

Shiree Quarterly Report



Economic Empowerment of the Poorest In Bangladesh

July–September 2010



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Scope of the report

This report covers the period from 1st July to 30th September 2010, the third quarter of Year Three of the implementation phase of the Economic Empowerment of the Poorest (EEP)/shiree programme. After an introductory commentary by the shiree Senior Management Team, progress against each of the four programme outputs is reported followed by updates in three further sections; Management Information Systems, Management and Finance.



Commentary: **shree** Senior Management Team¹

This report covers the first full quarter during which shree had a new CEO following the joining of Colin Risner in May 2010. The organisational review and restructuring process initiated by the CEO has progressed with key activities including a two day shree retreat, the introduction of a revised organogramme and a variety of recruitments and redeployments amongst the team. The latter includes a significant strengthening of the Communications team, the redeployment of programme managers, the establishment of the Decision Support Unit and the extension of Young Professional contracts.

There are new teams, revised roles, new seating locations and some new management relationships. It is always a challenge for an organisation to keep performing while absorbing major change – but the shree team has achieved this during the quarter, with further progress of ongoing Scale and Innovation Fund contracts¹, a new round of Innovation Fund contracting taken almost to completion, a major initiative to revamp the shree M&E system underway and the further development of the shree research and advocacy frameworks. Review processes during the quarter included an interim external review by David Smith of Triple Line consulting, the outcome of which affirmed the positive direction of change, and a major internal review of all 12 Innovation Fund projects. Excellent progress has been achieved in progressing the shree mandate to share learning and collaborate across the portfolio of DFID funded Extreme Poverty projects² with initial meetings starting to translate into joint activities. This collaboration will accelerate during the next quarter.

Liaison amongst the shree consortium partners has been strong – involving separate visits by the Harewelle Chairman and the Finance Director and Joe Devine and Geoff Woods from Bath CDS as well as exploratory meetings to enhance and broaden the active engagement of Unnayan Shammannay and the British Council at the programme level.

¹ Total funds disbursed during the quarter Scale Fund **GBP 1,523,169**, Innovation Fund **GBP 233,929**

² BRAC- Challenging the Frontiers of Poverty Reduction: Targeted Ultra Poor (CFPR:TUP), Chars Livelihood Programme (CLP), Urban Partnerships for Poverty Reduction (UPPR), Economic Empowerment of the Poorest (EEP)

There have been regular liaison meetings with DFID and at least two DFID advisers have visited shiree programmes on separate occasions during the quarter. Shiree has been assisting DFID-Bangladesh in the development of their Extreme Poverty core indicators framework

Another major event during the quarter has been the joining of a new Project Director (Md Asadul Islam) after a considerable period during which shiree was lacking a PD. With a new, dynamic and able PD we have been able to make progress in developing the links between shiree and GoB – a critically important determinant of long term programme success. As a result the intensity of shiree/GoB interaction has been gradually increasing and the quarter ended with a successful and well attended National Steering Committee (the first since Nov 2009). At the political level the All Party Parliamentary Group on extreme poverty was formally constituted during this quarter and shiree CEO and project director (Harewelle) attended the inaugural session.

Overall the quarter has been one of an increasing pace of change and volume of delivery. Looking forward, the final quarter of 2010 will sustain this momentum of expanding operational delivery (given the commencement of Innovation Rd 3) and various initiatives and preparatory activities undertaken during the third quarter, especially around advocacy, research and M &E, will start to deliver outputs. In addition a critical programme-wide external annual review will take place during November.

Finally, the senior management team has become established and has met regularly during the quarter. Consequently the programme has had an effective, fully collaborative, integrated (across all 4 outputs) and shared approach to strategic and operational management. This change in management approach is a critical development that will be further built on as the programme develops and will underpin increasing programme performance.

1. Progress against Outputs

1.1 Output 1 – Proven approaches to improving the livelihoods of the extreme poor taken to scale

1.1.1 Overview

The six Scale Fund NGOs have collectively selected roughly 70% of their total targeted BHH – 57,894 out of 82,850. The breakdown of beneficiary households selected this quarter is as follows: CARE – 1,338; DSK – 1,602; NETZ – 848; Practical Action Bangladesh – 4,731; Save the Children Federation – 2,501; and Uttaran – 1,455.

While activity by partners to select and by the MA to verify selection is intense all the existing 6 Scale Fund partners have moved well beyond the stage of household selection. A diverse range of economic empowerment activities of both a direct (eg asset transfer) and indirect (eg training) nature are well underway with the initial cohort of beneficiaries. An indication of the types of activities and funds disbursed during the quarter is provided by the following table:

Scale Fund NGO	HH received cash/asset for IGA	HH receiving Training/IGA Support	Funds disbursed this quarter (GBP)
CARE	9,782	7,212	426,248
DSK	1,645	0	9,560
NETZ	0	0	106,631
PAB	0	3,815	372,607
SCF	7,173	5,125	598,243
UTTARAN	3,841	7,812	9,880
TOTAL	22,441	23,964	£1,523,169

Other key activities and issues in the Scale Fund over the last quarter include:

- Uttaran has started mobilizing local level administration in order to speed up the acquiring of khas land
- Uttaran started implementing livelihood options for its beneficiaries in parallel with khas land allocation.
- PAB has organized skills development training for the staff of shiree supported Scale and Innovation fund NGOs
- A team from National Geographic Channel visited Gaibandha of PAB working areas and took photographs of floating gardens
- In PAB, purchasing of cattle and livestock were hampered due to anthrax. 192 cattle and sheep could not be purchased by three NGOs in due time.
- About 20% of the floating gardens were damaged by heavy rain and appropriate actions were taken for the recovery by PAB.
- Access to common properties water bodies was a big challenge for the Community Based Fisheries Management of PAB. Similar problems were faced by Uttaran in Khulna and Satkhira areas.
- SCF and its partners undertook a massive vaccination programme to address anthrax of livestock problems in Khulna and Bagerhat Districts
- SCF and its partners helped around 1000 BHHs to get support from Government as a part of Aila affected support (20,000 taka per BHHs)

- There were many occasions of migrations in Khulna, Bagerhat and Satkhira due to tidal surge in Aila affected areas
- NETZ started working with two new partners in Dinajpur and Rajshahi areas
- DSK initiated CBO enterprise intervention
- Lists of beneficiaries previously identified but marginally outside shiree targeting criteria were forwarded to the GoB programme Ekti Bari- Ekti Kamar – for possible inclusion in this programme (which has a higher targeting threshold)

As the activities of shiree's partner's moves through the project implementation cycle so do the associated activities of the Management Agency. Thus shiree teams dealing with established Scale Fund partners have transitioned to a focus on: funds disbursement; budgetary and contract monitoring; audit (finance team) and activity monitoring; ongoing problem resolution and implementation support and review and lesson learning (Ops team). Second year contract and budget negotiations have provided a focus for much of this activity.

1.2 Output 2 – Innovative approaches to improve the livelihoods of the extreme poor, tested evaluated and successes ready for scaling up.

1.2.1 Overview

The 12 Innovation Fund NGOs (rounds I and II) have selected over 70% of total targeted households – 9,189 out of 12,910. The breakdown of this number is: Aid Comilla 751; CNRS 726; Green Hill 200; HKI 450; Intercooperation (R1) 1,089; Shushilan 1,000; Action Aid 1,200; Intercooperation(R2) 800; MJSKS 635; NDP 1060; PUAMDO 350; and SKS 1017.

In common with Scale Fund partners, Innovation Fund NGOs have progressed through household selection and verification and other preparatory exercises to actual implementation although, as evidenced by the internal OPR (see below), the stage of implementation varies and several NGOs have been affected by delaying or disruptive forces ranging from flash floods (Haors region) to seasonal delays or those associated with political tension (CHT).

The following table provides an indication of the extent of programme implementation during the quarter amongst the Innovation Fund round I and II.

Innovation Fund round I

Innovation Fund NGO	HH received cash/asset for IGA	HH received Training/IGA Support	Funds disbursed this quarter (GBP)
Aid Comilla	0	0	12,317
CNRS	526	526	25
Green Hill	200	200	16,217
HKI	0	450	14
IC (Sunamganj)	1000	708	47,257
SHUSHILAN	1000	632	21,253
TOTAL	1726	2516	£97,083

Innovation Fund round II

Innovation Fund NGO	HH received cash/asset for IGA	HH received Training/IGA Support	Funds disbursed this quarter (GBP)
ActionAid	1125	627	141
IC (Rangpur)	526	440	64,363
MJSKS	635	635	16,421
NDP	1055	1055	48,119
PUAMDO	350	350	7,802
SKS	526	664	Nil
TOTAL	4217	3771	£136,846

Other key activities and issues for the Innovation Fund NGOs include:

- AAB could not provide land for 500 (from 1200)BHHs to establish bio-diversity centers. Instead, it developed five IGA packages and started providing to those BHHs
- SKS arranged 300,000 strawberry saplings for its beneficiaries. In addition it signed an MOU with AKAFUZI – A strawberry saplings producer for technical support as well as supply of saplings
- NDP has initiated a nutrition programme (supply of sprinkles, flip-flops, deworming tablets etc) to their beneficiaries - preceded by an extensive baseline survey
- MJSKS disseminated synchronization technologies among the communities
- CNRS and IC Sunamganj introduced alternative IGA programmes for the flash floods affected BHHs in their working areas

1.2.2 Innovation Fund Round I and II Output-to-Purpose review

Shiree embarked on an annual Output-to-Purpose review of all 12 Innovation Fund partners during the months of July and August. The purpose of this review was to support Innovation Fund partners in the implementation of their individual programmes. The review provided an opportunity for both shiree and Innovation Fund grantees to review, plan and make changes and adaptations to models where appropriate. A final report was drafted by the shiree OPR team and shared with each of the grantee NGOs³.

1.2.3 Innovation Fund Round III

This quarter saw the final stages of the application process and recommendation by the Independent Assessment (IAP) Panel for Innovation Fund Round III (the marginalised groups round). In July, the innovation team accepted 45 applications at the Project Concept Note (PCN) phase which was then scored by the IAP using a uniform set of criteria, after which 13 applicants were requested to submit a draft Programme Memorandum. The applicants were also asked to provide a PowerPoint presentation to the IAP expanding on their written document. In addition shiree conducted an operational and financial assessment of each of the 13 applicant NGOs to assess their capacity to manage shiree grant funding.

Upon the evaluation of the applicant NGOs PM, presentation and financial and capacity assessment scores, the IAP endorsed seven applicants to be forwarded to the National Steering Committee for final approval. The seven successful NGOs are as follows:

³ Innovation Fund 2010 OPR accessible for download via the shiree website

- Action on Disability and Development (ADD)
- Bangladesh Organisation for Social Service (BOSS)
- CONCERN Worldwide
- Gana Unnayan Kendra (GUK)
- Plan Bangladesh
- Save the Children USA
- Shidhulai Swanirvar Sangstha (SSS)

The NSC met on 30th Sept and, amongst other agenda items, recommended the acceptance of the IAP recommendation (see section 3.1)

1.3 Output 3 – Increasing consistency in the understanding, sharing and application of approaches to addressing extreme poverty.

1.3.1 Change Monitoring System (CMS)

While the shiree Monitoring and Evaluation framework is relevant to all 4 outputs the core purpose of M & E is to generate knowledge and support learning leading to increased understanding and hence practical improvements in the approaches taken towards addressing extreme poverty. The Change Monitoring System (CMS) will henceforth be reported under Output 3.

The shiree CMS was further developed during the quarter. The CMS incorporates some existing M&E tools (Baseline Household profiles=CMS1, SCF quarterly survey = CMS3) while adding new elements (Monthly snapshot = CMS2, Innovation Fund Group participatory reflections = CMS4) to constitute an integrated system encompassing the full M & E needs of shiree.

The overall CMS purpose and architecture is outlined in a paper available via the shiree website. (www.shiree.org) During the quarter extensive design, consultation, piloting and revision exercises were undertaken (led by a shiree cross functional task team) for the new elements of the CMS while the Household Profiles (CMS1) have been pushed through to completion (for currently enrolled households) and the quarterly surveys (CMS3) have continued (July). Work has also been undertaken to develop a common framework for use in qualitative household tracking studies (CMS5) this brings consistency between the qualitative work planned by Prof Geof Woods of Bath CDS and other elements of the shiree CMS.

1.3.2 Monitoring and Evaluation Workshop

In September, shiree hosted two monitoring and evaluation workshops with (a) all six Scale Fund grantee NGOs and (b) all Innovation Fund partners. The purpose of the workshops was to orientate them on the new Change Monitoring System and their reporting requirements.

A brief overview was provided from shiree staff of the system, its goals, direction, different elements as well as a timetable for roll-out. All participant NGOs were also asked to try a test-run of 'CMS2: the Monthly Snapshot' element in their working areas in order to familiarize themselves with the instruments and techniques involved.

1.3.3 Quarterly Socio-economic survey (CMS3)

The quarterly survey (CMS3) for all 6 Scale Fund grantees was conducted in July. In total the survey covered 14 Upazillas in 9 districts, visiting 384 beneficiary households – 64 from each NGO. The results of this quarter's survey were drafted by Nick Mascie-Taylor and can be found on the shiree website (www.shiree.org).

1.3.4 Common Indicators for programmes working with Extreme Poverty

This quarter saw several meetings of the Extreme Poverty Indicator working group, hosted by shiree, with participation by the other DFID supported Extreme Poverty programmes. The working group was tasked with examining the essential criteria proposed to be reported on by DFID (income/expenditure; assets/savings; health /nutrition; water and sanitation; social protection; and social empowerment), providing workable and manageable indicators under each of the six headings. The outcome of the working group was submitted to DFID to be used to inform the revision of their Extreme Poverty Results framework. A consultancy/research exercise to re-validate poverty thresholds was formulated and will be implemented (by consortium member Unnayan Shammannay) during the next quarter.

1.3.5 Change Monitoring System 4 (participatory group reflection) pilot

In early September shiree conducted a second pilot – at Intercooperation in Sunamganj – of component 4 of the Change Monitoring System. The second pilot was well-received by NGO staff and participant beneficiaries alike, while the findings and comments from those involved in the sessions have been fed into a refinement of the tools and techniques to be used.

1.3.6 Lessons Learning contract amendment: Research Officers, shiree focal points

In accordance with the Lessons Learning contract amendment for the Scale Fund last quarter, research staffs were hired across all scale fund NGOs. These research officers and enumerators from each of the partners attended a three day orientation session at the shiree office in Dhaka facilitated by Professor Geof Wood (from the Centre for Development Studies at the University of Bath). One of the shiree Young Professionals (Hannah Marsden) has taken up the role of research focal point and will henceforth work closely with this cohort of research staff. Another YP Hossain Masud has taken on the role of nutrition focal point. Amongst other activities he accompanied the DFID nutrition adviser on a field orientation mission.

1.3.7 Targeting the Extreme Poor: A lessons learning study

This quarter, shiree prepared a lesson learning study which focused on both shiree's and their grantee NGO experiences with the targeting and selection process. The output of this study was a practice paper which will serve as a guideline of tools for targeting the extreme poor.

1.3.8 Sharing session with DFID Extreme Poor programmes

Shiree progressed its mandate to share lessons amongst the DFID portfolio of extreme poverty projects. A second team leaders meeting was held during the quarter and these will continue, but perhaps more significantly collaboration is moving onto a practical level with examples including joint participation in the common indicators group (see above), close collaboration with UPPR in planning an extreme poverty day event (to be reported on next quarter), some sharing of training capacity with CLP (SPSS) and agreement of all 4 projects to participate in the extreme poverty research group (next qtr activity).

1.3.9 Sharing session with Manusher Jonno Foundation

The Manusher Jonno Foundation (MJF) invited shiree to a sharing session to learn about each other programmes. Each organisation briefly presented their current activities and initiatives. As a conclusion, a strong mutual commitment to enhanced future collaboration was expressed – initially reflected in the active participation of the MJF Executive Director in the 4th shiree NSC.

1.3.10 Shiree monthly update

Shiree has started to produce and circulate a monthly update to inform all stakeholders on the achievements, new initiatives and best practices of entire shiree family. This quarter saw the publication of 2 issues of this update.

1.4 Output 4 – Policy and practice at local and national levels shows increasing recognition of the needs of the extreme poor.

1.4.1 Formation of All Party Parliamentary Group (APPG) on Extreme Poverty

After the announcement of the intention to launch an APPG on extreme poverty was made at the shiree EP Day event in Nov 2009 the group was formally constituted by the Honourable Speaker and held its first meeting during this quarter on August 10th. The shiree CEO and Harewelle Project Director attended the inaugural meeting as observers. The APPG requested ongoing support from shiree in a number of fields including further orientation of MPs and the establishment of pilot projects in MPs constituencies. Shiree is committed to continued engagement with and support to the APPG.

1.4.2 Advocacy workshops

The shiree communication team organized several workshops with partners (one for partners working in the urban area, one with scale fund partners and one with innovation partners) to discuss the priority issues for advocacy and possible modalities of how to engage with both the government and private sectors. This consultation will form the basis for the development of a new shiree advocacy strategy.

1.4.3 Meeting with Honourable Minister of Land, Mr. Md. Rezaul Karim Hira

In August representatives from shiree, Scale Fund partner Uttaran and Manusher Jonno Foundation met with the Honourable Minister of Land, Mr. Md. Rezaul Karim Hira, to discuss the successes, challenges and strategy for expediting the distribution of khas land to extreme poor households. At the meeting, the Honourable Minister re-emphasized his active support and promised prompt action from the Ministry. He has agreed to visit Uttaran's project areas in Khulna and Satkhira district to expedite the process of transferring khas land and water bodies to the extreme poor.

1.4.4 International Day of the World's Indigenous People Observed

On 9 August 2010, the shiree supported Advancement of Marginalised Adivasis Deprived of Economic Resources (AMADER) project celebrated International Day of the World's Indigenous People with the theme "ensuring the Socio-economic rights, Adivasi culture and self-identity rights in the state and equal justice & land commission for the Adivasi communities at plane land." The day was observed in collaboration with the NGOs, GoB Upazila administrations, local union Parishad, Adivasi communities and civil society participating in rallies, discussion and cultural ceremonies.

1.4.5 Joint Secretary of RDCD visit to Save the Children and Uttaran working areas

The Joint Secretary of RDCD and the Project Director of shiree/EEP, made a visit to the working area of Scale Fund partners, Save the Children and Uttaran in the southwest of Bangladesh.

After a briefing on these projects, Mr. Asadul Islam met with both the Deputy Commissioner of Khulna and Satkhira where he sought their cooperation in order to facilitate the projects through to successful conclusions. Both Deputy Commissioners gave commitments to help both projects achieve their ultimate goal of extreme poverty eradication.

1.4.6 Media Engagement

In the run up to this years' extreme poverty day, two opinion-editorials were published on the Daily Star written by shiree staff on the issues of extreme poverty in Bangladesh. Both articles were also posted on the shiree blog.

1.4.7 shiree website

This quarter www.shiree.org received a fraction under 4,000 visits, from over 1,800 unique visitors.

2. Management Information Systems (MIS)

2.1 Overview

The MIS unit has been involved in developing different monitoring tools, guidelines and necessary technical support towards implementation of the new CMS system with partner NGOs, especially for CMS 2 (monthly snapshot). Specifically, the MIS unit is working to develop a comprehensive and robust database management system which can allow users to get updates on trends, correlations and report back to DFID according to six common indicators to meet revised result based monitoring system.

In addition, great progress has been made to complete beneficiary household profile (CMS1) both for Scale and Innovation fund during the reporting period. MIS database is updated for 67,000 primary beneficiary households which include 58,000 for Scale Fund, 3,700 for Innovation Fund round I and another 5,000 for Innovation Fund round II.

The MIS unit spent a considerable amount of time entering data using SPSS package to support quarterly socio economic survey (CMS3) July 2010 for Scale Fund projects.

Finally, an internal dashboard on shiree SharePoint services is under development which will be a source of variety of information on EEP and its implementing partners, displaying a 'snapshot' of their progress, in a user friendly and accessible manner. The dashboard will provide information in three key areas: (1) operations: project life, targeted/selected beneficiaries (2) financial: budget/expenditure and (3) MIS based on detailed information from the household profile database. A management intern from the University of Bath helped to initiate dashboard development during her placement.

2.2 MIS database updates on BHH records

- A total of **67,803 BHHs** (Scale Fund : 57,894 Innovation Round 1 : 4,128 and Round 2 : 5,061) selection have been finalized till 30 Sep 2010 including **12,243** during the reporting quarter
- NGOs have collected a total of **48,573** BHH profile information including **12,744** during the reporting quarter.
- **29,384 BHHs** received direct asset and cash transfer support during the reporting quarter.
- **30,251 BHHs** received training and capacity building support during the reporting quarter.

3 Management:

3.1 National Steering Committee meeting

The National Steering Committee (NSC) was convened by the RDCD on 30 September 2010. The meeting focused on a number of issues ranging from the future of advocacy & lesson learning; improved engagement with NSC members; and finally the approval of the Innovation Fund Round III applicants. As an outcome to the meeting, the Chair accepted the main points of the agenda with one small caveat on the approval for Innovation Fund Round III applicants, the IAP selection being provisionally accepted subject to further information on the criteria used by the IAP. The NSC decided that it should meet with increasing frequency with the next meeting provisionally scheduled for Jan 2011.

3.2 EEP staff and management

3.2.1 Shiree interim review

David Smith, from Triple Line Consulting, conducted an interim review of shiree to assess progress against outputs as well as actions related to recommendations made in the 2009 OPR report. This interim review reported positive findings in terms of achievement but also the direction of change. A detailed report has been submitted to the Harewelle chairman who has shared it with consortium partners as well as DFID. The main findings of the report have been accepted by the shiree team as providing a basis for further management actions the impact of which will be assessed during the annual review due next quarter.

3.2.2 Organisation Review and Development Process

This process, initiated by the new CEO during the last quarter, continued. Significant events included a two day retreat. The retreat provided members of staff an opportunity to share thoughts and ideas surrounding various strategic and operational issues. Building on the outputs of the retreat significant restructuring has taken place including a new organogramme, staff redeployments and office restructuring. This change process will continue into the next quarter.

3.2.3 Additions and departures to the shiree team

This reporting quarter saw the addition of two new members of staff at shiree; Marufa Haque joined as External Liaison and Human Resource Development Officer, being part of the communications team, while also providing support in the human resource management field. Shazia Ahmed joined as Head of the Communications and Advocacy. In addition, shiree welcomed a new Project Director (Md Asadul Islam), a Joint Secretary of RDCD.

Following internal progress review meetings it was decided to extend the contracts of four YPs until December 2011 although one, Christopher Tomlinson, announced his decision to leave during the next quarter. Hannah Marsden (YP) took on a role as research focal point and Hossain Masud (YP) as nutrition focal point. The remaining pool of three advisers was restructured with Saidur Rahman transferring to a programme manager role while Shams Mustafa and Sanjan Haque joined the newly formed Decision Support Unit.

4. Finance:

4.1 Fund disbursement:

The finance team disbursed a total of **GBP 1,523,169** to Scale Fund NGOs (CARE, NETZ, SCF UK, Uttaran, DSK and PAB) for the period of July through September. In addition, **GBP 97,083** was disbursed to Innovation Fund round 1 NGOs and **GBP 136, 846** was disbursed to Innovation Round II NGOs (except SKS Foundation) during the period of July – September.

The monthly accounts of shiree were checked and prepared by the Finance team and final versions were forwarded to Harewelle International Ltd. Monthly retirements and adjustments for all six Scale Fund and 12 Innovation Fund NGOs were also conducted.

4.2 Innovation Fund I and II - Finalisation of Second year approved budget

During the period, the shiree Finance and contract team reviewed all Nine Innovation Fund budgets and organised meetings with the following Grantee NGOs:

Innovation Fund I:

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

Innovation Fund II:

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

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

4.3 Internal Audit:

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

4.4 Procurement:

EEP/shiree Finance team coordinated the evaluation of the tender forwarded by SKS Foundation (Innovation Fund) for the procurement of strawberry seedling and survey conducted for the potential partner in the northern part of Bangladesh.

4.5 Finalise EEP/shiree Six Scale Fund External Audit:

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

4.6 Revision on Fund Management Manual:

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

4.7 Financial Capacity Assessment

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

4.8 Review ToR for the External Audit of EEP/shiree Nine Innovation Fund:

EEP/shiree developed a ToR for External Audit of Nine Innovation NGOs. This has been reviewed and submitted to CFO, shiree. Upon the recommendation of the CFO, EEP/shiree selected the audit firms for Nine Innovation Fund NGOs at the end September 2010 and is now in the process of floating tenders for these organisations.

