

**SF and Partners Action Plan based on the recommendations given in  
Notun Alo Mid Term Evaluation Report**

SL no.	Recommendations	CODEC	POPI	Overall remarks from SF
	<b>Overall recommendations</b>			
	<p>1. <b>Staff Development:</b> It has been recommended that FM should attend all the meetings of small group for at least one more year. It has been recommended that both POPI and CODED have to develop a staff development plan so that staff can develop the capacity of small groups as well as PO / WC.</p>	<p>FM will attend group meeting one more year. Staff Development plan will be developed in consultation with SF.</p> <p>Proposed training course: 01) Facilitation &amp; communication 02) Advocacy 03) Gender &amp; development 04) Development management 05) participatory monitoring &amp; Evaluation 06) Micro small enterprise development 05) Market extension 06) business plan 07) value chain development</p>	<p>Capacity need assessment Organize capacity building training for staffs Organize learning visit for staffs Learning Sharing Performance evaluation, Feedback &amp; reward based on performance</p>	<p>SF will follow up with individual action plans of partners</p>
	<p>2. <b>Harness the potential of Community Service Providers (CSP):</b> The evaluation exposed the relevance and effectiveness of the CSP. It has been recommended that the potentials of the CSP should be harnessed through providing them advance training and allocate more works to them. The involvement of CSP in the NAP activities will help to sustain the project activities. In order to provide service to the community people in non-working unions, it is also recommended to create CSP in non-</p>	<p>No. of capacity building training, Exposure visit will be increased</p> <p>Provide training to CSP how to Link with Different company &amp; service providing association</p> <p>We think that none domain CSP will be self-sustained except Livestock CSP</p>	<p>Capacity building training for CSP- Agriculture Capacity building training for CSP- Livestock Learning visit for CSP Get together and Coordination meeting (Learning sharing and way forward)</p>	<p>SF will discuss further with this regard and follow up.</p>

	<p>working unions in both Madan and Mirzagonj upazilas. The CSP in non-working unions will be self employed. NAP has to show the way of their income sources in the community.</p>			
3.	<p><b>Continue to build the capacity of small groups and PO / WC towards sustainability:</b> The capacity of the small groups and PO / WC is a crucial element in the success of the empowerment and sustainability of small groups, hence it is recommended that the NAP should consider the social as well as economic sustainability of small groups. It is recommended that the NAP should facilitate a capacity self-assessment process for all the small groups as capacity assessment baseline. The results of the self-assessment should also guide the capacity building plan of small groups as well as PO / WC for the next couple of years. The NAP should ensure that the self-assessment plans have improved the capacity of SG and PO / WC though setting different capacity measurement indicators.</p>	<p>As per recommendation details of plan will be developed.</p>	<p>Prepare self-assessment tool</p> <p>Group grading and need assessment</p> <p>Leadership training for group members and POs</p> <p>Accounts keeping training for Cashier and CF</p> <p>Advocacy and networking training for small group members and POs</p> <p>Training on Rights and Justice</p> <p>Conflict resolution training</p> <p>Cross visit for CF and group member</p>	<p>SF will discuss further with this regard.</p>
4.	<p><b>Development of weak members:</b> The civil society members, social activists, government officials and local elites are now somehow aware and concerned about the rights of the poor women which were seldom seen earlier. At the same time, in essence, it has been noticed that the all members of small groups were not equally developed. Still about 30% women in the small groups were found lagging behind and the level of their development was found not up to the mark. The depth of their sensitivity regarding rights and dignity were found insufficient. The civil society members, social activists, government officials and local elites also stressed on the social and economic development of these poor</p>	<p>Special emphasize will be given to the weak members for improving their capacity. Like; One to one discussion with weak group members by home visit, Giving them individual responsibility, Special time will be given for weak members during the training session and group session, responsibility will be given to vocal member to accompany her.</p>	<p>To be discussed</p>	<p>To be discussed further with partners.</p>

	<p>women. Therefore, the evaluator recommends that the NAP should have to uplift these weaker women by offering more training and other development packages including IGA.</p>			
5.	<p><b>Developing the fund of small groups:</b> Considering the age of the small groups, it was found that all the small groups have been organized within last two years. But, the small groups didn't raise satisfactory amount of fund considering their age. In the mean time, the NAP provided input support to individual members as individual IGA and small groups as collective IGA. The collective IGAs were found somehow irrelevant in order to raise the group fund. Therefore, it has been recommended to provide revolving fund to small groups instead of providing collective IGA. The revolving fund will help the small groups to raise their fund to meet the demand of loan of individual members.</p>	<p>This year we would like to give revolving fund to small group for meeting their loan demand.</p> <p>Preparation of Strategy papers on loan is going on and hopefully by will be completed in 2014.</p>	<p>Fund raising initiatives have already been taken:</p> <ul style="list-style-type: none"> <li>a) Increasing individual members savings</li> <li>b) Critical input support through Group fund</li> <li>c) Allocation will be transferred to potential Groups' accounts</li> <li>d) Capacity building on revolving fund management</li> </ul>	<p>SF will follow this.</p>
6.	<p><b>Meeting Centre for PO / WC:</b> One of the issues rose during the FGD with PO / WC members that the need for a training / meeting center for PO / WC. All the visited PO / WC were found having no meetings / training place. They demanded an office cum training cum meeting center for the PO / WC. The evaluator found the logic very reasonable and feasible. On the other hand, the adolescent girls of 'Shonglap Centers' need a place to be associated after coming from school. Therefore, it has been recommended that the NAP should develop a 'Community Resource Center (CRC) in each working WARD which will be used by PO / WC and adolescent girls as their learning center. The CRC may be equipped with modern facilities like computer, internet, mobile phone etc. Shonglap girls showed their interest in getting computer training.</p>	<p>CODEC and SF jointly can develop the strategy how this recommendation will be implemented because fund is very important to implement this idea.</p>	<p>Need for CRC / meeting centre is obvious and demand has been created by the community or many times. However, the project will not finance for the purpose.</p> <p>Motivational effort will be continued to build CRC through community contribution.</p>	<p>This needs to be further discussed with partners. The concept of CRC needs to be analyzed critically as it has budget implication and SF will try to explore the scope of using existing fund or additional fund for it</p>

	<p>7. <b>Strengthen linkages of PO / WC outside:</b> The NAP should facilitate PO / WC establishing external linkages which is very important to make the small groups sustainable. It was observed that the NAP staff have established linkages with GO / NGO while PO / WC have still lack of capacity to establish linkage with outside sources independently. Therefore, it has been recommended that the NAP should give emphasis that the PO / WC members are capable to establish linkage independently. The NAP should include creating opportunities for the PO / WC members for exchange visits and share learning from different organizations inside the country.</p>	<p>Already we are doing it. No. of Exposure visit will be increased in and outside of the working area</p> <p>Learning visit experience will be shared at group level</p>	<p>It is one of the priorities of project intervention and in-built in the ongoing process.</p>	<p>This needs to be further discussed with partners.</p>
	<p>8. <b>Mobilization of Adolescent Girls:</b> The NAP has successfully mobilized adolescent girls under the Shonglap centers. These girls have acquired knowledge on life skill issues. The adolescent girls can also be mobilized with the aim of creating forum or association for the improvement of their social and emotional well being and access to local resources. A 'study circle' can be developed with the mobilized adolescents. These girls can then be aiming for the sustainability of small groups and PO / WC. Therefore, it has been recommended that the Shonglap girls should not be phased out. They should be griped in the NAP involving in different social and cultural activities like day observation, plantation, sport, cultural program, debate program, writing and drawing competition etc.</p>	<p>Adolescent girls forum will be developed . As per recommendation action plan will be developed considering other recommendation in this segment</p> <p>Based on experience, SHONGLAP center has been stopped that time but follow up program is still running, So phase out did not happen and their presence in all program are still exist. However we will give more emphasize on this issues as per recommendation of evaluation report</p>	<p>Capacity building and Strengthening of Adolescent Forum Adolescent Forum establishment Material support Organize meeting/ session for adolescent forum Supporting different events organized by the Forum (awareness raising, community mobilization, campaign etc.) Organize learning visit Training on leadership for adolescent forum Training on Gender and development for adolescent forum</p>	<p>To be further discussed with partners as part of the Shonglap reformation process.</p>
	<p>9. <b>Suggested social sustainability assessment indicators for PO / WC:</b> In order to assessing the capacity of the PO / WC and its social sustainability, the evaluator recommends capacity self-assessment tool with indicators. The NAP could introduce this</p>	<p>We are working to develop self assessment tools to measure the capacity of PO/ward committee. We think that suggested social sustainability measurement</p>	<p>To be discussed.</p>	<p>SF to follow up on this.</p>

	<p>tool among the PO / WC. (The social sustainability measurement indicators have been given in Annexure – IX).</p>	<p>indicators will help us to do it on better way.</p>		
	<p>10. <b>Household food Security:</b> The food security of poor HHs in both Madan and Mirzagonj upazilas is a great concern. It was observed that in Mirzagonj upazila the land owners usually produce two crops and about four months their land remains almost empty. During this time the NAP could motivate the poor HHs to take lease of land and produce Rabi crops like cucumber, watermelon, sunflower, Soya beans etc. which will increase the food security of poor HHs.</p>	<p>Most of the targeted families have no separate land to cultivate. Presently Every targeted families are doing vegetable cultivation in the available small area. This effort will be continued but major concern is frequent high tide which resulting of loss of production.</p>	<p>The project is seeking for creating alternative livelihood options and to involve each of the Households with more than one IGA. So that they can overcome vulnerabilities to food insecurity.</p> <p>The effort is going on. Therefore, no separate Action plan is required.</p>	<p>Ongoing effort needs further discussion with partners.</p>
	<p>11. <b>Agricultural support:</b> The agriculture related technical support includes quality seeds, power tiller and other agricultural machines, and marketing support for selling their agriculture products have been found feasible in the livelihood development of the households. It is important to mention here that poor and marginalized households in both Madan and Morzagonj almost depend on the agricultural activities. Therefore, it has been recommended to involve PO / WC in getting / collect power tiller and other agricultural machines as their income source.</p>	<p>PO/WCs capacity will be enhanced by organizing different sorts of training ( Like; facilitation &amp; negotiation skill, Leadership capacity etc.) so that they can establish linkage with different quality seed and pesticide company</p> <p>As they have no land so power tiller cannot be produced good result for them besides they have no money to purchase power tiller.</p>	<p>The idea is good, but depends mainly on the development plan of the People’s Organization and their priorities.</p> <p>The project will facilitate and support them with the idea and providing relevant information.</p>	<p>Needs further discussion with partners. However, Service Provider Association (SPA) is in better position to render this services rather than PO/WC.</p>
	<p>12. <b>Right Based Approach (RBA) and non-RBA:</b> It has been recommended that the NAP should involve a broad comparison of RBA and non-RBA approaches (livelihood approach) and include the approach which is most likely to have a long-term positive effect in</p>	<p>Needs discussion with SF as this is very much conceptual issues.</p>	<p>NAP follows a development roadmap for the targeted communities based on step by step development focusing on mainstreamed rights.</p>	<p>The project was designed considering both divergent and convergent of SLA vs RBA. And it was operationalized in a way</p>

	the community.		All the components are designed to enable the community to regain their dignity in the society and to enjoy their rights. The project is progressing on its plan. However any modification of the approach might hamper its progress and achievements. Also it can derail the process out of its orbit.	that transformation process will gradually be shaped up with RBA framework where rights holders are capacitated to realize their rights and entitlements and duty bearers are also more responsive. However, this needs detail discussion with partners in order to deepening the efforts.
	13. <b>Ensure the inclusion of disability program:</b> The evaluation raised the exclusion of the children with disability in the target households. Therefore, it has been recommended that in next couple of years the NAP should design and develop a separate program exclusively for the children with disabilities in the target households and in the wider community.	It is very difficult to hear such a comment that project has excluded the disability issues. From very beginning of the project, Disability issues has been considered seriously before taking any intervention as this was cross cutting issues. However, in line with the comments from the evaluator, more emphasize will be given to address the disability issues.	At present there is no exclusion of disabled members among the targeted Households.  If it is a separate programme to be designed exclusively for the children with disabilities in the wider community, this needs discussion with SF.	Project has not been designed as a separate programme targeting children with disability. However, there were no exclusion happened as per our understanding. This issue will be raised with partners in detail and SF's new Strategic Plan also focus on disability inclusion as a major cross cutting theme. Developing a separate programme for disabled children may not be feasible at this stage. Needs further discussion.
	14. <b>Enhance the role of POPI and CODEC in project policy making process:</b> It has been observed that both the partner organizations (POPI and CODEC) have comparatively less role in reviewing the project implementation process, policy making for NAP,	Codec Management has been playing vital role for smooth implementation of the project by providing necessary guideline to the NAP-Codec project team.	Measures already taken (Regular basis monitoring/ field visit/ feedback and participating coordination meeting from Head Office)	SF will follow up on this.

	monitoring and supervision process etc. Therefore, it has been recommended that the Focal Persons of both POPI and CODEC have to increase his / her role in all the sectors of the NAP.		POPI will continue and improve the process.	
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### Recommendations in detail:

SL no.	Recommendations	CODEC	POPI	Overall remarks from SF
	<b>Recommendations: Project design in general</b>			
	1. It has been recommended that along with the baseline survey Stromme Foundation should conduct PRA among the community people for designing its upcoming projects in view of greater participation of community people and identifying their actual need before designing the project.	Please refer comments from SF.	Please refer comments from SF.	This will be looked into when planning for new programmes in the future.
	<b>Recommendations: Mobilization of poor and marginalized community women</b>			
	1. A small group with 6-7 members was found too small. Therefore, in order to enlarge the small groups (15-16) it has been recommended to merge the nearby two small groups in the same village. It would be better to make the group size (15-16) for better monitoring and supervision as well as to reduce the incidental costs (management, monitoring and supervision cost).	Please refer comments from SF.	Please refer comments from SF.	Considering the cohesiveness, concentration of existence and effective participation of selected families, small groups were promoted. Small groups are federated in the secondary level and so on. Though apparently females from selected families are representing in the small group, that covers interests of all

				family members. Again, after implementation for the past few years reconstitution of groups is a challenge. In any case, the recommendation with regard to merging the groups in the same village will be reviewed again with partners and the decisions will be made accordingly.
	2. It has been recommended to engage the 'Shonglap' girls to provide non-formal adult literacy and numeracy class to the illiterate members of small groups. In this regard, both POPI and CODEC should have to develop a detail plan. Developing the skill in literacy and numeracy will enable the weaker members to be skilled in participating project activities.	Detail plan will be developed in consultation with SF.	Shonglap is working to back them to school, where they will get Literacy and Numeracy. Some of the girls have already been back to school. Moreover, Shonglap Forum will prepare an action plan to provide peer education for those who are not interested to go back to school at all. With regard to educating community members, a plan will be developed together with SF.	Shonglap reformation process is going on separately as part of overall SF programme and engaging Shonglap graduates in community education will be further discussed with partners in the near future.
	3. It has been recommended to develop the mental strength and capacity of weaker members by providing training, counseling, organizing seminars and workshops etc so that the weaker members can spontaneously and strongly participate in the project activities.	Number of trainings, exposure visits and workshop has been done and this year we have plan to increase the number of event specially for weaker members. Counseling also will be done for weaker members as relevant.	Plan for capacity development of small groups has been developed and incorporated in Activity plan. In addition Training on Roles and responsibilities for weaker group members has also been incorporated in the revised plan and budget for July-Dec, 2014.	Partners individual action plan prepared with this regard will be followed up.
	<b>Recommendations: Meeting of small groups and its relevance</b>			
	1. It has been recommended to introduce time bound	Through group meetings and	Suggested topics will be	Partners individual action



	<p>new development issues for the small groups meeting. Along with other issues the development issues should include the followings:</p> <p>a) Basic knowledge on education, livelihood, health, human rights and justice.</p> <p>b) Services providing by the local government institutions (LGIs) and Upazila Parishads</p>	<p>training required information is given to the target group. Training on safety net programme and other related trainings will be organized for group members.</p>	<p>discussed along with other development issues during group meetings; Discussions on source of services, types of services available and strategy for receiving service will be discussed at group meetings.</p> <p>A hand book will be prepared on service providing agencies and available services (by 2014)</p>	<p>plan prepared with this regard will be followed up.</p>
	<p>2. It has been recommended to develop the citizen charter and provide necessary training to small group members on the citizen charter. It is suggested to help each of the small groups to manage and keep their documents in a safe and secured place. In this regard, NAP could provide a steel made trunk (box) or a file cabinet to each of the small groups for keeping their necessary agreements, materials and papers.</p>	<p>Trainings on citizen charter of Union Parishad will be organized for group members. Every group will be provided a trunk to preserve their documents.</p>	<p>Citizen Charters will be included in the handbook, to be prepared in 2014.</p> <p>Steel Trunks are available in the groups. However, utilization of the Trunk will be ensured by the respective Community Facilitators.</p>	<p>Partners individual action plan prepared with this regard will be followed up.</p>
	<p>3. It has been recommended to review the job description of FM, and simultaneously it has been recommended to review the role of CF in the groups. FM should attend all the meetings of SG.</p>	<p>CODEC will jointly review this with SF as necessary.</p>	<p>POPI used to review and update JDs annually. This will be considered.</p>	<p>Field Mentors (FMs) are project employee for facilitating the groups, accelerating their dynamics and building the capacity of members. Whereas Community Facilitators (CFs) are the selected group member capacitated to facilitate group meeting or any type of community event. CFs are envisaged as a potential community dynamics to lead the group by their own inbuilt competency. That</p>

				ultimately will help the community organizations to be self reliant. However, partners will be encouraged to review the JDs of FM with the guidance of SF as required. Again, partners will also be stimulated to consolidate and anchor the potentiality of CF.
	4. It has been recommended that the FM should monitor the resolutions of SG periodically and they should help the SG to take the specific, right and executable decisions instead of indistinct decisions.	Group Monitoring plan will be developed; Program officer & PC will also include the issues in their monthly plan to execute it properly.	FM will be more responsible in this regard in the future.	Partners individual action plan prepared with this regard will be followed up.
	5. It has recommended to measure the capacity of SGs. The following indicators have been suggested for measuring the capacity of SGs and accordingly the NAP can design the capacity training for SHGs. (The suggested capacity measurement indicators mentioned in Annexure - VI).	SG capacity measurement plan will be developed by considering evaluator's suggested indicators as well as our last three years' experience; SG capacity measurement will be done on yearly basis.	Capacity assessment of Small groups will be done by a) Finalizing assessment tool b) Conducting assessment	Partners individual action plan prepared with this regard will be followed up.
	6. The evaluator recommends / suggests that NAP should organize leadership and capacity building training for SG members, CF and PO / WC in next two years. (Names of suggested capacity development training mentioned in Annexure - VII).	As for now Training list has been finalized jointly by SF & CODEC for next 2 years. Besides every year two times this lists have been reviewed jointly based on field needs. More training List could be incorporated in consultation with SF if necessary.	Some of the trainings suggested are already ongoing and rest is to be planned.	A considerable amount of efforts were ongoing with this regard. However, this needs further discussion between partners and SF. Partners individual action plan prepared with this regard will be reviewed and followed up by SF.
	<b>Recommendations: Development of community own fund</b>			

	<p>1. It has been suggested to provide revolving money to the small groups instead of providing input support as collective or group IGA.</p>	<p>Guideline preparation is under process. After completion of guideline Revolving fund will be given to groups.</p>	<p>Needs further discussion.</p>	<p>This needs further discussions with partners for deepening and operationalizing the thought. However, partners will be asked to elaborate the possible strategies, approaches, tools and guidelines to materialize the idea. Again, partners will be facilitated to come forward with specific capacity building plan for the groups to foster the process.</p>
	<p>2. It is strongly recommended to use the saving money of small groups as loan among the members instead of keeping it idle in Bank. Keeping money idle in Bank should not be encouraged.</p>	<p>Special attention will be given though we are trying our best to utilize the group fund in productive purpose.</p>	<p>This will be discussed further.</p>	<p>This needs further discussions with partners.</p>
	<p>3. It has been suggested to develop a strong loan policy for the small group so that they could easily reimburse the loan money.</p>	<p>SF &amp; NAP-partners can jointly develop the guideline.</p>	<p>SF &amp; NAP-partners can jointly develop the guideline.</p>	<p>To be discussed with partners in detail and review the existing practices and improve further.</p>
	<p><b>Recommendations: Promotion of People's organization (PO) / Ward Committee (WC)</b></p>			
	<p>1. It has been recommended that at this stage the formation of the tertiary group (third tire) would not be feasible. In next couple of years the NAP should focus on developing the capacity of primary and secondary groups.</p>	<p>Tertiary group already been formed in Mirjagonj on adhoc basis. So, SF &amp; CODEC can jointly decide regarding the recommendation.</p>	<p>POs Exit plan will be prepared this year and will be executed as per plan.</p>	<p>SF believes in self propelling community mechanism and values the natural evolution of group dynamics. This needs further discussions with partners. As the</p>

				context differ in each location, a detail discussion with this regard is important.
	2. It has been recommended that in the coming years the input / material support to the HHs should be distributed through PO / WC which will increase the authority and capacity of PO / WC.	Already we are practicing it. From now onwards we will give more emphasize on this issues.	From the next year there is no plan for Input support. It will be handled by the groups through revolving fund. This needs discussion.	This needs further discussions with partners.
	3. It has been recommended that the NAP in both Madan and Mirzagonj upazilas should make a detail plan about the development of skill and capacity of the PO / WC as well as how it will disseminate responsibility to the PO / WC. All the PO / WC should have Vision, Mission, Goal, separate Bank Account, Yearly Plan and Updated Byelaw should mention role and responsibility of the PO / WC how it will accumulate resource for its day-to-day expenses.	As per recommendation POs capacity building plan will be reviewed in consultation with SF. The ward committee is very beginning stage now. In this year, No. of training course has been organized to build capacity of POs.	To be discussed with SF.	PO/WCs in secondary level are in very primary stage and are envisaged to be facilitated rigorously for their capacity building, so that they can take care of wider community interests and be evolved as real community platform. However, this needs further discussions with partners.
	4. It has been recommended that NAP should guide and nurture the PO / WC for next couple of years. NAP should adopt a strategy that should guide PO / WC through a systematic and need-base planning process leading from the “ <i>where we are now</i> ” to the determination “ <i>where we want to be</i> ”, through identification of training programs, exposure visits etc. “ <i>how to get there</i> ” and finally to a sustainability position “ <i>how to stay there</i> ”.	Existing plan will be reviewed in the light with recommendation	To be discussed with SF.	Already micro-planning process is there. However, this will be further follow up with partners.
	5. It has been recommended that NAP should involve PO / WC in developing livestock and poultry firm, nursery, compost pits, seed stock, grain and pulse storage bank etc. Simultaneously, project could allow PO / WC rickshaw/van, power tiller and agricultural planting & harvesting technologies	The ward committee is an apex body of Small groups and presently they have no bank account and as per POs guideline they will not operate any financial transaction. SF & Codec	Already initiated this process.	POs/WCs in the secondary level are envisaged to be more inclined with social empowerment process

		can jointly decide how this recommendation will be implemented.		and to take lead to realize the rights & entitlements of indigent poor. However, this needs further discussions with partners and SF will follow up on this, as well as will be critical with RBA lense						
	6. It has been recommended that PO / WC members should go for exposure visit and also they should periodically monitor and supervise the works of affiliated small groups	Some of the activities are already ongoing. No. of exposure visit will be increased; Involvement of ward committee will be increased in group monitoring.	To be discussed with SF.	This needs further discussions with partners and SF will follow up on this.						
	7. It has been recommended that NAP should assign some responsibility to PO / WC members for organizing training, seminars / workshops and other project related events.	In review budget 2014, funds has been kept for POs to organize event on different issues independently. Now POs capacity building process is going on in full swing and some of the project events are being implemented by POS. Gradually these initiatives will be increased. Special budget could be allocated for this.	Will be accomplished according to the Exit Plan	This needs further discussions with partners and SF will follow up on this.						
	8. Expenses of the PO / WC have been a big concern. Accordingly this evaluation explored the following possible options and strategies for developing PO / WC fund and its expenses:  <table border="1" data-bbox="241 1281 869 1473"> <thead> <tr> <th>Possible options &amp; strategies for developing PO / WC fund</th> <th>Possible PO / WC expenses areas</th> </tr> </thead> <tbody> <tr> <td>(a) PO / WC members subscription</td> <td>(b) establish networking and communication</td> </tr> <tr> <td>(b) subscription of affiliated small groups</td> <td>(c) Organize seminars/workshops</td> </tr> </tbody> </table>	Possible options & strategies for developing PO / WC fund	Possible PO / WC expenses areas	(a) PO / WC members subscription	(b) establish networking and communication	(b) subscription of affiliated small groups	(c) Organize seminars/workshops	We need to discuss with SF how this recommendation will be implemented. In existing strategy, SG is a unit where financial transaction is being made and it has a bank account but ward committees have no bank account. So they are not generating fund presently. They usually work with relevant issues of the small group as well as local issues and when money	Issues will be considered in the Exit plan.	This needs further discussions with partners and SF will follow up on this.
Possible options & strategies for developing PO / WC fund	Possible PO / WC expenses areas									
(a) PO / WC members subscription	(b) establish networking and communication									
(b) subscription of affiliated small groups	(c) Organize seminars/workshops									

	<ul style="list-style-type: none"> <li>(c) collective IGA of PO / WC</li> <li>(d) keeping a percentage of the interest of SG loan</li> <li>(e) mobilizing local resources</li> <li>(f) donation of the local elites / civil society members</li> <li>(g) donation of the local NGOs</li> <li>(h) provisioning endowment fund for the PO / WC from the donor</li> </ul>	<ul style="list-style-type: none"> <li>(d) Undertake social activities like road / embankment repair, treatment support to persons with disabilities, maintenance of the Community Resource Center (CRC), tree plantation etc</li> <li>(e) Operate satellite clinics, camps, day observation rallies etc.</li> <li>(f) Maintain liaison &amp; linkage with different govt. and non-govt. organizations</li> </ul>	<p>will be required to address those issues properly then they will decide to collect fund but regular fund generating system will not be introduced.</p>		
	<p><b>Recommendations: Training offered by the NAP to small group members</b></p>				
	<p>1. It has been recommended that the NAP organized and conducted training should be SMART-specific, measurable (not limited to numeric measurement), achievable, relevant and time bound. There should be a monitoring and evaluation system with indicators to assess the 'actual training outcomes' compared with 'intended training objectives'.</p>		<p>All training is being in the light with SMART. However, More attention will be given as per recommendation.</p>	<p>Assessment tool will be developed and executed in January 2015.</p>	<p>This needs further discussions with partners and SF will follow up on this.</p>
	<p>2. It has been suggested that NAP should provide practical training to small group as well as PO / WC members that will help to develop the leadership and management capacity and skill to run the SG and PO / WC activities. It has been felt that in both Madan and Mirzagonj upazilas NAP could provide good governance, advocacy, gender development, livelihood, human rights and justice training to</p>	<p>From mid year of 2013, No. of training has been organized for ward committee members and Evaluator's suggested training course was also incorporated in an existing training list. However we will also incorporate some contents as per suggestion.</p>	<p>To be discussed with SF.</p>	<p>This needs further discussions with partners and SF will follow up on this.</p>	

	members.			
	<b>Recommendations: <i>Objective 2: Improved Health and nutritional status of the 2,000 target families (especially mothers and children)</i></b>			
	1. It has been recommended to conduct periodical anthropometric survey among the children of partner HHs and monitor the Z-scores of children. Simultaneously, measure the body Mass Index (BMI) of women for monitoring their nutritional progress.	Already we are practicing BMI in some extent and steps will be taken to introduce Z-score method; Training will be needed on Z-Score;	The main objective of the project is to mainstream the households with Governments services where they will enjoy such measurements and treatments. NAP does not plan to provide these kinds of service delivery in its nature.	To be further discussed with partners and here SF will be critical by reviewing the project's scope and future implication.
	2. It has been recommended to introduce and educate mothers about Unimix. Unimix is a supplementary food contains powder of rice, mususr dal (lentil), little Soya bean oil, and molasses or sugar (details of Unimix can be collected from different sources). NAP can organize demonstration program for preparing Unimix. The Unimix would be a good supplementary food for the pregnant women and (3-10) years old children.	Training on UNIMIX will be required for project staff how these sorts of supplementary food are to make.	The issue will be discussed in the group meetings and will be disseminated through Observing Nutrition week.	SF will follow up.
	3. It has been recommended to expand the service of CHV (Community Health Volunteer) among non-beneficiary households and even in neighboring Unions by developing new CHV in non-working Unions.	Implementation of this recommendation depends availability of funds.	It depends on the interest of CHVs and demand of the community. NAP will provide all sorts of assistance in this regard.	Though Community Health Volunteers (CHVs) were promoted to ensure the health & nutrition services at the doorsteps of marginalized poor by linking with mainstream service providers and providing primary information, they are independent and if service market is there, they will go naturally and expand their proximity. However, expanding the

				CHV services in non-working union - it will depend on the scaling up opportunity and availability of fund. Therefore, it needs further discussions with partners and donors.
	<b>Recommendations : Sustainability of ECD and NFP</b>			
	1. It has been recommended that the ECD and NFP should be continued in Madan Upazila while it would have little impact in Mirzagonj upazila. POPI should organize refresher training for the teachers of ECD and NDP.	Not applicable	NAP has same concern and plan.	Regular refresher is the part of ongoing programme. However, SF will follow up and re-enforce it.
	2. It has been recommended that in both Madan and Mirzagonj upazilas NAP could organize training for mainstream schoolteachers for ensuring quality education.	Already we are doing and no. of training course can be increased.	To be discussed with SF.	It is the part of usual support program. SF will follow up and re-enforce it.
	3. It has been recommended that POPI should start medium to long-term planning and management of the ECD and NFP for its sustainability after phase over of the project.	Not applicable	NAP implements ECD centers where government service is absence. By two-three years, Government will implement 100% ECD centers in the area. POs capacity will be enhanced to take the responsibility of NFPE in future.	SF will follow up.
	4. It has been recommended that NAP should include issues of attracting ECD and NFP as well as mainstream school children by providing sports materials.	Last year NAP –CODEC provided sports materials to mainstream school children and this year need based sports materials also will be supported.	Exists in the regular plan of NAP.	It is already in the ongoing programme. SF will follow up.
	5. It has been recommended that NAP in both Madan and Mirzagonj upazilas should organize periodic training / seminars / workshops inviting mainstream school teachers, parents, education officials and civil	From very beginning of the project, Each year NAP-CODEC has been organized advocacy workshop with different stakeholders ( Same as	Planned for 2015	SF will follow up.



	society people for ensuring the quality education to children.	suggested stakeholders) where mainstream schools problem were discussed and find out common solution.		
6.	It has been recommended that in both Madan and Mirzagonj upazilas instead of providing teacher and logistic support to the mainstream schools, NAP should arrange <b>Coaching Class</b> for poor children students studying in the mainstream schools which will be effective for ensuring quality education.	As per recommendation we will start coaching class for poor children.  Actually study support has been given to the poor children for their coaching since 2012. Already we are doing.	Community motivation is being continued to take the responsibility of poor section of students through People's Organizations.	Need to review critically with RBA lens. SF will encourage partners to promote an enabling environment so that mandated duty bearers are taking care of poor students.
7.	It has been recommended that NAP should include cultural events and sports in ECD and NFP and even it could provide support to the mainstream schools for organizing cultural and sports programs.	To be discussed.	Plans in built.	It is the part of usual programme. SF will follow up the action plan.
8.	It is recommended to encourage SMC members, PTA members, Teachers, government education officers and civil society members to participate in exposure visit to the best schools in the locality.	By discussion with respective stakeholders' exposure visit plan will be developed.  Last year NAP-CODEC organized exposure visit for ECD & Mainstream school teachers at Bagerhat.	Organizing Exposure visit	Already done in previous years. However, SF will re-enforce and follow up it further.
9.	It has been recommended to start advocacy and lobbying program for strengthening the capacity of the Union education standing committee and motivate the Union Parishad Chairman and members to ensure better infrastructural facilities in the schools; including sitting arrangements, sufficient passage for passing air and light, water and sanitation etc. Also encourage the local government to give award to the best parents, best students and best schools considering their yearly performance.	Our effort to involve local government is continuing. Already no. of sitting has been made with up chairman & members with these issues.	Facilitating People's Organisations' Advocacy.	SF will follow up.

	<b>Recommendations: Shonglap' program</b>			
	1. It has been suggested to continue the 'Shonglap programs till the project life and it will be open for all level community girls. The graduated girls should have to be appended with the NAP activities. The NAP should involve the Shonglap girls in operating Adult Functional Education (AFL) to illiterate members of SGs, motivating dropout girls to be re-admitted, organize dialogue with local UP Chairmen and Members about the government facilities, organize programs for children etc.	Action plan & strategy will be developed to make this recommendation into reality.	To be discussed further.	Shonglap reformatting is being carried out by SF in its other parts of programme. However, it needs further discussions with partners and SF will follow up on this.
	2. It has been recommended that NAP should convert the Shonglap centers into Community Resource Center (CRC) where the dropout and school going girls will have scope to develop an association of 'study circle' and they would have scope to learn Computer, IT, Games, Songs, Arts etc. NAP should supply old newspaper, periodicals & magazines to the Shonglap centers or to the suggested CRC. NAP should ensure the participation and contribution of community people in converting 'Shonglap' centre into Community Resource Centre (CRC).	Already we have started process.  As per our experience we need adequate budget to develop CRC for effective implementation of this recommendation.	Shonglap Forum is open to all the adolescent girls of the community. Study circle is feasible at this stage. Since IT related activities implicates the budget and center house it will take time to provide such facility. However NAP will facilitate the process through motivation.	The concept of CRC needs to be analyzed critically as it has budget implication and SF will try to explore the scope of using existing fund or additional fund for it
	<b>Recommendations: Relevance &amp; Effectiveness of the FDP</b>			
	1. It has been recommended that NAP should give emphasis to follow the Right Based Approach (RBA) in the coming years. It has also been recommended that in the coming years all the offered inputs / materials to the households should be distributed through respective PO / WC.	Already Right based approach (RBA) is being followed to execute each & every intervention of NAP-CODEC. Presently the ward committee members remain present during the input distribution. However, next time all input support will be distributed through ward committee	This is to be discussed in detail with SF	As other recommendations were made with critical input supports, SF will maintain a consistency of approaches in operationalizing the idea
	2. It has been recommended that NAP should give emphasis for the 'food security' of the households	From 2012 we have been encouraging target peoples to take	This is to be discussed in detail with SF.	It is already there. SF will follow up.

	<p>taking land as lease by the small groups from the landlords. Specially, it will be feasible in Mirzagonj upazila. It is also suggested that NAP may organize agriculture fare in Madan and Mirzagonj upazilas.</p>	<p>land &amp; cultivate vegetable as well as other crops. This initiative will be strengthen more and more. Every year, NAP –CODEC has been organizing Agriculture fair and the same time participated in agri mela at upazila level. Last two years NAP-CODEC got 1st prize to participate in AGRI &amp; fruit tree fair in Mirjagonj Upazila.</p>		
	<p>3. It has been proposed that a portion of the household income from the NAP input support (say 10%) may be given to the respective PO / WC for developing the fund of PO / WC which they can use for social and community development activities.</p>	<p>After discussion with ward committees, steps will be taken in this regards.</p>	<p>The mechanism will be materialized through the revolving fund management. Direct cash contribution will not be feasible.</p>	<p>Needs further discussion with partners.</p>
	<p>4. It has been recommended that NAP should conduct a study whether the input support to the household or the Family Asset Development has created any discrimination or wrong perception among the other neighbouring poor households (non-beneficiaries).</p>	<p>SF and CODEC jointly can decide how this recommendation will be implemented.</p>	<p>Informal feedback system is in place. However a formal study can be conducted in coming years.</p>	<p>Needs further discussions with partners and plan accordingly.</p>
	<p>5. It has been recommended that the NAP should encourage and promote the community households in both Madan and Mirzagonj upazilas to re-excavate their silted ponds and cultivate fish which has been found very profitable.</p>	<p>SF can allocate fund to re-excavate silted ponds Effective steps can be taken subject to availability of fund.</p>	<p>This needs further discussion.</p>	<p>Needs further discussions with partners.</p>
	<p>6. It has been recommended that NAP should promote sustainable agriculture (home gardening) through small groups. Sustainable home gardening has three main goals--environmental health, economic profitability, and social and economic equity.</p>	<p>All targeted families have home garden where they are producing vegetable. Presently they are practicing compost fertilizer Each &amp; Every family are rearing either hens or duck for meeting g their nutritional demand as well as earning some money by selling</p>	<p>This needs further discussion.</p>	<p>From the very beginning home gardening was implicit in the programme. However, SF will discuss this further and follow up on this.</p>

		poultry eggs. Integrated pest management training has been provided to all target families.		
	7. It has been recommended that NAP should give emphasize on compost fertilizer and herbal pesticide and help the PO / WC to develop nurseries at WARD level.	Already Target family members are practicing compost fertilizer and as per recommendation this initiatives will be strengthen. Nursery establishment through ward committee is really difficult but at individual level no. of nurseries has been established.	This needs further discussion.	SF will discuss this further and follow up on this.
	8. The indigenous Hazzel (Incubator) has been found very effective in Mirzagonh upazila. Therefore, it has been recommended to introduce this hazzel in Madan upazila.	Not applicable.	Facilitate to make Hazzel at HH level	It is already initiated. SF will discuss this further and follow up on this.
	<b>Recommendations: Promote community service providers (CSP)</b>			
	1. It has been recommended that with the NAP support the DRR Volunteers can collect large earthen pots (matir Kola) form different places and put these pots inside the ground of home which can be used as disaster resilient purpose.	Day by day using of earthen pot ( Big mati kola) is decreasing and reality is community people are not interested to do it . Last we motivated community people to use steel made big pot for preserving grains and about 100 families already been procure to preserve their paddy & rice.	Since the type of disaster is different in Madan, Earthen Pots are not suitable. Rather we are trying to strengthen indigenous mechanism.	SF will discuss this further and follow up on this.
	2. It has been recommended to arrange advance training for the CSP so that they can provide better service to the community households.	No. of advance training already been provided to CSP. It is a continuous process to enhance capacity & skill of CSP through organizing advance training. In consultation with SF, we will make plan to organize advance training for CSP	Training Need Assessment (TNA) Identify and select appropriate organization and then organize training in 2015	SF will discuss this further and follow up on this.

	<b>Recommendations: <i>Objective 5: Target households have developed their resilient to natural disasters</i></b>			
	1. It has been recommended that NAP should involve community people through PRA process in order to establish community risk assessment process in both Madan & Mirzagonj upazila. The involvement of the people in risk mapping process would help to minimize the losses.	Already we are doing. 18 DRR & CCA plan has been developed at ward level through using PRA tools (Resource map, vulnerability map, Hazard calendar, Hazard identified and ranking, hazard analysis etc. ) with active participation of community people and then this plan also been reviewed after six months interval.	PRA tools will be developed and Risk assessment in 2015	It is already initiated. However, SF will discuss this further and follow up on this.
	2. It has been recommended that NAP should emphasize the climate change issue in both Madan and Mirzagonj upazilas. The community people should be trained up on the consequences of climate changes and develops knowledge about their role and responsibilities to cope with climate change.	From very beginning of the project DRR volunteer have been disseminating the message of climate change at small group level. Before sending DRR volunteer to the SG series of training also been organized for them on climate change issues.	Training Plans taken	It is already initiated. However, SF will discuss this further and follow up on this.
	3. It has been recommended to organize mock drills and cultural events among maximum schools and colleges located in the working Unions of working upazilas.	Already we are doing. Mock drill also being held on regular basis. NAP-CODEC Cultural team are disseminating DRR message on regular interval at community level through song, drama etc.	Organize Mock drill Cultural events in school	It is already initiated. However, SF will re-enforce and monitor this.
	4. It has been recommended that DRR and climate change efforts should be made towards complementing and institutionalizing the existing community knowledge and creating strong and inclusive mechanisms for dissemination and information-sharing amongst all level community stakeholders. In that process, meaningful identification and participation of youth, women and people with disability is a pre-requisite to address some of the current gaps and weaknesses in the coordination system. Project should take special	More attention will be given in this regards. This idea will be customized in our existing DRR intervention.	The recommendation fully complies with NAP's present operational strategy.	It is already imitated as the part of DRR programme. SF will further re-enforce it and monitor this accordingly.

	attention for the vulnerable groups.			
5.	It is suggested that NAP in both Madan and Mirzagonj upazilas should take strong measures to motivate SG members for raising their Homestead land, disaster resilient constructions, reforestation and protecting water resources.	<p>Already DRR volunteers &amp; NAP-CODEC personnel are motivating to SG members on this issues.</p> <p>This is our regular activities. However more emphasize will be given to address those recommendation</p>	The recommendation fully complies with NAP's present operational strategy.	It is already initiated as part of the part of DRR programme. SF will further re-enforce it and monitor this accordingly.