



Template End of Phase Report

1a Basic Information on LEAF	
Country/Region: Bangladesh / South Asia	Name of project/programme according to SAP field "project definition":
No SAP: 7F-03402.02	Livelihoods, Empowerment and Agroforestry (LEAF)
Domain SDC: (e.g. RC, CEE, HA, GC) Regional cooperation	Sector / strategic domains (HA) according SAP: ?
Domain of intervention / component of Cooperation Strategy Employment and income	
Main objective of the project/programme: "Improvement of livelihoods of poor and extreme poor households of Rajshahi Division and Sunamganj District through developing human and institutional capacities for accessing and using social and economic opportunities."	
Start of project: 01.03.2004	Scheduled duration: 6 years
Start of the current phase: 01.04.2007	End of the current phase: 31.07.2010
SDC Budget in Swiss Francs for the current phase according to Credit Proposal: CHF 7'295'551.-	
Accumulated SDC Budget in Swiss Francs of previous phases: CHF 7'600'000	
Accumulated SDC budget of previous phases of the project incl. current phase: CHF 14'895'551	
Information on partners and/or other donors contribution (calculated in Swiss Francs): -	
Implementing organisations: Intercooperation	
Main National Partners: Government line agencies like Department of Agricultural Extension (DAE) and Department of Livestock Services (DLS); Private companies like ACME, Square	Main International Partners: Programme KATALYST
Sources of information for End of Phase Report: Annual operational reports	
Written by (Name of Author(s) / Organisation): Adwyaït Kumar Roy and project colleagues Samriddhi (formerly LEAF/SAAKTI); Edit/support: Felix Bachmann, Delegate IC Bangladesh; Pascale Aubert, IC Head Office	
Responsible for the EPR (Name of Person): Felix Bachmann (IC Bangladesh) and Pascale Aubert (IC Head Office)	

1b Basic Information on SAAKTI	
Country/Region: Bangladesh / South Asia	Name of project/programme according to SAP field "project definition":
No SAP: 7F-01106.02	Sustainable Access to Agroforestry Knowledge, Technology and Information (SAAKTI)
Domain SDC: (e.g. RC, CEE, HA, GC) Regional cooperation	Sector / strategic domains (HA) according SAP: ?
Domain of intervention / component of Cooperation Strategy Employment and income	
Main objective of the project/programme: Contribute to increase income level of rural households, with special attention to poor and extreme poor, through improved access to quality and sustainable services.	
Start of project: 01.01.2004	Scheduled duration: 6 years
Start of the current phase: 01.05.2007	End of the current phase: 31.07.2010
SDC Budget in Swiss Francs for the current phase according to Credit Proposal: CHF 2'456'000.-	
Accumulated SDC Budget in Swiss Francs of previous phases: CHF 1'830'000.-	
Accumulated SDC budget of previous phases of the project incl. current phase: CHF 4'286'000.-	
Information on partners and/or other donors contribution (calculated in Swiss Francs): -	
Implementing organisations: Intercooperation	
Main National Partners: Diverse national research institutes and government line agencies	Main International Partners: Programme KATALYST
Sources of information for End of Phase Report: Annual operational reports	
Written by (Name of Author(s) / Organisation): Adwyt Kumar Roy and project colleagues Samriddhi (formerly LEAF/SAAKTI); Edit/support: Felix Bachmann, Delegate IC Bangladesh; Pascale Aubert, IC Head Office	
Responsible for the EPR (Name of Person): Felix Bachmann (IC Bangladesh) and Pascale Aubert (IC Head Office)	

2 Outcomes achieved

The projects Livelihoods, Empowerment and Agroforestry (LEAF) and Sustainable Access to Agroforestry Knowledge, Technology and Information (SAAKTI), in general, have been very successful in establishing innovative, valid approaches, which:

- contributed to the economic empowerment of rural households, with special attention to poor and extreme poor, through improved access to quality service provision and markets;
- strengthened efforts of community organisations to identify their development priorities, arrange joint actions, mobilise resources and services, defend their interests and rights, and participate in local decision-making processes

Detailed outcomes of the projects are shown in **Appendix-1**. However, the summary of main outcomes of the projects is briefly presented below:

2.1 Description of intended and unintended effects

Social organisation

The projects supported around 1,560 cluster platforms (CP), which were formed by about 5,320 community based organisations (CBO). As a result of the capacity building initiatives of the projects, a total of 97% of the CBO and CP could develop their annual plan of operations (APO) reflecting priority issues of the poor, extreme poor and women of the communities, and could identify appropriate actions in order to address the issues using available opportunities.

Almost all the CP could establish functional linkages with their Union Parishad (UP), as well as other governmental and non-governmental organisations for the acquisition of appropriate services and goods for their members, specifically the extreme poor. As a result, more than 40,000 extreme poor households could get access to safety net opportunities from UP and public organisations. The safety net support included vulnerable group development, vulnerable group feeding, widow allowance, old age allowance, etc. The CBO and CP could also identify and acquire local resources like *khash* (common) lands, public lands, water bodies, etc.

Furthermore, members of the CP were, due to their prominent place in the community, often selected to become members of diverse UP standing committees like education committee, agriculture committee, project implementation committee, etc. Monitoring data also revealed that the CP could enrol their members in the local committees like local bazaar committee, school committee, mosque committee, temple committee, local *shalish* (court) committee, etc.

Poverty orientation / pro-poor strategy

The monitoring results showed considerable achievements in terms of graduation of poor and extreme poor out of poverty. The effectiveness of combining market development and promotion of social and political participation of communities was very encouraging. It was reported that more than 10,400 extreme poor households could eat 3 meals per day. It was also observed that about 77% extreme poor households generated different types of assets like houses, lands, furniture, livestock, poultry birds, etc. These assets increased the shock absorbing capacities of the extreme poor households during crisis periods.

Enterprise development

About 112,000 CBO member households got involved in income generating activities (IGA) and marketing activities, and households increased their income on an average by 62 Taka per day. Through micro and small enterprise (MSE) development exercises, potential producer groups evolved as MSE. As a result, about 1,600 MSE were developed involving about 35,500 households. With the support from the mobile managers, the MSE developed their business management capacities, i.e. accounts keeping, MSE plan development, linkages development with input sellers, market actors, service providers and financial institutions, promotional activities development and scaling up of businesses. Finally, the producers who were involved in the MSE could increase their profit margin by an average of 63 Taka per person per day.

Value chain development

The value chain interventions produced impressive results in terms of outreach and partners involved. More than 100,000 producers of more than 2,700 communities were involved in and benefited from the interventions of 7 value chains. In each value chain, the profit margin for the rural poor producers was increased by at least 21% due to a better quality and large volume of products sold in the markets. In addition to the producers, the service providers and market players who were involved in the sub sectors could expand their businesses in terms of number of clients and incomes. Monitoring data revealed that the local service providers (LSP) increased their clientele by 46% and their income by 78%; input providers increased clientele by 34% and turnover by 64%; and the buyers increased turnover by 59%.

Service provision

The projects mobilised around 5,600 LSP of whom about 3,090 professional LSP were reported to sell their quality services to the communities on a regular basis. Most generally, the provision of services generated additional income for the LSP. In some cases, service provision became their main source of income. Their monthly income ranged from 400 to 3,000 Taka, depending on the domain of service. The LSP established linkages with the MSE and provided support to them on contract basis. The LSP also established functional linkages with the rural poor households for providing demand driven supply services through CP. Monitoring data revealed that about 91% clients of the LSP could increase their income by up to 20% as a result of receiving the quality services provided by the LSP. LSP formed 56 service providers' associations (SPA) as platforms that promote and protect their professional interest. It was observed that 45 SPA developed sustainable linkages and communication with relevant stakeholders independently for updating their skills and knowledge. Almost all CBO and CP developed their functional linkages with their respective upazilla level SPA.

2.2 Transversal themes:

Gender mainstreaming

As a result of capacity development initiatives, CBO could identify the gender inequalities of their communities through exercising participatory gender analysis (PGA), and could identify appropriate actions in order to address the inequalities using available opportunities. CBO and CP included women in different decision making processes. As a result of awareness raising events, the CP could sensitise the community people to be more supportive to address women's rights at the community level. With the support from LEAF and SAAKTI, the CBO and CP identified the female mentors (FM), and developed their capacity in order to address the gender inequalities in the community. As a result of these gender mainstreaming initiatives, some of the most common strategic issues of the women like participation, mobility, early marriage, dowry, domestic violence, etc. could be addressed in the communities. It was reported that almost all CBO could implement at least two specific activities to address women's concerns. Through IGA and employment in MSE, women could earn money and increase their status in family and society.

Disaster risk reduction

Based on the SDC's strategy to mainstream disaster risk reduction (DRR) in all of its projects, the projects initiated DRR pilot initiatives in 5 locations. DRR pilots covered 3 major disaster prone areas, namely *haor* basin to address early flash flood, monsoon flood and homestead erosion by waves, high *barind* tract to address drought, and river basin to address flood and river erosion. The projects mainly focused on "software" support like capacity building, awareness raising, participatory planning, etc. The projects developed a community based DRR planning tool, which led to a significant increase in the awareness of the community people. Issues like disaster prevention and preparedness that were hardly a topic before have been brought to the awareness of the people. Subsequently, the communities took actions to prepare themselves and reduce their vulnerabilities to the most important hazards.

3 Outputs and performance, partners and context

3.1 Summary of main outputs / outreach

The projects worked in 48 Upazillas under all 16 districts of Rajshahi division and 8 Upazillas in Sunamganj district of Sylhet division. The projects concentrated their interventions in 168 unions and 1,244 UP wards. Detailed outputs of the projects are shown in **Appendix-2**. However, the summary of main outputs of the projects is briefly presented below:

As a result, 150,000 CBO member households and 225,000 non-CBO member community households could benefit from the projects' interventions. It was observed that around 90% households used local and other service providers and acquired new technical and marketing skills. Through MSE the households generated working capital for running their businesses. The households for managing MSE established functional collaborations with micro finance institutes (MFI) or rural banks. Extreme poor households got new/improved jobs or were involved directly in micro-business through MSE. Poor and extreme poor households took advantages of economic opportunities through accessing land and water bodies. It was reported that 19% women established their control over income and increased their participation in decision-making processes. Adibashi community households organised different events jointly with the mainstream population and increased their access to mainstream facilities/services.

Monitoring data revealed that 100% CBO and CP could utilise appropriate LSP and available local resources to implement the planned activities. A total of about 3,500 CBO and 1,190 CP could manage their activities without support from the projects. They were able to facilitate their meetings, training, workshops, etc. independently. It was reported that 91% CBO and CP introduced new organisational development tools. They formed their executive committees and general committees with active representation of women and extreme poor (EP). Special initiatives for the women and EP were included in all the APO of the CBO and CP. The projects were engaged with relevant committees and forums at Upazilla/district levels. The projects also organised and implemented different events in collaboration with district and Upazilla administrations, SDC funded projects, and other government, non-government, local government and private sector organisations.

As a result of projects' interventions, more than 4,200 LSP received quality training and provided quality services to their clients. It was reported that 46 SPA introduced and improved new technologies or practises into their services, and diversified their services and sources of income. The LSP established profitable MSE for consolidating their service markets. Agreements/contracts were established between producers and other market actors to address the demands of higher-level markets in all 7 sub-sectors.

A number of communication materials (printed and electronic) were produced for the needs of the LSP and SPA for promoting new technologies and innovations. Projects capitalised experiences, documented good practices and lessons learnt, and disseminated those to other organisations.

3.2 Efficiency

During this phase, two projects were brought under a common management at the project support and management unit (PSMU) and at the regions. Bringing the two projects under a single management led to lesser number of staff. For example, one project coordinator (PC) was deployed for both LEAF and SAAKTI projects instead of recruitment of two separate PC for two projects. As a result, personnel costs and other administrative costs were reduced and this ultimately made the projects more efficient.

Overall the cost effectiveness ratio (CER) of the projects was shown to be very good at an average of 7.47 and showed very effective delivery by the projects. It reflected efficient investment and interventions. The projects were seen to be very efficient particularly when compared to an average CER of around 3.5 for similar projects operating in Bangladesh.

3.3 Contributions of stakeholders and SDC

SDC representatives both from its country office and head office visited the projects and provided feedbacks for further improvement of the programmes. SDC also organised several trainings (project cycle management, outcome monitoring), workshops (cooperation strategy monitoring, gender mainstreaming) and meetings (programme planning, programme review), where it provided strategic direction for the projects.

Assigned persons from KATALYST visited the value chain activities at the field level, participated in the programme review meetings, and provided backstopping support for planning and implementation of the value chains.

Government line agencies like Department of Agricultural Extension (DAE) and Department of Livestock Services (DLS) contributed a lot to develop the capacities of LSP. They provided technical training to the LSP and gave certificates or identity cards to the LSP for their quality services.

Private companies like ACME, Square, etc. made a lot of contributions to create both the inputs and outputs markets for the promotion of projects' value chains. They contributed a lot to bring the producers, inputs sellers, service providers and buyers in the common platforms in a win-win situation for all the parties.

3.4 Transformations of context

Over the period of this phase, some transformations of contexts were observed in the working areas of the projects. Two of them are described below:

- As a result of the projects' economic development interventions, community people became more involved with IGA, MSE and value chain activities than before. Being involved with income earning opportunities, people accumulated savings and built some assets. As a result, the overall vulnerability of the poor and extreme poor households of the communities was smaller than before.
- As a result of the projects' social development interventions, community people became more aware about their roles and responsibilities for their own development than before. The better-off people of the community became more sensitised and supportive to the most vulnerable segments of the community compared to the situation before. At the same time, the social capitals of the poor, extreme poor and women of the community were increased. As a result, the social security of the poor and extreme poor households of the community increased, and the households reduced their vulnerability in the course of the projects.

4 Lessons learnt

During this phase, the projects learnt some important lessons. Major lessons learnt on different areas are presented below.

Social organisation

- CBO are reluctant to include more members because they are rather closed groups of people with common savings and common interests. On the other hand, the CP are more open to include members from the whole community. Furthermore, the CP are well positioned to take the lead of promoting development priorities of the community and connect to external sources of support/resources, including local government bodies.
- Networks of CP have shown to be good for ad-hoc and need based initiatives to tackle common issues like DRR but have not shown an interest to evolve further into more formalised organisations.

Enterprise development

- Graduation of producer groups to rural MSE can lead to improved business and increased attractiveness for financial institutions.

Value chain development

- There is a lack of capacity and willingness of private companies to take the lead in value chain development or invest in product and capacity development of producers.
- Not all sub-sectors are similarly benefiting the poor; the lower the necessary initial investments are, the lower are the margins of the products, but the easier it is for the poor and EP to get engaged.

Service provision

- Service provision is profitable when connected with rural MSE through service contracts.
- Training has less impact on the extreme poor since they often lack the means to utilise the information gained.
- Organisational and management capacities of the SPA are not yet strong enough to attract all the LSP. Experiences show however that compared to individual LSP, SPA are in a better position to negotiate with input companies and line agencies.
- The cooperation with line agencies has been shown to be strongly project driven and did not work well without external support.

Gender mainstreaming

- Although achievements were impressive on a community level, the gender mainstreaming was not very visible throughout the project.
- In communities, where the community facilitators (CF) and FM were leading the PGA, the follow-up activities by the communities were more effective.

Disaster risk reduction

- The involvement of the whole community is crucial for the success of DRR activities. Under the lead of CP, DRR has to become a community activity, starting with common planning meetings, and including common disaster preparedness and prevention measures.
- Starting with software and at later stage introducing “smart hardware” could bring good results regarding DRR. The effectiveness of smart hardware as a means for software depends on the maturity of the group receiving the support.

Appendix-1

OUTCOME MONITORING SUMMARY OF LEAF

Indicators	Phase targets	Phase achievements
<i>Outcome: 1.A. Households have diversified and increased their production and sources of income and employment opportunities through improved techniques and business management practices</i>		
Number of LEAF supported households involved in IGA and increased amount of Taka per household per day	90,000 HH; 30 Taka	111,984 HH (Progress 124%); 62 Taka (Progress 207%) (Source: Specific exercise CBO)
<i>Outcome: 1.B. Households have developed profitable linkages with stakeholders of targeting value chains.</i>		
Number of CBO (number of HH) that developed MSEs and increased amount of Taka per producer per day	1,200 CBO; 48,000 HH; 70 Taka	1358 CBO (Progress 113%); 35,552 HH (Progress 74%); 63 Taka (Progress 90%) (Source MSE tool-2)
Number of households involved in MSE who established functional linkages with large market actors	30,000 HH	30,077 HH (Progress 100%) (Source MSE tool-2)
<i>Outcome: 1.C. Households, particularly the extreme poor, women and Adibashi community members have increased their ability to cope up with shocks and crisis in consolidating their productive and financial assets</i>		
Number of LEAF supported extreme poor households who could eat 3 meals per day	14,000 EP HH	10,449 EP HH (Progress 75%) (Source: SEO)
Percentage of LEAF supported extreme poor households who generated assets	80% EP HH	77% EP HH (Progress 96%) (Source: SEO)
<i>Outcome: 2.A. CBOs and cluster platforms are able to articulate their demand by themselves and identify their development priorities, implement joint actions as well as mobilise and manage local resources</i>		
Number of CBO and number of CP who could identify and acquire at least 2 types of local resources.	3,300 CBO 1,250 CP	2,520 CBO (Progress 76%); 1325 CPs (Progress 106%) (Source: Specific exercise CBO)
Percentage of APO developed by CBO and CP that included priority issues and appropriate actions	80% APO	97% APO (Progress 121%) (Source: Specific exercise CBO and CP)
<i>Outcome: 2.B. Cluster platforms and their networks are able to consolidate critical mass demand for addressing priority issues at level of UP as well as UZ</i>		
Percentage of primary and secondary CP, which received services from at least 2 relevant service-providing organisations.	100% primary CP; 100% secondary CP	98% primary CP (Progress 98%); 98% secondary CP (Progress 98%) (Source: Specific exercise CP)
Number of secondary CP, which resolved at least one social/right and/or economic issue benefiting all members.	160 secondary CP	138 secondary CP (Progress 86%) (Source: Regional report)
<i>Outcome: 2.C. Cluster platforms and their networks can represent the interests of their members and communities, raising their voice in participating in local government & local committees.</i>		
At least one person from number of secondary CP is enrolled in union standing committees	160 secondary CP	125 secondary CPs (Progress 78%) (Source: Specific exercise CP)

Percentage of primary CP could enrol at least two persons from each CP in the local committees.	100% primary CP	95% primary CP (Progress 95%) (Source: Specific exercise CP)
<i>Outcome: 2.D. Extreme poor and vulnerable households including women and Adibashi community members have improved their livelihoods through accessing social services and goods including safety net opportunities</i>		
Number of extreme poor enrolled in the safety net opportunities.	20,000 EP	40,919 EP (Progress 205%) (Source: Specific exercise CP)
Number of CP, which established functional linkage with appropriate services and goods for EP	1,200 CP	1,240 CPs (Progress 103%) (Source: Specific exercise CP)
<i>Outcome: 3.A. Greater visibility of the project from local to district level is achieved through close coordination with respective administrations and line agencies</i>		
LEAF has participated and contributed in 100% of the district and upazilla level coordination mechanisms	4 districts; 20 upazillas.	4 districts (100%) and 31 upazillas (Progress 155%) (Source: Regional database)
In joint activities, participating line agencies provided percentage of human and financial support.	50% human support; 50% financial support	50% human and financial support (100% progress) (Source: Regional database)
<i>Outcome: 3.B. Alliances are formed and efficient collaborations are established with different development organizations, donors and private sectors in order to generate synergies</i>		
Number of alliances with development organizations and the projects contributed to strengthen the local development.	2 alliances	3 alliances (Progress 150%) (Source: Regional database)
Number of joint action taken by each region annually in collaboration with different stakeholders, which have contributed to value addition of farmers' products.	4 joint actions	20 joint actions (Progress 500%) (Source: Regional database)
<i>Outcome: 3.C The Leaf experiences can contribute to improvement /enforcement of rural development strategies and policies by government and donors</i>		
Number of strategic document on approach and modalities shared with government and donors per year.	1 document	1 document (Progress 100%) (Source: Project database)
Number of development organisation in each region, which has adopted the modalities and approaches developed by LEAF	4 organisations	17 NGOs and 18 projects in all four regions (Progress 425%) (Source: Regional database)

OUTCOME MONITORING SUMMARY OF SAAKTI

Indicator	Phase targets	Phase achievements
<i>Outcome 1.A. Local service providers (LSPs) are developed as professionals, providing on fee based affordable and quality services to the community households</i>		
Number of professional LSP, who sold quality services regularly to communities.	At least 1500 LSP	3,091 LSP (Progress 206%) (Source: LSP database)
Percent of LSP's clients, who have increased their income up to 20% by receiving quality services.	70 % clients' income increased by 20%	91% clients have increased their income by 59% (Progress 130% for clients and 295% for income) (Source: Specific exercise CBO)

Indicator	Phase targets	Phase achievements
60% of 2600 LSP have established functional linkages with the rural poor households for providing demand-led supply services through cluster platforms or/and SPAs.	1,560 LSP	3,029 LSP (Progress 194%) (Source: LSP database, Specific exercise LSP)
<i>Outcome 1.B. Service Providers Associations (SPA) have contributed effectively to the expansion of service market and the professionalism of local service providers</i>		
Number of SPA, which have developed sustainable linkage and communication independently for updating their skill and knowledge	At least 30 SPA	45 SPA (Progress 150%) (Source: SPA database)
At Upazilla level, percent of CBO and clusters platforms working with LEAF, which have developed functional linkage with one SPA	70%	100% CBO and CP have formal linkage with SPA (Progress-143%) Source: Specific exercise CBO, CP & SPA
<i>Outcome 1.C. Various market players and service providers (processors, collectors, retailers, LSP etc) have further developed their business through improving competitiveness in selected sub-sectors (volume, quality, product improvement, etc)</i>		
In each selected sub sector, the profit for the rural poor producers has increased at least by 15% due to a better quality and large volume sold in the markets.	15% profit increase	21% profit increased (Progress 140%). (Source: Specific exercise value chain)
Service providers and market players involved in each selected sub sector have extended their business in term of number of clients and income at least by 15%.	15% increase of clients and income	<ul style="list-style-type: none"> ▶ LSP: Increased 46% clients and 78% income ▶ Input provider: Increased 34% clients and 64% turnover ▶ Buyer: Increased 59% turnover (Source: Specific exercise LSP & VC)
<i>Outcome 2.A. Regional Resources Pools (RRP) are active, playing a lead role for developing capacity and updating knowledge of SPs with inclusion of experts from private sector</i>		
Based on demands of SP, number of RRP, which have mobilised at least number of regional experts from line agencies and private sector during the phase.	4 RRP; 200 regional experts	<ul style="list-style-type: none"> ▶ 9 RRP (Progress 225%) ▶ 172 regional experts (Progress 86%) (Source: Annual joint review RRP)
Numbers of RRP, which are functioning independently, receiving a financial contribution from SPs and SPAs.	4 RRP	<ul style="list-style-type: none"> ▶ All RRP took comparatively more lead role in organising activities ▶ No RRP received financial contribution from LSP and SPA (No progress considering outcome) (Source: Annual joint review RRP)
<i>Outcome 2.B. Regional networks and coordination platforms including private sectors are responsive to support local demands and capacity building of Service Providers (SP)</i>		
Numbers of agricultural technical committee (ATC) at district level and numbers of Upazilla Agric. Extension Coordination Committee (UAECC) at Upazilla level are functional, organising training, field visits and events with SP.	4 ATC 8 UAECC	<ul style="list-style-type: none"> ▶ 3 ATC organised 3 meetings ▶ 17 UAECC (RRO-5, BRO-5, ROR-7) organised 52 meetings ▶ Other than meetings, no significant events organised by ATC & UAECC (No progress considering outcome) (Source: Project data base)
60 % of 2500 SP/ 30 SPA have established contact and received support and technical advice from ATC and UAECC.	1500 SP 18 SPA	ATCs and UAECCs did not provide supports to LSP and SPA (No progress considering outcome) (Source: Project data base)

Appendix-2

OUTPUT MONITORING SUMMARY OF LEAF

Indicator	Phase targets	Phase achievements
<i>Output 1.1 Households have improved their technical marketing skills and knowledge, exploiting in better way of the on farm and off farm market opportunities</i>		
Number of households involved with LEAF who have acquired at least two new technical and/or marketing skills or innovations	100,000 HH	233,403 HH (107,318 CBO HHs) (Progress 233% in relation to CBO HH) (Source: Specific exercise CBO)
Percent of households involved with LEAF who use local and other service providers	80%	93% used LSP (Progress 116%) 56% used other service providers (Progress 70%) (Source: Specific exercise CBO)
<i>Output 1.2 Households including extreme poor have consolidated their networks and linkages with market actors and other stakeholders by managing appropriate organizations (MSEs, Network, platform)</i>		
Number of households through their respective organisation (MSE) who have generated working capital with own saving for running their business.	35,000 HH	32,442 HH (Progress 93%) (Source: MSE tool-1)
<i>Output 1.3 Extreme poor households including women and Adibashi community members have developed their skills enabling them to find out new job opportunities.</i>		
Number of households managing MSEs, which have established functional collaborations with MFIs/ rural bank.	At least 12,000 HH	18,716 HH (Progress 155%) (Source: MSE tool-1)
Number of extreme poor HH within communities who got new/improved jobs or involved directly micro-business through the activities of MSEs, cluster platform and their networks	At least 10,000 HH	43,100 HH (Progress 431%) (Source: MSE tool-2)
<i>Output 1.4 Poor and extreme poor households have increased their access to land resources (land, water bodies)</i>		
Number of poor and extreme poor households supported by LEAF who have benefited from economic opportunities through accessing land and water bodies.	10,000 HH	18,937 HH (Progress 189%) (Source: Specific exercise CBO)
<i>Output 1.5 Women have increased their participation in decision-making process and control over resources at household level</i>		
Percent of the women supported by LEAF who have established their control over their income.	20%	19%. (Progress 95%) (Source: SEO)
Percent of the women who increased their participation in decision-making process.	50%	16% (Progress 32%) (Source: SEO)

<i>Output 2.1 CBO, CP and their networks have improved their knowledge and skills for developing their plan of actions independently as well as mobilizing relevant service providers.</i>		
Percent of CBO and CP who utilised appropriate local services providers (LSP) and available local resources to implement the planned activities.	70%	100% CBO and CP used LSP and local resources (Progress 143%) (Source: Specific exercise CBO & CP)
Number of CBO and number of CP, which are managing their activities independently from LEAF.	2,500 CBO and 800 CP	3,546 CBO (Progress 143%) 1,197 CP (Progress 150%) (Source: Specific exercise CBO & CP)
<i>Output 2.2 CPs and their respective CBOs improved their facilitation skills to mobilise communities, in establishing appropriate networks (secondary CP) at union levels.</i>		
Number of secondary level cluster networks at union level is formed.	160	138 secondary CP (Progress 86%) (Source: Regional database)
Percent of CBO and percent of CP, which are able to facilitate their meeting, training, etc independently	60% CBO and 80% CP	70% CBO (Progress 117%) 73% CP (Progress 91%) (Source: Specific exercise CBO & CP)
<i>Output 2.3 CPs and their networks provided adequate capacity building supports for strengthening CBOs to identify relevant actors/service providers and to communicate & negotiate with them</i>		
Percent of CBO under a cluster platform that received at least 2 types of capacity building supports from the concerned CP and/or network per year.	100%	89% (Progress 89%) (Source: Specific exercise CBO)
Percent of CBO and CP have introduced at least two new organisational development tools.	100% CBO and CP	91% CBO and CP (Progress 91%) (Source: Specific exercise CBO & CP)
<i>Output 2.4 Adibashi households have increased their access to support system of the mainstream population</i>		
Percent of LEAF supported Adibashi community households increased their access to mainstream facilities/services.	50% Adibashi	46% Adibashi (Progress 92%) (Source :Adibashi CBO database & specific exercise Adibashi CBO)
At least two events organised by each Adibashi communities jointly with the mainstream population.	Each Adibashi community	89% Adibashi community (Progress 89%) (Source :Adibashi CBO database & specific exercise Adibashi CBO)
<i>Output 2.5 Women and extreme poor have increased their capacities in order to play active role within their organizations and in committees and forums at union levels</i>		
Percent of executive committees and general committees of CBO and CP that are formed with active representation of women and EP.	90% CBO and CP	92% CBO and CP (Progress 102%) (Source: Specific exercise CBO & CP)
At least 2 special initiatives for the women and EPs are included in all the APO of CBO and CP.	All CBO and CP	96% CBO and CP (Progress 96%) (Source: Specific exercise CBO & CP)
<i>Output 3.1 The project has increased capacity to contribute in the Upazilla and district levels technical/thematic committees</i>		
LEAF is engaged with at least 2 technical/thematic committees and	2 technical /thematic	LEAF and its 6 PNGO involved with 6 district level committees.17 PNGO

forums at Upazilla/district levels	committees and forums at Upazilla /district levels	involved with 34 Upazilla level committees. (Progress 100% in terms of district; 85% in terms of Upazilla) (Source: Regional database)
At least 2 events are organized by LEAF in collaboration with district and Upazilla administrations	2 events with district and Upazilla administration	Project implemented 4 events with 1 district administration and 18 PNGO implemented 2-3 events with district and Upazilla administrations (Progress more than 100%) (Source: Regional database)
<i>Output 3.2 The project has established functional linkages between SDC supported project/programmes, other development organisations/donors within the regions</i>		
Number of projects and organisations collaborated with LEAF	At least 2	LEAF regional offices and its 20 PNGO formally and non formally collaborated with 118 organisations and projects (Progress >100%) (Source: Regional database)
Number of events or activities, which are implemented in collaboration with SDC funded projects including LEAF (meeting monitoring, review, action plan, etc)	At least 3	19 events in four regions with 4 SDC supported projects (Progress more than 100%) (Source: Regional database)
<i>Output 3.3 The experiences of LEAF are shared with other relevant actors at regional and national level, and also LEAF has adapted some useful lessons from others</i>		
Number of capitalisation documents on best practices and lessons learnt which are documented and disseminated per year.	2	Two documents (MSE approach and Strengthening Market Participation for the Poor) developed and disseminated. (100% progress) (Source: Project database)
Number of good practices learnt from other projects/organisations which have been adapted by LEAF.	N/A	13 best practices from 1 GO, 10 NGO and 2 private sectors adapted. (Source: Regional database)
<i>Output 3.4 Coordination mechanisms with district administrations are established that linked project with country PRS</i>		
LEAF has participated in 100 % of the district coordination meetings and fairs organized by the district administration and shared LEAF activities (1 district by region).	4 district (100% coordination meetings and fairs)	90% coordination meetings of 7 districts; 10 fairs of 7 districts (Progress 95%) (Source: Regional database)
LEAF has provided relevant information to district administration on regular basis for contributing to progress of PRS.	By 4 regions to respective district administration	4 regions provided relevant information to respective district administration (100% progress) (Source: Regional database)

OUTPUT MONITORING SUMMARY OF SAAKI

Indicator	Phase targets	Phase achievements
<i>Output 1.1 SPs/SPAs have improved and updated their technical knowledge and facilitation skills in receiving various supports from national institutions and private sector</i>		
Number of LSP who received quality training and 80% of them are acknowledged, providing quality services by their clients.	2,600 LSP	<ul style="list-style-type: none"> ▶ 4282 LSP (including HID and facilitation skill) ▶ 83% clients from 99% CBO acknowledged good quality of service (Progress 165% in terms of LSP and

		124% in terms of clients satisfaction) (Source: Activity monitoring report and Specific exercise CBO)
Number of SPAs that have introduced and improved new technologies or practises into their services at least through 5 innovations.	25 SPA	<ul style="list-style-type: none"> ▶ 30 SPA introduced 5 or more new technologies ▶ 16 SPA introduced 3-4 new technologies (Progress 120%) (Source: Annual joint review SPA)
Number of service providers (excluding LSP/SPA) in each sub-sector which added advisory services or/and quality inputs to their services to communities.	200 SP in each selected sub-sector (excluding LSP/SPA)	Average 339 service providers in each selected sub-sector (Progress 170%) (Source: Value chain database)
<i>Output 1.2 SP (including LSP and SPA) have consolidated their business and commercial orientation by developing innovative organisation and business practices</i>		
80% of 30 SPA established and managed coordination platform of diversified services and generating new sources of income.	24 SPA	<ul style="list-style-type: none"> ▶ 53 SPA diversified sources of income and average fund is Tk. 16,718 ▶ 42 SPA involved with 6 types of coordination platforms ▶ 49 SPA implemented events in collaboration with line agencies and private sector (Progress 221%) (Source: Annual joint review SPA and SPA database)
40% of 2600 SP/LSP have established profitable micro and small enterprises for consolidating their service market (through developing linkage with business associations/cooperatives, etc)	1,040 SP/LSP	<ul style="list-style-type: none"> ▶ 968 LSP developed MSE and average investment is Tk. 65,127/-, average profit per month is Tk. 7,393/- from these MSE ▶ 41 SPA developed MSE (Progress 93% for individual LSP, more than 100% progress for SPA) (Source: Specific exercise LSP & SPA, LSP & SPA database)
<i>Output 1.3 Various market actors, service providers LSP, SPA and poor rural households' producers have established profitable and functional linkages between them, improving competitiveness in selected sub-sectors</i>		
Numbers of agreements/contracts, which have been established between producers and other market actors to address the demands of higher-level markets in each selected sub-sector.	10 agreements or contracts in 5 sub-sectors	21 formal agreements in 5 sub-sectors (Progress 210%) (Source: Value chain & private sector database)
At least 5 coordination or network platforms have been established between different stakeholders for improving particular sub-sectors or value chains	5 coordination or network platforms	SAAKTI is the member of 3 coordination or network platforms: national platform on medicinal plant, MDF and Dairy Network. (Progress 60%) (Source: Value chain database)
<i>Output 2.1 Regional Resource Pools (RRP) have generated and consolidated an active network of experts in the domains of farm and non-farm activities from public and private sectors, available to train Service Providers (SP)</i>		
Numbers of RRP who developed collaborative action plan with regular updating based on needs	4 RRP	9 RRP developed action plans on training support to LSP (Progress 225%)

of SP and feedback from field.		(Source: Annual joint review RRP)
Numbers of RRP who developed and implemented a monitoring mechanism for assessing quality of training delivered by experts.	4 RRP	4 RRP practiced monitoring mechanism (Progress 100%) (Source: Annual joint review RRP)
<i>Output 2.2 Regional networks and coordination platforms are revitalised with active participation of private sector</i>		
In every quarter, number of ATC and number of UAECC organised meetings of coordination independently with inclusion of market actors.	4 ATC 8 UAECC	<ul style="list-style-type: none"> ▶ 3 ATC organised 3 meetings ▶ 17 UAECC organised 52 meetings ▶ Market actors were not included (75% quantitative progress but no qualitative progress observed) (Source: Project database)
Percent of the networks and coordination platforms established which have organised their meetings with the active participation of SP/SPA.	70%	<ul style="list-style-type: none"> ▶ 10 SPA included in 10 UAECC ▶ 17 SPA participated in 50 meetings of 17 UAECC (32% quantitative progress but no qualitative progress observed) (Source: Project database)
<i>Output 2.3 Public and Private sector Partnerships (PPP) are established with research-extension and market actors for developing and testing new technologies and innovations</i>		
Numbers of PPP per year which have been developed between research institutions and market actors and SP, creating further synergies between themselves.	2 PPP per year	3 PPP established (Progress 150%) (Source: Project database)
Number of communication materials per year which has been produced for the needs of SP and SPAs for promoting new technologies/ innovation.	2 communication material	<ul style="list-style-type: none"> ▶ 3 posters (one each for the promotion on milk, floating fish culture and medicinal plant) ▶ 12 episodes TV spot telecasted by BTV on project's outcomes ▶ 3 talk-shows were broadcasted ▶ 4 issues of quarterly newsletter published (Progress 150%) (Source: Project database)

Appendix-3

List of abbreviations

APO	Annual Plan of Operations
ATC	Agricultural Technical Committee
BTV	Bangladesh Television
CBO	Community Based Organisation
CER	Cost Effectiveness Ratio
CF	Community Facilitator
CP	Cluster Platform
DAE	Department of Agriculture Extension
DLS	Department of Livestock Services
DRR	Disaster Risk Reduction
EP	Extreme Poor
FM	Female Mentor
GO	Governmental Organisation
HH	Household
IGA	Income Generating Activities
LEAF	Livelihoods, Empowerment and Agroforestry
LSP	Local Service Provider
MFI	Micro Finance Institutions
MSE	Micro and Small Enterprise
NGO	Non-Governmental Organisation
PGA	Participatory Gender Analysis
PNGO	Partner NGO
RRP	Regional Resource Pool
SAAKTI	Sustainable Access to Agroforestry Knowledge, Technology and Information
SDC	Swiss Agency for Development and Cooperation
SEO	Socio Economic Observatory
SPA	Service Providers' Association
UAECC	Upazilla Agricultural Extension Coordination Committee
UP	Union Parishad
VC	Value Chain