Malnutrition in Children Under 2 Approach (PM2A). PM2A is a food-assisted approach to reducing the prevalence of child malnutrition by targeting a package of health and nutrition interventions to all pregnant women, mothers of children 0-23 months, and children under age 2 (U2) in food-insecure program areas, regardless of nutritional status.[6] PM2A places increased health and nutritional status of PLW and U2s at the center of each SO and is based on the assumption that sustainably improving the health and nutrition of this target group depends on a holistic combination of livelihood support, direct food aid, and behavior change.

All PLW and U2 identified in the community are eligible to participate in SO1. Beneficiaries exit the program when the child reaches age two. SO1 beneficiaries are eligible to participate in SO2 and SO3 if they meet specific selection criteria.

Communities for water, sanitation and hygiene (WASH) interventions (also under SO1) are identified based on a WASH assessment of the Nobo Jibon program areas and a review of VDC plans to identify areas with scarcity of water points and sanitation facilities. The selected areas are then vetted through a process involving Union Parishads, the Department of Public Health Engineering (DPHE), VDCs and Nobo Jibon engineers. In the selected communities, Nobo Jibon technical staff work with VDCs to identify sites for deep tube wells and hygienic latrines. Deep tube well site selection is based on clear criteria to ensure water is not contaminated and each well serves at least 15 households in parts of the community with the greatest water stress. Households served by the well must accept responsibility for its maintenance, and together, the community must identify one male and one female caretaker who are responsible for continuous monitoring and repairs. Before the well is approved for community use, a water sample is collected and sent to the DPHE laboratory to ensure that the water is safe for human consumption. In communities where construction of a deep tube well is not possible, Nobo Jibon may elect to repair existing pond sand filters, depending on the cost of repairs and availability of local resources for maintenance. In communities where there is already a safe water supply, extreme poor households that lack hygienic latrines qualify to receive a ring and slab for latrine construction if one does not exist. A soak well is also provided for waste management. The

[4] Since the program started, one upazila has split, effectively increasing program coverage from nine to ten upazilas.
[5] Information on geographic targeting is taken from the FY 2010 Annual Results Report for Nobo Jibon.
[6] Because these women and children are the most nutritionally vulnerable members of the population, the program targets everyone in these groups to protect children from malnutrition and its long-term consequences. PM2A, along with the rest of a Title II program's MCHN component, is consistently linked with the program's agriculture and livelihoods components as well as complementary services provided by the government or other organizations.

extreme poor households must be beneficiaries of both SO1 and SO2, but cannot be a member of a deep tube well user group.[7]

SO2 has three beneficiary categories: women, extreme poor (EP) (with few or no productive assets), and homestead production poor (HPP) (with some access to land or water resources). In addition, there is a productive poor (PP) group (moderately poor households with significant labor, land and/or water resources). Ninety percent of women and EP beneficiaries must also be SO1 beneficiaries, while PP beneficiaries can be both SO1 and non-SO1 beneficiaries (in fact, in practice, PP beneficiaries are mostly men). The selection criteria for each category relate to ownership or access to land, experience in agricultural production, and household income level. All SO2 beneficiaries must express a commitment to participate in income-generating activities (IGAs) throughout the program activity cycle.

SO3 activities directly or indirectly benefit all households within the targeted geographic area. The specific package of interventions that any particular union receives is determined according to the relative disaster risk of that union, as determined by a vulnerability study conducted by SC of all 86 unions of the 10 upazilas.

2.3 Main activities

SO1 MCHN

The design of SO1 is based primarily on PM2A and adapted to the Bangladesh context. PM2A focuses on three core services: 1) conditional food ration; 2) preventative and curative nutrition services for women and children, according to national protocol; and 3) Behavior Change Communication (BCC). Consistent with PM2A, SO1 activities are directed primarily to PLW and women with U2 children. Nobo Jibon's BCC approach uses best practices defined as Essential Nutrition Actions (ENA) – seven affordable and evidence-based nutrition interventions delivered at health facilities and communities to improve the nutritional status of women and children.

Implementing Partner staff (Field Facilitators, or FFs) and Village Health Committee (VHC) members carry out the SO1 activities (see Section 2.4: Implementation Mechanisms). They identify pregnant women in the community and inform them about the program. The eligible women and children attend a Community-based Growth Promotion (CBGP) session where they are assessed and formally enrolled in the program. PLW and U2 care are followed up through Nobo Jibon activities, where participation is monitored. Households where cases of malnourishment or illness are found are provided additional support and care (e.g., via Integrated Management of Childhood IMCI), Community Case Management (CCM), additional household visits, more education). Pregnant women who are at risk are referred or linked to other government or non-governmental organization (NGO) services according to national policies.

SO1 includes a comprehensive preventative and curative services that aim to change individual and household practices. These services are described below.

[7] Detailed selection criteria are provided in the Operations Manual.

***Ration distribution*.** A ration of wheat, peas and vegetable oil (Table 1) is given to SO1 beneficiaries when a woman enrolls in Nobo Jibon and meets the program requirement of attending each activity. The ration amount is determined by the pregnancy status of the woman, the age of the child and the season. Mothers are counseled regarding appropriate intra-household allocation of the ration and use of the ration. Women receive an individual ration (for own consumption) of wheat, peas and oil throughout pregnancy and until the child reaches six months of age. At that age, the child will continue to receive a ration until age two. During the lean months (typically twice a year, in April/May and October/November), a supplemental household ration (wheat and vegetable oil) is given to beneficiary families to ensure that household feeding practices of the child and mother are unchanged. The U2 child's growth monitoring card acts as verification during the distribution of rations. In the event that the mother is absent, another family member may attend a CBGP session (see below) and collect the ration in her place.

Table 1: Food ration daily value

Beneficiary	Ration Type	Hard Red Wheat	Yellow Split Peas	Veg Oil	Kcal	RDR	% daily protein	%daily fat
Pregnant women	Daily (gm)	200	30	20	939	39%	50%	44%
	Monthly (kg)	6.0	0.90	0.60				
Lactating women	Daily (gm)	200	30	20	939	39%	50%	44%
	Monthly (kg)	6.0	0.90	0.60				
All children 6-24 months	Daily (gm)	75	15	10	387	30%	51%	26%
	Monthly (kg)	2.25	0.45	0.30				
Households of participating women and children (per person)	Daily (gm)	75		5	292	14%	18%	15%
	Monthly (kg)	6.75		0.45				

Community Based Growth Monitoring and Promotion (CBGP). Pregnant women and mothers with children are encouraged to attend monthly CBGP sessions conducted by Nobo Jibon Field Facilitators (FFs) and Volunteer Health Committee members (VHCs). CBGP sessions are conducted at the same time and location as Ministry of Health and Family Welfare (MoHFW) ante-natal care (ANC) and Expanded Program on Immunization (EPI) sessions. These are held at central and convenient locations – often at a community member's home[8] or community satellite clinic – so as to reach the maximum number of households. These cooperative sessions allow a woman and child to receive several important services at one point-of-care location. Beneficiary attendance is tracked on a Growth Monitoring Card that a woman keeps with her and presents during ration distribution. During CBGP sessions, mothers are individually counseled by FFs about the development of their child, receiving key messages about proper nutrition and hygiene (e.g., exclusive breastfeeding, complementary foods, and key times to wash your hands). Children U2's weight is taken and recorded on the child's growth monitoring card. When beneficiary mothers are absent from CBGP sessions, FFs and VHC members actively follow up with the

[8] If the number of beneficiaries exceeds the space limit in government facilities, or the facilities are too far, another location such as a community member's home can be selected to conduct program activities.

mother through household visits. Active follow-up also occurs if a child's weight decreases over subsequent visits. CBGP sessions also link to other health areas: CBGP expands CCM and Community Management of Acute Malnutrition (CMAM) components, screens children for severe acute malnutrition (SAM) (using mid-upper arm circumference, or MUAC measurement) and refers cases per the national policy.

Courtyard sessions. Community counseling on health and nutrition is provided to beneficiaries once every two months. During this time, topics such as pregnancy care, maternal nutrition, appropriate child feeding, intra-household food and workload distribution, childcare practices and health-seeking behaviors are covered through interactive learning methods (cooking demonstrations, visual teaching aids and demonstrations). The courtyard sessions are conducted at a convenient location to village households (typically an open outdoor area in the village) and are organized and facilitated by FFs, with some support of VHC members. Courtyard sessions are not exclusive to beneficiaries: mothers-in-law, sisters-in-law and husbands are invited to attend, though rarely do they accompany the mother.

Integrated Case Management of Childhood Illness (IMCI). IMCI has three main areas of focus: improving health worker skills, improving health systems and improving family and community practices. During the household visits, the project staff and VHCs provide curative counseling services, education and referrals to hospitals for treatment of common childhood illnesses such as diarrhea and pneumonia. In addition, Nobo Jibon has supported national health initiatives such as deworming days and Vitamin A campaigns by providing support through household visits by Nobo Jibon staff and VHC members.

Community Case Management (CCM) of Pneumonia and Diarrhea. Community case management (CCM) is a strategy to deliver lifesaving curative interventions for common childhood illnesses, in particular where there is little access to facility-based services. Nobo Jibon works closely with the MoHFW to extend the CCM approach to communities most in need. This is done by training healthcare service providers how to identify and treat the illnesses, ensure that medications are available, and support the poorest patients to afford these lifesaving treatments. During the household visits and courtyard sessions, FF and VHC members counsel mothers on signs/symptoms, home-based care and danger signs of common childhood illness like diarrhea and pneumonia; they also refer children to nearby community clinics (CC)/union health and family welfare centers (UH&FWC) for appropriate treatment. This is carried out with complementary funds from Proctor & Gamble Vicks to improve the capacity of all CCs and UH&FWCs in Nobo Jibon working areas by providing formal training on IMCI (following national protocol) and establishing effective supervision and monitoring systems.

Community Case Management of Acute Malnutrition (CMAM). As an expansion of the CCM activities, a select group[9] of community health care providers (CHCPs) will receive additional training on CCM of SAM, or CMAM. This training will be following the Bangladesh National

[9] Approved PREP in Year 3 provides an opportunity to pilot CMAM in only three sub-districts. Sub-districts were selected based on nutrition status and considering MoHFW authority's interest to implement this component.

CMAM Guidelines for identification and treatment of SAM using ready to use therapeutic food. At the time of the midterm review, the program was just beginning to be implemented.

Water, Sanitation and Hygiene (WASH) activities. WASH activities have been provided through new construction and education efforts. This has included new installations of latrines and deep tube wells and rehabilitation of pond sand filters at the community level. In addition, messages about hygiene and sanitation are given to PLW and U2 through the SO1 courtyard sessions. If a village is receiving a physical installation, all community members are invited to attend a special courtyard session on sanitation.

SO2 Livelihoods

With the market-driven approach taken for the livelihood component, Nobo Jibon targets interventions for each part of the three-part market system: input markets; small businesses owned by Nobo Jibon beneficiaries; and output markets. The beneficiary small businesses are the main unit of implementation of the market-oriented program though which input and output market actors are also reached. Nobo Jibon developed three distinct implementation strategies: (1) homestead production for women; (2) value chain production for productive poor households; and (3) asset transfers for extreme poor households.[10]

The homestead production strategy includes the following main interventions for women to produce fish and vegetables on the small plots of land available around their households: (a) technical training on techniques that allow women to produce high-yield vegetables, small-scale livestock, and pond fish; (b) provision of inputs through a voucher system to catalyze production activities and vendor linkages; (c) training for input and service providers relevant to the livelihood options promoted by Nobo Jibon, like livestock service providers (LSP), seed producers and retailers, and fish nurseries; and (d) support to homestead production beneficiaries to locate and access market locations for their products.

The value chain production strategy supports mainly men from households with adequate assets and market access to increase their participation in selected fish and vegetable value chains through the following interventions: (a) establishment of production groups through which beneficiaries receive technical and marketing training, participate in crop demonstrations, share best practices with other group members, and sometimes jointly sell produce; needs assessment and planning for training, seed and other input selection, and service selection for the upcoming production season; (b) producer training as per identified needs, including improved agriculture techniques, business planning, marketing, and management; (c) training for relevant input and service providers, similar to what is done under the homestead production strategy; (d) pre-season business planning meetings prior to each growing season involving producers, input and output market actors, post-harvest handling and organization of collection points. The pre-season planning meeting is an effective tool for bringing all value chain actors together to understand demand and supply dynamics, access to inputs, and service provision in the locality.

[10] Characteristics of each beneficiary group are provided in table 15 of the Nobo Jibon Operations Manual.

The asset transfer for extreme poor households (those without pond or land resources and with limited experience in agriculture or fish production) includes the following main interventions: (a) identification of an appropriate IGA for target households; (b) organization of production groups according to IGA for peer support and training; and (c) asset transfer through a voucher system. Nobo Jibon also supports these extreme poor households to access *khas* land and water bodies for growing crops and cultivating fish where possible.

SO3 Disaster Risk Reduction

The primary aim of the DRR component is that households in targeted communities protect their lives and assets and quickly resume their livelihood activities following natural disasters. Interventions focus on the various factors that contribute to a household's vulnerability and the ability to recover from disaster including emergency preparedness, physical infrastructure, agency coordination and early warning systems.

SO3 activities directly or indirectly benefit all households (approximately 444,241) in the targeted project area. It is currently working in 1,143 communities. The particular package of interventions that any union receives is determined according to the relative disaster risk that the union is exposed to. Based on a vulnerability study carried out in in 86 unions in the 10 upazilas that the project works in, unions were classified into three categories according to disaster risk level. Only those unions (52) that were high risk or medium risk got DRR awareness training, household capacity building and food for work (FFW).

Under IR3.1, *Communities manage functional emergency preparedness and response plans,* Nobo Jibon intends to improve households' ability to prepare for natural disasters and protect their lives and assets through the actions of the Village and Union Disaster Management Committees (VDMCs and UDMCs). Risk and resource maps are generated by the VDMC and contingency plans are prepared to lay out the roles and responsibilities of the UDMC and VDMCs before, during and after a disaster event. Youth volunteers (5,443) are also trained to organize and facilitate twice-monthly courtyard sessions following a household capacity building module. Each volunteer trains two batches of households of 50. After the completion of 14 modules, each household prepares a one-page household risk reduction and contingency plan. VDMCs also participate in cyclone simulations in high risk communities. These simulations detail the roles of Cyclone Preparedness Program (CPP) volunteers, youth volunteers, VDMC members and other community members so everyone knows what is expected of them in the event of a cyclone. These events are held several months before the start of the cyclone season.

In addition, in the event of a disaster, the entire SC organization is expected to participate in national and regional relief efforts when needed. Thus in addition to the cyclone disaster preparedness measures, SC and IP staff receive standard disaster response training and agree to follow disaster response procedures when required.

With regards to IR3.2, *Communities access appropriate infrastructure for protecting lives and assets in emergencies,* the program intends to rehabilitate 100 cyclone shelters and seven new shelters in high- and medium-risk unions. Working in partnership with the GoB Department of

Disaster Management (DDM)[11] and the Upazila Nirbahi Officer, the Nobo Jibon engineer and the Project Implementation Officer jointly recommend sites for selections as recommended by VDCs. Each year the program identifies as many structures to rehabilitate as possible, then prioritizes and selects sites for rehabilitation according to need and availability. Contractors submit bids to the local government following government procurement procedures. Engineers in the project monitor the quality of the work and if it is poor the work is cancelled.

Nobo Jibon also organizes FFW activities in high- and medium-risk unions to rehabilitate crucial rural roads, bridges, Union and school courtyards and other infrastructure necessary for evacuation or protection in the event of a cyclone. Activities are carried out during the lean seasons of transitory food shortage (January-March). Family members (both male and female) participating in FFW activities come from poor and extremely poor households in the high- and medium-risk unions. Implementing partners and VDCs jointly select FFW participants. The FFW ration contains wheat, peas and vegetable oil.

In terms of IR3.3, *Improved and effective coordination among SC and Nobo Jibon partners to respond to emergencies,* Nobo Jibon engages in national advocacy for greater collaboration around improved early warning, preparedness and coordination issues around emergency response. It works closely with a number of national, district and upazila government agencies as well as local and international NGOs. It provides capacity building to the UDMC and CPP in disaster management and first aid. CPP volunteers then provide first aid training to the project volunteers and assists in cyclone simulation organization at the local level.

Regarding IR3.4, *Communities receive and respond to early warning for cyclones,* Nobo Jibon promotes awareness of the GoB early warning system for cyclones, and is pilot testing innovations in cyclone early warning. In addition to making vulnerable households aware of the meaning of the different cyclone flag signal warnings, SC has been collaborating with the Asian Disaster Preparedness Center (ADPC) to pilot-test a new early warning system called the Regional Integrated Multi-Hazard Early Warning System (RIMES). This system collects and analyzes meteorological data from satellites as well as wind and rainfall data from the ground. The system is able to project within 9 km of accuracy the probability that a weather system will affect the area up to six days in advance. Youth volunteers are collecting rainfall data via SMS on a mobile phone provided by RIMES.

Cross-cutting component: Gender

Nobo Jibon views gender equity as a cross-cutting theme present throughout all strategic objectives, with implications for operational and programmatic decisions, structures and activities. The program rationale for integrating gender considerations lies in the importance of gender equity and women's role in achieving and sustaining the program's positive impacts, and in how *status quo* gender dynamics have hindered development goals – especially in health, food, nutrition and livelihood security, and women's empowerment. Strong religious and societal

[11] The Department of Relief & Rehabilitation and the Disaster Management Bureau have been unified as Department of Disaster Management (DDM).

norms regarding women's mobility and women in the public sphere are particular challenges for Nobo Jibon and like-minded programs in Bangladesh.

Nobo Jibon has taken various measures to advance its gender agenda. It has engaged a highly competent technical partner, Helen Keller International (HKI), to advise and contribute to program design, develop training materials, and guide gender-focused assessment, monitoring and evaluation. It requires all IPs to have a gender policy. It has created a staff position – Senior Manager, Partnership and Gender – at the Dhaka level to oversee and coordinate the gender component. It has established a Gender Working Group (GWG) to identify the program's gender commitments, monitor and provide guidance as these commitments are operationalized, and explore how to address the gender issues the program faces on an ongoing basis. And it has sought to apply a gender lens to the design of program activities under each strategic objective.

Commodity management

Nobo Jibon receives Title II commodities for direct distribution to program beneficiaries and for in-country monetization to generate local resources for supporting the program. The commodity supply chain process consists of planning, sourcing, shipping, receiving, transporting, warehousing and distribution. Nobo Jibon follows a comprehensive planning process to estimate the annual commodity requirement and call forward the same for programming. USDA sources the commodity and places it with SC at a US port for onward shipment to Bangladesh. The commodity is transported on US-designated sea vessels. Nobo Jibon appoints and pays for the shipping agent, clearing and forwarding (C&F) agent, surveyor, transporter and other service providers for commodity management. Nobo Jibon leases GoB-owned warehouses at various locations (10 warehouses in three districts).

Nobo Jibon receives hard red winter wheat, peas and vegetable oil for direct distribution, and soft white wheat for monetization. Commodities for direct distribution are packaged and those for monetization are bagged in bulk at the port of discharge (Chittagong) upon receipt before being sold to the GoB. Nobo Jibon collects a letter/certificate from the Ministry of Disaster Management and Relief (MDMR) to approve the commodity as duty free and VAT-exempted. The C&F agent arranges for duty-free and VAT-exempted clearing of the consignments on a shipment-to-shipment basis. It also arranges the radiation test certificate from the Atomic Energy Commission and clearance from the Quarantine Department. Commodity samples are collected from each consignment by the C&F agent and sent for testing to Bangladesh Standards Institution's Testing laboratory at Chittagong, which upon due testing declares the consignment as conforming to grade 1 food commodity that is fit for storage and distribution. The transporter moves the cargo by road from port to warehouses in Barisal, Barguna and Patuakhali.

Commodities for direct distribution are first moved from the port wharf/port warehouse to field warehouses, then from field warehouse to distribution points. The storage protocol includes proper stacking, use of dunnage, periodical fumigation, proper protection against fire and use of FIFO (first in and first out) principle for dispatches. SC's Manager, Commodity and MIS in Dhaka determines and monitors the space allocation of the commodity in consultation with the central warehouse, and informs the transporter to deliver the appropriate amounts to the different

warehouses. Torn bags or leaking/damaged cartons of vegetable oil are identified, separated and reconstituted to mitigate the loss. After reconstitution of damaged units is completed, the net loss/damage is noted on the waybill. A Loss Adjustment Report (LAR) describing the nature and amount of loss is prepared and submitted to Nobo Jibon/SC's Dhaka office (Commodity Manager) for approval. A claim is filed against the transporter for the quantity lost, even if the quantity is very small. A graphic illustration of the commodity management process flow is included as Annex V.

Monetization. Commodities are monetized to finance the cash requirement of the program. The GoB is the sole recipient of Nobo Jibon's monetization cargo. Before the import of monetization cargo, Bellmon estimation analyses are conducted to ensure that the import does not adversely affect the county's production and market systems. The stock received at the silo by the GoB Director General of Foods is considered as the quantity sold to the government, for which the GoB pays to SC a cost, insurance and freight (CIF) price less 17.5% at the prevailing exchange rate; a cost calculator is used for this purpose. This deduction of 17.5% is considered the program contribution towards the government's handling charges. The pricing is variable with the variation in the CIF value of the import, which is dependent on FFP procurement in the United States. Local market conditions in Bangladesh do not impact the monetization process. In that sense, it is not an open market monetization, but a predetermined negotiated sale – easy to handle and insulated from local market risks.

Information Management System (McAID)

Nobo Jibon uses McAID, an internet-based software database system designed to gather and manage operational program data from remote locations through GSM/CDMA-supported mobile handsets or modems. McAID has been used for beneficiary tracking since 2005, when SC was implementing its first Development Assistance Program (DAP), Jibon O Jibika (2005-2010). A new version of McAID is implemented in Nobo Jibon, reflecting modifications after a review of the initial McAID structure. SC has uses internal staff capacities within Nobo Jibon MIS unit to do all such modifications.

McAid facilitates a computerized inventory accounting system used for the commodity for direct distribution. Data from the distribution sites to the warehouse points are entered and sent using smartphones to the central server in Dhaka, where they are processed and feed into required reports. This system is found fully functional at the ground and is used to store primary information related to registration, service documentation, and food distribution. McAID is used for gathering information related to waybills, receipts, issues, dispatch, loss/damage and transfer of stocks. McAID is also used for collecting beneficiary information at CBGP sessions. Every registered beneficiary is given a unique identification (ID) number that is used to track program deliveries (CBGP services, assets, trainings, food, etc.) to that beneficiary. Based on the data entered, McAID calculates the amount of commodity needed for each distribution point. McAID only collects data on beneficiary attendance; it does not collect anthropometric data. Reconciliation of commodity inventory accounts is done manually to ensure glitch-free transmission and processing.

The central server aggregates required information/inventory status at all levels. The system generates monthly consolidated reports for submission to USAID and MIS purposes, and a monthly summary of warehouse stocks (receipt/issue/loss). This summary is also done manually for cross checking. The monthly reports include: Recipient Status Report (RSR), Commodity Status Report (CSR), and Damaged and Missing Commodity Report (DMCR), as necessary. USAID periodically conducts an A-133 audit. The McAID system is also used for producing ad hoc reports on a daily basis. End users are able to produce summary information as well. Nobo Jibon field staff are appropriately trained in the use of these smartphones, however, it is found that users need further training to use McAID more efficiently.

Nobo Jibon staff in the MIS unit put continuous effort into formulating McAID system based on requirements of the program components. The MIS team oversees and mobilizes McAID-related implementation, information sharing and staff capacity building at all levels. SC is currently supporting the ACDI/VOCA-PROSHAR, iDE-ANEP and World Fish-Feed the Future programs to adopt McAID, which acknowledges the usefulness and broad applicability of the system. SC is providing similar support to the Agriculture and Nutrition Extension Project.

Food distribution: SO1. Nobo Jibon strictly maintains detailed documentation of monthly food distribution activities for each program participant. Monthly distribution quantity requirements are determined based on participants who received services at the EPI center. Frontline staff use smartphones to record attendance, which is aggregated automatically to produce a monthly summary called the "distribution plan." This is approved by the Manager Field Operations prior to his approving the dispatch authorization memo (DAM). Dispatch of commodities from warehouses to distribution points is based on the DAM's approval by the Manager-Commodity and MIS in Dhaka. Stock that is not distributed at food distribution points (FDPs) is returned to the warehouse; a new waybill is prepared at the FDP for the return of un-utilized stock balances. The Deputy Manager, Field Operations of Nobo Jibon/SC is responsible for distributing the food to the upazilas. In consultation with the SC/Nobo Jibon Program Officer and VDC, a distribution schedule is prepared. This is done by EPI center and announced by the VDC a month ahead of the next distribution date.

Food is distributed after validating the entitlement of beneficiaries. The Food Distribution Committee (FDC) monitors food distribution at the FDP and supervises beneficiary attendance. Crowd management is done by IPs and supported by Nobo Jibon staff. The distribution is monitored to ensure that appropriate ration sizes are distributed. Government school premises are used as FDPs and as interim storage, usually one to two days. The premises also provide drinking water, a breast-feeding corner and toilet facilities for the beneficiaries.

Food distribution starts at about 9:00 AM and continues till 3:30 PM. It is supervised by Nobo Jibon/SC and assisted by VDC members, volunteers and IP representatives. The master rolls of the enrolled beneficiaries are maintained by the IP at upazila level as an auditable document. Both master rolls and nutrition cards are used to validate each beneficiary's ration entitlement for that month. Each beneficiary puts his/her thumb impression or signature on the master roll to acknowledge receipt of the ration.

After the distribution, the marks and numbers on the empty bags are removed. Empty vegetable oil cans are punched to render them un-useable, though the marks are not removed. These cans are normally given to beneficiaries who do not bring their own containers to carry oil.

Food distribution: FFW. FFW activities are identified and recommended by the VDCs and approved by Nobo Jibon/SC. Partner organizations monitor implementation on the ground on a daily basis, and Nobo Jibon field staff visit work sites for periodic monitoring. Beneficiaries receive food from the IPs at designated distribution points. Nobo Jibon field staff complement the IPs' efforts in distribution. Food is distributed as per pre-determined ration size during activities and upon their completion.

Food distribution for FFW follows a similar approach as for SO1: recording individual person days thru smartphones, preparing a distribution plan, and approving a DAM. Both master rolls and the information recorded on ID cards are used for validating the beneficiary's ration entitlement. Each beneficiary puts his/her thumb impression or signature on the master roll to verify receipt of the ration.

2.4 Implementation mechanism

Activities are carried out primarily through IPs in each District: Community Development Center (CODEC), Gono Unnayan Prochesta (GUP), South Asian Partnership (SAP) and Speed Trust, with the support of Save the Children (SC), Technical Partners (TPs) (Helen Keller International (HKI), International Development Enterprises (iDE), World Fish, and Regional Integrated Multi-Hazard Early Warning System (RIMES), government partners and community workers.

Table 2: Area distribution by Implementing Partner

IP	Upazila	Barisal District	Barguna District	Patuakhali District
CODEC	2	Barisal Sadar	Amtali	
Speed Trust	2			Dasmina, Kalapara
GUP	2	Mehendiganj, Hizla		
SAP-Bangladesh	4		Barguna Sadar, Patharghata	Galachipa, Rangabali*
Total Upazilas	10			

* Rangabali upazila is newly formed by splitting from Galachipa upazila of Patuakhali district.

SC provides technical support at the Division and District levels, with a Senior Technical Officer (STO) and Technical Officer (TO) for each SO assigned at the District level. The STO works across all SOs and supervises all TOs. The STO and TO work closely with IPs at the Division and District levels and are responsible for monitoring the process of SO1 activities, providing supportive supervision to FSs and FFs, and acting as a liaison with upazila and district government officials. SC S/TOs monitor project activities on a regular basis and provide refresher trainings as needed (determined by IP staff turnover, common challenges in the field, or gaps found through the FS's supervisory checklist).

The program has developed various volunteer structures, as detailed below, to deliver program services. These groups receive various types of training and follow-up from Nobo Jibon field staff as they carry out their roles throughout the life of the project.

Village Development Committee (VDC): The purpose of the VDC is to empower all members of participating communities by providing a community voice and organizing community action. VDCs are intended to be inclusive of groups that are often under-represented, such as women, poor households, and other marginalized individuals. The VDC acts as an umbrella organization that supports sub-committees according to each SO. While VDCs are primarily concerned with organizing and discussing community issues and solutions, subcommittees are charged with implementing action.[12] The Village Health and Village Disaster Management committees (discussed below) can be considered subcommittees; additional structures that stem from the VDC are "gender leaders" (also called "gender champions") and adolescent groups under SO1 and collection point management committees under SO2. VDCs are designed to have 15 members, selected by their communities with the guidance of FFs, who introduce the VDC concept and take an active role in identifying candidates. One of the key roles of the VDC especially in program start-up is assistance in beneficiary selection and registration.

Village Health Committee (VHC): The VHC is a 10-15 member sub-group of the VDC that works with VDCs and FFs to plan and implement SO1 activities. It acts as the project's primary contact point with the community. The VHC role includes: community mobilization, sensitizing the community about the importance of MCHN, promoting health education, informing the community where they can receive curative services and acting as a community resource to improve health-seeking behaviors. VHC members are also an important link between the community and IPs: VHC members are uniquely positioned to work with the communities to change gender norms and emphasize key messages in nutrition, hygiene, and management and prevention of childhood illness. In return for their participation in Nobo Jibon, VHC members receive small, in-kind items: a notebook, umbrella, and bag. VHCs may be illiterate, and in some cases may not have completed school.

Village Disaster Management Committee (VDMC): The purpose of the VDMC is to oversee SO3 activities in each village: members are trained and then educate communities on how to prepare for and respond to disasters. Specific VDC roles are community mobilization for DRR, selection and oversight of Youth Volunteers, risk assessment, contingency planning, household preparedness, assisting IPs in implementing SO3 activities, and assisting program staff in identifying and overseeing FFW projects.

3. Evaluation Methodology

The MTR team used a combination of quantitative and qualitative field research methods. The team also made use of secondary program documentation provided by Nobo Jibon.

[12] Nobo Jibon Operations Manual. October 2012.

Timeline

The ex-post review was conducted in the period October 2012 – January 2013, including preparation, field work, analysis, and reporting. Field research was carried out in Barisal Division in two phases: a household survey was conducted by SC in October 2012 and qualitative fieldwork was conducted by the MTR team from 14 November to 9 December 2012. The first draft of the report was submitted to Nobo Jibon on 29 January 2013. After receiving comment, the report will be finalized in February/March 2013.

Team composition

The MTR was conducted by a team of six international consultants with relevant specializations in food and livelihood security, health and nutrition, disaster risk reduction and adaptation, program management, commodity management, gender and governance, supported by five local assistants/translators organized through Data Management Aid, a local firm in Bangladesh.

Secondary data

The MTR team reviewed a range of secondary literature. This includes the original proposal and grant agreement, the Operations Manual prepared by Nobo Jibon in 2012, the annual results reports and monthly SMT reports, the Nobo Jibon baseline report, and the Jibon o Jibika MTR (2008) and evaluation reports (2009). This review informed the development of the qualitative research tools used in the MTR and provided essential context for the analysis.

Quantitative methods

The MTR household survey was undertaken by SC prior to the involvement of the TANGO MTR team. The first round of data analysis using the baseline syntax was undertaken by an independent consultant hired by SC. To eliminate any errors, second and third rounds of analysis were then undertaken by the MTR team.

For baseline and midterm quantitative household surveys, clusters were selected using probability-proportional-to-size (PPS) sampling, with clusters randomly sampled from districts with Nobo Jibon program activities. (The list of districts from which the sample was drawn was the same for both surveys.) However the program did not have sufficient budget to conduct a large-scale midterm quantitative survey similar to the baseline, therefore a smaller sample size was calculated for the midterm. While the difference in sample sizes means that a baseline-midterm comparison cannot be disaggregated by program district, it is possible to make the comparison on a program-wide basis. Underweight was used as the main indicator for the sample size calculation. Full details on the sample design are given in Annex VI.

The MTR quantitative survey collected anthropometric information of children to enable comparison with the baseline. Weight measurements were taken from children aged 0-59, and height measurements were taken from children 6-59 months. Three indicators were calculated to assess nutritional status in children U5: underweight (low weight for age), which indicates both acute and chronic under-nutrition; stunting (low height for age), which indicates long-term, or chronic under-nutrition; and wasting (low weight for height), which measures the acute, or current under-nutrition. The analysis of anthropometric indicators used WHO 2006 growth

standards and ANTHRO software for baseline and midterm. All other data was analyzed using SPSS 16.

Qualitative methods

Qualitative research methods were important for complementing data from the household survey and providing further insight into the factors determining the effectiveness and sustainability of Nobo Jibon program activities. Qualitative research included key informant interviews (KIIs), focus group discussions (FGDs), and direct observation in Nobo Jibon project sites in Barisal Division. KIIs were also undertaken in Dhaka.

The MTR team conducted KIIs with 110 individuals and 65 FGDs with support from externally recruited assistants/translators, organized through Data Management Aid – a local firm in Bangladesh. Villages were purposefully selected for participation in FGDs in order to capture all program activities across the range of geographic and socio-economic areas where Nobo Jibon works. The selection was made using secondary data and information received through consultations with Nobo Jibon staff and key informants. FGDs were largely gender-disaggregated, although some mixed groups did take place. Focus group data was collected using hand-written notes, and processed and analyzed using a structured format for top-line review.

In each village, the MTR team also carried out direct observation of Nobo Jibon project activities, e.g., courtyard sessions, community awareness-raising activities, market collection points, food distribution and growth monitoring, and infrastructure (warehouses, WASH facilities, homestead horticulture and agriculture plots, fish ponds, cyclone shelters, rehabilitated roads and raised lands). Direct observation activities utilized an inclusive observation technique.

The topical outlines for KIIs and FGDs are included as Annex VII. The list of persons interviewed and FGDs conducted is found at Annex VII.

Limitations of the research

Several factors influenced the implementation of the MTR, and to various extents have affected the scope and depth of the analysis:

- Several national transportation strikes, or *hartals,* took place during the field work, which required scheduling changes and in some cases meant cancelling interviews or focus groups. The MTR team compensated for these changes as much as possible by selecting alternative interviews and groups in areas where security was not an issue, and conducting interviews by phone, though this was not always possible due to scheduling or connectivity issues.
- Some of the government officials and SC staff with whom the MTR team sought interviews were not available during the field visit and it was not possible to conduct the interviews later by phone due to the need for translation and a smooth phone connection.
- It warrants noting that all FGDs groups and a good number of KIIs were conducted via translators. This can be both an advantage and a limitation – the availability of translation enables communication that would otherwise not be possible; however it also lengthens sessions and thus limits the amount and depth of material that can be covered.

- The MTR team did not manage to conduct FGDs with adolescent volunteer groups (SO1): the field work was conducted during exam time so it was difficult to arrange meetings given this and other timing/travel constraints.
- The MTR team was not responsible for collecting the quantitative data. In reviewing the results, there appear to be some problems with enumerator error in the collection of some of the anthropometric data. This could explain why stunting went down and wasting did not change as much as expected.
- There was some loss of institutional memory in Save the Children, due to recent management changes. The rationale behind certain decisions made during the design and project start-up was not always fully recalled.
- The Nobo Jibon portfolio includes 13 projects. The MTR team did not do a detailed review of the projects funded through other donor arrangements but focused on the performance of the overall portfolio. However, upon request from USAID, special attention was given to the aquaculture project funded through Feed the Future.

4. Program Effectiveness

4.1 SO1 – Maternal and child health and nutrition

The first two years' accomplishments include development of a behavior change strategy and training program staff and community health workers. Formal working relationships with MoHFW were also established. Coordination with local MoHFW service providers and in-service training (ENA, CCM) strengthened the capacity of MoHFW staff and broadened service delivery in these communities.

There have been considerable achievements in improving stunting and underweight among children U5. Nobo Jibon has also improved access to other MCH services, improved nutrition and hygienic behaviors, increased shared responsibility within a household and improved knowledge among community health care providers. This section contains findings and discussion of the three IRs under this SO.

IR 1.1 Pregnant lactating women and caregivers of children U2 practice improved maternal and child health and nutrition and environmental health behaviors

IR 1.1 FINDINGS

Improved nutritional status of children under 5. There has been a steady decrease in undernutrition throughout Bangladesh during the program period. Data from HKI's Food Security and Nutrition Surveillance Project indicate that stunting in Barisal Division decreased 5% in the 2010-2011 period. Anthropometric indicators show significant reduction of stunting and underweight among children under five in Barisal Division. Both stunting and underweight decreased by 9.8 percentage points (stunting: 43.9% baseline, 34.1% midterm, $p<.01$ and underweight: 39.4% baseline, 29.6% midterm, $p<.01$ respectively). There was no statistically significant change in wasting among children U5 (Table 3).

Table 3: Percentage of stunted, underweight and wasted children under 5

	Barisal		Barguna		Patuakhali		Total	
	Baseline	Midterm	Baseline	Midterm	Baseline	Midterm	Baseline	Midterm
Percentage of **stunted** children aged 6-59 months	50.0%	37.6%	37.6%	34.4%	42.8%	30.4%	43.9%	34.1%*** (26.5 – 42.0)
n	803	468	614	517	879	481	2296	1466
Percentage of **underweight** children aged 0-59 months	40.1%	27.1%	37.4%	30.6%	40.1%	30.8%	39.4%	29.6%*** (24.8-34.8)
n	808	520	615	579	883	542	2306	1641
Percentage of **wasted** children aged 6-59 months	15.1%	12.0%	15.3%	17.4%	17.1%	20.0%	15.9%	16.5% (8.7-29.0)
n	803	467	613	517	880	481	2296	1465

*** p-value<0.01 ** p-value<0.05

NOTE: Sample size is not statistically representative of the District, but rather the project

Improved maternal and child health and nutrition. Exclusive breast feeding for the first six months significantly increased among respondents from 38.5% at baseline to 56.7% midterm, p<.01 (Annex I, Table 8). In addition, households reported that 11.1% of children 6-23 are receiving the minimum acceptable diet (compared to 5.8% baseline, p<.01) (Table 8). During FGDs, parents correctly described the importance of colostrum immediately following birth, the importance of exclusive breast feeding, and identified the correct age at which their children should be introduced to complementary foods, as well as which foods are best to introduce. The environmental context of the household makes it challenging to ensure which food is given to the baby. Other caregivers such as mothers-in-law and husbands mentioned giving water or other foods including sweets if the baby is crying as a sign of affection, or if the mother is not available. Education on the importance of and adherence to EBF and complementary foods should also be given to household members who may help with childcare including husbands, mothers-in-law and sisters-in-law. The message could be incorporated during monthly household visits, special courtyard sessions, or as a negotiating technique enforced by the mother.

Improvement in environmental health behaviors despite poor access to clean water. The incidence of diarrhea[13] among under 5 year olds significantly decreased from 10.5% to 5.2% (baseline, midterm respectively) (Annex I, Table 7) and the percent of households reporting proper personal hygiene behaviors significantly increased from 15.5% to 29.9%, p<.01 (baseline, midterm respectively) (Annex I, Table 8). Though diarrhea incidence has decreased and personal hygiene has increased, access to clean and safe water sources was mentioned uniformly as a challenge across FGDs with women, men and program staff. Barguna and Pathuakhali face the greatest clean water challenges as they are not able to drill deep wells due to high water salinity and hard-packed soil. The households that have to travel farther than one kilometer for clean water often find a closer but unsafe water source such as a pond for cooking and drinking water. As noted by a Field Facilitator, "A lack of access to clean water makes long-term behavior change challenging, in terms of hand washing, cooking and hygiene."

Increased household food security. Households reported significantly improving their food security and used fewer food coping strategies. In the baseline, 28.7% of households reported

[13] Reported having diarrhea within the last two weeks

being food insecure. At midterm, 17.1% of respondents reported being food insecure, a change of 11.6% (p<.01) (Table 4). Households reported using 8.6% of coping strategies at the midterm, compared to 13.5% (p<.01) at baseline. All men and women interviewed described the importance of food rations provided by Nobo Jibon, especially during lean seasons. and the improvement of their child's health in relation to the rations.

Table 4: Household Food Insecurity Scale and Coping Strategy

	Barisal		Barguna		Patuakhali		Total	
	Baseline	Midterm	Baseline	Midterm	Baseline	Midterm	Baseline	Midterm
Average HH Food Insecurity Access Scale score	26.2%	13.7%	36.6%	22.1%	24.3%	15.3%	28.7%	17.1%***
n	1636	869	1563	898	1810	809	5009	2576
Average HH coping strategy index	12.0%	6.1%	17.8%	11.6%	10.9%	8.2%	13.5%	8.6%***
n	1623	867	1561	893	1785	808	4969	2568

p-value<0.01 ** p-value<0.05

Focus group participants described themselves as "very poor" and expressed the importance of the food ration to their families, especially during lean seasons. Beneficiaries and their family members believe the ration is not sufficient for large families because a uniform amount is given regardless of household size. Women and men felt the commodities that were selected (rice, dhal, cooking oil) were culturally acceptable, however, mothers expressed difficulties in understanding the decimals and fractions required to properly distribute the ration to their family members (e.g., measuring 1/3 of 1 kg). Beneficiaries also highlighted that the wheat is not ground, which requires that they go to the mill before their household can utilize it. The milling cost is 5 taka per kilo plus the cost of transport. As a result, some women store wheat for up to two months to save on transportation costs to the mill. Others beneficiaries combine household wheat rations with other beneficiaries to share transport and milling costs. Some women suggested providing *moshu* dhal, which is smaller and easier for small children to eat. Finally, beneficiaries and Nobo Jibon staff stated that the ration size for children U2 is "too small." Some mothers choose to discontinue receiving the ration because the cost of traveling to the distribution point (in terms of transport and time) is more than the value of the ration itself. In instances like this, the beneficiary must put this request in writing and submit to the IP.

Monitoring system. Nobo Jibon uses underweight as the routine indicator in growth monitoring sessions. Parents like the child's growth monitoring card. The card allows the family to participate in monitoring their child's development. In FDGs, mothers and fathers accurately described the growth chart, explaining the axes, the meaning of different colors and growth curves, where their child fell in the curve and what this meant in terms of their child's health. Interviewed fathers expressed how excited they were to have this new knowledge and to follow the growth of their children as the months progressed. Programmatically, measuring weight is an appropriate activity to be conducted at the facility. Scales are available at the facility and FFs and VHCs accurately measure the weight of the baby.

Nobo Jibon is currently not measuring height as part of the routine monitoring system. There are several challenges to collecting *accurate* and *precise* height measurements at the facility level: it requires additional equipment as well as trained, knowledgeable health staff. Taking and

recording height data takes time, patience and skill and will be challenging at health facilities where there are few health care providers, many patients and little space.

IR 1.1 DISCUSSION

Though there were significant changes in stunting and underweight (9.8% change from baseline to midterm), it is expected to see similar changes in wasting. The midterm quantitative data show no change in wasting among children. Other quantitative data from the IPTT[14] and qualitative evidence from FGDs and KIIs indicate that there have been positive changes in household food security and improvement in health-seeking behaviors from baseline to midterm; however it is unlikely that the changes were as dramatic as 9.8%.

The MTR team believes there was error with measuring children's height during midterm data collection. Further examination in the rates of stunting, underweight and wasting shows that data collectors 2 and 3 reported the most dramatic changes (lowest percentage of found cases) in stunting and underweight among their peers (Annex I, Table 10). Error may be caused by individual ability, or may be due to the environmental factors (cyclone alarms were sounded in Barisal during October – November 2012). Collecting *accurate* and *precise* height measurement is very difficult.

IR 1.2 Households have improved access to integrated health, family planning and nutrition services

IR 1.2 FINDINGS

Increased number of women attending ANC. SO1 health services were designed with the MoHFW's existing health structure in mind. The percentage of women who attended four or more ANC sessions increased 12.7% (24.6% midterm, 11.9% baseline, p<.01) (Annex I, Table 9). Though Nobo Jibon does not provide direct ANC services, there is a direct link between Nobo Jibon and ANC services. Beneficiaries also present proof of ANC attendance to receive the monthly ration. Often times, CBGP attendance is 100%, a reflection of the close follow-up efforts by FFs and VHCs. During CBGP sessions, FFs verify whether or not pregnant mothers have attended ANC. If a woman misses an ANC session, she is motivated by the FF to attend the following session.

Increased number of women receiving Vitamin and nutrient supplements. Women in the midterm survey also reported receiving more iron folate (4.6% midterm, 2.1% baseline, p<.10) (Annex I, Table 8). Vitamin A consumption also significantly increased among women and children during the midterm data collection: of women with children aged 6-23, 39.6% reported receiving Vitamin A after delivery (compared to 26.1% baseline, p<.01) and 67.4% of children aged 12-23 received Vitamin A (compared to 43.2% baseline, p<.01) (Annex I, Table 9). There are specific courtyard sessions on: why vitamins and minerals are important, which foods contain the most nutrition and how to prepare nutritious meals. In addition, FFs and VHCs provide support during national campaigns, by assisting with household distribution. They help link the

[14] Household food security score and coping strategy index

households with PLWs and children with services, increasing the geographical distribution area of medicine such as Vitamin A and deworming.

Improved nutrition knowledge among community health care providers. Nutrition in-service training was given to over 7,000 community health providers including MoHFW health workers at village and upazila levels, village doctors, midwives and NGOs. Households have improved access to health services through advocacy and partnership between Nobo Jibon and MoHFW. Currently, Nobo Jibon is operating in 224 satellite clinics and has donated medical equipment such as weighing scales.

Plan for hand-over to MoHFW and ensuring access to health services supported by Nobo Jibon. Currently, Nobo Jibon is operating in 224 community satellite clinics. A plan has been developed to give leadership to local MoHFW[15] (community clinic service providers and CHCPs) to continue providing CBGP in 140 CCs where activities are currently provided by the project FF. MCHN activities should be implemented as much as possible through local MoHFW structures and can be transferred to local MoHFW facilities, led by community-level staff and Health Assistants and supervised by Assistant Health Inspectors. There are no current plans to move CBGP sites from village locations to community clinics.

In addition, Nobo Jibon has engaged with the MoHFW at district, division and national levels. At the divisional and district levels, Nobo Jibon and MCHN coordination committees will be developed under the leadership of health and family planning authorities at each respective level. Nationally, the program has received letters of support from both the Directorate General of Health Services (DGHS) and the Directorate of Family Planning Services (DGFP) under MoHFW that formalize and ensure appropriate support from MoHFW structures at project level. Experiences from Nobo Jibon are also shared at the national level through networks, alliances and groups (e.g. Nutrition Working Group, National Nutrition Services Thematic Technical Committee, IYCF alliance, National Working Team on IMCI).

IR 1.2 DISCUSSION

Field staff raised concerns about transitioning CBGP sites from village locations to satellite community clinics. In the existing Nobo Jibon structure, there is overcrowding of beneficiaries within clinics located in the village, particularly with more women attending EPI, ANC, and CBGP sessions than the project can accommodate. As a result, some women beneficiaries leave early because they are unable to wait (there is no waiting area). Some leave without receiving any services at all, or miss the individual counseling because of time or personnel constraints. Per Nobo Jibon operational guidelines, there is a maximum number of women that should attend a CBGP session per location. If there are more women than the site can accommodate, the IP is required to create another location or allocate a new time for women to receive CBGP services. Satellite community clinics have a larger catchment area (less staff, more patients), have less physical space, and treat other illnesses/diseases. The travel distance to clinics is also important to women (and their households). Mothers and husbands separately stated that monthly participation

[15] MoHFW is responsible for ensuring the health of rural population.

in CBGP and courtyard sessions is convenient and that if the location of services changes, this will change the accessibility for some households. MoHFW staff stated that the government health system is stretched in terms of staffing at health centers – currently there are many vacancies for positions and high turn-over. Though MoHFW and other NGO staff are also available at the service delivery point, each individual has his/her own area of expertise and responsibility: the MoHFW Family Planning Assistant (FPA) emphasizes family planning, the MoHFW Health Inspector (HI) conducts immunization and Nobo Jibon FFs conduct CBGP sessions and nutrition counseling. Rarely is there overlap or role-sharing across service delivery areas (EPI, Family Planning or Nutrition). MoHFW is also facing challenges in terms of providing supportive supervision from the upazila to the community level. Upazila Medical Officers and Upazila Health/Family Planning Officers describe the challenge of going to the field for the current portfolio, with other conflicting priorities, poor transport, hard-to-reach destinations, and limited travel allowance.

IR 1.3 Equity increased within households and communities

IR 1.3 FINDINGS

Increased shared responsibilities of household/childcare chores with other family members. All members of the household (husband, mother-in-law, beneficiaries) in FGDs described the importance of supporting a mother during pregnancy, allowing pregnant woman to rest during pregnancy, helping out with household chores (heavy lifting), cooking, and assisting with child care. Mothers-in-law and sisters-in-law are more likely to attend CBGP and courtyard sessions with the mother (beneficiary). Mothers-in-law and sisters-in-law are also more likely to help with cleaning house, cooking and watching the child. Husbands of beneficiaries often assist with manual chores such as water fetching. Beneficiaries also reported that occasionally the husbands will watch the children, and collect the rations if the mother is unable. Husbands expressed willingness to assist and share chores.

IR 1.3 DISCUSSION

All members of the household (husband, mother-in-law, beneficiaries) described the importance of supporting a mother during pregnancy, including helping out with household chores (heavy lifting), cooking, and assisting with child care. However, husbands feel they have limited time to allocate to these types of household chores as they are required to work. As a result, often they are not able to attend the monthly ANC or CBGP sessions. Some women also reported that they do not want their husbands to accompany them because they should be focusing on working for their family's livelihood.

Conclusions

Overall, the program has been successfully implemented SO1 and is on track and meeting target intermediary goals. The anthropometric data collected during the quantitative survey described dramatic changes in stunting and underweight, but showed no changes in wasting among children 6-59 months. Other quantitative data support the reduction in malnutrition in Barisal (increased

food security, decrease in number of coping methods used, increase in health and environmental behaviors) and are also supported through FGDs and KIIs with beneficiaries, project staff and GoB officials. The MTR team believes that there was data collection error in measuring height during midterm data collection. The reduction of 9.8% in stunting and underweight from baseline to midterm is unlikely and considered to be a too high estimate. The MTR team believes a 7-7.5% reduction is more realistic and aligned with recent CARE anthropometric data on PM2A interventions and FANTA publications about reducing malnutrition (Swindale et al 2004).[16] In addition to reducing malnutrition and improving health and environmental behaviors, households have better access to care and utilizing one point-of-care services (ANC, EPI and CBGP). There is also more equity in the households, with mothers-in-law, sisters-in-law and husbands sharing more household duties.

The WASH component needs to be seriously enhanced. Villages continue to experience scarcity of clean, safe water and described limitations to adopting better hygienic and health seeking behaviors because of access challenges. Without improvements to access to clean water and improved sanitation, the benefits gained through the rest of the SO1 interventions will be lost.

Overall, a key concern that the MTR team has for SO1 is whether the MCHN practices being implemented by the project can be transferred to local government-funded health services (MoHFW) in a sustainable way. Community clinics have a larger catchment area (less staff, more patients), have less physical space, and treat other illnesses/diseases. The travel distance to clinics is also important to women and their households. MoHFW staff also indicated that the government health system is stretched in terms of staffing at health centers: currently there are many vacancies for positions and high turn-over. Given the current status of health provision in the project area and the poor transport to hard-to-reach destinations, it is unlikely that the current health benefits being promoted through the project will be sustained.

4.2 SO2 – Market-based production and income generation

This section contains findings and discussion of the three IRs under SO2.

IR2.1 Poor households apply improved knowledge and skills for production and marketing

IR2.1 FINDINGS

The selection of SO2 beneficiaries was to a large extent dependent on the identification of SO1 beneficiaries; the delays this caused were greater than anticipated. As a result, the last training will be completed early 2013, which leaves less than two years of project enrollment for the last group trained. The original aim was to have all participants enrolled in the program for at least 2.5 years to ensure proper adoption of promoted techniques and allow for dissemination through peer learning.

[16] Swindale, A.; Deitchler, Megan; Cogill, Bruce and Marchione, Thomas (2004) The Impact of Title II Maternal and Child Health and Nutrition Programs on the Nutritional Status of Children, Occasional Paper 4, USAID FANTA Project, Food and Nutrition Technical Assistance Project, Washington, D.C.: Academy for Educational Development.

Women receive two days of training on basic appropriate horticulture and aquaculture techniques. For horticulture this includes promoting use of a bed or pit system, line planting, compost preparation and application, integrated pest management (IPM), dike-cropping, intercultural operations, and quality seeds. For aquaculture this includes promoting practices to rehabilitate and reinforce ponds, improve and maintain water quality, develop and maintain natural pond food for fish, and monitor fish growth. The aquaculture activity is based on low-input, semi-intensive polyculture of carp / tilapia, including small nutrient-rich indigenous fish like *mola*. Beneficiaries are also encouraged to use the pond banks to grow nutrient-rich vegetables like sweet potato. The Nobo Jibon technology packages are largely suitable for resource-poor farmers, who begin fish culture as small-scale operations, but with the potential to develop into more intensive commercial ventures. Data provided by World Fish show that Year 2 demonstration ponds yielded double the production per decimal than normal: 16.57 kg / decimal fish production from tilapia polyculture, and 14.54 kg/decimal production for carp polyculture. According to DoF, fish production per decimal is below 8 kg in the project area. World Fish estimates total tilapia production from Nobo Jibon project beneficiaries to be around 175-200 metric tons.

Both the aquaculture and horticulture trainings include a focus on establishing linkages with input vendors and buyers, although this is fairly basic information related to identifying local actors and building awareness around pricing information. The training focus is clearly on improved agricultural techniques. The quality of training materials and of trainers, including upazila fishery and agriculture extension workers, is good; practices are simple, effective and therefore easily explained, and training instills the necessary confidence for beneficiaries to apply the practices. The focus on simple techniques, especially for horticulture, is an important program strength. Beneficiaries do express the need for more practical components in the training to give them hands-on experience in applying the techniques. The timing and location of training is conducive to women's participation, and women beneficiaries report no major problems in attending training. In some cases, family members, including the husband, support the woman beneficiary in completing household chores. In most cases, the woman beneficiary completes the chores before or after the training. Female beneficiaries report a high level of satisfaction with the training but admit that in almost all cases this is the first training they have ever attended, so they do not have a basis for comparison.

Following the training, each woman beneficiary is provided with vouchers worth 400 taka to collect inputs for horticulture, 800 taka for aquaculture activities, or a combination of the two. Respondents report that both men and women in the beneficiary household collect the inputs from vendors. While the 650 taka is enough to start the horticulture activities, mainly seeds, it is likely insufficient to cover the successful start-up of sizeable aquaculture activities including purchasing fingerlings, lime and other inputs to clean the water; purchasing fish food and inputs to develop natural food in the pond; and in some cases hiring labor to rehabilitate and strengthen ponds. For aquaculture activities to meet household consumption needs as well as commercial activity needs, the ponds need to be relatively large, which requires a higher initial investment than the project supports. Finally, plot locations for both horticulture and aquaculture are not protected in case of future flooding: horticulture plots are too low, sometimes below the flood lines of the most recent extreme flooding event, and aquaculture embankments are not high enough.

After start-up of horticulture and aquaculture activities, beneficiaries are visited by Nobo Jibon MPs and FFs about one to two times per month. This is in addition to interaction with lead farmers, which will be discussed below. The MTR team finds that there is limited spill-over beyond Nobo Jibon beneficiaries: while beneficiaries report informal sharing among community members, there is little evidence that promoted techniques are properly adopted by indirect beneficiaries. Particularly from a market system development point of view, such spill-over is very important to realize economies of scale in bulk buying and selling.

It is interesting to note that men from beneficiary households are not included in any of the Nobo Jibon activities for homestead producers. The MTR team acknowledges that it is important to focus on women's engagement in household income generation and that involving men in activities carries the risk that women's voice will not be heard. However, it is also important to give men a role in activities that target women to make sure that men's engagement remains constructive and supportive. As women homestead producers become more successful and explore expanding their production, it will be essential that their efforts are not seen as a women's activity but become part of household income generation.

Nobo Jibon staff indicate a 70-80% adoption rate of the new techniques by homestead producers. Where producers fail to successfully start activities this is mainly because horticulture is a completely new activity for them. The majority of women beneficiaries focus on horticulture instead of aquaculture. Horticulture can be undertaken year-round with immediate benefits, while aquaculture requires a longer lead time before fish can be consumed or sold; moreover, smaller ponds are not filled with water year-round, which makes small-scale aquaculture a seasonal activity. The MTR team finds that the horticulture activities currently implemented by homestead production beneficiaries are doing well. Homestead gardens are well maintained and promoted techniques are properly applied. Beneficiaries report that gardens have become more productive. Progress of homestead aquaculture is difficult to assess, as many producers only recently started their activities, but in general it appears to be moving more slowly. Overall, women homestead producers report that about two-thirds of their production is used for household consumption and one-third is sold, and that household consumption needs are now largely met. Quantitative findings show significant increases for both Household Dietary Diversity Score (HDDS) and Months of Adequate Household Food Provisioning (MAFHP), with likely contributions by SO2 activities. Current numbers are close to Year 3 targets (Annex I, Table 12).

In addition to the support to women homestead producers, the program also has specific interventions for so-called productive poor: households that own between 50-150 decimals of land are already producing commercially and are meeting household consumption needs. The majority of these beneficiaries are males. The training for productive poor takes three days and focuses on farming as a business (FAAB), with less attention to agricultural techniques. This group receives no inputs after the training. An important part of the training process is orientation meetings with market actors. After the training, Nobo Jibon staff, either FFs or MPs, visit the productive poor farmers several times per month and facilitate regular interaction with market actors though pre- and post-season meetings.

The FAAB training materials are appropriate in terms of content and presentation. However, the training is too short. Farmers report that the majority of information is new and also requires a "big change in mindset" by the farmer, which takes more time to achieve. Also, while the technical skills of trainers are good, training on FAAB requires a higher level of personal experience of the Nobo Jibon staff in business and marketing activities and better understanding of local market context than is currently observed. As part of the training, Nobo Jibon does invite business people and representatives of market actors to share their experience. This is a good practice that should be further scaled up. While productive poor farmers have certainly improved their market linkages and are more knowledgeable on local value chains as a result of Nobo Jibon support, it is questionable whether they can expand their business further without additional technology support and more tailored guidance to their specific business operations. It is important to note the lack of access to land to expand agriculture practices, which means that in many cases increased production can only be achieved through investments in technology such as irrigation equipment and agricultural machinery.

Overall, productive poor farmers are successfully implementing the improved agricultural techniques promoted through the training. However, there is evidence that the use of better quality seeds is only slowly being adopted because the productive poor farmers need to purchase these themselves. Note also that their plots of agricultural land are significantly larger than those of the homestead producers, requiring larger seed purchases. Similar to homestead producers, and for similar reasons, the adoption rate of horticulture practices is much higher than that of aquaculture practices.

MTR quantitative findings show that the percentage of households adopting improved marketing practices has decreased significantly since the baseline, which is surprising (Annex I, Table 12). Qualitative findings show a clear increase in participation by Nobo Jibon farmers in local markets. Quantitative findings further show a significant increase in average annual income from the sale of agricultural products (Annex I, Table 13). This indicates a possible data collection error in the questions pertaining to marketing in the quantitative MTR survey conducted by Nobo Jibon. Both homestead producers and productive poor farmers indicate that the most useful messages of the FAAB training and support are about knowing to check market prices and finding the best buyer before selling. Across the board, beneficiaries indicated that this has increased their income from sales. Homestead producers and the productive poor also indicate that the FAAB training gave them a better understanding of challenges involved in strengthening value chains for their products, largely due to the remoteness, distance to markets and lack of intermediaries. They confirmed that this made it difficult to undertake improved marketing practices beyond getting a better price for their products from local buyers.

In addition to direct training, Nobo Jibon has developed farmer groups made up of both homestead producers and productive poor and has trained lead farmers, who maintain a demonstration plot on their own land. The farmer groups meet usually once per month at the demonstration plot to discuss problems and solutions. Lead farmers indicate that they are too busy to visit the plots of group members. While they are expected to support 25 or more group members, the MTR team finds that they only have time to provide proper support to fewer than 10 group members. Both homestead producers and productive poor farmers indicate that the

group members do not live close enough to each other, which makes group activities time-consuming and regular interaction difficult. The MTR team finds that this is largely the result of the Nobo Jibon targeting strategy, whereby the majority of homestead production beneficiaries are selected from SO1 beneficiaries, which does not take into account the geographic proximity required for farmer groups to be an effective peer-support mechanism.

IR2.1 DISCUSSION

Nobo Jibon efforts during 2012-13 are getting the program on track to absorb most of the delay caused in beneficiary selection. However, the limited enrollment time for beneficiaries who will be trained in 2013 is problematic. Even simple agricultural practices require 18 months of coaching to ensure proper adoption, in addition to a period of time where staff monitor the independent progress of beneficiaries.

MTR quantitative findings show an increase in the percentage of beneficiaries using promoted agriculture techniques, although this is not significant (4.7% at baseline, 5.7% at MTR; Table 13). While the current adoption rate clearly falls short of the Year 3 target of 25 percent, the MTR team does find a positive trend in adoption. The low adoption rates are likely the result of a delay in start-up, with the majority of training only undertaken in the last year. At the same time, it is important to note that there is already a significant increase in agricultural productivity (although this too falls short of the Year 3 target (Table 12)), confirming that the practices promoted by Nobo Jibon are indeed appropriate and effective.

While adoption rates will certainly increase by the end of the program, it is questionable whether the program will meet its target of 50% by mid-2015. To achieve this, Nobo Jibon will need to provide intense coaching to both field staff and beneficiaries to enable proper uptake of techniques in a relatively short time. This coaching will need to continue through Year 5. It is also important to ensure that techniques are properly adopted, and for this, better and more structured measures of quality will need to be included in project monitoring. Given time and resource constraints, the MTR teams finds that the emphasis in the remaining time of the program needs to be on on-the-job-coaching of currently active producers to ensure promoted techniques continue to be properly applied, taking into account the distinctive context of each farmer – not on additional training rounds or new support to producers who initially failed to start their activities. While beneficiaries do indicate that they need additional training and would like more practical components in the trainings, the MTR team finds that the current training package for agriculture techniques is appropriate given available resources.

The findings clearly show that Nobo Jibon is promoting simple and effective techniques that are yielding immediate productivity benefits for program participants that are contributing to food security. The MTR team finds that active beneficiaries are likely to continue current practices and sustain the current level of benefits if given the necessary support to consolidate proper adoption. However, questions remain as to whether the program will be able to support continued improvements beyond the current levels, including the potential for scaling up beyond current beneficiary numbers. The current peer-support system of farmer groups and lead farmers is unlikely to be sustainable without Nobo Jibon support, as it is already struggling to support

current beneficiaries. This means that there will be no system in place to promote adoption by non-beneficiaries. While respondents note that there is some informal sharing, they also emphasize that for proper adoption there needs to be some form of training, which they are not equipped to give. Although the techniques promoted are relatively simple, they need to be properly explained. In terms of developing the market system, the MTR team questions whether there is sufficient capacity in the program to focus on this while maintaining the necessary level of effort on production techniques. There is also the challenge of simple lack of markets and market actors in the areas where Nobo Jibon is working. It is certainly worth considering improving the FAAB capacity of homestead producers to a minimum level that allows at least basic participation by more beneficiaries in local value chains.

IR2.2 Poor households access quality inputs, capital and markets

IR2.2 FINDINGS

An important part of Nobo Jibon is to build the capacity of market actors. The three-day training emphasizes business skills, relationship building and quality of service. The MTR team finds the training provided to market actors to be appropriate and useful. Both farmers and market actors report improved relationships and increased engagement as a result of the program. Vendors involved in Nobo Jibon report increased sales and a broader and more stable customer base. Vendors report that farmers supported by Nobo Jibon have become more knowledgeable. For example, they now look for expiry dates, prefer good quality seeds over cheap seeds, and are able to ask for specific brands of horticulture and aquaculture inputs. Farmers come not only to purchase inputs but also to ask for advice.

It is important to note that due to the generally limited number of market actors in the Nobo Jibon program area, a large proportion of vendors has formal involvement in the program through the voucher system. Nobo Jibon does not provide cash or direct inputs to farmers, but instead has established a voucher system with local actors so that farmers are habituated to engaging with market actors. Vendors report that the voucher system is effective and well-monitored by Nobo Jibon. Based on appropriate submission of vouchers to Nobo Jibon, the vendor is paid regularly and on time. Vendors involved in the voucher system indicated that they kept their profit margins low, which enabled them to win the public bid. They indicate that the long-term relationship with the farmers will be more beneficial to their business than short-term profits.

Buyers participating in the program indicate that the most significant changes among Nobo Jibon farmers are their ability to bargain on prices, and the increase in the quality of products sold. According to both buyers and input vendors, this clearly sets Nobo Jibon farmers apart from other farmers in their area. Buyers indicate that their relationship with farmers is also increasing farmer knowledge on types of products that are most profitable, like pumpkin and particularly bitter gourd. They state that if they give a fair price, then the number of repeat customers increases.

To further facilitate linkages between farmers and buyers, Nobo Jibon facilitates the establishment of collection points. The collection points are managed by a collection point management committee (CPMC), which organizes regular meetings with farmers to inform them

about pricing and market schedules. The CPMC also provides some support to farmers by arranging transportation. In most cases the collection points are organized a central location, and in some cases in more remote areas they are established at the farm of lead farmers. It is important to note that only about half of the farmers participating in collection points are Nobo Jibon beneficiaries. This indicates that the usefulness of these points is broadly recognized. The MTR team finds that the collection points will likely be sustainable but that there are presently too few to meet farmer demand. Furthermore, the involvement of homestead producers is lower than that of the productive poor even though they make up the majority of farmer beneficiaries. In general, homestead producers need to be better integrated in market activities like linkage meetings with market actors and the collection points.

Market actors indicate that vendors and buyers not involved in Nobo Jibon are also changing the way they engage with farmers. They state that while there is healthy competition among market actors, this does not cause any problems; there are still too few buyers and vendors, and the market is big enough for all to benefit. It is important to note that large horticulture and aquaculture businesses based in Barisal are closely following the market development facilitated through Nobo Jibon, and appreciate the support Nobo Jibon gives. Company representatives stated that through Nobo Jibon support, markets are opening up more quickly and businesses will invest more in market development than would otherwise have been the case. They find the linkage meetings that bring together farmers and market actors to be particularly effective in catalyzing long-term relationships. Both vendors and buyers acknowledge that horticulture is more popular among farmers than aquaculture. Although market actors indicate that there is good potential to develop aquaculture in the Nobo Jibon program area, they state that there are not enough fish nurseries and fingerling producers to give farmers easy and affordable access to inputs.

Nobo Jibon also invests in training of, in many cases existing, LSPs to improve access of beneficiary farmers to basic veterinary services like vaccination, de-worming and basic advice on animal health. This intervention has proven successful in other parts of Bangladesh and is also effective in the Nobo Jibon areas. The MTR team finds that while there are some challenges like a shortage of vaccines, which LSPs purchase from the upazila office, farmers indicate a high level of satisfaction with the services provided. That said, farmers also indicate that the coverage of LSPs is still too low and does not meet farmer needs.

While officials from the Department of Livestock Services (DLS) appreciate the work of LSPs, they indicate that there could have been better integration with the activities undertaken by government extension workers. DLS is seriously understaffed and officials expect that this will not change in the short- or medium-term. DLS officials state that there is an informal relationship, whereby extension workers sometimes participate in trainings and LSPs sometimes ask DLS for advice. However, a more integrated approach would better serve the farmers. DLS officials state that because there is no formal partnership at the senior level in Barisal or Dhaka, it is difficult for DLS to allocate more time and resources to support Nobo Jibon activities.

Finally, Nobo Jibon aims to establish village savings and loan associations (VSLAs), specifically for women, in villages in the Nobo Jibon program area. At the time of the MTR, 160 VSLA

groups have been established in 63 villages in two upazilas. The project is halfway in meeting its target of 320 groups. The MTR team finds that the group management and operational procedures follow good practice and groups are likely to be sustainable. Identification of group members was facilitated through the VDC and is considered by community members to be transparent and fair. The MTR team does note that there are so far no plans to increase VSLA members or support the establishment of additional VSLAs in program villages.

IR2.2 DISCUSSION

The MTR team finds that while Nobo Jibon interventions to strengthen farmer access to inputs, capital and markets are effective, they are too few and far between to reach the majority of Nobo Jibon farmer beneficiaries. Quantitative findings therefore show no improvements on indicators under IR2.2 and it is questionable whether targets will be met (Table 14). At the same time, the MTR team acknowledges the challenges of taking a market-oriented approach in Barisal Division – e.g., the remoteness, logistical problems and lack of market intermediaries in the area – and appreciates that Nobo Jibon is facilitating an important first step. It is not realistic within the current design and available budget and time to expect the program to facilitate access across the Nobo Jibon program area.

In the final years of the program, it will be important for Nobo Jibon to facilitate beneficiaries' equal access to the market systems that do exist. In particular, homestead producers are an underserved group. Those who have met consumption needs are ready to improve their access to commercial opportunities, as was expressed by both market actors and farmers. It is important to note here again that basic capacity to negotiate pricing, and improved access to vendors for quality seed and buyers who give a fair price directly, affect productivity, as shown under IR2.1.

It is also important for Nobo Jibon to consider whether the program has the capacity to further develop market systems. The MTR team finds that such a program would require more explicit focus on market development and would likely be appropriate for a next phase that builds on the improvements in agricultural productivity and market awareness.

IR2.3 Extreme poor households access land, water bodies, and/or productive assets

The third main beneficiary group under SO2 is the extreme poor. Nobo Jibon provides assets through a voucher system and a one-day training to extreme poor women beneficiaries. Types of assets distributed include goats, sewing machines, fishing nets, tea stall materials, rickshaw vans, materials for making puffed rice, handicraft materials, *hogla* leaf, power tillers to groups, and materials for dry fish producers. The program initially distributed chickens as well, but results were not satisfactory and this was discontinued. The MTR team finds that the asset transfer and accompanying training provide direct benefit to extreme poor households by, in many cases, adding an extra source of income to the household.

The MTR team finds that the quality of the assets is high. For example, the goats distributed through the voucher system are all vaccinated and have followed the government quarantine guidelines before sale. If the goat dies within a month, the vendor must replace the goat free of

charge. This system is highly appreciated by the DLS. The quality of training is also good, providing key messages to make best use of the asset provided. While one day of training is certainly too short, the MTR team finds that this is acceptable and cost-effective within available Nobo Jibon resources. In general, the process of training, asset distribution and regular follow-up is effectively implemented.

Extreme poor beneficiaries are highly satisfied with the support provided and indicate that it has made an important contribution to household income, which has helped improve food security, education for children and improved overall well-being. They do acknowledge that this is the first time they have been reached by any project so it is not possible for them to compare it with other interventions. The extreme poor women found assets that they directly controlled to be more useful. All extreme poor beneficiaries indicated aspirations for further livelihood improvements that build on the Nobo Jibon interventions.

Nobo Jibon also involves extreme poor beneficiaries through its *khas* land intervention, implemented with support from Speed Trust in 119 villages of five unions in five upazilas. Speed Trust is both an IP and a TP for the *khas* land intervention. It is too soon to assess this intervention, as it has just recently started. Speed Trust training for Nobo Jibon was only organized in the second half of 2012 following an attempt in the first half of 2012 to train village volunteers. This did not work due to the technical nature of the training, which required a professional understanding of development issues. Following the training, Nobo Jibon staff provide orientation sessions on the *khas* land allocation process to VDCs, and ask VDCs to collect information on the extreme poor households that would qualify to receive *khas* land if a distribution were to be made. To date, Nobo Jibon has worked to influence the various stakeholders involved in the decision-making around the allocation of *khas* land, which is highly politicized and lacking transparency. The aim of Nobo Jibon is to ensure that at least 50% of resettlement in 40 villages reaches the extreme poor who most need the land. At the time of the MTR, the program had facilitated the transfer of land titles to 38 beneficiaries for plots ranging in size from 100-150 decimals. It is important to note that VDCs indicate that the orientation on *khas* land allocation is very valuable capacity building and that their involvement in *khas* land processes provides VDCs with strong legitimacy to represent community interests.

IR2.3 DISCUSSION

The MTR team finds that in general the asset transfer to extreme poor beneficiaries is an effective process that yields direct income benefits that contribute to food security and child well-being, such as access to education. However, it is questionable whether the assets provided under Nobo Jibon will make it possible for extreme poor households to further improve their income generation beyond the current status. The single asset and training is likely not enough. For continued improvement, multiple rounds of support will be required to assist extreme poor beneficiaries to grow their income generation activities, i.e., by facilitating access to credit and training.

Conclusions

Overall, the MTR team finds that Nobo Jibon has made good progress on SO2 interventions considering the earlier delays due to targeting issues. The current rate of implementation is high and the program is on track to achieve its output targets. Findings clearly show that Nobo Jibon interventions are effective and leading to direct benefits to household productivity and income, with a meaningful contribution to improved food security. An important strength of the program is that the practices promoted are based on good practice in the context of Bangladesh. They are simple and appropriate, which facilitates easy adoption.

The main concern is that the program will likely not enable further improvements for the homestead producers, the productive poor and the extreme poor beyond current levels. This is not an implementation issue but a design issue. The interventions can best be described as a light touch spread out across too many beneficiaries. This means that for many of the outcome indicators under the intermediate results, the targets have been set too high and cannot realistically be achieved.

While the program has been effective in involving women in SO2 activities through the interventions for homestead producers and extreme poor, the MTR team is concerned about the fact that men are not being considered in particularly the homestead producer intervention (this is discussed further in the gender section of this report): income generation is a household activity, not an individual activity. Another concern is the limited enrollment period for a large number of farmer beneficiaries. While there are good signs of early adoption, it is questionable whether farmers will be able to continue these practices without Nobo Jibon support. This is particularly true for beneficiaries who will receive training in 2013, leaving limited time for on-the-job coaching. It is important to note that the peer-support system of farmer groups and lead farmers in its current form will not be an effective exit strategy for Nobo Jibon. Group members are too spread out to maintain regular interaction and lead farmers do not have the capacity to support all group members.

In terms of the market-oriented interventions, Nobo Jibon deserves credit for including this as a main project focus in a challenging market environment like Barisal. Again, while the individual interventions are effective, they are not being implemented at a scale large enough to facilitate market access for all Nobo Jibon beneficiaries. That said, the experience of Nobo Jibon is proving to be an important proof-of-concept for future work on developing markets in Barisal Division. In the remaining years of the program, it will be important to focus on expanding on what works and facilitating at least entry-level market access for the majority of SO2 beneficiaries. This means shifting the focus under market interventions from productive poor to homestead producers.

The *khas* land intervention is a critical part of the program but it is not given the priority it deserves. Access to land and water bodies is the main restrictive condition for agriculture in Barisal, especially for the homestead producers and extreme poor targeted under Nobo Jibon. As such, Nobo Jibon interventions provide an excellent platform to raise these issues with community members and public and private stakeholders. This is a missed opportunity, as it

appears unlikely that the program can allocate sufficient resources to this component in the final years of the program.

Finally, it is important to note that while Nobo Jibon is making significant investments in livelihoods, it is not considering the future impact of natural disasters or climate variability on those investments. In many cases, homestead plots, ponds and agricultural land are located in areas that are still vulnerable to flooding. While this is not uncommon to projects in Bangladesh, more should be expected from a program that includes a specific DRR objective and is still characterized by some staff as a continuation of a disaster recovery program.

4.3 SO3 – Disaster risk reduction

This section contains findings and discussion of the four IRs under SO3.

IR3.1 Communities manage functional emergency preparedness and response plans

IR 3.1 FINDINGS

Nobo Jibon has accomplished a great deal under IR3.1. The project has formed 1,143 VDMCs and trained up to 3,606 members for three days in the high- and medium-risk unions in the first round of disaster risk management, which is close to their total project target of 3,695. They have made progress in reaching their two-day training on DRR for VDMC members in the average risk unions (404 of 1,616). In terms of Resource and Risk maps posted in a visible place in the village, 541 have been posted out of target of 739. In terms of contingency plans prepared, they have done an excellent job at achieving their targets (728 vs. 739).

The project has also done an excellent job in selecting and training youth volunteers to provide courtyard training to vulnerable households. 5,443 volunteers have been selected and 4,491 have received Training-of-Trainers (TOT) training on household capacity building on disaster risk management and contingency planning. The project is well on its way to achieve this target. Similarly 1,172 volunteers have been trained in first aid out of a target of 3,225. These volunteers have trained 115, 515 households in courtyard sessions on DRR thus far. If these volunteers remained committed, the project is on track to reach its target of 272, 722. In terms of household contingency plans, only 59,435 have completed them thus far. It is not clear whether this target will be reached (272,722). The primary audience of these trainings is women because the men are usually out fishing when these trainings are carried out.

In terms of cyclone simulations, 35 have been completed to date. These have been well received by people in the community. All of the VDMC members and CPP volunteers that were interviewed and had participated in these simulations feel that these events have a significant effect on awareness-raising. The project supports smaller simulations that cost around 25,000 taka each. In contrast, the CPP director has expressed a desire to make these much larger exercises. The MTR team actually had an opportunity to observe one of the smaller simulations and found it to be very effective. More than 20,000 people were at this event.

In terms of disaster preparedness, the project has done a great job of stockpiling emergency preparedness materials for responding to disasters. There is a well-stocked warehouse in Barisal that will be used for this purpose where an inventory is carefully maintained. In addition to food and various types of rescue equipment, they have access to water cleaning machines, pumps to lift saline water out of fields, first aid equipment, cooking utensils, plastic sheets for constructing temporary shelter, and much more that can be used to assist in disaster recovery.

The project has also developed Emergency Contingency Plans for the Barisal Division, which were updated in January 2012.

IR 3.1 DISCUSSION

The MTR team feels that IR3.1 is on track and that the project will achieve its objective of increasing DRR awareness. However there are several issues that have arisen that need to be addressed. First, the youth volunteers providing the courtyard training are likely to discontinue this work if they do not receive some minimal compensation. Twenty percent have already dropped out. This is a real problem identified by all of the field staff working on this project. The project is asking the volunteers to do 14 months of training with no compensation or even snacks for the courtyard participants. This is not consistent with the other two SOs where food, snacks or other items (seed, seedlings, fingerlings or nets) are given to the participants who attend trainings. In addition, only 22 project staff[17] are assigned to monitor the training activities of more than 5,000 youth volunteers. This is not nearly enough to ensure that the quality of the awareness training is adequate.

Second, the courtyard trainings involve too many modules and should be condensed and carried out over a shorter time period. Many IP and SC staff feel that the trainings should be condensed to seven sessions, with the eighth session focused on developing the household contingency plan. By shortening this, the project is more likely to achieve its household awareness objectives.

Finally, the project could do a better job linking up SO3 with the other SOs. Currently, SO3 staff try to provide DRR training in SO1 courtyard sessions but this integration is not systematic. A DRR lens needs to be applied to every health and livelihood intervention.

IR3.2 Communities access appropriate infrastructure for protecting lives and assets in emergencies

IR 3.2 FINDINGS

In terms of rehabilitating shelters, the project has already rehabilitated 30 in Year 2 and plans to rehabilitate 28 in Year 3 along with building seven new shelters and three Killas. In all, the project intends to complete 107 shelters. This number is less than was originally projected (170) due to funding constraints. The MTR team visited some of the schools that were rehabilitated and was impressed by the quality of the work. The project is very focused on repairing buildings that can function as shelters but also serve another purpose such as a school or government

[17] Fourteen IP project staff (TO-DRR) and eight TO-DRR staff from SC.

administrative building. Based on interviews with DDM staff, the collaborative process that exists between Nobo Jibon and the GoB is working very effectively. Due to the quality standards that the project expects contractors to meet, some contractors are reluctant to work with SC. However the MTR team was assured that there are still plenty of contractors that want to do the work. Unfortunately the demand for shelters far exceeds the supply of shelters that this project has funds to complete. This has implications for the training that is provided by the SO3 staff on disaster risk management.

In terms of FFW activities, FFW activities have been completed in 50 villages. Two hundred and sixty FFW schemes have been completed. These are mostly roads, and raised courtyards for schools, mosques, and union offices. In terms of person days of FFW, the project projected to complete 2,320,039 days. This number was recently revised to 1.1 million person days due to funding problems. To date, the project has provided 422, 483 person days of work.

Until this year, people that have participated in the work received rations over a three-month period during the lean season. This ration will be cut in half this year to 1.5 months, and completely phased out during Year 4.

Based on FGDs, all participants said that they greatly appreciated the chance to work and that the food was needed because they were food insecure. They all felt that the targeting was fair and transparent, but expressed frustration that they were only eligible to participate in the FFW activities one time due to the overwhelming demand in the project area. There are not enough FFW resources to deal with the large number of people that are chronically vulnerable and food insecure.

IR 3.2 DISCUSSION

Nobo Jibon has done a good job on rehabilitating cyclone shelters in the program area even though there is still much more that needs to be done. One thing that is important to consider is that in the DRR training provided by the youth volunteers in the courtyard sessions, the modules focusing on getting to shelters in the event of a cyclone can be a source of frustration for the people being trained because the majority of the population will not be able to access a shelter. For this reason it is important for the training to emphasize what is the second- or third-best option if a shelter does not exist. The community can then prioritize who should get the first option, the second option etc. This needs to be incorporated into the training and contingency planning done by the VDMC.

The project also could take advantage of school rehabilitations as an entry point to incorporate DRR training into school curriculums. This could be done for high schools as well as primary schools and madrasas with minimal funding. Teachers in FGDs all thought this was a great idea and that it would work. By reaching 500 students in one school who would pass on messages to their families, the project could build awareness for at least 2,500 people. In addition, DRR lessons could also be embedded in training on cropping, animal husbandry and health lessons provided by the schools, with demonstrations of better practice carried out on school grounds.

With regards to FFW, both IP and SC field staff expressed that cutting funding for FFW has a negative impact on SO3 and the program as a whole. This activity not only provides alternative employment for the poor and food insecure, it helps build infrastructure to protect animals and people during times of disaster. The MTR team feels that this activity should not be reduced given the multiple benefits derived from its implementation. In addition, several IPs mentioned that further co-benefits were brought about by the FFW such as the Union paving the roads with brick constructed by the project. The MTR team acknowledges that fluctuating exchange rates and commodity prices have had a negative impact on the availability of food for direct distribution and monetization. However, the team feels project management should protect the FFW allotment and explore alternative ways to revise activities to adjust for shortfalls. Nobo Jibon management has indicated that it will advocate to the GoB to continue and increase the assistance from GoB-funded FFW in program areas in Year 4, and that FFW will resume in Year 5 at Year 3 levels.

IR3.3 Improved and effective coordination among Save the Children and Nobo Jibon partners to respond to emergencies

IR 3.3 FINDINGS

To improve effective coordination among SC and partners to respond to emergencies, a number of activities have been carried out. In terms of trainings provided to UDMCs, 36 unions have been trained thus far out of 86 planned. This training has focused on contingency planning and first aid training. However just two coordination meetings have been held with UDMC and VDMC leaders to finalize the Union Disaster Management plans. Nine upazila contingency plans have also been prepared (nine were targeted), and three Implementation Area Offices and District team office contingency plans have been completed. Again, very few meetings have been held with government at the upazila level to organize Emergency Management Committee meetings.

In terms of training IPs, FSs and FFs, the project has provided a lot of capacity building. All IPs interviewed said that SC has done a good job in providing training to its IPs. More than 357 three-day trainings on DRR have been provided. The only challenge mentioned by IPs was that basic refresher training is needed for new staff that replaced staff who dropped out.

IR 3.3 DISCUSSION

One key issue that was emphasized by both government and the project staff interviewed is that the project could do a better job linking with local government offices in DRR work. Several UMDC members in some unions complained that the project was not well linked to the Union disaster work and did not engage enough with Union members in decisions around disaster planning. This was not the case in the previous SC Title II project. CPP staff also felt that a stronger link could be made between them and the project. If the DRR awareness raising and planning are to continue after the project ends, then these links need to be stronger. Some of the NGO partners were better at making these links than others.

It also appears that there is poor coordination and communication between Nobo Jibon and the DRR and emergency staff in Dhaka. Based on KIIs in both locations, there is not much interaction, and Dhaka staff are not that familiar with the DRR work being carried out by the project. This may be a symptom of merging the various SC organizations under one umbrella without truly integrating the thematic programs. Due to this lack of communication, opportunities for learning from the project to inform other DRR and emergency efforts are being missed. Senior management could do a better job of encouraging this coordination and integration.

IR3.4 Communities receive and respond to early warning for cyclones

IR 3.4 FINDINGS

As stated earlier, the project has done a good job of training households in the project area on early warning signals regarding cyclones and what to do in the case of disasters (e.g., through household contingency plans). The youth volunteers have been made aware to monitor the radio, TV and SMS messages to give adequate warning to the people in the community about potential disasters. The project has also established four pilot sites for the Regional Multi Hazard Early Warning System (RIMES). Youth volunteers are collecting rainfall data and sending it via SMS to RIMES for analysis.

IR 3.4 DISCUSSION

The project has done an excellent job of building awareness among project participants on knowing how to interpret early warning signals and what to do in case of a disaster. The project could do more in terms of helping communities determine alternative actions that can be taken in the case where adequate shelter is not available.

Conclusions

The MTR team feels that the SO3 team has done a good job in building awareness in DRR in the project area and is on track to accomplish most of the activities it has set out to do under the various IRs associated with this SO. A number of issues identified in the course of this review that need to be addressed to improve the SO3 implementation. These include: 1) providing some compensation for youth volunteers who are doing the courtyard training; 2) increasing the number of staff who are monitoring the work of the volunteers or, if resources do not permit this, explore other ways to improve monitoring; 3) reducing the number of training modules from 14 to 8 for the courtyard sessions; 4) improving linkages to local government in disaster planning; 5) continuing FFW activities at Year 2 funding levels; 6) integrating DRR training into school curricula; 7) improving the coordination and communication between Nobo Jibon and other DRR SC staff working in Dhaka; and 8) identifying alternative options that people can use when they do not have access to shelters.

In addition to these suggested project changes, it is important to step back and assess the overall role of DRR in Nobo Jibon. Given that the Barisal Division where this project operates is one of the most vulnerable and disaster-prone areas in the world, DRR work should be given the highest priority. The region suffers from frequent cyclones and tidal surges, floods, land erosion and

increasing soil salinity. These trends are projected to worsen with the impact of climate change. Many of the unions in this area lack basic infrastructure and are some of the most underserved in Bangladesh.

Given this situation, a DRR lens should be used for the selection of every activity implemented by this project. This is not the case. SO1 and SO2 activities do not reflect this DRR consideration. In fact there is very poor integration across the three SOs.

Funding for SO3 activities is not sufficient, especially given that a major part of the project rationale in terms of design and location is premised on DRR. Yet FFW activities aimed at building disaster mitigation infrastructure are being reduced or phased out. Training in disaster awareness is not being adequately supported, and DRR plans developed by the project at the village level are not adequately linked to local government planning efforts. All of these trends do not bode well should another cyclone hit the region in the near future.

4.4. Cross-cutting component: Gender

Staffing. Nobo Jibon has systematically tracked male-female staff ratios to monitor gender equity in staffing across SC and partners and across upazilas. Interviews indicated a target of 30% women staff; however the Operations Manual and the most recent "Gender Progress Status" report indicate a commitment that 50% of field staff should be women.[18] Interviews with IP and SC staff indicated a high level of awareness of the need to increase recruitment of women generally, as well as women's promotion to senior management. Women represent 30% of all IP staff, with only slight variations across partners,[19] and about 26% of SC staff.[20] These percentages meet or roughly meet the 30% target but fall short of the 50% target; either way they suggest that an effort has been made to recruit women. In addition, core and upazila GWG members and SC and IP management were consistent in describing how Nobo Jibon has tried to be sensitive in its female staff placements to the challenges professional women face in Bangladeshi society, e.g., security concerns in remote areas; limited acceptance of women travelling away from home to work; and family pressure to remain home with young children and during daughters' adolescent/teenage years. These staff concurred that Nobo Jibon has made an effort to place women in areas that minimize security risks, and lauded the program for doing so.

Women remain under-represented in senior management and in professional areas traditionally dominated by men such as commodity management and market activities. Women who do work in these areas tend to be in lower-level positions. At the two highest management levels in IPs, only one in twelve positions is female-held. While 47 percent of FFs are women, women have a low presence in other positions that have substantial beneficiary contact, such as FS (7% women) and MP (14%). Annex I, Table 18 shows male-female numbers by position across IPs.

[18] These documents do not define "field staff," which introduces some ambiguity.
[19] SAP – 30% of staff members are women; CODEC – 30%; GUP – 30%; Speed Trust – 27%; total, implementing partners – 30%. Figures are as of November 15, 2012, provided by Nobo Jibon staff.
[20] There are much wider variations in male-female staff percentages among technical partners, however it bears noting that technical partners employ substantially fewer staff to begin with: HKI – 15 staff (nine women, or 60%); iDE – 10 staff (no women); World Fish – eight staff (one woman), or 13%). Figures as of November 15, 2012, provided by Nobo Jibon staff.

The low representation of women in these areas has implications for the success of women's empowerment at operational and programmatic levels. Some GWG members and female staff expressed the view that it is common for women to have low self-confidence in their professional potential, which is partially rooted in societal norms that exclude women from the public sphere. One key informant pointed out that men and women may have the same educational or professional degree, but men often come to the job with more outside experiences (e.g., study abroad) by virtue of having more mobility. Where this topic was discussed, there was strong consensus among women staff members and some men that deliberate efforts such as on-the-job-training are needed to build women's confidence and support their professional advancement.

Training. Training on gender issues starts with training of Nobo Jibon staff themselves. The training is envisioned to raise awareness on gender norms, dynamics and equity in areas such as leadership, participatory processes, conflict, health and nutrition, income generation, asset control and household decision making, as well as laws and norms about early marriage, dowry, and gender-based violence. It is intended to open conversation on these issues and to develop staff capacity to integrate gender perspectives into their work and to train field staff and volunteers.

While the quality of gender training (both for staff and for beneficiaries) is widely praised by staff and beneficiaries, a repeated comment of SC, TP and IP staff was that it is under-resourced. Staff, gender leaders and VDC members shared the view that more training is needed. Training to senior management was a one-time event, and trainings to staff and beneficiaries have been condensed and rushed, which compromises the depth of the material that can be presented and its absorption by participants. Several staff commented that the training needs to be more practical. (While training materials do have some practical components, time does not always allow for these to be fully developed.) Others commented that too much material is presented at once. An HKI staff member noted that the sessions require strong facilitation skills to be delivered effectively.

Some SC, IP and TP staff commented or agreed that the linkage between gender and program outcomes, impact and sustainability is poorly understood by many staff. If such a linkage is not explicitly expressed and accepted, integrating gender is relegated to low priority. This gap in understanding is, at least in part, a reflection on how limited training and discussion of gender issues affects program effectiveness. The idea of these linkages is often a new idea for the audience – moreover, it is introduced in the context of frameworks and societal norms where the role of gender has not been a well-understood or agreed-upon factor. Other staff were of the opinion that the prioritization of gender training – and the implementation of the knowledge and principles conveyed in that training – "needs to be clear at the top and at the field level."

Work/office environment. Female SC and IP staff members described the working relationship between men and women in positive terms: women stated that they felt free to express their opinions in the work environment, and respected by colleagues and management. These reports are consistent with the MTR team's own observations: male-female staff interaction appeared congenial, collaborative and mutually respectful. However, opportunities and preparation for promotion were stand-out issues for women staff. These perspectives on gender equity in communication and promotion were generally supported by male staff interviewed, however one

male IP manager made the important observation that integrating a gender lens "is not just for women – it means men, too." Examples of management responsiveness to women's issues included the designation of separate restrooms for men and women and a suggestion box request that resulted in the installation of female sanitary supply boxes in all SC office restrooms.

Gender Working Group (GWG). The GWG, started in the second year of the program, is comprised of 12 members: five in managerial or TO positions with SC, and one representative from each TP and IP. Its initial activities were to extract Nobo Jibon's gender commitments from program documents. It identified "critical questions" regarding gender in program design, which informed a gender analysis exercise led jointly by SC and HKI whose findings were used to develop gender work plans under each SO. The GWG is scheduled to meet quarterly to report progress on these plans and share experiences across program partners and components. However two of the meetings in 2012 were cancelled and not rescheduled,[21] which limits the GWG's functionality. Some GWG members state that they have limited decision-making authority – that in practice, taking real action on activities or budget relating to the gender component requires that decisions and prioritization be made by senior management. For example, one GWG member stated, "Every year we target 30% female recruitment. There is management accountability for this. We provided guidance to all IPs – but how are we really following the issue? For recruitment, we need GWG involvement. But we are not in decision-making roles; we are technical."

At the July 2012 GWG meeting, nine upazila gender point persons were established by nomination by core GWG members. Some GWG members emphasized that in order to be effective, upazilas GWG members need to be systematically included in monthly SC-IP coordination meetings to facilitate the integration and application of gender principles.

The MTR team observed core and upazila GWG members to be highly motivated to advocate about gender issues and to expand their own knowledge. They readily articulated what they viewed as Nobo Jibon's strengths and weaknesses with regard to gender, were well-prepared with staffing statistics, gender progress status information, and were familiar with the gender reports and analyses that the program has produced thus far. However the group faces difficulties related to the constraints of being in an advisory position. Some noted that the GWG is an add-on to their primary job responsibilities, which implies that their participation in the GWG comes second in the event of competing demands. Support, follow-up and accountability from senior management for the concepts and principles that the GWG seeks to move forward, as well as dedicated resources, are deemed essential for the gender strategy to be implemented effectively.

Linkages. Linkages with other organizations and government entities that advocate or support gender work are still in early stages, with more intensive activities slated for Year 4. Some contacts have been made, such as with the Ministry of Women's and Children's Affairs (MOWCA) and upazila offices of women's affairs, though to date, the question of how different organizations and Nobo Jibon can be more actively and mutually supportive during and after

[21] Meetings were scheduled for February, May, July and November 2012; May and November were cancelled.

Nobo Jibon has not been highly developed. One strong exception was the organization of International Rural Women's Day in October 2012. HKI led activities at the national level, and SC/Nobo Jibon organized activities in four upazilas (one per IP), which involved national and local networking.

Resources. There is no separate budget for gender. Gender activities are included in the annual work plan – some with budget implications – and submitted for approval. The lack of resources explicitly dedicated to the gender component was a repeat point in KIIs. This is especially evident in training: the gender training for staff was not in the Nobo Jibon budget, and not approved due to limited budget and staff time. The same is true for training for gender leaders and adolescent volunteer groups. As a result, training exercises and time have been condensed, with consequences for implementing a gender lens, as discussed earlier in this section.

There is a single position in Dhaka that addresses the gender component. While those interviewed did not specifically request additional staff, they did express that staff need affirmation and support from senior management for their role in achieving gender objectives. The general feeling was that the gender strategy in operations and programming needs to be elevated to the level of importance commensurate with the three SOs and demonstrated through resource allocation, training, and more active pursuit of gender equity in staffing and promotion.

Gender equity in volunteer structures. Part of Nobo Jibon's gender commitment is to ensure gender equity in the VDC, VHC, and VDMC and gender leader positions. There is a particular effort to promote women's participation because women are traditionally under-represented in community structures and decision-making roles; for example, the VDC vice president position is reserved for women. By the same principle, male participation is an emphasis in other structures: every 13-member gender leader group has reserved places for three males. Other targets are 30% participation by women on VDCs by the end of the program, and equal numbers of men and women for disaster response activities.[22] As shown in Table 5, the program has exceeded the target for VDCs, and is at half the target for VDMC members.

Table 5: Women's representation in Nobo Jibon program structures

Structure	Total	Women's representation	Notes
VDC chairpersons	1,156 VDCs	49 (4% women chairs)	
VDC members	17,340	7,343 (42% women)	Target: 30% women
VHC members	12,377	7,281 (59% women)	
VDMC members	7,528	3,204 (43% women)	Target: 50% women

Source: Data provided verbally by Gender Working Group members and adjusted per reviewer comments

These statistics must be supplemented by qualitative data, because numbers alone do not indicate the *nature* of women's and men's participation and dynamics in these activities.[23] Many positive

[22] Here again there is some ambiguity as to the definition of "participation" – it could be interpreted as participation in training activities or as membership on the VDMC (the table makes the latter assumption).

[23] In fact, these aspects are difficult to assess given the resource constraints of this review, as there is a strong reliance on self-reporting of gender dynamics, and moreover, little time to explore and observe these aspects more deeply.

comments about gender equity in these structures came out of community discussions. Both men and women FGD participants reported that being a VDC member increased their status in the community. Women VDC members interviewed separately from men indicated that they felt initial discomfort or a lack of confidence to speak in VDC meetings, but that this diminished over the course of participating in a few meetings, as they built their confidence to speak before a mixed group. These reports were affirmed by the MTR team's own observations– especially in VDCs, but also in other mixed groups. A nice example comes from a discussion with a collection point management committee in Barisal Sadar upazila: the female president was speaking when a male committee member interrupted and began to speak over her. Another male committee member held his hand out toward his peer and signaled him to "hush" so the woman could speak alone; the interrupter complied and the woman finished.

However we should be careful to attribute gains in women's empowerment or gender equity to the program too readily, because there is an element of self-selection in terms of who participates in these structures to begin with. As one woman VDC member in Barisal Sadar upazila pointed out, "The women on the VDC are not very shy because the women who show the interest in the VDC are already the people who are less shy." In addition, some FGD members pointed out that as men are the primary income earners, they may be less likely to participate because it displaces their time from income-generating activities. It was difficult to determine definitively how VDCs and other structures resolved internal disagreements or prioritized community projects and concerns, and whether or not these issues broke down across gender lines; more in-depth, time-intensive methodologies would be needed to explore this well. While some women VDC members stated that "women's concerns" related to health and sanitation (e.g., deep tube wells and sanitary latrines) and roads, these are also highly resource-intensive projects, so a strong constraint to making progress is funding. In fact, these civil infrastructure concerns were raised in nearly *all* focus groups, by both men and women. The scale of work that needs to be done in the Nobo Jibon coverage area and the country overall is quite large relative to the resources available, so it is unlikely that the lack of progress is a matter of gendered priorities alone.

Monitoring and evaluation. Nobo Jibon covered all gender-related monitoring for the IPTT. The slow start on the overall program and on gender work specifically[24] led to a late start on follow-up M&E for gender. A gender baseline was conducted in July 2011. Nobo Jibon plans to do follow-up monitoring in July 2014 immediately preceding the final program evaluation. HKI has undertaken, and plans to undertake, additional assessments of the gender aspects of Nobo Jibon with its own internal resources.[25] Increased monitoring of gender activities (beyond SO1) is needed to identify areas for improvement and to document successes. This would also increase accountability among program staff for gender-related activities. HKI can work with each SO manager to ensure that activities and work plans are in line with selected indicators.

SO1. Gender activities and indicators are concentrated in this SO. In the view of many SC and partner staff, this is where gender issues have had the fullest integration and success. The SO has

[24] Gender sessions began to be implemented only in June 2012.
[25] E.g., HKI plans to conduct assessments of the gender leader and adolescent groups from its own organizational budget to inform these components going forward and before expanding the pilot adolescent groups.

a strong emphasis on family support: it seeks to convey health messages to women and their household members that challenge traditional gender roles in the interest of promoting health and nutrition. Husbands are supporting wives to participate in SO1 activities and to apply SO1 knowledge, especially messages relating to good practices while a woman is pregnant or breastfeeding. Focus group participants indicate that husbands are assisting their wives in ways that they did not before Nobo Jibon, thus applying key program messages.

The gender leader component is under SO1. Female gender leaders indicated that they faced some initial resistance from their families to participate in the group, but that this varied from family to family and that eventually, their participation was accepted.[26] So it appears that at least in some cases there is room for discussion when young women seek to participate in non-traditional roles in their communities. As one woman commented, "My husband was praying at the mosque: *Why are these women involved in training?!* He told me and other Muslims in the village that he was questioning this. But then he felt bad because he saw that *I* was in the training. I convinced him that it was OK for me to participate on the condition that I follow the veil." Male gender leaders reported that they did not face this problem.

Gender leader trainings started around May 2012. The three gender leader focus groups stated that they had completed the series of six trainings; one group indicated that these had been condensed into four. Trainings were held monthly for all three groups. All received at least one full-day training while the remaining sessions were part-day. Gender leader comments about the quality of the trainings were positive; however some felt that they were too theoretical. All groups were interested to receive more training. Beneficiaries reported gaining prestige for having had training. As one gender leader put it, "Women who have had the training feel more advanced compared to women who have not had it; they are respected because they have received the training." The MTR team observed the gender leaders to express strong enthusiasm for performing their roles, and appreciation for the knowledge they had gained through Nobo Jibon. However, as with other volunteer structures, some gender leaders noted hardships related to participation, such as the lack of a permanent or dedicated meeting space, or stipends that would help them to offset the cost of attending meetings and doing the "social works" they undertake. When asked to give examples of their activities, gender leaders cited re-enforcing SO1 health and nutrition messages, advising women on seeking medical assistance, assisting in family conflicts (including divorce related to dowry issues), and "protesting" early marriage. They sought to raise awareness of these issues both through courtyard sessions and household visits, in the latter case working in two-three person teams of men or women to speak with different family members. While examples of preventing early marriages and resolving family conflicts were common, due to time and methodological constraints it was difficult to determine exactly *how* conflicts were mitigated successfully and what role Nobo Jibon played in supporting this process. As one HKI representative noted, the counseling chapter of training materials is limited; it is neither designed nor intended to provide tools to do "interventions." The lesson plan on "gender-based violence and masculinity" in the gender leader training manual calls for a three-hour session, 20 minutes of

[26] Again, here is an instance where a form of self-selection biases the finding, because people whose families did not support their participation are unlikely to become gender leaders, much less be part of these particular focus groups.

which is dedicated to "counseling skill development and role play." This may be a reasonable plan in light of the objectives of the training and the program's expectation of gender leaders, which is more around raising awareness, modeling target behaviors related to gender roles and dynamics, and opening discussion about these topics, initially at the household level. Yet in practice, volunteers are taking a more active role in counseling or mitigating family conflicts, and with best intentions trying to share their knowledge and help fellow villagers. SC and partner staff concurred that linkages with organizations and government entities with expertise and resources for addressing such issues need to be significantly strengthened.

Adolescent volunteer groups were started as a pilot in March 2012. There are 20 groups, which receive two trainings per month from FSs. The program vision is that there will be a bridge between adolescent groups and gender leaders in the same village; however, one SC staff member stated that the two groups are not involved with each other. Overall, it appears that the relationship between gender leaders and adolescent groups is still in formative stages.

SO2. The delivery of assets and training under SO2 only really started in Year 2, so it should be kept in mind that shifts in gender aspects that may have resulted from program interventions are being examined after a fairly short implementation period. Women beneficiaries and their husbands, whether interviewed in mixed or separate FGDs, both reported that they made joint decisions about the selection, management, and care of assets provided by Nobo Jibon. Beneficiaries from extreme poor and homestead production poor groups talked about sharing responsibilities for working with the assets provided, especially seeds and fingerlings, the most commonly received assets in the groups interviewed. They reported men and women working together, though in different tasks, e g., women prepared fertilizer, made fish food, or cleaned fish ponds while men did heavier labor like clearing trees, digging compost, spreading fertilizer or collecting water. However, from a methodological standpoint it should be noted that concepts like decision making, asset and income control, etc., are complex to assess within the scope of a broad review. So while beneficiaries made many positive statements about sharing responsibilities, it is difficult to verify, for example, especially in the case of assets used in livelihoods where men traditionally have a more dominant role (e.g., fishing nets, tea stalls and rickshaw vans), how women participate in those livelihoods and where true ownership and control lie. Similarly, it is unclear how men participate in asset-supported activities where women are dominant, such as sewing. However, it appears that a positive effect of some SO2 activities is that male-female cooperation has been strengthened and husbands' and wives' valuation of the other's work has increased. Several women commented that their husbands eventually started to accept their participation in the program because they saw how the activities were providing food, improving nutrition, and ultimately opening new income-earning opportunities benefiting the whole household.[27] As one woman in an extreme poor group in Amtali upazila stated, eliciting much laughter from her peers, "The husbands get the assets through the wife, so now the husbands love us very much!"

[27] The primary use of any sort of food production generating from assets received from Nobo Jibon remains household consumption. However focus group members were positive and encouraged that they would ultimately be able to have some saleable surplus. A small proportion reported already having sold some vegetables or fingerlings.

Beneficiaries were highly pleased with the VSLA component. The VSLAs are designed for women only, which women viewed as positive. For example, one VLSA member in Amtali upazila stated, "This way, there are no headaches from the men. Both men and boys are 'wiser,' so if they joined, we women would lose. But it is also women-only because the group has a social purpose. We also share our joys and sorrows here."[28] Women reported saving for the first time and being able to protect household assets during hard times (e.g., sickness in the family), and demonstrated pride in their ability to generate and save income. In response to a question about whether they would share their earnings from selling vegetables with their husbands, women in an HPP group in Barisal said, "We want to hide it – not because we think our husbands will take it from us, but so that we can surprise them and show them that we can earn money, too!" Beyond having a savings mechanism, women also valued the social support they found in the VSLA. As a woman in a productive poor group in Barguna upazila stated, "I am happy because I have money to spend, and I have the group – my husband does not have the group, and this is precious."

In terms of secondary outcomes, there is some indication that the increased opportunities for food security enabled through SO2 have positive effects on reducing domestic conflict: as one SO2 extreme poor beneficiary husband in Barguna upazila stated, "Before Nobo Jibon, there were many arguments between husband and wife but now that we are both earning income, there are fewer arguments. This is because now we know how we can make an income. Bad tempers go down and now we can do something; there is less stress." There is also evidence of some improvement in gender equity within the household, as these two comments from HPP women in Amtoli upazila suggest: "The picture of the family has changed because now all family members get fish to eat. Before, the woman cooked the fish but did not eat them. Now she cooks them but also gets to have at least one to two pieces." "Fish cultivation increases our income and our social status in our families, in front of our mother- and father-in-law and husband. For example, now we can give some pocket money to our mothers- and fathers-in-law."

There was limited evidence of substantial change in the gendered nature of men's and women's roles in markets, though there are some ways that the program has sought to increase women's participation, e.g., by increasing their knowledge about which produce varieties are in demand, which ones fetch a high price, how to select quality seed and fingerlings, and how to improve the quality and quantity of production. To its credit, Nobo Jibon also facilitates women's direct contact with wholesalers who conduct business with women at their homes or local collection points. However some key informants argue that this approach, while an important step in improving market knowledge and agriculture or aquaculture practices, does not go far enough to integrate women into market systems and is not sufficiently transformative. They also point out that the majority of MPs are men, which has the effect of reinforcing the message that the market is a male domain, and fails to take advantage of an opportunity to model gender equity – and assert women's capabilities – in a male-dominated realm. The contrary view was that the goal at this stage should be to integrate women into existing systems "rather than create artificial systems that do not work," therefore the current activities are appropriate. The question of whether SO2 trainings should be mixed or women-only did not have a consensus answer; in fact, the MTR

[28] Returning to the previous discussion about women's decision making power, this comment, which was supported by the group, suggests that in joint decisions about income, the husband still has more influence.

team found the topic of the SO2 approach to be a highly sensitive one. While many views on SO2 included reflection on what is feasible given resource constraints – acknowledging that what is possible falls short of ideal– there are also unresolved differences of opinion about the SO2 approach and targeting, and the nature and prioritization of activities.

SO3: Two of Nobo Jibon's gender commitments are within this SO: recruiting equal numbers of men and women for disaster response activities, and ensuring that shelters have safety and comfort features for women and children. As reported in Table 5, participation by women represents 43% of the total thus far. The fieldwork suggested that in practice, while there is an effort to include men in DRR training, trainings are attended primarily by women (though there is some variation across upazilas). While it is true that all households receive a DRR poster to display in their homes for all to view, effective preparation for disasters demands more active involvement of male and female household members. This is even more critical given the highly limited availability of shelter space because participatory planning is needed to agree on who should receive priority for shelter space and how to address safety needs for villagers who cannot be accommodated in shelter structures.

Conclusions

The formulation of gender as a cross-cutting component is well-reasoned, and signals the program's recognition of the importance of gender considerations to program outcomes and impact. However in practice, gender has relatively few dedicated resources relative to the main three SOs, which means that implementation of the gender component suffers. As far as human resources, apart from the designated Dhaka-based position, accountability for the program's gender strategy is not represented in anyone's job description; staff members take on GWG roles in addition to their regular duties. All in all, the limited allocation of staff and authority for the gender component results in its being only a tenuous priority in structural and practical terms.

Thus far, Nobo Jibon has successfully introduced or increased staff and beneficiary awareness of gender equity and related gender issues on a basic level. Nobo Jibon has exposed staff, gender leaders, VDCs, VHCs and beneficiaries to gender concepts around the importance of family support to women who are pregnant or breastfeeding; early marriage and dowry laws; inter-household sharing of assets and responsibilities; and women's leadership and family conflict. There is some observable evidence of staff and beneficiaries applying the taught gender principles, primarily in SO1 activities. GWG and other program staff as a whole demonstrate a range of positive attitudes toward learning about gender issues and applying a gender lens to their work – from openness to strong enthusiasm and personal commitment. However resource constraints and differences in prioritization have limited the impact of the trainings. Additional training is widely sought, particularly more in-depth training with clear practical applications. Take-home materials for staff or beneficiaries are also limited. These would serve not only as important references for trainees to consult and share with others, but as incentives in themselves.

Trainings have not been delivered as intended largely because they have been condensed. The material presented thus stays at an introductory level, and the discussion and exploration of gender concepts – many of them highly sensitive because they challenge strong existing norms –

is under-developed. The scope of training may also have been a bit ambitious. The linkages between gender and program outcomes and impact remain poorly understood or not fully agreed upon. Staff may have a general understanding and acceptance of the concept that promoting gender equity and women's empowerment ultimately contributes to development goals, however the articulation of the complex linkages between specific aspects of gender equity (e.g., preventing early marriage, increasing women's asset ownership and control) to success in the SOs (e.g., improved nutrition, increased income) remains weak.

For staff and beneficiaries alike, the gender topics emphasized in Nobo Jibon are typically not ones that can be processed in a day, or even several days' sessions. Gender issues are complicated, sensitive, and often controversial – particularly in Bangladeshi society where existing gender roles are deeply entrenched. To effect changes in attitudes and behaviors, it is necessary to have structured and semi-structured opportunities to learn and reflect on different models and experiences of gender dynamics, which requires the support of a strong, knowledgeable facilitator, and linkages to community and government resources that can assist individuals, households and communities in problems and transitions.

5. Program Management

5.1 Partnership, coordination and communication

Communication and coordination between the senior staff in Dhaka and the field management in Barisal can be improved. Nobo Jibon senior managers and technical advisors are based in Dhaka. Field managers and field staff are based in Barisal. There are too few regular meetings between Dhaka staff and field management. The main coordination meeting is a six-monthly program review workshop, which reviews work plan progress and burn rate. However, many interactions are ad hoc and organized around field visits by external parties or to respond to urgent issues. Although senior technical advisors and managers regularly visit the Barisal office, there is not enough continuity or involvement in decision making around field strategic and planning issues. Moreover, during such visits Dhaka staff primarily interact with senior field managers. Deputy Managers and cluster office heads reported that they have very little input into key decisions made by senior managers. Field staff consistently indicated how much they appreciate it when senior managers visit their offices and activities. This gives an important opportunity for field staff to raise both achievements and challenges, and for senior management to be apprised of these. Such visits also act as a major motivator for field staff.

Cluster offices report receiving good support from the main field management office in Barisal. There are monthly meetings between management and cluster office heads. Some concerns were raised about the availability of IT infrastructure in the more remote field offices. Where such infrastructure is lacking, field staff feel very disconnected from the rest of the program.

For each SO, there is a Technical Working Group, comprised of SC, IP and TP representatives, that meets quarterly in Barisal. There are also bi-monthly meetings in Barisal for SO technical and management staff from all partners. However the MTR team finds that despite these efforts, SO staff still find there is not enough opportunity to provide input into decision making. It is also

important to note that these meetings are for the specific SO teams, with no opportunity of similar coordination among SOs. Other formal meetings with senior staff from Save the Children and technical and implementing partners are mainly organized in Dhaka, not in Barisal. The MTR team finds that the program relies heavily on internal partner organization processes to communicate management and technical decisions to their respective field staff, which is time-consuming and can result in different interpretations. Field managers indicated that it would be preferable to organize the partner meetings in Barisal instead, so that field staff are directly apprised of key decisions, and can seek clarification and provide input where necessary.

Both field and senior staff indicated that the program gave limited opportunity for reflection and learning among partners, and among the various levels of staff involved in implementation. This is a missed opportunity to improve program performance. Implementing partners have extensive experience working with local communities and have valuable insights in community mobilization strategies, local government engagement, and the technical interventions. While NJ management provides several examples of areas where IPs were provided a leading role, like leading the organization of a National Day, the MTR team finds that there is still room for improvement. One clear exception is the role of Speed Trust, which was recognized for its experience on *khas* land rights and fulfilled the additional role of technical partner. Given that implementing partners are all implementing the same activities in different areas, their good practices and lessons observed can be quickly applied across partners. This is an opportunity that should be seized by Nobo Jibon management. Similarly, technical partners have an important role to play in ensuring quality of interventions. There need to be regular and formal opportunities for their analysis and recommendations to be shared, and opportunities for program improvements to be discussed. Nobo Jibon management needs to give more serious consideration to the advice provided by the technical partners.

NJ management reports that several sharing/learning meetings have been organized. However, besides these events, the MTR team finds that the communication between SC and implementing partners appears to leave limited room for feedback from implementing partners. While this has contributed to effective implementation of activities to date, it is important to explore a more equitable relationship for the second phase of the project, where Nobo Jibon will have to rely more strongly on the local experience of implementing partners for sustainability. The role of the technical partners is similarly constrained due to the primarily advisory function that they currently have, without the necessary resources or authority to make necessary changes. This leaves the both the capacity and the added value of technical partners to the program underutilized.

Coordination with the formal government counterparts of the Ministry of Disaster Management and Relief in Dhaka is through steering committee meetings. These are supposed to be organized quarterly but the MTR team finds that this is not always followed. There is little communication outside of these meetings, including very limited preparation for key decisions to be made by the steering committee or follow up on areas of interest expressed by the committee members. Moreover, Nobo Jibon staff indicate that several of these meetings have been cancelled due to schedule conflicts. There is no structured interaction with non-formal government counterparts

organized through Nobo Jibon, like the Ministry of Agriculture, Ministry of Fishery and Livestock, Ministry of Land, and the Ministry of Women and Children's Affairs.

Coordination with government counterparts in Barisal is more regular. Nobo Jibon participates in monthly coordination meeting organized by the Deputy Commissioner and presents the achievements by sector, as well as commodity distribution information. Nobo Jibon also organizes annual district-level review workshops with participation by upazila and district-level government officials.

However, government counterparts for all SOs indicated very little meaningful engagement in program planning and implementation. They also indicated that increased alignment between the work of government extension workers, who are severely stretched, and Nobo Jibon field staff and service providers, like LSPs and lead farmers, would enable improved services for program beneficiaries. Government counterparts for SO2 in Barisal also highlighted the limited collaboration by Nobo Jibon with senior government staff in Dhaka. They stated that, as a result, the various technical departments in Barisal did not have a formal mandate to proactively explore closer collaboration with Nobo Jibon. Most notably, under SO1, Nobo Jibon and MoHFW staff are responsible for specific activities at the local level, and currently do not "share" roles and responsibilities with local health center staff, regardless of how busy a health center may be. Additionally, because the government health clinic staff are supervised under the MoHFW structure, Nobo Jibon supervisors (FSs and S/TOs) are not able to provide feedback or suggestions on how clinic staff could improve other aspects of service delivery or care (MCHN-related).

Overall, all government counterparts expressed concern about the lack of formal engagement with the Union Parishads (UPs), and the limited effort the program is making to link the Nobo Jibon-supported VDCs more closely with UPs. This further complicates collaboration between government technical departments and Nobo Jibon, as the UPs play an important role in provision of extension services. Government key informants also expressed concern about program sustainability if collaboration with technical departments and local government is not improved. At this stage, so they indicated, they are not aware of current and planned activities so are in no position to support continuation of services when Nobo Jibon ends.

In general, the MTR team found that there is not enough coordination among senior managers and technical advisors for the three SOs. Rarely do the team leaders of the three SOs sit down together to coordinate their interventions. Many of the IPs said that Nobo Jibon operates like three separate projects. There are no regular formal coordination meetings in Dhaka for senior staff. The majority of communication is informal. As a result, Dhaka staff are often not aware of activities or events planned for the other SOs, which in turn leads to coordination problems and unnecessary high workloads for field staff. It is also important to note that lack of coordination among the SO staff contributes directly to poor integration of activities. The MTR team finds that field staff has a limited understanding of the synergies and complementarities among the various SOs, which in turn translates in poor understanding among beneficiaries.

5.2 Staffing

The MTR team finds the level of Nobo Jibon staffing barely enough to roll out the training and other direct activities implemented in the first three years of the program, and insufficient to properly supervise and strengthen the volunteer structures established to support program implementation (i.e., youth volunteers for SO3, lead farmers for SO2, VHC members for SO1). In general, the program resources are spread too thinly over too many beneficiaries who are also spread out over a large geographic area. This is further complicated by lack of coordination among the SOs, as discussed in section 5.1.

Field staff technical capacity is sufficient to carry out the SO activities to date with support from technical officers. Field staff have good community mobilization skills and have developed a good rapport with community and local government counterparts. While field staff capacity was sufficient for the first phase of the program, staff indicate that they are concerned about whether they have enough time and experience to consolidate the progress to date in the remaining two years. Staff indicated that they will require additional technical support from the program to ensure that beneficiaries and stakeholders can sustain the outputs and outcomes when the program ends.

Prior to 2012, implementing partners reported high turnover rates due to low compensation packages. There were differences in salary levels and benefits among implementing partners, when compared to other programs. As a result, staff would move from working with one Nobo Jibon partner to another partner with better pay and benefits, and would also leave Nobo Jibon to work with other initiatives, including PROSHAR. This negatively affected implementation, as new staff had to be retrained and institutional and beneficiary memory was lost. Nobo Jibon senior management identified the high turnover rates as a priority issue in early 2012, and successfully resolved it by mid-2012 by raising salary levels and benefit packages to be more equal among the implementing partners. There was an immediate drop in turnover rates. An important contributing factor to the high turnover was that initial recruitment in many cases was not done locally. Instead staff were hired from Dhaka and other areas where candidates had experience with similar programming. This allowed recruitment to be largely completed within a six-month startup period but resulted in high turnover later on. Once the program was underway and local networks had been developed, more suitable replacements could be identified locally. Current recruitments are primarily local hires. The MTR team finds that new staff do not consistently receive good staff orientation. While their specific roles and responsibilities are explained (which, in the case of FFs, covers activities under all SOs), they do not have a good understanding of the integration among the various SOs and program strategies like gender.

5.3 Financial /administration processes

Nobo Jibon financial and administration processes are implemented effectively. Payments between Save the Children USA and the Bangladesh Country Office and between Save the Children and Nobo Jibon partners are processed mainly on time and to correct amounts. The majority of internal and external reports are properly prepared and submitted on time. In case of delays, follow-up by Save the Children is efficient and problems are quickly resolved.

In general, the MTR team finds that the design of Nobo Jibon stretches the available financial resources too thinly over too many beneficiaries and too great a geographic area, especially when taking into account the logistical challenges of working in Barisal. There are concerns about the level of intensity the program can provide for the various SOs. If the interventions are spread too thinly at too low of a level of intensity, then the project will have no impact. Field staff acknowledge that this has affected quality of implementation.

At the same time, the design did not properly take into account the fund distribution over the five-year period. For example, the amount of funding required to implement Year 3 and Year 4 activities exceeds the available budget for that year (even when taking into account monetization losses due to food price changes). This has necessarily resulted in planned reductions in activities, taking into account known and unforeseen budget deficits. The MTR team finds that to deal with this the project should not be cutting the number of activities as a way to reduce the budget. The budget should instead be adjusted by reducing the number of villages and so reducing geographic coverage. This way the same level of intensity is maintained so that impact can be achieved. There is particular concern about the cutting of the FFW activities. This is an important safety net that also is helping to build disaster mitigation infrastructure and has important co-benefits for SO1 and SO2. Cutting indicates that the DRR activities are undervalued.

5.4 Program implementation process

The mechanisms used by Nobo Jibon to implement the project at the village level are the VDCs and the various subgroups responsible for each SO. FGDs indicated many positive aspects of VDC formation and the exercise of their roles. VDCs are viewed as representative of their communities, and often take on what was often described as a “social work/advocacy” role, in that they are aware of the situations of individuals and households within their village and try to assist their fellow villagers. They do this, for example, by directing them to Nobo Jibon activities (e.g., informing them of the possibility to receive a ration and training), or using the knowledge they have gained through Nobo Jibon such as information about early marriage laws. VDC members describe that they are recognized by both the program beneficiaries and staff and have an important role in the community. In some communities visited, membership on the VDC and its committees and the accompanying training are coveted. Health and gender topics received consistently positive reviews as useful trainings. However the lack of involvement of the VDCs in SO2 was evident in focus group comments that they need more training in agriculture, e.g., how to deal with disease and crop/soil health.

The MTR team was able to verify in the sampled cases that VDCs are receiving at least initial guidance of field facilitators for performing key functions as envisioned in the program design. Nobo Jibon staff expose VDCs to structured processes and templates for prioritizing community problems and preparing yearly and multi-year action plans – including identifying organizations who will assist them to implement those schemes – and advise how to communicate these plans to UPs and request support (though in practice, the strength of VDC-UP-local government communication and linkages varies, as will be discussed below). The VDCs also organize activities requiring community participation, such as road repair. However it was also noted that the more commonly implemented activities are the ones that can be accomplished through local

labor mobilization, rather than ones requiring major resource injections or support from local government. The MTR team finds, in general, that meaningful coordination between VDCs and local government is very limited.

Despite these limitations, for some villages, the VDC represents the first platform of its kind. Many noted that while, for example, in the past they may have approached the UP chair or its members with different community problems or household issues, with the VDC they were doing this for the first time "in an organized way." The MTR team's overall impression was that the VDCs are highly motivated to work for the development of their village, and appreciate the opportunities Nobo Jibon affords them and their fellow villagers.

As currently configured, the VDC is considered the lowest level of community representation. Yet as they are currently operating, the linkage with unions is not as strong as it should be. Unions are frustrated by not being the implementation channel for programs like Nobo Jibon, and interviews with UP officials raised some cases indicating Nobo Jibon's or VDCs' lack of consultation with UPs. They gave examples of problems that VDCs cannot solve, like fighting at distribution points and community conflict, whereby the VDC turned to the UP for help but the UP felt it should have been involved sooner to help avoid the problem in the first place. One case was cited of a UP body learning about the existence of Nobo Jibon by chance, when a beneficiary complained about not being selected for a ration – that was the first the UP had heard of the program.

These cases should stand as lessons learned for Nobo Jibon. The project must decide whether the VDC will be established as a formal structure or just a mechanism to implement project interventions. With the role of VDCs uncertain even where the relationship with UP is good, the value of VDCs will end when Nobo Jibon activities stop. At midterm, Nobo Jibon must decide the true role and function of the VDC and intensify efforts to engage with local government structures so that the actions and services the program has been supporting and promoting are integrated into local development processes.

5.5 Monitoring and evaluation

SC uses the McAID system, which integrates information management for M&E and commodity accounting. An important advantage of McAID is that beneficiary statistics can be monitored over the course of the program. It is being used very effectively in data collection and management for activities under all SOs. Output information is uploaded real-time and is used to generate monthly performance reports for senior management and service recipient lists for commodity distribution. The hard copy field data collection forms for the McAID system are standardized across all implementing partners. This system is user-friendly, and partners report no problems in collecting and inputting data.

While the McAID system is effective in collection of quantitative information, the MTR team finds that the Nobo Jibon monitoring system does not properly incorporate qualitative information. To a large extent, this is because the program focuses mainly on quantitative indicators. Staff also report that regular analysis is complicated by the fact that most indicators

have annual targets only, so it is difficult to track progress on a monthly or quarterly basis. As a result, the monthly SMT reports produced with McAID are essentially lists of numbers and provide very limited strategic information that can be used for decision making. Currently, more sophisticated use of McAID to support analysis of progress is demand-driven only. There is a standard output format in McAID but there exist no templates to produce more relevant information for specific SO managers and advisors. At the time of the MTR, Nobo Jibon is working on developing such templates.

To track progress towards outcome-level targets, the program organizes annual (for all SOs) and semi-annual (for SO2) surveys. However, several IPTT indicators have not been included in the survey tools so information on these is missing, which limits strategic decision making on a more regular basis. The baseline and MTR surveys have utilized the same sampling procedures but the MTR survey is not stratified by districts, which limits analysis to overall progress only. Also, it appears that the baseline survey tool was not adapted to reflect program changes since the original design.

At this stage, the program does not have a continuation or sustainability plan. It is planned to develop this by mid-2013. In this process, it will be important to include specific indicators and measurement tools to track progress on implementing this plan.

6. Commodity Management

Monetization

Rice, vegetable oil, sugar, pulses and wheat are the mass consumption commodities in Bangladesh, though Bangladeshis (especially in the lower income group) generally do not prefer wheat as a staple food. The GoB runs various types of entitlement program that supply to the poor, but the MTR team's impression is that that the quality of these programs falls short of people's expectations. The monetized commodity (USA wheat) is mixed with the GoB's other domestic and external procurement in government warehouses. In general, government wheat is utilized for different safety-net programs for the poor and for subsidized ration programs.

Logistics

At load port. C&F agents and surveyors interviewed for this review indicate minor improvements to logistics at load port. They suggested that low-level losses during voyage can be further reduced if plywood partitions are placed at a certain height, especially for vegetable oil cartons. This could not be verified by the MTR team. Nobo Jibon staff could discuss the existing protocol with Muller to see whether any changes are indeed necessary. Another observation of those interviewed was that the mouth caps of vegetable oil cans are not properly secured and that the oil containers are placed in the boxes in an upside-down position, which results in some additional losses. In addition, plastic containers used for vegetable oil are not found adequately stable to sustain the voyage; metal cans or plastic containers of higher bursting strength should be used. These matters need improvement and adequate attention.

At port of discharge. The C&F agent collects the shipping documents from Nobo Jibon and submits them to the GoB (Controller of Import/Export) to obtain an import permit; this is done shipment by shipment. It takes about seven working days for the GoB to process an import permit. This results in a loss of efficiency. A policy directive from the GoB should be negotiated by Nobo Jibon/SC for duty-free and VAT-exempted import for all its Title II commodities for development programming. As a policy matter, this issue needs to be taken up with the GoB (Controller of Import Export) through USAID. Such a directive would serve to expedite and facilitate the clearance process.

The Port Health Authorities also draw samples of the commodity from each shipment and test them to determine their fitness for storage and movement; it may also be necessary for it to be certified fit for human consumption. The experience has been that the commodity clearance process at port is prioritized for Title II commodities and no demurrage has been levied. SC closely monitors contingencies like natural disasters, operational failures at port and transport bottlenecks and whenever necessary uses transit warehouses the port.

Feedback from the C&F agent indicated that the Chittagong port is not fully equipped because lack of equipment, e.g. forklifts. Palletizing wheat bags and oil cartons in the containers offers a cost- effective solution to minimize handling losses and enables faster unloading of containers; palletization of cargo is a globally adopted practice to improve handling efficiency and minimize marine loss and damage in handling. Nobo Jibon/SC could sensitize the port authorities to this global practice to ensure that the port provide adequate handling equipment. There should also be a third-party survey to check the warehousing.

Transportation. Cargo is unloaded at port and moves to in-country warehouses by road. Movement of cargo by train is not effective and is also more expensive than road transport. While the possibility of movement via waterways appeared technically and economically feasible, it was found to carry risks of theft, robbery and losses. Thus road transport is considered viable, safe and secure. Appointment of a common transporter and C&F agent is a positive point for the importers, and also in the MTR team's view this is a good model: working with the same company helps coordination and speedy movement of cargo from port; it also promotes clear accountability for loss/damage.

Storage. Nobo Jibon/SC has adopted an unconventional but successful system of offloading and counting of stocks. The truck driver is given a pre-counted bunch of small wooden sticks. As the laborer enters with one unit of wheat or oil carton, he hands over one stick to the SC representative. Thus, accounting and cross checking of quantity are accurately managed. Reconstitution of damaged commodities is required to be periodically reviewed by the surveyors. SC indicates that reconstitution is done by the surveyor if reconstitution is required at port during survey; surveyors are not appointed if reconstitution is required at the warehouse level. SC does place a witness during reconstitution – often the transporter representative. While it may not be cost-effective to employ a surveyor at this time, it bears noting that it is a global practice to appoint surveyors to oversee the reconstitution at warehouse and that as the scale of operation increases, this would be needed.

Nobo Jibon warehousing has been done very well. Stacking of stocks in inter-locking fashion is done simultaneously, supervised by two to three people. The stack cards are updated with appropriate entries of receipt. The examined warehouse facilities have good lighting and the following supplies were found to be available: wooden dunnage, tarpaulin, fire extinguisher, stitching machine, vacuum cleaner, 150kg weighing scale and digital flat scale. This indicates systematic professional commodity handling. However there is a need for a fire alarm.

Security is good. Four security guards (one for daytime, two for night duty and one for rotation) are deployed at each warehouse.

7. Conclusions

General conclusions

Overall, the program interventions have been implemented effectively and the program is generally on track to meet its targets. However, program resources are spread too thinly across too many beneficiaries and too great a geographic area to enable sustainable impact and among beneficiaries. Despite this, the program has been able to achieve important benefits at its mid-way point. This is largely the result of the focus on proven and easy-to-adopt practices and simple messaging promoted by the program, which gives some important insights in how to bring a program to scale. In this way, Nobo Jibon has achieved significant short-term benefits but without additional efforts the potential for longer-term improvements remains limited.

At the mid-way point, it is important that the program shift from a focus on rolling out activities to achieve the necessary coverage, to consolidating the benefits to date and ensuring that beneficiaries are positioned to grow these benefits. This requires a stronger focus on working with beneficiaries in their local context to identify appropriate support structures and linkages with stakeholders for sustainability. It will require more tailored coaching of beneficiaries and service providers to fully realize the integration of the benefits under the three SOs, and to make the right decisions regarding opportunities and challenges in their local context. This means less standardized training and more tailored coaching. This will require a de-concentration of technical capacity to the field level that is to remain in place for the remainder of the program. It will also require better acknowledgement of the roles of other household members as well as communities and local government in sustaining and growing project benefits. First and foremost, the program urgently needs to use an inclusive process to develop a continuation or sustainability plan that spells out these issues.

Regarding SO1, the program is effectively implementing a comprehensive MCHN package based on good practice. There are significant improvements on the MCHN indicators; nutrition and food security has improved. The program is on track to meeting its SO1 targets. The main challenge ahead is to facilitate a shift from Nobo Jibon field staff as the main service providers to the MoFHW or community-level health providers to enable continued service delivery after the program ends. Without this, the outcome-level changes are unlikely to be sustained. Given the challenges with VDC sustainability in the program, it is important that the program focuses on supporting the Government-led community-clinic initiative. Instead of transitioning activities to

VHCs only, the Nobo Jibon community-based service delivery model needs to be directly linked to the government clinics to support government extension services. Regarding SO1 WASH activities, the MTR team finds that this intervention is under resourced and current coverage is insufficient to meet the needs of project beneficiaries.

Regarding SO2, the program has made good progress despite delays due to targeting, and the program is largely on track towards meeting its output targets. The livelihood and market interventions are effective and have resulted in direct productivity and income benefits, with contributions to improved food security. The main challenge is again to sustain these benefits and enable beneficiaries to further improve their livelihoods beyond the project. As already indicated, the program resources are spread too thinly. For SO2, this means that the training and support farmers are receiving, while effective, are very basic. The program does not provide farmers or extreme poor beneficiaries with the necessary skill set or support structures to grow their productivity over time. In its current form, the combination of farmer groups and lead farmers will not grow farmer productivity nor will it enable uptake by other farmers. The VSL groups and service providers supported by the program are too few and far between for the majority of Nobo Jibon beneficiaries to access. The market-based approach developed under Nobo Jibon is effective but lacks scale. To build on the innovative work done so far, the program needs to focus on opportunities to increase the number of farmers and market actors participating in market activities.

Regarding SO3, the MTR team finds that the program has done a good job in building awareness on DRR in the project area and is on track to accomplish most of the activities. Given the importance of DRR to the project area, it is a major concern that SO3 is not well integrated into the other SOs. A DRR lens should be used for the selection of every activity implemented by this project. This is not the case. For example, there is no consideration of exposure to natural disasters in determining SO2 investment decisions, resulting in many developed plots or ponds being under recent flood lines. SO3 activities should also take into account the climatic projections and livelihood scenarios that are available for southern Bangladesh. Moreover, resources are being taken away from SO3 to support other program components. FFW activities aimed at building disaster mitigation infrastructure are being reduced or phased out. Training in disaster awareness is not being adequately supported, and DRR plans developed by the project at the village level are not adequately linked to local government planning efforts. All of these trends do not bode well should another cyclone hit the region in the near future.

Regarding gender, the MTR team finds that efforts so far have raised awareness and opened discussion but that limited progress has been made in addressing gender equity and women's empowerment in the three SOs. It is important to acknowledge up front that gender equity was not a key component of the program design; there are no clear lines of responsibility for gender activities and no resources to support it. Meanwhile, the poor status of gender equity and women's empowerment in Barisal has increasingly come into focus as an important underlying driver of vulnerability – in part, likely due to the increasing awareness around gender equity issues in the program. That said, Nobo Jibon has all the tools in hand to make more structured efforts to address women's empowerment in the program, if it decides to allocate staff time and resources to this: a committed technical partner, a good gender assessment and analysis on which

to base programming decisions, good training materials for staff and volunteers, and clear opportunities in SO1 and SO2 activities.

Regarding the VDCs and their role in program sustainability, the MTR team finds that the VDCs have played an essential role in supporting project implementation and are a major contributor to the effectiveness of the program and good progress towards targets – primarily in beneficiary selection and SO1 activities. However, the design of VDC capacity building and the VDC role in the project will not enable VDCs to play a driving role in program sustainability; the same applies to the VDC subcommittees like the VHC and VDMC. As indicated by several senior Nobo Jibon staff members, the VDCs were designed as a tool to support implementation. They were not designed to be sustainable community institutions. It is important to note here that program staff are increasingly aware of the role that VDCs could play in sustaining project results if properly developed. This is leading to some expectation that VDCs will indeed fulfill this role. While there are certainly good examples of strong VDCs that represent community interests and have strong coordination with local government and other stakeholders, these are few and far between. If Nobo Jibon would like to build on these good examples, the program will need to develop a strategy to learn from what works and then make available significant resources to apply these lessons and good practices across the program. This will be difficult to do properly in the remaining two years, when institutions like VDCs should play a leading role in supporting beneficiaries rather than receiving program support themselves.

Regarding program management, the MTR team finds that administrative and financial processes are implemented effectively. Similarly, commodity management and monetization are of a high standard. Program implementation is effectively supported by McAID, an advanced MIS. McAID also integrates program M&E. While data collection and management are generally good, information is not properly presented and used for strategic decision making. Program M&E needs to focus more strongly on qualitative indicators. Nobo Jibon management is generally perceived as efficient in its decision making and responsive to the changing needs of the program. The main problem that the MTR team finds is in communication and coordination with and among partners, among the three project objective teams, with government counterparts and stakeholders in Dhaka and in the field, and between Dhaka and Barisal management. This contributes to overburdening of field staff in a program that is already trying to do too much with too few resources. The MTR team further finds that while staff capacity is sufficient to effectively roll out the activities to date, like training, meetings and asset transfers; the remaining two years will require more technical support in the field. A key priority for program management is to formulate a continuation strategy taking into account the MTR analysis, and to develop a detailed implementation plan that sets out how Nobo Jibon will address the concerns raised.

8. Recommendations

Recommendations: Program Management

De-concentrate and continue technical support in Years 4 and 5. Specifically, TOs need to spend more time in the field to consolidate progress so far, and senior technical advisors in Dhaka should spend more time in Barisal and get more involved in operational decision making vs. strategic decision making.

Reassess role of technical partners. Nobo Jibon needs to reassess the role of technical partners in the final phase of the project. As opposed to phasing out, the MTR team expects a higher level of effort from technical partners to ensure that progress so far is sustained and that quality is assured.

Organize regular coordination meetings among partners in Barisal instead of in Dhaka. Senior management and technical support is based in Dhaka, but implementation is in Barisal. It is important that decision makers coordinate more closely with field managers and are more aware of implementation realities. This will also enable greater inputs from implementing partners, whose key staff are based in Barisal.

Involve deputy managers in Barisal in coordination meetings. This will better inform decision making and improve integration among the various SO activities. It is important that there is broad ownership over any new direction the program takes based on the MTR process.

Review steering committee (SC) membership. In the final phase of the program, it is essential that SC members have more substantive involvement in Nobo Jibon decision making. Nobo Jibon senior management needs to facilitate this through increased communication outside of steering committee meetings. It is also important that other relevant government counterparts participate as SC members or associate members. This will also provide a mandate for more formal collaboration at the local level.

Re-engage with local government counterparts. The current status quo where local government stakeholders are aware of but do not meaningfully participate in Nobo Jibon activities need to be addressed. A concerted effort, guided by SC, needs to be made to pro-actively engage local government in planning and quality control for the final phase and continuation of the program.

Initiate a structured reflection process. Within the next three months, Nobo Jibon management should initiate a structured and inclusive process to distill what works and what does not, with clear program process documentation as a key output. This is an essential step in developing a continuation plan. It is also recommended to coordinate this with the other MYAPs.

Develop and initiate a continuation strategy by mid-2013. Nobo Jibon senior management, guided by the SC, must complete its continuation strategy by June 2013. This strategy should guide detailed implementation planning for the remaining project period. It is important that Nobo Jibon reflect realistically on the role of the VDCs vs. more direct engagement with local government in outlining a continuation strategy (see also the next recommendation).

Focus on sustaining the most effective VDCs and documenting lessons learned. Ideally, the VDC model would have been fully realized to include meaningful collaboration with local government and broader capacity building and empowerment of VDC members. Implementing this model successfully would result in a broader VDC platform, mandate, and *raison d'etre* within the community. However at midterm, the recommended practical action is to focus on the VDCs that have proven successful thus far, and document learning from these VDCs to inform future programs. For the remainder of Nobo Jibon, focus on sustaining those VDCs that work – based on an improved understanding of why they are doing well – and support the others only as a project "tool" until Year 5.

Improve monitoring of program quality. The remaining project period should be focused more on quality of implementation than on number of beneficiaries covered, with accompanying modes of measurement.

Develop new templates for senior management team (SMT) reports. SMT reports need to provide strategic information for decision making. This means that the reports must include robust analysis by senior technical advisors vs. simply reporting progress against numerical targets.

Recommendations: SO1

Transition community-based activities to VHC members. SO1 activities are primarily being carried out by IPs, with support (announcing CBGP sessions, placing babies on weight scale) from VHC members. Nobo Jibon should build the capacity of VHC members so they are able to independently carry out community-based activities. This would include technical training, training on counseling and facilitation, and supportive supervision. VHCs should then lead community-specific duties such as: counseling during household visits and conducting courtyard sessions, with support and supervision by the FFs.

Build the capacity of the MoHFW to conduct growth monitoring and promotion at community clinics. CBGP sessions will begin transition to community clinics in Year 4. Training for MoHFW should follow a format similar to the training that was given to IPs (including special topics covered in refresher trainings). Nobo Jibon should work alongside staff at facilities during part of the transition period in a secondary supportive role.

Continue linkages with other health providers (village doctors, midwives). Village doctors and midwives have important roles providing messaging to households. In addition to building the capacity of the MoHFW and VHCs, viillage doctors and midwives should receive additional training on IYCF (including lactation management), how to identify and cook nutritious foods, and BCC training (e.g., how to negotiate with other household members including mothers-in-law and husbands).

Continue the ration. Beneficiaries and their household members overwhelmingly described ration support as an important component of this project. The quantitative data show that household food security has improved and coping mechanisms have decreased. During

discussions, beneficiaries and husbands describe how the PLW and U2 rations help their families and how the household ration is extremely important during lean seasons. The MTR team thus recommends that Nobo Jibon continue the ration.

Increase WASH installations. The MTR team recognizes that that this may not be possible given funding constraints, however this is an important oversight in program design that will affect impact: the negative effects of the design decision are already showing. Water scarcity continues to be a challenge in Barisal Division. Households repeatedly mentioned the lack of clean, safe drinking water. Villages in Pathuakhali and Barguna request more support in rehabilitating existing pond sand filters.

Enter and analyze program quality data from existing supportive supervision checklists. Nobo Jibon is systematically collecting indicators from the field that can be used to describe, monitor and improve the quality of the program. The supportive supervision checklists can be found at the District Level cluster office. A database should be developed, a random sample taken, and analysis done to regularly examine quality of services. Furthermore, this tool may be adapted for supportive supervision to the MoHFW.

Incorporate changes in stunting measurement into the end-line evaluation. To ensure greater measurement accuracy, two adults should participate in taking a child's height measurement (one individual to read, another to ensure that all five points of the child's body are against the wall/surface). A repeat measurement of a sub-sample of the population can also be incorporated to improve the precision of the reading.

Increase the number of women staff members (IPs). The majority of field supervisors and market promoters are men. Men FFs are paired with women VHCs who properly demonstrate the techniques and mechanics for exclusive breastfeeding.

Recommendations: SO2

Maintain coaching of beneficiary farmers until the end of Year 5. Given the limited enrollment period of many farmers in the program, it is important to maintain on-the-job training for the remaining project period to support beneficiaries in consolidating the successful adoption of project practices in their distinctive contexts. This is preferable to undertaking additional training rounds to consolidate learning, as the program does not have the finances or staff to do this in addition to maintaining ongoing support.

Ensure farmer plans are feasible within the value of inputs provided by the program, and manage expectations. The 650 taka worth of support given to, for example, the homestead producers, is not sufficient to undertake sizeable aquaculture activities. Similarly, the asset transfer to extreme poor beneficiaries gives direct benefits in terms of household income but is not sufficient to grow their activity in the medium term without further support. It is acknowledged that the program does not have sufficient resources to provide additional inputs, so it is important to ensure that farmers are aware of the limitations of the support provided so far.

Include non-beneficiaries in farmer groups while Nobo Jibon staff are still around to support appropriate adoption. The farmer groups, supported by the lead farmer, are the main support system to continue promoted practices beyond the project timeframe. However, at this time, the groups lack the critical mass to perform this role. Farmers are too spread out to interact easily, so it is important to involve additional farmers who are closer. By focusing on this, Nobo Jibon will also be promoting scaling out of practices while the program still has staff in the field to ensure practices are promoted and properly.

Refocus the role of lead farmers to support adoption of improved practices by non-beneficiaries and strengthen more local and inclusive farmer groups. With current capacity, the lead farmers will not be able to support all farmer group members on their own after the project ends. However, they will be a valuable source of support to Nobo Jibon staff in strengthening the more viable continuation strategy of farmer groups for peer support and promoting adoption of improved practices to local non-beneficiary farmers.

Also give men a role in SO2 activities that target women. Income generation is a household activity, not an individual one. While it is essential to maintain the focus on women in the homestead production and extreme poor asset transfers, it is also important to make sure men have a constructive role in those activities.

Integrate lessons and good practices on improving resilience to natural disasters into all SO2 activities. Nobo Jibon is making significant livelihood investments, many of which are not resilient to natural disasters like extreme flooding. This needs to be addressed, as climate scenarios show that the frequency and severity of extreme coastal flooding in coastal Bangladesh are increasing. For starters, a training module on practical measures to protect farms should be developed and rolled out in all future training. Nobo Jibon staff also need to be trained on this so that they can provide relevant support to all SO beneficiaries. This needs to be a continued emphasis for staff for the remainder of the program.

Increase the duration of future FAAB training. While it is acknowledged that Nobo Jibon does not have the resources to lengthen or re-do all training, this is an area that should be prioritized with available resources. The “change in mindset” to move from household consumption to commercial production is significant, and requires better support from the program. It is recommended to add a day to training and to break to overall training into two parts of two days each.

Provide the same FAAB training to homestead producers as is being provided to productive poor. Many of the homestead producers are ready to get involved in small-scale commercial production; Nobo Jibon needs to properly equip them for this. The shortened version of the FAAB training is not sufficient. To increase farmer participation in markets, which to date is still a relatively weak component of the program, Nobo Jibon needs to facilitate access for its largest group of SO2 beneficiaries – the homestead producers. On a similar note, homestead producer involvement in collection points and pre- and post-harvest linkage meetings also needs to be increased.

Extend linkage meetings to additional market actors. The current participation in market linkage meetings is based on an earlier market assessment in the program area. Since then, additional intermediaries and input companies have established a presence in the area. To increase the number of market actors oriented/sensitized to working with poor farmers, which in turn will increase the interface for SO2 beneficiary engagement with market actors, Nobo Jibon should actively involve these new players in their activities.

Increase the number of collection points by linking this activity with strengthened farmer groups. There are too few collection points to cover all SO2 farmers. Additional collection points should be established in cooperation with the farmer groups. The role of the collection point committee needs to be reassessed. As many of the committee members are also active in the farmer groups, Nobo Jibon should consider whether their functions can be merged.

For all SO2 interventions, Nobo Jibon must collaborate more closely with relevant upazila departments. This collaboration goes beyond involving department staff in training and events: it should focus squarely on identifying synergies in geographic and technical priorities. One specific example is to link LSPs more closely to the activities of the DLS.

Increase the implementation rate of VSLA activities to make sure services are in place by the end of Year 4, and improve the linkage of VSLAs to other project activities. VSLAs are an essential support service for SO2 beneficiaries. It is important to increase the implementation rate of this activity so beneficiaries can be coached on accessing credit for meaningful use within the project timeframe. In the villages where VSLA activities are implemented, the program should also proactively link SO2 beneficiaries to these services. It is also recommended that Nobo Jibon look at ways to make the VSLA activities more inclusive of new members than is currently the case. The MTR acknowledges that the design only planned for implementation in a small number of villages. However, if additional resources can be made available, it is recommended to expand the number of villages where possible.

Consider shifting resources from asset transfer to new extreme poor beneficiaries to supporting growth on the income generation activities of existing extreme poor beneficiaries. The current level of asset transfer is unlikely to set extreme poor beneficiaries on a path to improved economic development. The asset value and training are simply not sufficient. While certain gains in household income have been achieved, which may or may not prove sustainable, it is recommended that Nobo Jibon build on the initial asset investment by facilitating access to market services like credit and offering additional training to those wanting to grow their activities.

Include orientation on *khas* land issues for all staff and VDCs. The *khas* land intervention is an opportunity for Nobo Jibon to directly address one of the main underlying causes of vulnerability of the extreme poor and the poor: lack of access to land and water bodies. It is essential that all field staff have a basic understanding of these issues and pro-actively engage with program beneficiaries. Similarly, orientation needs to be provided to all VDCs beyond the current target. Efforts on *khas* land provide strong legitimacy to VDCs in their role of community representation.

Recommendations: SO3

Youth Volunteers should be provided some compensation for the training they provide in disaster risk management. In addition, some snacks should be provided to the participants similar to what is provided in the other SOs. The number of modules used in the courtyard sessions for training should be reduced from 14 to eight so that the training can be completed in a shorter timeframe. More project staff should be hired to supervise training quality.

More effort should be made to link Nobo Jibon's DRR work with local government activities. This would ensure that the Resource and Risk maps and contingency planning done by the VDMC is better integrated into Union Disaster Management Committee plans. In addition, FFW activities selected for implementation need to be consistent with the plans of the Union.

DRR training provided by the project should emphasize second and third options for people to use if they do not have access to cyclone shelters. For example, should people get to other high ground or get in a boat if the shelter is not available? Contingency plans should be adjusted to prioritize which option is most appropriate for different members of the community.

DRR training should be integrated into school curricula. In situations where schools are being rehabilitated, the project can use this as an entry point to introduce DRR training activities. DRR lessons could also be embedded in training on cropping, animal husbandry and health lessons provided by the schools, with demonstrations of better practice carried out on school grounds.

Greater coordination and communication need to be fostered between Nobo Jibon and DRR and emergency staff in Dhaka. This will enable the project to share some of its better practices with other SC staff and to learn what is working elsewhere that could be integrated into the project. Senior management needs to encourage this interaction.

FFW activities need to be continued at Year 2 levels. FFW not only provides alternative employment for the poor and food insecure, it helps build infrastructure to protect animals and people during times of disaster. The MTR team feels that this activity should not be reduced given the multiple benefits derived from its implementation.

SO3 needs to be much more integrated with SO1 and SO2. Nobo Jibon staff need to use a DRR lens to ensure that none of the interventions promoted expose households to greater risk. All livelihood interventions should be designed to take these DRR considerations into account. Currently the SOs are not well integrated.

Recommendations: Gender

Increase SC-partner collaboration on work planning and budgeting. Include HKI more closely in work-planning and budget processes to help bridge technical/strategic and operational considerations in implementation. If TPs, IPs and SC work more collaboratively on activity and resource plans, this would improve mutual understanding and dialogue about priorities and constraints from different standpoints, and allow an opportunity for input on how to make modifications when needed. HKI has indicated its readiness to support through technical guidance and, in some cases, materially. A first step would be to organize a meeting with SC,

HKI and IPs, including senior managers of SOs, M&E and commodities and the GWG, to review the budget to understand how the gender strategy is resourced and how it aligns with the program's gender commitments. Together, this group should identify areas where adjustments need to be made, including at operational and program levels.

Make accountability for implementation of the gender strategy explicit. The lines of leadership on the gender component need to be defined, with corresponding empowerment for making and enforcing decisions. To accomplish this, staff duties, responsibilities and authorities regarding the gender strategy should be reviewed and articulated in all job descriptions and in role descriptions for core and upazila GWG members. These descriptions should clarify what the GWG role requires in terms of time, resources, and managerial support, as well as specific meeting responsibilities, e.g., no fewer than quarterly GWG meetings and participation of upazila focal points in monthly team meetings.

Accelerate forming linkages with NGOs and government entities supporting gender themes to take advantage of complementarities and optimize sustainability. While some contacts are in place, the schedule for building relationships with other organizations should be intensified, especially in light of the need to develop a program exit strategy and open doors so that people know where to go for support on gender issues. Relationships should be sought with a variety of entities and persons at national and local levels, including but not limited to rights-based organizations, government women's affairs offices, UP structures, schools, and imams.

Intensify gender training, especially in SO2. Additional training is needed for Nobo Jibon staff to ensure appropriate implementation of the gender strategy and gender integration in the program. Thus far, most of the senior management and the GWG have received training, as have the upazila gender focal persons; at the request of HKI, an additional batch of training was scheduled for December 2012 for staff working on the VSLA component. Ideally, all staff should receive gender training, but SO2 should be prioritized due to the cultural challenges of promoting women's participation in value chains.

Design training messages and materials that clearly express the linkage between the gender component and program outcomes/impact. One of the reasons that the gender lens is not fully applied is that topics are presented at a theoretical and basic level. Staff need support to understand how the gender principles translate in implementation, and how they are expected to influence outcomes and impact on health, livelihoods, and DRR. This logic needs to be understood and demonstrated for people to "buy in." One specific issue to consider including is domestic violence[29]. This could be done through the gender leaders or through networking with other organizations (e.g., BRAC, The Hunger Project, etc.) who already work on this issue in the Nobo Jibon working areas.

Articulate strategies to achieve gender equity in staffing. The GWG should work with senior management to develop action plans for increasing gender equity in staffing, especially in senior management, certain technical fields, and training roles. On-the-job training and mentorship are

[29] Research shows a clear link between domestic violence and nutrition. Although this is currently in the IPTT, in practice there is limited work on this issue.

recommended strategies to address these issues. However the entity(-ies) responsible for fleshing out, monitoring and enforcing such strategies need(s) to be clearly identified, and actively consult with the GWG. In the end, messages about gender equity need to come from senior management and be demonstrated in how the program is run.

Increase opportunities for women to participate more fully in market systems. SO2 would be strengthened through an increased emphasis on moving women up the value chain by focusing on their market access and promoting both vertical and horizontal linkages (e.g., associations of women seed producers or collectives of women asset beneficiaries), access to market information systems, and more equitable intra-household dynamics (to promote gender-equitable task allocation and remuneration for unpaid labor). This would increase the program's impact and align it more closely with USAID priorities.[30]

[30] i.e., as documented in the USAID publication, *Promoting Gender Equitable Opportunities in Agricultural Value Chains: A Handbook.*

Annex I: Supplemental Tables

Table 6: Goal – Reduced food insecurity and vulnerability

		Barisal		Barguna		Patuakhali		Total	
		Baseline	Midterm	Baseline	Midterm	Baseline	Midterm	Baseline	Midterm
Percentage of stunted (HAZ<-2) children aged 6-59 months	<-2SD	50.0%	37.6%	37.6%	34.4%	42.8%	30.4%	43.9%	34.1%*** (26.5 – 42.0)
	<-3SD	17.7%	12.8%	9.8%	9.9%	10.7%	6.9%	12.9%	9.8%*** (4.7 – 19.0)
n		803	468	614	517	879	481	2296	1466
Average HH Food Insecurity Access Scale score		26.2%	13.7%	36.6%	22.1%	24.3%	15.3%	28.7%	17.1%***
n		1636	869	1563	898	1810	809	5009	2576
Average HH coping strategy index		12.0%	6.1%	17.8%	11.6%	10.9%	8.2%	13.5%	8.6%***
n		1623	867	1561	893	1785	808	4969	2568

***p-value<0.01 **p-value<0.05

Table 7: SO1 – Improved health and nutritional status of children U5 and pregnant and lactating women

		Barisal		Barguna		Patuakhali		Total	
		Baseline	Midterm	Baseline	Midterm	Baseline	Midterm	Baseline	Midterm
Percentage of underweight (WAZ<-2) children aged 0-59 months	<-2SD	40.1%	27.1%	37.4%	30.6%	40.1%	30.8%	39.4%	29.6%*** (24.8-34.8)
	<-3SD	11.4%	6.2%	8.0%	7.3%	9.9%	8.5%	9.9%	7.3%*** (4.9-10.7)
n		808	520	615	579	883	542	2306	1641
Percentage of underweight (WAZ<-2) children aged 0-23 months	<-2SD	30.7%	18.5%	29.1%	23.5%	35.2%	23.7%	31.9%	21.9%***
	<-3SD	6.5%	5.0%	4.9%	5.9%	10.6%	7.3%	7.6%	6.0%
n		274	260	223	272	293	245	790	777
Percentage of wasted (WHZ<-2) children aged 6-59 months	<-2SD	15.1%	12.0%	15.3%	17.4%	17.1%	20.0%	15.9%	16.5% (8.7-29.0)
	<-3SD	1.5%	0.9%	2.0%	2.1%	2.6%	3.1%	2.0%	2.0% (0.5-7.7)
n		803	467	613	517	880	481	2296	1465
Percentage of wasted (WHZ<-2) children aged 6-23 months	<-2SD	13.70%	11.1%	14.90%	17.3%	16.60%	21.8%	15.10%	16.6%
	<-3SD	1.10%	1.4%	2.70%	1.4%	5.20%	4.1%	3.10%	2.3%
n		270	208	221	214	289	197	780	619
% of children between 0 and 59 months with diarrhea during last two weeks		12.3%	4.7%	8.4%	3.8%	10.1%	7.3%	10.4%	5.2%***
n		821	465	633	533	924	496	2378	1494
% of children between 0 and 23 months with diarrhea during last two weeks		12.5%	5.1%	9.7%	5.2%	10.6%	8.4%	11.0%	6.2%***
n		393	256	278	268	406	250	1077	774

*** p-value<0.01; ** p-value<0.05; * p-value<0.10

Table 8: IR1.1 – Pregnant and lactating women and caregivers of children U5 practice improved MCHN and environmental health behaviors

	Barisal		Barguna		Patuakhali		Total	
	Baseline	Midterm	Baseline	Midterm	Baseline	Midterm	Baseline	Midterm
Prevalence of exclusive breast feeding of Children under six months	29.3%	64.9%	51.9%	55.2%	43.8%	50.0%	38.5%	56.7%***
n	133	57	54	58	96	56	283	171
% of children 6-23 months of age who receive a minimum acceptable diet (apart from breast milk)	6.2%	9.0%	5.4%	10.5%	5.8%	13.9%	5.8%	11.1%***
n	260	199	224	210	310	194	794	603
% of caregivers demonstrating proper personal hygiene behaviors	27.5%	37.4%	31.7%	58.7%	33.2%	45.0%	30.8%	47.5%***
n	821	465	634	533	925	496	2380	1494
% of beneficiary caregivers demonstrating food hygiene behaviors	19.4%	27.3%	20.2%	42.0%	20.9%	27.4%	20.2%	32.6%
n	821	465	634	533	924	496	2379	1494
% of PLW who consume food rich in iron	27.6%	47.7%	24.0%	52.9%	41.5%	45.8%	31.5%	48.7%***
n	185	88	100	87	147	96	432	271
% of PLW who consume food rich in Vitamin A	17.3%	28.4%	28.0%	39.1%	24.7%	34.4%	22.3%	33.9%***
n	185	88	100	87	146	96	431	271
% of PLW who consume food rich in Calcium	10.3%	5.7%	19.0%	11.5%	10.2%	6.3%	12.3%	7.7%**
n	184	88	100	87	146	96	431	271
% of PLW taking iron or iron folate supplements in the last 7 days	2.2%	1.1%	2.0%	5.7%	2.0%	5.2%	2.1%	4.7%*
n	184	88	100	87	147	96	431	271
% of caregivers demonstrating proper water hygiene behaviors	48.2%	1.7%	52.1%	11.4%	33.2%	14.7%	43.4%	9.5%***
n	821	465	633	533	925	496	2379	1494
% of beneficiary caregivers demonstrating environmental hygiene behaviors	17.1%	31.0%	15.9%	30.6%	13.9%	22.2%	15.5%	27.9%***
n	821	465	634	533	925	496	2380	1494

*** p-value<0.01; ** p-value<0.05; * p-value<0.10

Table 9: Households have improved access to integrated health, family planning and nutrition services

	Barisal		Barguna		Patuakhali		Total	
	Baseline	Midterm	Baseline	Midterm	Baseline	Midterm	Baseline	Midterm
% of children 12-23 months who received Vitamin-A supplementation in the past 6 months	45.5%	62.1%	48.4%	74.4%	37.3	65.8%	43.2%	67.4%***
n	178	140	153	133	204	117	535	390
% of mothers of children aged 6-23 months who received high-dose Vitamin A supplement within 8 weeks postpartum (6 weeks if not exclusively breastfeeding) in last pregnancy	16.5%	28.3%	31.4%	53.2%	29.6%	36.5%	26.1%	39.6%***
n	218	191	207	203	280	189	705	583
% of mothers attended ANC session at least 4 times during last pregnancy	11.8%	20.8%	10.1%	32.4%	13.2%	20.3%	11.9%	24.6%***
n	397	279	317	299	432	291	1146	869
% of beneficiary children 12-24 months receiving antehelminth (deworming) medication in previous 6 months	17.8%	15.9%	16.7%	22.6%	21.2%	27.4%	18.8%	21.6%
n	169	138	150	133	203	117	522	388

***p-value<0.01

Table 10: Percentage of malnutrition cases identified during midterm data collection, by district and data collector

Stunting								
Data Collector	Barisal		Barguna		Patuakhali		Total	
	%	n	%	n	%	n	%	n
1	130	285					130	285
	45.6%						45.6%	
2	46	183			33	108	79	291
	25.1%				30.6%		27.1%	
3			49	154	41	153	90	307
			31.8%		26.8%		29.3%	
4			32	73	72	220	104	293
			43.8%		32.7%		35.5%	
5			97	290			97	290
			33.4%				33.4%	
Total	176	468	178	517	146	481	500	1466
	37.6%		34.4%		30.4%		34.1%	
Underweight								
Data Collector	Barisal		Barguna		Patuakhali		Total	
	%	n	%	n	%	n	%	n
1	95	310					95	310
	30.6%						30.6%	
2	46	210			31	112	77	322
	21.9%				27.7%		23.9%	
3			39	168	49	168	88	336
			23.2%		29.2%		26.2%	
4			32	84	87	262	119	346
			38.1%		33.2%		34.4%	
5			106	327			106	327
			32.4%				32.4%	
Total	141	520	177	579	167	542	485	1641
	27.1%		30.6%		30.8%		29.6%	

Wasting								
Data Collector	**Barisal**		**Barguna**		**Patuakhali**		**Total**	
	%	n	%	n	%	n	%	n
1	36	284					36	284
	12.7%						12.7%	
2	20	183			18	108	38	291
	10.9%				16.7%		13.1%	
3			20	154	32	153	52	307
			13.0%		20.9%		16.9%	
4			11	73	46	220	57	293
			15.1%		20.9%		19.5%	
5			59	290			59	290
			20.3%				20.3%	
Total	56	467	90	517	96	481	242	1465
	12.0%		17.4%		20.0%		16.5%	

Table 11: IR 1.3 – Equity increased within households and communities

	Barisal		Barguna		Patuakhali		Total	
	Baseline	Midterm	Baseline	Midterm	Baseline	Midterm	Baseline	Midterm
% of beneficiary women whose husband attends ANC/PNC with her	31.3%	14.3%	54.3%	22.2%	54.0%	31.1%	48.5%	23.2%***
n	32	35	35	45	63	45	130	125

***p-value<0.01

Table 12: SO2 – Market-based production and income generation: poor and extremely poor households have increased production and income

	Barisal		Barguna		Patuakhali		Total	
	Baseline	Midterm	Baseline	Midterm	Baseline	Midterm	Baseline	Midterm
Average HH dietary diversity score (HDDS)	5.0	5.1	4.5	5.0	4.7	4.9	4.7	5.0***
n	1649	870	1565	900	1812	810	5026	2580
Average HH dietary diversity score (HDDS)	5.0	5.1	4.5	5.0	4.7	4.9	4.7	5.0***
n	1649	870	1565	900	1812	810	5026	2580
Average number of months of adequate household food provisioning (MAHFP)	9.8	10.7	8.5	9.8	9.9	10.5	9.4	10.3***
n	1649	870	1565	900	1812	810	5026	2580
% of HHs reporting increase in production of one or more products	36.1%	38.2%	37.3%	43.5%	42.2%	41.7%	38.8%	41.3%*
n	1071	651	1322	818	1413	761	3806	2230
Average annual income from sale of agricultural products	4079	4202	6216	6832	7071	12330	5823	7671**
n	1649	870	1565	900	1812	810	5026	2580
Average number of income sources per HH	2.1	1.5	2.2	2.1	2.3	2.4	2.2	2.0***
n	1649	870	1565	900	1812	810	5026	2580

***p-value<0.01; **p-value<0.05; *p-value<0.10

Table 13: IR 2.1 – Poor households apply improved knowledge and skills for production and marketing

	Barisal		Barguna		Patuakhali		Total	
	Baseline	Midterm	Baseline	Midterm	Baseline	Midterm	Baseline	Midterm
%of beneficiaries (farmers) using a project-defined minimum number (at least 3) of sustainable agricultural technologies.	5.6%	5.1%	5.7%	6.3%	3.5%	5.5%	4.8%	5.7%
n	569	275	685	511	771	398	2025	1184
% of targeted HHs adopting improved marketing practices	0.3%	0.0%	0.2%	0.0%	0.6%	0.0%	0.4	0.0%**
n	302	123	412	268	463	321	1177	712

**p-value<0.05

Table 14: IR 2.2 – Poor households access quality inputs, capital and markets

	Barisal		Barguna		Patuakhali		Total	
	Baseline	Midterm	Baseline	Midterm	Baseline	Midterm	Baseline	Midterm
% of HHs bulking products for sale	0.3%	0.0%	0.2%	0.0%	0.6%	0.0%	0.4	0.0%***
n	302	123	412	268	463	321	1177	712
% of HH with access to functional product collection points for bulking, selling and purchasing products	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
n	302	123	412	268	463	321	1177	712
% of trained VSLs functioning as a sustainable group	NA	NA	NA	NA	NA	NA	NA	NA
n	NA	NA	NA	NA	NA	NA	NA	NA
% of participant HHs/cluster groups with linkages to suppliers, buyers and technical support services	NA	NA	NA	NA	NA	NA	NA	NA
n	NA	NA	NA	NA	NA	NA	NA	NA

***p-value<0.01; NA: Not Available

Table 15: SO3 – Households in targeted communities protect their lives and assets and quickly resume livelihood activities following natural disasters

	Barisal		Barguna		Patuakhali		Total	
	Baseline	Midterm	Baseline	Midterm	Baseline	Midterm	Baseline	Midterm
% of HHs with a feasible plan to protect human life and productive assets during disaster	26.3%	41.1%	56.1%	78.6%	54.8%	69.0%	45.9%	62.9%***
n	1649	870	1565	900	1811	810	5025	2580
% of HHs with no loss of life in the targeted communities in the event of a disaster.	99.6%	100.0%	98.7%	99.8%	99.7%	99.9%	99.4%	99.9%***
n	1649	870	1566	900	1811	810	5026	2580
% of HHs with no or minimal asset loss in targeted communities in the event of disaster.	4.9%	11.5%	0.5%	5.7%	5.6%	10.2%	3.8%	9.1%***
n	1649	870	1566	900	1811	810	5026	2580
%of HHs able to resume livelihood activities within 2 weeks following a natural disaster.	75.2%	89.1%	72.5%	84.1%	73.8%	83.3%	73.8%	85.5%
n	1649	870	1566	900	1811	810	5026	2580

*** p-value<0.01

Table 16: IR 3.1 – Communities manage functional emergency preparedness and response plans

	Barisal		Barguna		Patuakhali		Total	
	Baseline	Midterm	Baseline	Midterm	Baseline	Midterm	Baseline	Midterm
% of targeted HH members trained on disaster preparedness	0.6%	4.4%	6.1%	14.9%	6.9%	15.9%	4.6%	11.7%***
n	1649	870	1565	900	1811	810	5026	2580

*** p-value<0.01

Table 17: IR 3.4 – Communities receive and respond to early warning for floods and cyclones

	Barisal		Barguna		Patuakhali		Total	
	Baseline	Midterm	Baseline	Midterm	Baseline	Midterm	Baseline	Midterm
% of HHs that sought shelter in a timely manner during last disaster	10.2%	8.9%	26.7%	17.3%	36.5%	30.2%	24.8%	18.5%***
n	1649	870	1565	900	1812	810	5026	2580
% of HHs that received location specific cyclone warning signal with adequate lead time	30.0%	21.6%	38.1%	49.9%	42.0%	48.0%	36.8%	39.8%**
n	1649	870	1565	900	1811	810	5025	2580

*** p-value<0.01; ** p-value<0.05

Table 18: Staff analysis of implementing partners, as of July 15, 2012

	Female	**Male**
Senior Management Positions		
Project Director	0	4
Team Leader/ Project Manager	1 (11%)	8
Deputy Team Leader/ Deputy Project Manager	2 (20%)	8
Manager – Finance and Administration	1 (20%)	4
Other Positions		
Technical Officer/ Senior Technical Officer	11 (19%)	46
Accounts/ Admin Officer	5 (24%)	16
Finance/ Admin Assistant	3 (28%)	8
Field Supervisor	3 (7%)	38
Field Facilitator	127 (47%)	143
Market Promoter	12 (14%)	75
Food Distribution Coordinator (FDC)	1 (11%)	8
Food Distribution (FD)	13 (28%)	33

Source: Nobo Jibon monitoring document

Save the Children Bangladesh
Mid-Term Review
Nobo Jibon

Volume II: Annexes

Prepared by TANGO International

Annex II: Linkages with Feed the Future

The Nobo Jibon aquaculture component has successfully linked with Feed the Future (FtF). Before discussing these, it is important to note that FtF is substantially larger-scale and higher-resourced, and the two programs have some main differences of approach. FtF provides support to hatcheries and nurseries, and to beneficiaries at the commercial and homestead levels. Meanwhile Nobo Jibon works primarily at the commercial and homestead levels (though it does also train nurserers how to maintain quality of fingerlings). FtF requires that 80% of beneficiaries be female, while Nobo Jibon requires 100% women beneficiaries for the HPP category (of which aquaculture is an activity). It follows that Nobo Jibon training for homestead aquaculture is women-only,[1] while FtF training is designed so that men and women attend training together. Thirty percent of FtF's aquaculture staff, the market promoters (MPs), are women; in Nobo Jibon this is 20% or less.[2] Nobo Jibon provides homestead beneficiaries with 270 fingerlings; FtF supplies 450.

The two programs collaborate in various ways. Staff from both programs noted that conceptually, the programs are strongly aligned in promoting native fish species and are the only programs in the country doing so, with potential impacts beyond either program as these varieties are gradually restored throughout the country. These staff reported that Nobo Jibon, which began months before FtF, helped FtF to get started because it had established vendors and producers in different areas, so FtF has had been able to buy from vendors who were pre-vetted. The single nursery that contracts with Nobo Jibon now works with both programs because of the experience and quality improvements it was able to realize through Nobo Jibon. While FtF is a significantly larger program (e.g., it works with 40 nurseries compared with one in Nobo Jibon), there is synergy and cooperation around fish stocks, e.g., staff reported that FtF recently supplied 20,000 fingerlings to nurseries in Nobo Jibon upazilas, which expands Nobo Jibon beneficiaries' access to high quality fish. Similarly, Nobo Jibon provides high quality seeds and seedlings to FtF. The programs also have the flexibility to accommodate each other's beneficiaries if needed (however there is no overlap of aquaculture beneficiaries). For example, Nobo Jibon SO1 beneficiaries who cannot participate in SO2 because program target/resources have been exceeded may participate in FtF instead. One focus group in the current field work included a woman who received fingerlings from Nobo Jibon but was trained by FtF because she was pregnant at the time of the Nobo Jibon training. When Nobo Jibon ends, those beneficiaries may receive further training from FtF.

Both programs have a relationship with World Fish. World Fish is Nobo Jibon's TP and the technical lead for FtF. World Fish designed the Nobo Jibon training materials for Nobo, and developed a brochure/ guidebook for FtF. (FtF created its own materials; the session topics are

[1] When the woman beneficiary is unable to attend, such as due to pregnancy, an exception is made and her male counterpart may go in her place.

[2] The July 2012 staff analysis provided by Nobo Jibon staff indicates that 14% of MPs are women; the figure given verbally by SC staff working in aquaculture was 20%. The discrepancy may be due to different reference months or perhaps due to differentiating MPs who work primarily in aquaculture.

similar but FtF's are more extensive.[3]) For FtF, World Fish trains three types of value chain actors: nurseries, fish feed traders and fry hawkers. World Fish is working with Nobo Jibon in SO1 by helping them to incorporate information into cooking sessions about fish preparation and specific varieties that utilize and maximize the nutritional value of the fish.

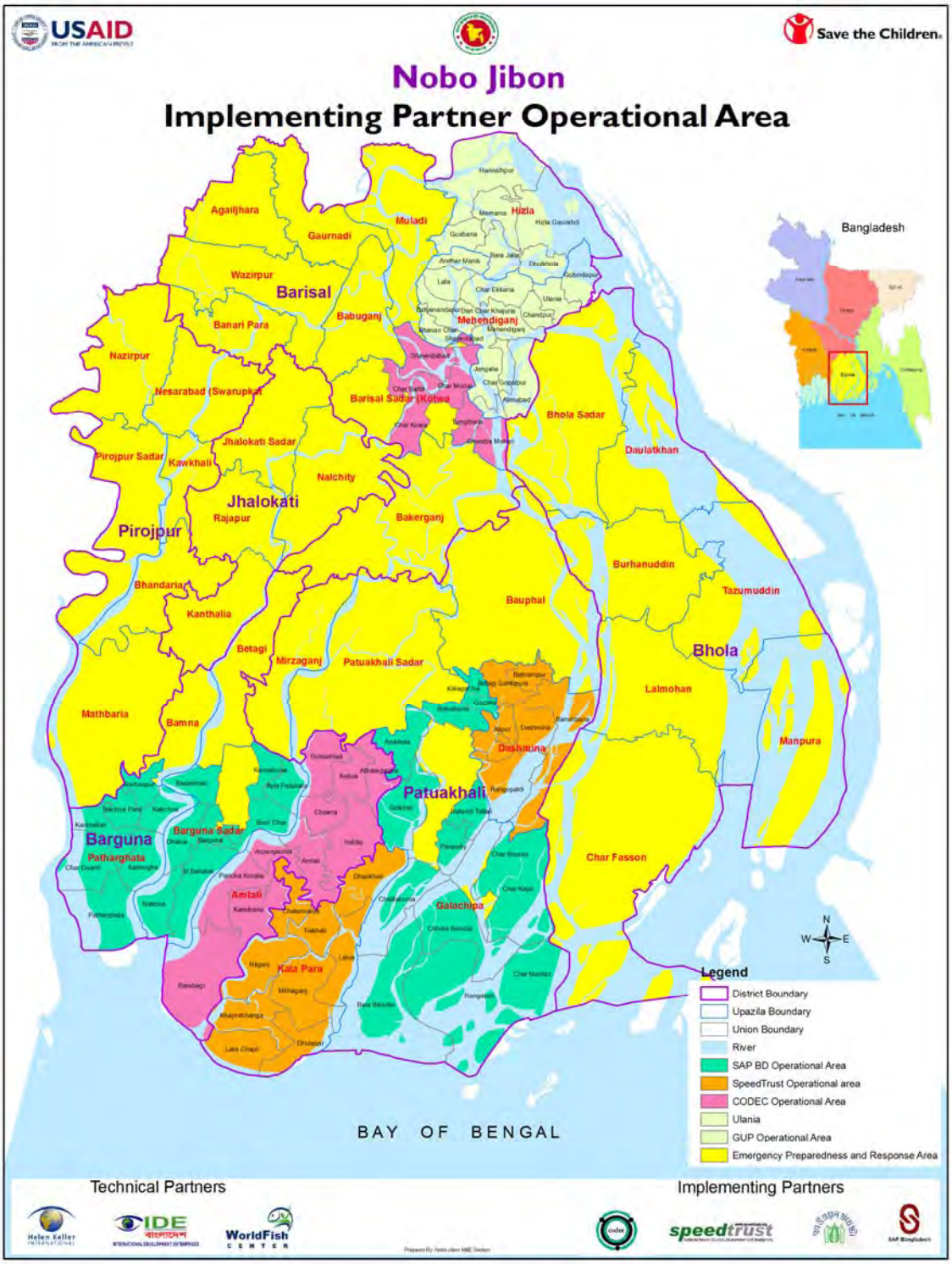
Staff for both programs saw a few possible areas for further integration. In the event of FtF's expansion into other upazilas where Nobo Jibon is working, those upazilas would benefit from the increased access to quality fingerlings from FtF. Meanwhile staff viewed an opportunity for FtF to benefit from Nobo Jibon's work on gender issues, because this component in FtF is very small.

[3] FtF does trainings on four topics: 1) preparation for stocking, 2) stocking/raising, 3) harvesting, 4) restocking and cross-cutting issues (e.g., gender issues, polygamy, early marriage, dowry).

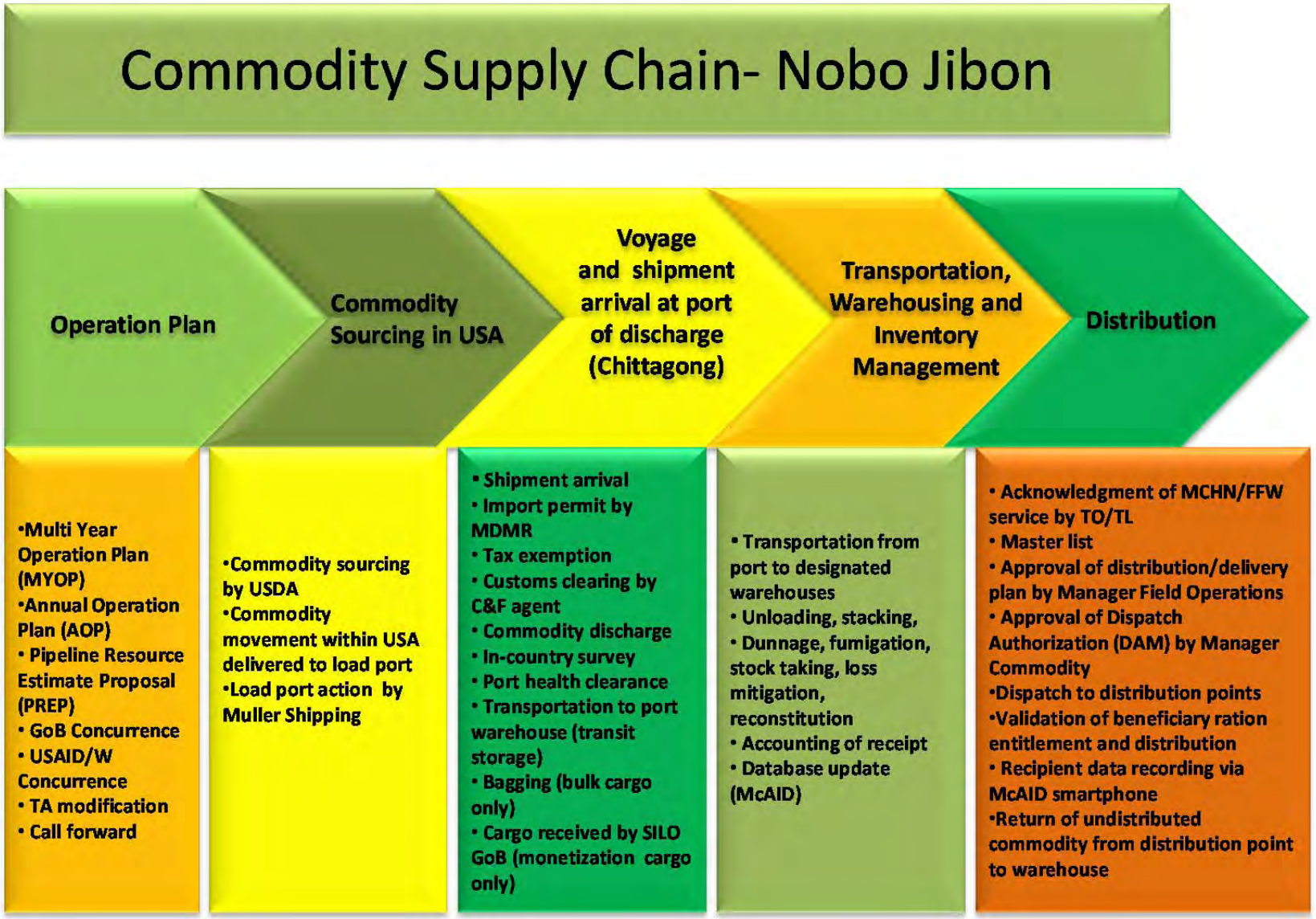
Annex III: Terms of Reference

This document is in PDF format and its large file size creates email transmission problems. A Word version is requested for insertion.

Annex IV: Nobo Jibon Coverage Area



Annex V: Commodity Management Flow



Annex VI: Sample Design

The sample design was an "adequacy design," or non-experimental design for simple pre-post comparison of results similar to the design used for the Nobo Jibon baseline survey. This design is consistent with Food for Peace requirements for baseline and end-line survey designs. The survey was population-based, that is, the sample was drawn randomly from the sample frame of all households residing within the action areas of the program. The sample size was determined to provide statistically representative results for indicators at the level of household and U5 children. A two-stage selection process was followed. First, *mouza*s were selected using Probability Proportional to Size (PPS) selection procedure, and then households were selected randomly within each of the selected *mouza*s. Because there is no sampling frame for drawing households at the *mouza* level, a random-walk process was applied to select households to be interviewed.

Sample size

The minimum sample size required was computed using the formula:

$$n = R^* D [(Z_\alpha + Z_\beta)^2 * (P_1 (1 - P_1) + P_2 (1 - P_2)) /(P_2 - P_1)^2]$$

where,

- n = required minimum sample size per survey round or comparison group
- R = non-response factor = 1.05 (5% according to baseline survey)
- D = design effect = 1.5 (according to the Nobo Jibon population based baseline survey)
- P_1 = the estimated level of an indicator measured as a proportion at the time of the first survey or for the control area = 0.394 [Based on underweight rate (WAZ<-2SD) of 39.4% found in Nobo Jibon population based baseline survey]
- P_2 = the *expected* level of the indicator at the mid-term for the program area such that the quantity (P_2 - P_1) is the size of the magnitude of change it is desired to be able to detect = 0.344 [Based on assumption of reduction 5 percentage point at the mid-term = 34.4%]
- Z_α = the Z-score corresponding to the degree of confidence with which it is desired to be able to conclude that an observed change of size (P_2 - P_1) would not have occurred by chance (α - the level of statistical significance) = 1.645 [Z value corresponding to 95% confidence level]
- Z_β = the z-score corresponding to the degree of confidence with which it is desired to be certain of detecting a change of size (P2 - P1) if one actually occurred (β - statistical power) = 0.840 [Z value corresponding to 80% power]

Using these values, n is computed as 1,806.8 so a minimum required representative sample size for the entire Nobo Jibon program was determined as 1,807 children U5. The sample size was then adjusted to ensure that sufficient number of U5 children would be measured. Considering the proportion of households with U5 children is 43 percent[4] and that the average number of U5s per

[4] Population-based household baseline survey 2010 for Nobo Jibon.

household in those households with U5s is 1.43, the total number of households required to be interviewed to reach 1,807 U5s was 2,580 for the entire Nobo Jibon program.

Selection of *mouzas*

A two-stage sample selection process was used to select households for interviews. In the first stage, 86 *mouza*s were selected across all three program districts. In the second stage, 30 households were interviewed in each of the selected *mouza*s, to give a targeted total of 2,580 households interviewed in all 86 *mouza*s. The *mouza*s were selected using PPS. This ensured that all households within the districts have an equal chance of being selected.[5] The listing of *mouza*s was arranged by union in the PPS selection process, to ensure wide geographic coverage in the *mouza* selection process.

Selection of households

Households were selected using a random walk procedure, adapted to the rural settlement patterns found within the program area. The procedure was similar to that used in the baseline survey for Nobo Jibon. *Mouza*s were quite compact geographically, with houses clustered along rural roads and pathways. These characteristics make it possible for survey teams to quickly identify the boundaries of the *mouza* and locate the roads, paths, and pockets of settlements within the *mouza*s. Another characteristic of most *mouza*s in the program area is that they have a linear rather than circular geographic layout, often following the line of roads, rivers, or canals. The procedure was followed for selecting households to first identify the boundaries of the selected *mouza*, and the location of different paths and clusters of settlements within the *mouza*, and an estimate of the total number of houses along each pathway. Based on this information, the team supervisor selected five starting points and pathways, one for each team member, within the boundaries of the *mouza*. The supervisor also determined the skip value, the number of households that each enumerator skipped in the selection process as they move along their appointed pathway. The skip value was chosen so that the five interviews conducted by each interviewer spanned the total number of houses along the interviewer's selected pathway. Enumerators randomly chose a starting value between "1" and the skip value "plus 1" for selection of the first house to be interviewed. Enumerators determined the number of households in each structure, and counted the number of households, not the number of structures, in the selection process.

[5] In larger *mouza*s the chance that any single household will be selected is smaller, but this is offset by the fact that larger *mouza*s have a greater chance of being selected in the PPS procedure.

Annex VII: Topical Outlines

SO 1 FGD topical outlines – Health

The health component of the evaluation will involve separate focus groups: Village Health Committees, Pregnant and Lactating Women, and Adolescent Volunteer Groups. Health-specific questions for gender leaders and for men are also included here; it is possible to integrate these into other planned FGDs.

Focus Group Discussion: Village Health Committee (VHC) Members

Purpose:	To understand the roles and responsibilities of VHCs and their influence on child care and feeding practices of pregnant and lactating mothers.
Participants:	10 Members of the Village Health Committee (VHCs)
Duration:	90 minutes

➔ **Welcome and Introduction (5 minutes)**

Thank you for joining us today for this focus group discussion. We appreciate the time you are spending here today.

This discussion is part of a review of Nobo Jibon program. During the next 90 minutes we would like to talk about your experiences as a health volunteer.

Today we would like to talk about how you manage and facilitate GMP, courtyard sessions, and home visits. We would like to learn about your successes and also what challenges you face.

There are no right and wrong answers today. We just want to learn more about your own experiences. We want your honest feedback. Your individual responses will be confidential (no one at Save the Children will know what information you personally provide), and your answers will not have a direct bearing on the extent of support provided by Save the Children.

#	Question	Note/Probing/Follow up
Q1	Why did you become a VHC member? What do you like most about being a VHC member?	Allow each participant to answer as a means of establishing trust and bringing all participants into the discussion
Q2	Let's begin by talking about GMP sessions. Can you describe what happens during GMP sessions?	How many women participate? What activities are conducted? What is your role and responsibility?
Q3	During the GMP sessions what type of information do	What do you tell women about ANC, labor and delivery and PNC?

#	Question	Note/Probing/Follow up
	you share with women?	What do you discuss regarding IYCF? Do you discuss immunization? What do you feel is the most important/helpful type of support you've offered to women as a CHV? Why?
Q4	Now let's talk about courtyard sessions? What happens during these sessions?	What do you tell women about ANC, labor and delivery and PNC? What do you discuss regarding IYCF? Do you discuss immunization?
Q5	What are the most common problems women and children discuss with you?	What questions do women ask about IYCF, hygiene, breastfeeding, immunization?
Q6	Do you feel you have enough training/support? Are there areas where you need more training or support?	Do you feel you have the proper equipment and training to fulfill your responsibilities as a VHC member? What type of training have you received as a VHC member? What do you do if you don't know how to answer questions or help?
Q7	What happens if you identify a sick or malnourished child?	Do you make referrals? To whom? Are you able to follow up?
Q8	Why and how do women/children attend GMP and courtyard sessions?	Are women interested or enthusiastic to attend? What are the most significant barriers to their attendance?
Q9	How are the services you provide as a VHC coordinated with or complementary to those provided by the Ministry of Health (MoH)?	How have you worked with MoH representatives to improve referral linkages? How have VHC members worked with MoH representatives to coordinate immunization or micro-nutrient supplementation practices? What (if any) training have VHC members received from the MoH or other partners? How helpful has it been? How could it have been improved?
Q10	As a VHC member what have been your greatest successes?	Can you tell me about a woman that you were able to help? Can you tell me about a child that benefited greatly

#	Question	Note/Probing/Follow up
		from your help?
Q11	As a VHC member what are the greatest challenges that you face?	
Q12	What (if any) additional support do you need to adequately fulfill your responsibilities as a VHC member?	
Q13	Is there anything else that you would like to discuss today?	Ask any necessary follow up questions to cover missed information from above
Q14	Do you work together with the other volunteers on the Nobo Jibon program?	Do you see a lot of new community initiatives with the Nobo Jibon support? Do you feel that the community is rising from its PEP roots, and quality of life has improved because of it?

Focus Group Discussion: Pregnant and Lactating Women

Purpose:	To understand influence of courtyard sessions in promoting good health, hygiene and IYCF practices among participants.
Participants:	10 pregnant and lactating women participating in GMP and courtyard sessions
Duration:	90 minutes

Welcome and Introduction (5 minutes)

Thank you for joining us today for this focus group discussion. We appreciate the time you are spending here today. This discussion is part of a review of Nobo Jibon program. We are speaking with you today to learn about your experiences as pregnant and breastfeeding mothers. Today we would like to talk about what happens when you bring your children to GMP sessions. We also want to know what you have talked with health volunteers during courtyard sessions. There are no right and wrong answers today. We just want to learn more about your own experiences. We want your honest feedback. Your individual responses will be confidential (no one at Save the Children will know what information you personally provide), and your answers will not have a direct bearing on the extent of support provided by Save the Children.

#	Question	Note/Probing/Follow up
Q1	Insert culturally appropriate question here.	Allow each participant to answer as a means of establishing trust and bringing all participants into the discussion
Q2	What happens when you bring your children to GMP sessions?	What information related to child care and feeding practices do health volunteers share? What do health volunteers do during these sessions? Can you describe how your children are weighed? What do you like most about these sessions? What do you like least? How can they be improved?
Q3	What happens when you attend courtyard sessions?	What information do health volunteers share? Do you sometimes ask questions? What are they? Have your questions been adequately answered? If not, why not? What do you like most about these sessions? What do you like least? How can courtyard sessions be improved?
Q4	Which type(s) of information/practice do you think has most benefitted your child's health and nutrition? Why (explain/provide examples)?	What information/practices have health volunteers shared about ANC? What information/practices have health volunteers shared about delivering your baby? What information/practices have health volunteers shared about your baby's first week of life? What information/practices have health volunteers shared about breastfeeding? What information/practices have health volunteers shared about feeding your children from age 6 months – two years? What have you learned about taking care of your children when they are sick?
Q5	How have things changed for you or your child since you	What has changed in the way you feed your child?

#	Question	Note/Probing/Follow up
	started attending GMP/courtyard sessions?	What has changed in the way you are / or plan to breastfeed your child? What do you do differently to take care of yourself while pregnant or breastfeeding?
Q6	For this commodity (show commodity), who in your household consumes the most? Why? The least? Why?	Of commodity received, how much remains in the household? How much is consumed within 1 month? How much is stored? How much is sold/bartered/traded to generate other income for house?
Q7	What is your opinion of health volunteers?	How have health volunteers helped pregnant and lactating mothers in this community? Do they have adequate capacity (good information, proper materials, adequate experience) to perform their duties? If not, where are they lacking? How can they do their job better?
Q8	What types of child illness are most common in this community? How and from whom do you seek help from when your child is sick?	How do you reach a health clinic? What are the barriers to access of health services (cost? Physical proximity? Cultural/household constraints – denied consent by male heads of household?)? Have you or your child ever been referred to another clinic/midwife/doctor/hospital when sick? Describe the process of referral? Did the referral result in access to necessary health care? How has participation in Nobo Jibon influenced access to child health care?
Q9	Who provides you with care when pregnant? How often do you seek care when pregnant?	Did you see a TBA during your pregnancy? Did you see a midwife during your most recent pregnancy? If not, why not? If so, at what stage of your pregnancy? Why / why not go to the midwife? How satisfied were you with the support/information provided by the midwife? How might delivery support provided by midwives be improved?
Q10	From whom and how did you and your baby receive support	How did the midwife/TBA/other help you after your

#	Question	Note/Probing/Follow up
	during the first few weeks of your baby's life?	baby was born? Where was care provided to you and your baby (home, clinic, other?)How might post-natal care be improved?
Q11	How did you learn to breastfeed your baby? Can you describe your experience when you began breastfeeding your baby?	Did anyone help you to learn how (and for how long) to breastfeed (mother, mother in law, friend, midwife, health volunteer?) When did your baby start nursing? When your baby was less than six months of age did you have any problems breastfeeding? If so, what was the nature of those problems?
Q12	When did you first introduce complementary foods (other than breast milk) to your infant and what foods were they?	What foods other than breast milk did you first give your baby?
Q13	What type(s) of support has Nobo Jibon provided for improved hygiene and sanitation in this community?	Has Nobo Jibon provided water infrastructure and/or latrines in this community? What influence has this had on child health and nutrition? Do you expect that hygiene/sanitation practices and infrastructure will be maintained? If not, why not? How could support for improved hygiene and sanitation be improved?
Q14	Is there anything else that you would like to discuss today?	Ask any necessary follow up questions to cover missed information from above

Focus Group Discussion: Adolescent Volunteer Groups
*Supplement to Focus Group: Adolescent Volunteer Groups, Annex 5

#	Question	Note/Probing/Follow up
Q1	Which health topics do you feel are important in your community?	Of the topics listed, which is the most important? Why? Of the topics listed, which are the least important? Why?
Q2	What kind of training did you receive on health and nutrition in your adolescent health group?	Who facilitated the sessions? Did you feel that they were competent and knowledgeable? How long did they last? What worked well? What could be improved?

#	Question	Note/Probing/Follow up
Q3	How do you share the health information that was discussed in your groups? Who was your audience? How was it received?	How do you share at home? How do you share with the community? How do you share as a whole? Give an example.

Focus Group Discussion: Gender Leaders
*Supplement to Focus Group Discussion: Gender Leaders, Annex 5

#	Question	Note/Probing/Follow up
Q1	Which health topics do you feel are important in your community?	Of the topics listed, which is the most important? Why? Of the topics listed, which are the least important? Why?
Q2	What kind of training did you receive on health and nutrition for the Gender Leader role?	Who facilitated the sessions? Did you feel that they were competent and knowledgeable? How long did they last? What worked well? What could be improved?
Q3	How did you assist Nobo Jibon staff in developing the BCC communication pathway materials?	What was your message? Which methods of communication did you use? Who was your primary audience? Did you prioritize a specific population/group? How did you decide?
Q4	(women only) Describe your interactions with pregnant lactating women and their families. How do you motivate them to participate in Nobo Jibon Activities?	VDC meeting, development activities, ANC visits, CBGP services, nutrition support. Note who was motivated (PLW/husband)

SO 2 FGD topical outline – Livelihoods

Purpose:	To understand influence of the Nobo Jibon market-based strategy to enhance household agriculture and aquaculture productivity and profitability among participants.
Participants:	8-10 project participants involved in production and income generation activities
Duration:	90 minutes

➔ **Welcome and Introduction (5 minutes)**

Thank you for joining us today for this focus group discussion. We appreciate the time you are spending here today. This discussion is part of a review of Nobo Jibon program. During the next 90 minutes we would like to talk about your experiences in Nobon Jibon production and income generation activities. Today we would like to talk about how you have put technical skills promoted by Nobon Jibon for increased horticultural, fish, poultry and non-farm production into practice, and how you have strengthened linkages to value chains and

markets. We would like to learn about your successes and also what challenges you face. There are no right and wrong answers today. We just want to learn more about your own experiences. We want your honest feedback. Your individual responses will be confidential (no one at Save will know what information you personally provide), and your answers will not have a direct bearing on the extent of support provided by Save.

REMINDER: three main implementation strategies

EXTREME POOR: asset transfer and skills building (EP – all SO1 beneficiaries)	**WOMEN: homestead production poor activities (HPP -)**	**PRODUCTIVE POOR: value chain approach (PP)**
- Productive technology training for non-farm IGAs, per asset group - Input support through voucher system - Khas land access advocacy and training - VSL group formation and support - Linkages with local and regional markets	- Formation of production groups and Demonstration Gardens - Input support for vegetable and aquaculture production. - Productive technology training for vegetable and pond fish. - Linkages with input and output markets	- Formation of Collection Points as needed - Productive technology training and demonstrations - Productive technology training for vegetable and pond fish. - Linkages with input and output markets - Business planning and marketing training

#	**Topic/Question**	**Note/Probing/Follow up**
Q1	Nobo Jibon orientation/selection	a. How did you hear about Nobo Jibon? b. Who was selected for participation? Why? c. Was the selection process transparent? Who managed the selection? d. Any groups/individuals in your community excluded?
Q2	Involvement in Nobo Jibon activities	a. What Nobo Jibon project activities did you participate in: differences in participation of men and women? b. What types of training did you receive from the Nobo Jibon project? What topics were covered: probe for horticulture/aquaculture, farming as a business (FAAB)/marketing, linking with suppliers/vendors, IGA, VSLA c. Organization of Nobo Jibon project training: what time in the day, where, how frequent? How convenient? d. What were the benefits of participation in these trainings: probe for differences for men and women e. What were the costs of participation in these trainings and how did you cope with these costs: probe for differences between

#	Topic/Question	Note/Probing/Follow up
		men and women f. What types of inputs did you get from the Nobo Jibon project? What condition are they in now? – How did the inputs complement the training? – Was the timing of inputs correct? – Who collected the inputs? Who controls use of the inputs? Probe for differences for men and women – How did these inputs meet your (household/community) need? – Current condition of the inputs: i.e. any seeds left, are tools still working or broken – What do you do if the inputs are fully used, lost/damaged? – Were the initial inputs sufficient to get you started? IMPORTANT question for EP who received asset transfers + very basic training on their use. e. How satisfied were you with these Nobo Jibon activities? Probe for satisfaction with quality/quantity of training and inputs. How can this be further improved? f. Are activities equally open to men and women (examples)? Which have been least open to participation by women? By men? Why (e.g. are there issues around timing and location)? What did Nobo Jibon project partners/staff do to improve access to project activities for women and men? What could be done to further improve men/women's participation in Nobo Jibon activities?
	Collaboration and cooperation with others	a. Describe the collaboration with others? Probe for Nobo Jibon and non-Nobo Jibon? b. Describe the collaboration with lead farmers? a. Describe the collaboration with DoA and DoF extension workers? Is local government supportive to the work Nobo Jibon and you are doing? b. Describe the collaboration with Nobon Jibon field staff? How often do they visit? How useful is it? Capacity of staff? c. Describe the collaboration with private sector? How supportive is the private sector to the work you are doing? Probe for vendors, buyers, aggregators d. Did you already work together with others before the Nobo Jibon project? Any changes since the project started? e. What are the benefits of collaboration? What are the costs? f. How can collaboration be improved? What can Nobo Jibo do to support this in the next 2 years?

#	Topic/Question	Note/Probing/Follow up
		g. Anyone excluded from this collaboration? Why? h. How will this collaboration/cooperation change after the Nobo Jibon project ends? Increase/decrease/same/end? In case of participation in a: 'semi-formal' group: i. How, when, why do you meet, and with any support from outside? j. In the last 2-3 years, what types of support did the group receive from other sources? Probe for organizational name and when support was provided. k. Types of activities that the group members currently do together and separately: different roles of men and women l. Current decision-making/management arrangement: different roles of men and women – Has the way the group operates changed in the last 2-3 years? Why? Have there been changes in the roles and participation of men and women? g. Future of the group/collaboration?
Q3	Productivity and income/wage-earning trends	a. What types of changes have you made to your farming/aquaculture/other IGAs since your involvement in the Nobo Jibon project? Probe for agricultural techniques, own land use, use of khas land, PHH and FAAB. Probe for differences between men and women b. How has the overall productivity of your farming/IGA changed? c. How has your income changed? How has household income changed? Probe for differences between men and women d. How has the role of other income earners in your household changed? Probe for differences between men and women e. How has your/household savings and lending changed? f. How has your expenditure changed, i.e., different household and productive purchases, different spending of food, education and health care? Probe for differences between men and women g. What were the impacts of the changes in expenditure? Probe for most significant change
Q4	How has the Nobo Jibon project changed men/women's roles in the household and the community?	a. What evidence is there that that women are becoming more empowered as a result of the project? Men? Probe for household and community level b. How have men and boys reacted to changes in women's roles and activities?

#	Topic/Question	Note/Probing/Follow up
		c. How have women reacted to changes in men's and boys' roles and activities?
Q5	Future outlook	a. How will you apply what you learned during the Nobo Jibon project in the future? b. What are your aspirations? c. What training/inputs do you require to maintain your present level of food security? d. What training/inputs do you require to further improve your present level of food security? e. What would happen if you do not receive additional training/inputs from this point on? f. What would you recommend should have been done differently in the Nobo Jibon project to better prepare you for the future? g. What should Nobo Jibon focus on in the remaining 2 years of the project? h. What are key things the Nobo Jibon project should do/complete before the end support?
Q6	Integration with other SO activities	a. How mutually supportive are the various livelihood activities? How do PP and HPP activities fit together? b. How do the Nobo jibon livelihood activities support MCHN? c. How are the Nobo Jibon livelihood activities supported by the disaster risk reduction activities? d. How useful is food distribution as part of the Nobon Jibon project?
Q7	Broader adoption (use Q1 and Q2 for FGDs with non-beneficiaries)	a. How do other community members not involved in the program think about Nobo Jibon? Probe for perceptions, problems = discussion b. How are they participating in project activities, if at all? Probe for community sessions c. How are Nobon Jibon beneficiaries sharing their knowledge and skills? Any sharing of inputs? How inclusive are they to non-beneficiaries? d. How are non-beneficiaries applying practices promoted under Nobo Jibon? – Which practices are they applying most frequently? – Who is supporting them? Probe for lead farmers, PP, HPP, NJ staff, vendors, buyers. – How successful are they? To what extent are they 'getting it right' / following the right steps? – Which practices are adopted most/least successful?

#	Topic/Question	Note/Probing/Follow up
		e. What could Nobo Jibon have done in the last 1-2 years to support broader adoption by non-beneficiaries? f. What can Nobo Jibon do in the next 2-3 years to support broader adoption by non-beneficiaries?
Q8	Specific questions for VSLA groups (to be used in combo with other Qs)	g. What are the procedures for your VSLA activities? – Savings obligations (share system) – Loan size – Loan approval process – Guarantors – Delays in repayment – Non-repayment – Emergency funds / special provisions – Service fees h. How will you expand VSLA activities in your village? New members? New groups?

Specific questions for lead farmers/vendors/suppliers (for all, probe for both Nobo Jibon and non-Nobo Jibon farmers)

a. Describe your the interaction with other farmers? Has this changed since your involvement as lead farmer?
b. What are the main changes you see in farmer behaviors after involvement in Nobo Jibon? Probe for price negotiation, awareness of input quality, land use, collaboration, empowerment
c. What types of advice/support do you provide? Where do you see the greatest need for support?
d. How much time do you spend on supporting farmers?
e. What are the benefits/costs/risks of being a lead farmer/vendor/supplier?
f. How many farmers can you realistically support? How can you support broader adoption of practices beyond NJ beneficiaries?
g. How do you collaborate with other value chain actors?
h. What is your perception on:
    - Sustainability of current Nobo Jibon farmers?
    - Quality of current Nobo Jibon farmers?
    - Quality of the products they produce
    - Most successful/least successful practices? Why?

- Adoption rates beyond Nobo Jibon farmers?
- Market access?

SO 3 FGD topical outline – Disaster Risk Reduction

Purpose:	To understand influence of Support to reactivating Disaster Management Committees and support prevention, early warning, mitigation and response measures among participants.
Participants:	10- 15 community members, members of the DMC
Duration:	90 minutes

➔ **Welcome and Introduction (5 minutes)**

Thank you for joining us today for this focus group discussion. We appreciate the time you are spending here today. This discussion is part of a review of Nobo Jibon program. During the next 90 minutes we would like to talk about your experiences a member of the Disaster Management Committee. Today we would like to talk about how you manage and facilitate prevention, early warning, maintenance of disaster resilient infrastructure and adaptation to climate change. We would like to learn about your successes and also what challenges you face. There are no right and wrong answers today. We just want to learn more about your own experiences. We want your honest feedback. Your individual responses will be confidential (no one at Save will know what information you personally provide), and your answers will not have a direct bearing on the extent of support provided by Save.

#	**Question**	**Note/Probing/Follow up**
Q1	Why did you become a member of the DMC? What skills/experiences do you draw on as a member of the DMC?	Allow each participant to answer as a means of establishing trust and bringing all participants into the discussion
Q2	What type of support have you received from Nobo Jibon for Disaster Risk Management (DRM)?	Has Save carried out any disaster risk analysis in this community? What type(s) of training have you received from Save in DRM? What type of training has been most/least useful? Why? Has Nobo Jibon supported creation of disaster protection infrastructure in this community? If so, has it been effective in helping to prevent or mitigate disasters? What arrangements have been made for maintenance of the infrastructure?
Q3	What steps has the DMC taken to mitigate disaster	How has the DMC contributed to greater community

#	Question	Note/Probing/Follow up
	and/or respond to the effects of climate change?	awareness of disaster risk? Has the DMC contributed to development of a community disaster management plan? If not, why not? How has the DMC involved women in the development of DMC plans?
Q4	Does your community have a disaster early warning and response system in place?	If so, what role has the DMC had in designing and implementing the early warning and response system? What is the role of the youth? How does the plan ensure that both men and women receive information about early warning? How does the plan ensure that women and girls go the shelter in a timely manner? What (if any) support have you received from Nobo Jibon in implementing the disaster early warning system? How aware are community members of the disaster early warning and response system?
Q5	How has the DMC committee contribute to awareness of and adaptation to climate change?	Has the DMC coordinated with VDCs and in supporting adaptation to climate change? Provide examples. What support has Save provided in adapting agricultural activities to climate change?
Q6	What support has the community received from local government for disaster risk management?	What (if any) investment has the government made in disaster resilient infrastructure in this community? What role has the DMC had in selecting, designing and maintaining this disaster prevention infrastructure? How has the Local Government Engineering Division (LGED) contributed to construction or maintenance of disaster prevention infrastructure? Have trained Disaster Volunteers contributed to disaster preparedness in this community? If so, how (provide examples)? Describe the level of coordination between Union Disaster Management Committees (UDMC), Union Disaster Volunteers (DVs) and the Upazila Disaster Management Committee (UzDMC). How could coordination on disaster

#	Question	Note/Probing/Follow up
		management be improved?
Q7	What is the role of youth volunteers in organizing and facilitating household disaster preparedness and response?	How many households have been trained? Have all 14 modules been completed? What is the status of the Household risk reduction and contingency plans?
Q8	Has the DMC participated in any cyclone simulations?	Who was involved? What were the main issues learned from the event?
Q9	Was the DMC involved in the selection of FFW activities for disaster preparedness?	What were the activities that were selected? How were participants selected? Was the construction of the infrastructure successful?
Q10	Do the structures built respond to the different needs of men and women?	How do the shelters account for women/girls' safety, sanitation and privacy needs?

Disaster Risk Reduction (continued) – Questions for beneficiaries

FGD Questions (separate groups for men and women)

1. Have you received any disaster risk reduction awareness training? If so what were the topics covered? Who provided this training? How did you use the training?
2. Have you received any other capacity building training from youth volunteers on disaster preparedness? What topics were you trained in? How are you applying this training?
3. Do you participate in FFW activities focused on constructing disaster preparedness infrastructure? What did you work on? How were you paid? How often did you receive payment?
4. Did you participate in a cyclone simulation? What was your role? What did you learn?
5. Did you participate in National disaster Preparedness Day? Who was responsible for organizing the event? What did you do?

Youth Volunteers FGD Questions

1. Do you participate in training households in disaster preparedness? What training do you provide? What has been the receptivity of Households to this training? Do you train both women and men?
2. What is your role in organizing cyclone simulations? Have these events been successful? Please explain.
3. Do you participate in gathering early warning information? If so what kinds of data do you select? Who do you send this information to? How is this information used?

Additional FGD questions on cross-cutting issues

Each SO integrates various questions on gender and governance. The following questions on these topics, as well as targeting, have broad application and are common to all SOs. The second column indicates to which groups the questions should be directed.

#	Question	Note/Probing/Follow up
Q1	**Effectiveness of Village Development Committee** Questions for: • Beneficiary groups	How are people selected to be on the VDC? Do you feel that the VDC represents everyone in the community? Is anyone left out? Do you have any examples of a problem that the VDC handled well? Have you had any problems with the VDC? Describe whether or not it was resolved, and how. Would you make any changes to how VDC members are selected or the VDCs work?
Q2	**Effectiveness of Village Development Committee** Questions for: • Village Development Committee	History of the group? How, when and why was it established? How often does the group meet (or work together)? In the last 2-3 years, what types of support did the group receive from external organizations? Probe for organizational name and when support was provided. Types of activities that the group members currently do together and separately: different roles of men and women Current decision-making/management arrangement: different roles of men and women Has the way the group operates changed in the last 2-3 years? Why? Have there been changes in the roles and participation of men and women? Future of the group
Q3	**Gender relations in governance structures** Questions for: • Village Development Committee	What is the ratio of women/girls to men/boys in this group? How would you describe the relationship between men/boys and women/girls in this group? Are there any differences in how men/boys and women/girls participate in the group? Is it different from

#	Question	Note/Probing/Follow up
	• Village Health Committee • Disaster Management Committee • Adolescent Volunteer Group	relationships you have outside the group? How have you benefitted by being a part of this group? Are there any changes you would make?
	Training on gender topics • Beneficiary groups • Village Development Committee • Village Health Committee • Disaster Management Committee • Adolescent Volunteer Group	Did you receive any training on gender equity or other gender topics (name them)? What did you think of it? Which ones were most useful? Least useful? Examples of how you have used the training? What changes would you make to the training? How have you used it (examples)? What topics would be useful to learn more about?
Q3	Targeting	How are people selected to participate in activities? Are the selection criteria clear? Are the selection criteria and process fair? Would you make any changes to the selection process or criteria?

Key Informant Interview Guide – Partners

Key Informant Interview Guide: Implementing and Technical Partners

Purpose: To understand Nobo Jibon program progress, design, targeting, management and sustainability from the perspective of partners.

P**articipants**: Senior program staff of implementing and technical partner agencies

Implementing: HKI, iDE, World Fish, RIMES

Technical: CODEC (Community Development Center), GUP (Gono Unnayan Prochesta), SAP-Bangladesh (South Asia Partnership-Bangladesh), Speed Trust (Society for People's Education, Empowerment and Development Trust)

Location: Barisal Region

Duration: Max 1-2 hours

Introduction

1. Please describe the role and responsibilities of your organization in Nobo Jibon?

Overall Performance and Effectiveness

2. How would you characterize the progress made by Nobo Jibon to date? How does progress made thus far compare with expected results at this stage?

3. In your opinion what are some of the most significant achievements of the program thus far? Examples?

4. What are the major constraints to accomplishing the expected program results? How has your organization and the program overall responded to these challenges?

5. In your opinion how well is the program managed?

6. How many women (express as %) are represented in senior management positions in your organization?

Design and Implementation

7. How would you describe the overall Nobo Jibon design and approach?

    a. What are its greatest strengths?

    b. What are its greatest weaknesses/challenges?

    c. How has your organization responded to these challenges?

8. Nobo Jibon uses a broad range of approaches and implements numerous activities. How effectively are these approaches/activities interconnected? Do you feel the communication through all levels (Dhaka – village) is efficient and well managed? Where could linkages be improved and how?

9. What role have beneficiary communities had in designing, implementing and monitoring Nobo Jibon? How have women and beneficiary households been engaged in this process? How could the role of the community in project implementation be improved?

10. Have any specific components/SOs received more attention than others (in terms of resources and effort)? Why? Has progress in other SOs suffered as a result? If so, how can this be overcome?

11. How important is the food aid to beneficiaries as part of the package of support received from Nobo Jibon?

12. How efficient and effective is the food distribution. Do you feel the right persons are targeted?

13. Describe the level of progress made toward design and implementation of exit strategies. How could exit strategies be improved to maximize the likelihood of sustainable impacts?

Gender Equity

14. What are the greatest challenges in addressing gender equity and women's empowerment in your implementation area? For example, are there any challenges to women's or men's participation and performance in different positions and leadership roles in the community? In the household? In your own organization? What has your organization done to address these challenges within Nobo Jibon?

15. How would you describe your organization's policies and capacity for promoting gender equity and women's empowerment – within your own organization and in the work you do in communities?

16. Has Nobo Jibon provided any capacity building on gender topics? If yes, what was most useful/ least useful about that training? How has the training been used?

17. Do you feel that Nobo Jibon is contributing to the empowerment of women and adolescent girls? Since the start of Nobo Jibon have you observed a change in women's participation and leadership in household decisions, in community structures, in leadership roles? Examples?

18. Any specific comments on the effectiveness of VDCs, village health committees, disaster management committees, youth volunteers, gender leaders in supporting gender equity and women's empowerment?

Targeting

19. Do you feel Nobo Jibon's community and household targeting has been effective and appropriate? Are selection criteria clear and transparent?

20. Do you have any recommendations for improving the targeting process?

Monitoring and Evaluation/Institutional Learning

21. To what extent have lessons learned from the previous project been incorporated into Nobo Jibon? Examples?

22. Describe the capacity of current M&E systems to track the program outcomes and impact. How do you track the quality of the interventions?

23. How might learning and sharing be improved among implementing partners?

Capacity Building/Partnerships

24. As an implementing partner do you feel that you have sufficient capacity (technical, reporting, human resources, financial, other?) Do you receive sufficient support from Save the Children? What types of support have been most helpful/useful? Least? In which specific areas do you require additional support?

25. How were your organization's roles and responsibilities developed and agreed to?

26. How often and how do you communicate with Save? How do you report to Save? Suggestions for strengthening communication?

27. Have you had any turnover of staff? How does your organization manage this? What (if any) impact has it had on project implementation?

28. How does your organization interact with other Nobo Jibon implementing partners? What opportunities are there to learn from other implementing partners?

Health, Hygiene and Nutrition (SO1)

29. How successful has the Program been in improving health, hygiene and nutrition for the targeted beneficiaries? What have been the most and least effective activities? Why (explain)?

30. What are the most significant barriers to improving health, hygiene and nutrition?

31. How would you describe your organization's technical capacity to promote IYCF and BCC?

    a. Does your organization have previous experience working in IYCF/BCC?

    b. What type of capacity building has Save the Children provided?

32. How effective has Nobo Jibon been in improving the technical capacity of:

    a. Village Health Committee members (VHCs)? How could capacity building efforts be improved?

    b. Field Facilitators? How could capacity building efforts be improved?

33. How effective has the Case Community Management (CCM) been in promoting health of young children and timely access to services?

    a. What support (if any) has your organization provided to rural health service providers? How effective has it been?

    b. Describe the effectiveness of Nobo Jibon's efforts to improve referrals and linkages with rural health centers. What additional steps should be taken to improve referrals/linkages?

34. Describe efforts made by Nobo Jibon to improve access to clean water, sanitary latrines and maintaining hygiene. How were the sites selected? How effective have the efforts been towards reducing childhood illness? Are there areas which areas can be improved?

35. To what extent are Nobo Jibon health and nutrition activities coordinated with and complementary to similar services provided by the government and other donors? How could coordination in delivery of health and nutrition services be improved?

Livelihoods (SO2)

36. What influence have new crop varieties and cultivation practices promoted by the project had on agricultural productivity? Household food security? Which activities have been most and least effective? Why?

37. Which (if any) of Nobo Jibon's agricultural/IGA activities have been most accessible/beneficial to women? Which have been least open to participation by women? Why?

38. Is your organization addressing the priorities according to the Village Development Committees (VDCs) and Community Action Plans? How (provide examples)?

39. How effective are the lead farmers? Do they receive enough support from the Ministry of Agriculture and the one from Livestock and Fisheries?

40. Have adaptation options to combat the impact from climate change been considered? Are information sessions organized to discuss the negative effects? Is there growing awareness of this threat and what to do about it?

41. What support (if any) has Nobo Jibon provided for improved livestock management/ fish culture in this community? How effective has this support been? How might it be improved?

Disaster Preparedness, Mitigation and Response (SO3)

42. How would you describe your organization's capacity for supporting disaster preparedness, mitigation and response activities? What support has Save provided your organization for improving DRM in target communities?

43. What capacity has the project built for your organization to improve coordination for contingency planning?

44. How effective has Nobo Jibon been in improving disaster preparedness, mitigation and response? Which activities have been most and least effective? Why?

45. What was your involvement in selecting the cyclone shelters and *Killas* that were constructed or rehabilitated? Have these activities been successful? Why or why not?

46. What was your involvement in selecting the FFW/CFW activities that were initiated in the communities to improve disaster preparedness? Has this been effective? Why or why not?

47. What has been your organization's role in piloting innovations in early warning to track depression and landfall for accuracy, improved lead time and community level participation? How effective has the project been in promoting awareness of the GOB early warning system?

48. Has your organization been involved in reactivating Disaster Management Committees and training Disaster Volunteers in the communities/ schools? How might coordination with the government on DRM activities be improved?

49. How does your organization engage women in the development of DM plans?

50. What is your organization's involvement in leading disaster drills, and simulations in high risk communities? Which activities have been the most and least effective? Why?

51. What is your involvement in training households in disaster preparedness and contingency planning? What is the most and least effective? Why?

Key Informant Interview Guide – Local Government

Key Informant Interview Guide: Local Government

Purpose:	To understand Nobo Jibon collaboration with local government, in particular to review the operational strengths of extending safety net programs and services to beneficiary communities
P**articipants**:	Senior and technical staff from local government: Health /Public Health/Family Welfare; Agricultural Extension/ Fisheries/ Livestock; Disaster Management & Relief
Location:	Barisal Region
Duration:	45 minutes (questions are generally by sector/ SO)

COMMON SECTION

Introduction

1. Please briefly describe the roles and responsibilities of your department.

2. In what area(s) do you work with Nobo Jibon staff and communities?

Overall Performance and Effectiveness

3. How would you characterize the progress made by Nobo Jibon to date? How does progress thus far compare with expected results at this stage?

4. In your opinion what are some of the most significant program achievements thus far? Examples?

5. What are the major constraints to accomplishing the expected program results? How has your organization and the program overall responded to these challenges?

6. In your opinion how well is the program managed?

Design and Implementation

7. What was your department's involvement in program design? Are there any ways this could be improved?

8. Nobo Jibon uses a broad range of approaches and implements numerous activities. Do you feel these activities are lifting the beneficiaries out of poverty, hunger, and malnutrition? Which are the most effective and useful activities? The least?

9. How effectively are Nobo Jibon activities linked to one another? Where could linkages be improved and how?

10. How important is the food aid to beneficiaries as part of the package of support received from Nobo Jibon?

11. How efficient and effective is the food distribution. Do you feel the right persons are targeted?

12. Describe the progress made toward design and implementation of exit strategies. How could exit strategies be improved to maximize the likelihood of sustainable impacts?

13. When Nobo Jibon stops after five years, do you feel the government can take over the full support for the beneficiaries? How could the sustainability of Nobo Jibon activities be improved?

Targeting

14. Do you feel Nobo Jibon's community and household targeting has been effective and appropriate? Are selection criteria clear and transparent?

15. Do you have any recommendations for improving the targeting process?

Gender Equity

16. How would you describe your department's policies and capacity for promoting gender equity? Has Nobo Jibon provided any capacity building on gender topics? If yes, what was most useful/ least useful about that training? How has the training been used?

17. Are there any challenges to women's or men's participation and performance in different positions and leadership roles in your department? Do you have any recommendations for addressing these challenges?

18. Do you feel that Nobo Jibon is contributing to the empowerment of women and adolescent girls? Since the start of Nobo Jibon have you observed a change in women's participation and leadership in household decisions, in community structures, in leadership roles? Examples?

Capacity Building/ Partnerships/ Communication

19. Do you receive sufficient support from Save or partner NGOs? What kind of support? What type of support has most helpful/useful? Least?

20. What (if any) training have you received from Save and/or partners? Who has participated in training (which government departments and positions)? How effective/helpful has the training been? Most helpful/useful training? Least? How might training be improved?

21. What are your lines of communication with Save and partner NGOs? How often and how do you communicate with Save and/or partner NGOs? With whom do you typically interact and coordinate activities? Do you receive many phone calls from the Nobo Jibon beneficiaries and/or volunteers? Is there a process set up for this kind of communication? Suggestions for strengthening communication?

22. How would you describe the collaboration between the GoB and Nobo Jibon? Constraints to collaboration? Suggested improvements?

23. Have you had any turnover of staff? How does your organization manage this? What (if any) impact has it had on project implementation?

24. In your opinion, do Save field staff and implementing partner staff have adequate technical capacity to support program implementation? How (in what areas) might the capacity of field staff be improved?

SPECIFIC MINISTRIES/DEPARTMENTS

Ministry of Health (SO1)

25. How successful has the program been in improving health, hygiene and nutrition for the targeted beneficiaries? What have been the most and least effective activities? Why (explain)?

26. What are the most significant barriers to improving health, hygiene and nutrition?

27. Have you had any previous experience implementing IYCF and BCC activities? Describe your involvement in preparing and implementing this activity.

    a. What type of capacity building has Nobo Jibon provided for promotion of health and nutrition? Are there other areas that you would like technical assistance in?

28. How does your department work with Village Health Committees? How effective has Nobo Jibon been in improving the technical capacity of VHCs? How could capacity building efforts be improved?

29. How effective has the Case Community Management (CCM) been in promoting health of young children and timely access to services?

    a. What support (if any) has your organization provided to rural health service providers? How effective has it been?

    b. Describe the effectiveness of Nobo Jibon's efforts to improve referrals and linkages with rural health centers. What additional steps should be taken to improve referrals/linkages?

30. Describe efforts made by Nobo Jibon to improve access to clean water, sanitary latrines and maintaining hygiene. How were the sites selected? How effective have the efforts been towards reducing childhood illness? Are there areas which areas can be improved?

31. To what extent are Nobo Jibon health and nutrition activities coordinated with and complementary to similar services provided by the government and other donors? How could coordination in delivery of health and nutrition services be improved?

Ministry of Agriculture (SO2)

32. Please specify the types of support you provide to the communities and how you collaborate with Nobo Jibon?

33. How do you support the lead farmers? Do you feel they are experienced enough to help other people?

34. How do you support private sector actors to engage with farmers? Do you feel they are experienced enough to help other people and provide the necessary extension information?

35. What role do women play in agricultural/economic activities promoted by Nobo Jibon? Please specify. What barriers exist for women to participate in agricultural/ economic activities? What can be done to overcome these barriers?

36. How does your department support Village Development Committees (VDCs) and development of Community Action Plans?

37. What influence have new varieties and practices promoted by the project had on agricultural and aquaculture productivity? Household food security? Which activities have been most and least effective? Why?

38. Have adaptation options to combat the impact from climate change been considered? Are information sessions organized to discuss the negative effects? Is there growing awareness of this threat and what to do about it?

39. What support (if any) has Nobo Jibon provided for improved livestock management/ fish culture in this community? How effective has this support been? How might it be improved?

Disaster Preparedness, Mitigation and Response (SO3)

40. How would you describe your organization's capacity for supporting disaster preparedness, mitigation and response activities? What support has Save provided your organization for improving disaster risk management (DRM) in target communities?

41. What capacity has the project built for local government to improve coordination for contingency planning? What is the quality of the Division-level, Upazila-level, union-level and village-level disaster management plans? What could be improved?

42. What is your involvement in the creation of Risk and Resource Maps? What could be improved?

43. How effective has Nobo Jibon been in improving disaster preparedness, mitigation and response? Which activities have been most and least effective? Why?

44. What was your involvement in selecting the cyclone shelters and *Killas* that were constructed or rehabilitated? Is this effective?

45. What was your involvement in selecting the FFW/CFW activities that were initiated in the communities to improve disaster preparedness? Has this been effective?

46. What has been the government's role in piloting innovations in early warning to track depression and landfall for accuracy, improved lead time and community level participation? How effective has the project been in promoting awareness of the GOB early warning system?

47. What is your organization's involvement in leading disaster drills, and simulations in high risk communities? Which activities have been the most and least effective? Why?

48. Has your organization received full cooperation from the national government in reactivating Disaster Management Committees and training Disaster Volunteers in the communities/ schools?

49. Has the local Union Parishad (UP) developed an updated Local Disaster Management Action Plan? If not, why not?

50. How does your organization engage women in the development of Disaster Management plans?

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Annex VIII: List of Key Informant Interviews and Focus Groups

Key Informant Interviews

Organization	Position	Location	Name	
Save the Children	Chief of Party	Dhaka	Delailah Borja	MM, IC, SKM, NMP
Save the Children	Senior Manager, Partnership and Gender (GWG)	Dhaka	Nadira Khanam	MM, IC
Save the Children	Deputy Program Manager, WASH and Community Mobilization	Barisal Divisional Office	Md. Abdus Samad	MM, IC
Save the Children	TO Community Mobilization (GWG)	Barisal Divisional Office	Nasrin Nahar	MM
Save the Children	Manager Field Operations Nobo Jibon (GWG)	Barisal Divisional Office	Md. Salim Moral	MM
Save the Children	Project Officer Commodity & Logistics (GWG)	Patharghata	Taslima Khanom	MM
Save the Children	Advisor, Livelihoods	Dhaka	Bakaul Islam	MM, IC
Save the Children	Manager, M&E	Dhaka	Toufique Ahmed	MM, IC, SKM, NMP
Save the Children	Manager, MIS and Commodities	Dhaka	Nazmul Kalam	MM, IC, SKM, NMP
Save the Children	Advisor, Health and Nutrition	Dhaka	Dr. Golam Mothabbir	MM, IC
Save the Children	Advisor, Health and Nutrition	Dhaka	Saiqa Siraj	IC
Save the Children	Senior TO – Feed th Future Agriculture	Amtoli	Md. Shoreful Islam	MM
Save the Children	Technical Officer for FtF	Amtoli	Md. Shalahan Siraj, TO (SC) for FtF (not Nobo)	MM
Save the Children	Technical Officer – SO1	GUP office, Barisal	Rabeya Akter	MM
Save the Children	MCHN Manager (being filled by Deputy Manager)	Barisal	Dr. Faisal Ahmed	IC
Save the Children	Technical Officer	Barisal District	Mosnuz Parvez	IC
Save the Children	Manager – Field Operations	Barisal District	Md. Salim Moral	BR
Save the Children	Manager – Livelihood	Barisal District	Md. Mahabub Hassan	BR

Save the Children	TO – Livelihood	Patuakhali	Ms. Argina Khatun	BR
Save the Children	Technical Officer – Livelihood	Patuakhali	Md. Rashedul Islam	BR
Save the Children	Technical Officer – Livelihood	Patuakhali	Md. Forkan Hossain	BR
Save the Children	Country Director	Dhaka	Michael McGrath	BR
Save the Children	Deputy Chief of Party	SCI Office, Dhaka	Ms. Kaniz Fatima	SKM, NMP
Save the Children	Government Liason NJ	Dhaka	Mr. Md Zafar Ullah Khan	SKN, NMP
Save the Children	Senior Officer, Warehouse	Barguna Warehouse at Amtali	Mr. Md Sultan Mahmud	SKN, NMP
Save the Children	Senior Officer, Warehouse	Barisal Central Warehouse	Mr. Mobarak Hossain	SKN. NMP
Save the Children	Deputy Manager, Commodity & Logistics	Barisal Warehouse	Mr. Md Anminur Rahman Talukder	SKN, NMP
HKI	Technical Advisor, Nutrition (GWG)	Dhaka	Sheela Sinharoy	MM, IC
HKI	Senior ENA Coordinator-Nutrition	Dhaka	Shirin Afroz	MM, IC
HKI	Senior Nutrition Technical Officer	Barisal district office	Sharmin Akter	MM, IC
HKI	Training Officer	Barisal	Suparna	IC
HKI	Regional Gender and Program Design Coordinator	Asia-Pacific Regional Office	Emily Hillenbrand	MM
iDE	Project Coordinator, NJ	Field Office, SC Barisal	Bablu Kumar Barua	BR, MM
CODEC	Team Leader	Amtali	Ahamadun Nabi	MM
CODEC	Technical Officer SO2	Amtali	Subrata Kumare Roy	MM
CODEC	SO1 Senior Technical Officer	Barisal Sadar, Barisal	Sushanta Kumar Biswas	IC
CODEC	SO1 Technical Officer	Barisal Sadar, Barisal	Ms. Ferdousi	IC
CODEC	FS	Barisal Sadar Cluster Office, Barisal	Parvis	IC
CODEC	FS	Barisal Sadar Cluster Office, Barisal	Nazrul	IC
CODEC	FS	Barisal, Barisal sadar, Charbaria, Taltali	Md. Nazrul Islam	BR
CODEC	FS	Barisal, Barisal sadar, Charbaria, Taltali	Md. Parvez Howlader	BR
CODEC	FS	Barisal, Barisal sadar, Charbaria, Taltali	Ms. Hosneara	BR
CODEC	FS	Barisal, Barisal sadar, Charbaria, Taltali	Md. Sirajul Islam	BR
CODEC	FS	Barisal, Barisal sadar, Charbaria, Taltali	Md. Faruk Hossain	BR
CODEC	Project Director	Barisal sadar	Mr. Munir Helal	SKM, NMP

GUP	SO1 MCHN	Barisal Divisional Office	*(do not have) (informal/brief talk)*	MM
GUP	Market Promoter (M), Field Facilitator (M) and TO-SO1 (F)	Barisal	*(do not have) (informal conversation)*	MM
GUP	Deputy Team Leader	Hizla upazilla	Poli *(informal conversation)*	MM
GUP	Technical Officer – SO2	Hizla upazilla	*(do not have) (informal conversation)*	MM
GUP	Project Director	Hizla upazilla	Md. Anis Ur Rahman	MM
GUP	Senior Technical Officer	Mehendiganj, Barisal	Md. Abdul Hye	IC
GUP	SO1 Technical Officer	Mehendiganj, Barisal	Shindu Kumar Roy	IC
GUP	Project Director	Barisal, Mehendigonj, Mehendigonj sadar	Md. Anisur Rahman	BR
SAP	Technical Officer SO1	Patharghata	Zakir	MM
SAP	Technical Officer SO2	Patharghata	Ibrahim	MM
SAP	Senior Technical Officer	BargunaSadar, Barguna	M.A Hakim	IC
SAP	SO1 Technical Officer	BargunaSadar, Barguna	Sabina Easmin	IC
SpeedTrust	Senior Technical Officer	Kalapara, Pathuakhali	Md. Suruz Mollah	IC
SpeedTrust	Technical Officer (female)	Kalapara, Pathuakhali	Mahabuba Jarin	IC
SpeedTrust	Field Supervisor (man)	Kalapara, Pathuakhali	Md. Shahidul Islam	IC
SpeedTrust	Field Supervisor (woman)	Kalapara, Pathuakhali	Ayesha Siddika	IC
SpeedTrust	Team Leader - Dasmina	Dasmina Team Office	Md. Zahiduzzaman	BR
SpeedTrust	DTL – Dasmina	Patuakhali, Dasmina	Mr. Ujjal Datta	BR
SpeedTrust	TO-DRR (Engineer)	Patuakhali, Dasmina	Md. Tajul Islam	BR
SpeedTrust	Technical Officer Khasland	Patuakhali, Dasmina	Ms. Popy	BR
SpeedTrust	Project Director	Patuakhali	Mr. Md. Abu Nayeem	SKM, NMP
Ancient Steamship Company, Ltd, Chittagong	Director of Operation, C&F Agent Transporter	Dhaka	Mr. Mohammed Morshed Haroon	SKN, NMP
Ancient Steamship Company, Ltd, Chittagong	Master Mariner, Port Captain, C&F Agent	Dhaka	Capt. Mohammed Zafar	SKN, NMP
World Fish	Training Manager	Barisal Divisional Office	Nazneen Khan	MM
World Fish	Project Manager	Barisal Divisional Office	Md. Shahidul Alam Khan	BR, MM, TF

World Fish	Project Manager(NJ)	Barisal, Barisal sadar	Md Shahidul Islam	
Fingerling supplier/vendor to FtF and Nobo		Barguna/ Amtali/ Holudia union	Jobber Pada	MM
UP chair		Hizla upazilla	Md. Afsar Uddim Haoladar	MM
UP member		3 No. Chorbaria union, Barisal Sadar	Md. Moin Sordar	MM
MoHFW	Government Health Assistant	PurbokandiPaschimpar, Char Ekkoria, Mehdendiganj, Barisal	Md. Moslem Uddin	IC
MoHFW	Government Health Inspector	Purbokandi Paschimpar, Char Ekkoria, Mehdendiganj, Barisal	Abdul Zalil Talukder	IC
MoHFW	Upazila Health and Family Planning Officer	Kalapara, Pathuakhali	Dr.Abdur Rahim	IC
MoHFW	Upazila Health and Family Planning Officer	BargunaSadar, Barguna	Dr. Md. Abdul Khaleque	IC
MoHFW	Medical Officer	Barguna Sadar, Barguna	Dr.Abdir Shallam	IC
MoHFW	CHCP	Hizla, Barisal	Ms. Supti Begum – Community Health Care Provider	IC
MoHFW	Upazila Health and Family Planning Officer	Mehendiganj, Barisal	Dr. Jashimuddin Hawlader	IC
	Regional Controller of Food	Barisal Divisional Town	Mr. Shaepon Kumar Banik	SKM, NMP
	Additional Secretary, Ministry of Disaster Management and Relief	Dhaka	Mr. Asit Kumar Mukutmoni	SKM, NMP
	Deputy Chief-Food Department, Minstry of Food	Dhaka	Mr. Farazi	SKM, NMP
	Senior Assistant Chief, Ministry of Food	Dhaka	Ms. Niama Begam	SKM, NMP
Community	Village Doctor	Kagasura, Char Baria, Barisal Sadar, Barisal	Mujibur Rahman	IC
Community Member	VHC Member	Purbokandi Paschimpar, Char Ekkoria, Mehendigonj, Barisal	Angur Begum, Nasima Begum	IC
Vendor	Input supplier of seeds, pesticides and fertilizers	Pathuakali, Kalapara, Nilgonj, Pakhimara	Md. Alom	BR
Output Market Actor	Aggregator	Pathuakali, Galacipa, Panpotti, Raintri Tala	Motaleb Hossain	BR
Nursery Owner	Fingerling Producer	Barisal, Mehendigonj, Mehedigonj sadar	Mr. Shukdev	BR
BRAC	ANC worker	Hizla, Barisal	Ms. Anowara	IC

			Begum – Anti Natal Care Worker	
NJ beneficiary	Lead Farmer	Pathuakali, Dasmina, Dasmina, Arojbegi	Salma Begum (Female)	BR
NJ beneficiary	PP Farmer	Pathuakali, Dasmina, Dasmina, Arojbegi	Sorab Mirdha	BR
NJ beneficiary	Lead Farmer	Pathuakali, Dasmina, Ranogopaldi, Gulia Auliapur	Amir Hossain	BR
NJ beneficiary	PP Farmer	Pathuakali, Dasmina, Ranogopaldi, Joutha	Nesar Khalifa	BR
NJ beneficiary	EP Beneficiary – Tea Stall	Pathuakali, Rangabali, Rangabali, Char Jamuna	Shuraiya Begum	BR
NJ beneficiary	Lead Farmer	Pathuakali, Galachipa Panpotti, Kokaitabok	Delowar Gazi	BR
NJ beneficiary	Old Lead Farmer	Pathuakali, Rangabali, Char Montaz, Montaz	Jahangir Hossain	BR
DAE- GOB	Deputy Director-DAE, Barisal District	Barisal, Barisal Twon	Debangshu Kumer Shaha	BR
DAE- GOB	Crop Production Specialist/CPS, DAE, Barisal District	Barisal, Barisal Twon	Nittaranjon Shil	BR
DAE- GOB	Plant Production Specialist/CPS, DAE, Barisal District	Barisal, Barisal Twon	Rathindra Nath Baroi	BR
DLS, GOB	Upazila Livestock Officer	Patuakhali, Dasmina, Dasmina, Upazila Parishad	Inrojit Kumar Mandal	BR
DLS, GOB	Veterinary Field Assistant	Barisal, Mehendigonj, Mehendigonj sadar	Md. Aziz Miah	BR
DLS, GOB	District Livestock Officer (DLO)	Barisal, Barisal Twon	Dr. Abdul Jabbar Sikder	BR
DoF, GOB	District Fishery Officer	Pathuakali, Patuakhali sadar	Md. Iqbal Hossain	BR
DoF, GOB	Upazila Fishery Officer	Barisal, Mehendigonj, Mehendigonj sadar		BR
LSP	Service Provider for Livestock	Barisal, Mehendigonj, Mehendigonj sadar	Md. Shimul	BR
Royal Inspection International, Ltd, Chittagong	Director, Surveyor	Dhaka	Mr Salauddin Mahmdood	SKM, NMP
Royal Inspection International, Ltd, Chittagong	Director, Surveyor	Dhaka	Mr.Sheikh Habibullah Al Mohammad	SKM, NMP
Royal Inspection International, Ltd, Chittagong	Assistant General Manager, Surveyor	Dhaka	Mr A M Sohail Akhter	SKM, NMP
SCI/Ips Office	Various IP and SCI staff in Field			

Focus Group Discussions

Focus Group	#	District	Upazilla	Union	Village	Date	

Type							
VDC	2F, 5M	Patuakhaki	Dasmina	Dasmina	Arojbegi	21 Nov	BR
HPP/PP/ Lead Farmers	5M	Patuakhaki	Kalapara	Nilgonj	Mozidpur	22 Nov	BR
HPP/Lead farmers/ VDC President	4M	Patuakhaki	Kalapara	Nilgonj	Moham-madpur	22 Nov	BR
EP/ VDC President	3F, 1M	Patuakhaki	Kalapara	Nilgonj	Umedpur	22 Nov	BR
VDC members / WASH focal points		Patuakhaki	Kalapara	Nilgonj	Umedpur	22 Nov	BR
VDC members	7F, 8M	Patuakhaki	Rangabali	Rangabali	Char Jamuna	23 Nov	BR
PP Farmers	6M	Patuakhaki	Rangabali	Rangabali	Paschim Baherchar	23 Nov	BR
HPP Farmers	8F	Patuakhaki	Rangabali	Rangabali	Paschim Baherchar	23 Nov	BR
EP bene-ficiaries	4F	Patuakhaki	Rangabali	Rangabali	Paschim Baherchar	23 Nov	BR
VDC	6F, 7M	Patuakhaki	Rangabali	Char Montaz	Nayar Char	24 Nov	BR
EP bene-ficiaries	5F	Patuakhaki	Rangabali	Char Montaz	Montaz	24 Nov	BR
CPMC	5M	Patuakhaki	Rangabali	Panpotti	Raintri Tala	24 Nov	BR
Community people outside of NJ	5F	Patuakhaki	Rangabali	Panpotti	Raintri Tala	24 Nov	BR
Lead farmer/ HPP/PP	22F, 1M	Barisal	Mehendigonj		Kolchury Shamroy	27 Nov	BR
WASH bene-ficiaries	12F	Barisal	Mehendigonj	Char Ekkaria	Purbakandi Purbapar	27 Nov	BR
Gender leaders	6F, 1M	Barisal	Mehendigonj	Chenpur	Khulchari Samorai	27 Nov	MM
VDC	3F, 10M	Barisal	Mehendigonj	Chenpur	Khulchari Samorai	27 Nov	MM
VDC	Subgroup of above – breakout group of 3F						
PLW	5 under 6mo, 7 over 6mo	Barisal	Mehendigonj	Char Ekkoria	Purbokandi Paschimpar	27 Nov	IC
HPP farmers	6F	Barisal	Barisal sadar	Charbaria	Char Ulalghuni	27 Nov	BR
VDC members	7F	Barisal	Barisal sadar	Charbaria	Char Ulalghuni	27 Nov	BR
PP farmers	6M	Barisal	Barisal sadar	Charbaria	Lamsori	27 Nov	BR
WASH focal points	3F, 2M	Barisal	Barisal sadar	Charbaria	Kagasura	27 Nov	BR
Individual Inveriews at FDP's	2F	Barisal	Barguna		Amatali	27 Nov	SKM, NMP
Individual Inveriews at FDP's	2F	Barisal	Barguna		Amatali	27 Nov	SKM, NM

							P
Individual Inveriews at FDP's (EPI Center)	4F	Barisal	Barguna		Amatali	27 Nov	SK M,N MP
FGD at FDPs	2M, 6F	Barisal	Barguna		Amtali	27 Nov	SK M, NM P
SO3	3M, 4F	Barisal	Barguna		Amtali	27 Nov	SK M, NM P
SO3	5M, 3F	Barisal	Patuakhali		Rangavali	28 Nov	SK M, NM P
FGD at FDPs	1M, 7F	Barisal	Patuakhali		Rangavali	28 Nov	SK M, NM P
Individual Inveriews at FDPs	2F	Barisal	Patuakhali		Rangavali	28 Nov	SK M,N MP
Extreme Poor	11F	Barguna	Amtali	Chaoara	Gotkhazi	28 Nov	MM
Productive Poor	22F	Barguna	Amtali	South Amtali	South Amtoli	28 Nov	MM
VSLA	12F	Barguna	Amtali	Amtali	Manikjuri	28 Nov	MM
VHC	5F, 3 were VDC member s	Barsial	Barisal Sadar	Char Baria	Uttar Lamsory	28 Nov	IC
PLW	3 preg, 7 under 6mo, 6 6+mo	Barsial	Barisal Sadar	Char Baria	Uttar Lamsory	28 Nov	IC
FF	3M, 3F	Barisal	CODEC Barisal Sadar Office			28 Nov	IC
VDC	1F (was only F availabl e)	Barisal	Barisal Sadar	Sayerthabad	South Charoncha	29 Nov	MM
Homestead Production Poor	6F	Barisal	Barisal Sadar	Sayerthabad	South Charoncha	29 Nov	MM
Homestead Production Poor	10F	Barguna	Amtali	Holudia	Dakhain Tawgha	29 Nov	MM
Input Market Actor & company Representative (Faruk Fertilizer Ltd., Metal Agro. Ltd, ACI Seed Ltd,	8M	Barisal	Field Office, SC, Barisal			29 Nov	BR

Novartis Bangladesh Ltd., Lal Teer Seed Ltd, Supreme Seed, Ispahani Agro. Ltd. and Bakergonj Seed Bhander)							
Managers of complementary projects (PM- FtF Aquaculture of WFC, PM-RED Project of iDE, Field Team Leader, ANEP of iDE)	3M	Barisal	Field Office, SC, Barisal			29 Nov	BR
CPMC	9M, 3F	Barisal	Barisal sadar	Char Baria	Batna	29 Nov	BR
Husbands of PLW	8: 3 preg wives, 3 0-6mo, 2 6-24mo	Barisal	Barisal Sadar	Char Baria	Kagasura	29 Nov	IC
FtF Aquaculture	10F	Barguna	Amtali	Amtoli	Shekender-khali	1 Dec	MM
PLW	15: 4preg, 4 0-6mo, 7 6+mo	Pathuakhali	Kalapara	Badurtoli	Tiakhali	1 Dec	IC
Adolescent Group	3F, 4M	Pathuakhali	Kalapara	Badurtoli	Tiakhali	1 Dec	IC
FF	4F, 8M	Pathuakhali	SpeedTrust Kalapara Office			1 Dec	IC
Husbands of extreme poor	10 M	Barguna	Patharghata	Chorduani	Soherabad	2 Dec	MM
Village Doctors	1F, 5M	Barguna	Patharghata	Kakchira	Lemua Ryhanpur	2 Dec	IC
VHC	4F, 3M	Barguna	Patharghata	Kakchira	Lemua Ryhanpur	2 Dec	IC
Other NGOs	Terre des Hommes, Multitask and Dhaka Ahsana Mission	Barguna	CODEC office Parthaghata			2 Dec	IC
VDC	5F, 7M	Barguna	Barguna Sadar	Dhalua	Potkakhali	3 Dec	MM
Gender champions	9F, 1M	Barguna	Barguna Sadar	Dhalua	Potkakhali	3 Dec	MM
MoHFW clinic staff	3F, 4M	Barguna	Barguna Sadar	Aylapatakata	Alibazar Village	3 Dec	IC
SO3	8F	Barisal	Hizla	Char Hizla	Hizla	5 Dec	MM

					Gourabdi		
Gender champions	6F, 2M	Barisal	Hizla	Char Hizla	Hizla Gourabdi	5 Dec	MM
Husbands of Extreme Poor	3/8 husbands of PLW or U2	Barisal	Hizla	Char Hizla	Hizla Gourabdi	5 Dec	IC
PLW	2preg, 7 0-6mo, 2 over 6mo	Barisal	Hizla	Borojalia	Shree-pur2	5 Dec	IC
Community Midwives	5F	Barisal	Hizla	Borojalia	Shree-pur2	5 Dec	IC
FF	4F, 3M	Barisal	GUP Hizla Office			5 Dec	IC
Husbands of SO2 – HPP	3M	Barisal	Barisal Sadar	3 No. Chorbaria union	Kagashura village	6 Dec	MM
Collection Point Mgt Committee	2F, 6M	Barisal	Barisal Sadar	3 No. Chorbaria union	Kagashura village	6 Dec	MM
VDC women	2	Barisal	Barisal Sadar	3 No. Chorbaria union	Kagashura village	6 Dec	MM
Husbands of PLW	3preg wives, 4 0-6mo, 2 over 6mo	Barisal	Mehendiganj	Ulania	Purbo Sutti	6 Dec	IC
VHC Members	9	Barisal	Mehendiganj	Ulania	Purbo Sutti	6 Dec	IC

Key Informant Interviews and Focus Group Discussions for SO3

(to be incorporated into the table above in next version)

People Interviewed

Save the Children
Kaniz Fatima, Deputy Chief of Party, Nobo Jibon
Md. Zafar Ullah Khan, Advisor Government Liason
Md. Abdus Sattr , Manager DRR, Barisal
Md. Iqbal, Deputy Manager DRR, Patuakhali
M.D. Haluleur Rahman, Infrastructure Officer DRR Patuakhali
M.D. Nurul Islam Sharif, Technical Officer - DRR
M.D. Sakhawat Hussain, Technical Officer - DRR
Khadiza Begum, Technical Officer - DRR
Mukul Kanti Saha, Technical Officer - DRR
M.D. Nasir Uddin, Infrastructure Officer - DRR
M.D. Bashir Ahmad, Senior Infrastructure Officer - DRR
M.D Harun Sikder, Cluster Officer Upizilla, Mehendigonj
Mostak Hussain, Head of Emergency
Syed Matiul Ahsan, DRR Manager

Implementing Partners
H.M Solaiman Kabir, GUP Hizla, Team Leader
A.N.M. Wahid, CODEC Team Leader
Munir Helal, CODEC Director
Abdullah Sayeed, CODEC Technical Officer
M.D. Delwar Hossain, GUP Team Leader
M.D. Abu Islam GUP Team Leader
Deb Dulal Howlader CODEC Technical Officer
Jakir Bhai CODEC Technical Officer
M.D. Anisur Rahman GUP Program Director
Madhabi Hossain Speed Trust Team Leader
Muniru Zaman SAP Bangladesh Program Director
M.D. Abu Nayeem Speed Trust Project Director
M.D. Khaza Mohinddin Lovehi SAP Bangladesh Program Manager
M.D. Saiful Islam SAP Bangladesh Program Manager
USAID
Shahnaz Zakaria
Mustapha El Hamzaoui
Mission Director Richard Greene

Government of Bangladesh
M.d. Farazi Department Secretary Disaster Risk Management
Director of CPP
Director General Disaster Risk Management: Md Abdul Wazed
Assistant Engineer (M&E), DRR: Md. Khursed Alam,
Director (E&M), DRR: Md. Anisur Rohman
Additional Secretary, DRR: Asit Kumar Mukutmoni

Focus Group Discussions

November 27, 2012
GUP field Staff Union Char Ekkoria Village Pubokandi Paschimpar
VDMC (4 men 1 women) Village Pubokandi Paschimpar
Youth Volunteers courtyard session (4 women) Village Purbokandi Paschimpar
Save Cluster Office Union Char Ekkoria

November 28, 2012
Union Disaster Management Committee Chairman AKM Abdul Aziz Union Chandromohon Upizilla Barisal Sadra
Household interview about HH Contingency Plan
DRR training Courtyard Session Village Vaduria
FFW participants (3 men and 1 woman)
CODEC Implementation Team Union Chandromohon Upizilla Barisal Sadra

November 29, 2012
Patakali Save Office (4 staff)
VDMC meeting (9 members) Chalavanga Village Amtali Upazilla
Tarikata High School (5 teachers) Cyclone center that was rehabilitated
Dhalua Union Parishad Disaster Management Committee Barguna Sadar
Cyclone Simulation Observed Barguna Sadar

November 30, 2012
VDMC (8 members) Garjonbunia Village, Naltana Union
CPP volunteers (15) GorjonBunia High School
Meeting with IP Staff in Barguna Sadar Save Project Office (5 persons-SAP and Speed Trust)
Save SO3 staff Burguna Office (Sakhawat, Mukul, Kadiza, Sharif, Bashir, Habib and Nasir)

December 1, 2012
IP staff members CODEC and GUP (5 persons)
Save staff SO3 Barisal Field Office (Avizit, Taher, Siddique, Igbal, Sattar)