



July 2016 - June 2017

Shushilan Cell's Report



Work together and contribute to develop organization

August 2017

Primary Report Prepared by:

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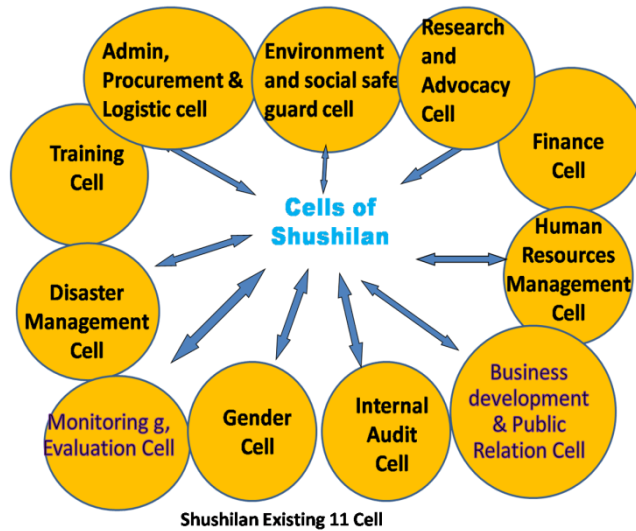
Final Edit:

Sk. Amirul Islam - Adviser, OD

Shushilan Cells:

Shushilan has developed a supportive process through cells for ensuring support to the organisation, programmes and projects for managing the task smoothly. In this regards **Shushilan** has developed 11 cells and respective personnel are managing the cell. The overview of the cells are shown in the following diagram:

The following diagram showing the cells of Shushilan:



Cells Details:

1. Monitoring & Evaluation Cell

Introduction

Shushilan developed Monitoring & Evaluation Cell to gathers information in a systematic process in regards to the progress made by an implemented project / cell including organization. The organizational internal communication system is very active and the organization emphasizes Monitoring & Evaluation because it helps to generate data that can be used to judge the success and improvement in performance.

This report outlines the monitoring progress analysis of Shushilan for the period of July 2016 to June 2017 to analyze the achievement of program, project, system, plan and also finding the gap with recommendations on the way to achieve organization objectives. Shushilan has undertaken different strategy in its program, project, interventions following the changes of the country strategy and donor priority area needs. Focuses have been given on socio economic development, education & ICT and health & nutrition, disaster, climate change and environmental resource management, human Rights and good governance, sustainable People's organization, Gender and equality, women empowerment, Water, Sanitation and Hygiene. During this reporting period Shushilan has implemented different projects with different donors, government organizations and international development partners in 07 Divisions, 43 Districts, 197 Upazilas and 1039 Unions. Shushilan has implemented its program activities through the 41 offices including head office in Khulna.

Monitoring allows support to make a transparent whether the project has been a success or not. Shushilan believes that an effective monitoring plan is required to determine how well the intervention meets its objectives

and services. Besides, evaluation is time specific and it's performed to judge whether a project has reached its goals and delivered what expected according to its original plan. During this period Shushilan focused on

- Fill the cell with skill staff and ensure staff continuation
- Review Monitoring & Evaluation and Learning Guideline
- Develop framework for organizational monitoring process
- Develop monitoring and supervision check list
- Develop the cell as the reference of document and information

More than 8 million people have been benefited from Shushilan implemented projects and near about 43 projects continued during this period.

Focus Area of this report

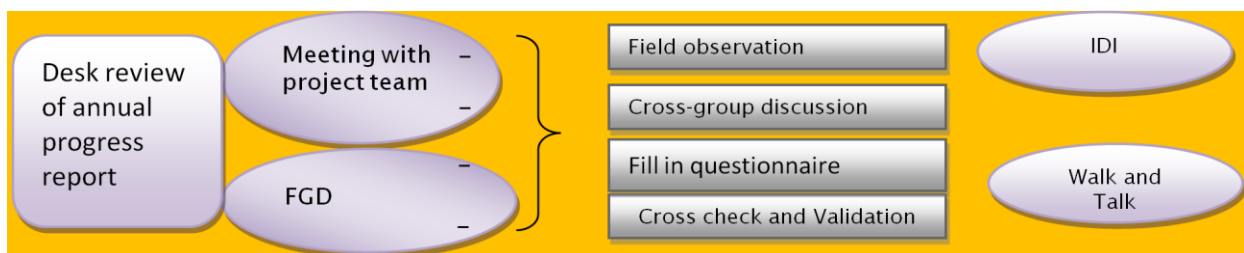
The major focus of this report is to understand overall progress of Shushilan during July 2016 - June 2017 as well as target, achievement, outputs and implementation gaps to apply in its future venture. From the report it has tried to carry out some exclusive findings which establish knowledge management & benchmark reading efficiency of the project & sustainability. In terms of identifying weakness, strength & extensive support this document would be supportive for management. However, the monitoring report designed with the following objectives:

- To assess the achievements of outputs and variances as indicated in the yearly plan
- To identify the major findings with challenges and recommendation
- To document the lesson learned from all the implemented projects

Methodology and Approach

This section focused overall approach and methodology of the report. It is based on an analytical framework to ensure systematic qualitative data collection and analysis of evidences. The monitoring is qualitative and quantitative in nature. Number of participatory tools & techniques were used such as field visits, interactive workshops, FGD, one to one in-depth interview, walk & talk, observation, fill-in questionnaire, cross-check and validation.

Reporting Methodology



Tools Used for Data Collection

Some of the general tools used during monitoring are:

- Formats
- Checklist
- Schedules
- Attendance and movement register
- FGD
- Questioner
- Submitted project annual report
- Quarterly progress report

- Field observation report
- Monthly monitoring and quarterly based report
- Daily project progress track sheet
- Mobile based survey report
- Project Bi-annual report

Accountability and Transference

The programs are primarily accountable to the the participants. Shushilan is socially accountable that covers the rights of getting program information as per need, getting quality supports and be the part of positive change. It is observed from the field that all programs of Shushilan are implemented under the social accountability process. The stakeholders, beneficiaries and the community people expressed their satisfaction to the activities executed. They are closely involved in the project implementation process and controlled quality for them. The monitoring process under the projects lead to supervise and monitored the works and actively participated in the decision making process. Along with this the cells feedback and comments on the project implementation has been documented and addressed in time.

Significant progress during this period

After analyzing all 43 projects, it was found that there were some significant progresses during this period which are stated bellow table.

- Shushilan celebrated its **25th** anniversary.
- **43** projects operated during the year.
- High-energy biscuits distributed to students in **1,984** schools: attendance increased to **93%** (88% in 2011) and pass rates to **99.5%**(96% in 2011).
- **3,530** vegetable gardens established in schools and the community.
- **76,061** saplings distributed to protect embankments.
- **1,108** school management committees conducted.
- **218** student guardian meetings held.
- **12,852** school visits to monitor school meals – critical to education performance.
- **6,125** courtyard awareness-raising sessions conducted.
- **290** nutrition-awareness sessions conducted for students.
- Community management of acute malnutrition supported **1,120** children and **2,481** mothers.
- Trained **7,044** on women’s empowerment, leadership, gender development, disaster preparedness, personal hygiene, HIV and AIDS, and child care.
- Distributed hygiene kits to **970** households and sanitary towels to **1,000** girls after Cyclone Roanu.
- **10,000** Tiffin boxes distributed to students through our school meals programme.
- **549** bathrooms provided for male and female students, working with schools.
- **615** groups formed, with **10,092** participants, promoting disaster preparedness, women’s empowerment, micro credit and other matters.
- **325** co-operative businesses established to sell poor people’s goods.
- Provided **149** recipients with emergency funds of BDT1.1 million.
- Ran **36** different musical dramas (‘pot songs’) in **188** sessions for **150,000** participants –on sanitation, gender, nutrition, and reproductive health.
- Distributed contraception to **6,043**(long term) and **5,600**(short term) clients.
- Provided training on livelihoods, life skills and income generation to **6,947** participants.
- Supported **4,899** beneficiaries on poultry and cattle rearing.
- Distributed **BDT 47 million** in wages for the Food for Training project.
- Provided training on organisational development, financial management and technology to **175**

participants.

- Provided capacity development for almost **3,000** disaster management committees.
- Developed disaster management plans for **34** union parishads.
- Reactivated **135** union parishad standing committees.
- Provided capacity development training for **2,453** women on gender-related issues.
- Managed safety net support (Government financial or material support) to **6,387** recipients.
- Provided cyclone shelter information to **13** union parishads.
- Supported **100** farmers on organic shrimp production.
- Ran **111** advocacy meetings on a wide range of issues.
- Provided training on sexual and reproductive health and rights for **335** young people.
- Established advice services in **150** union parishads on sexual health and family planning.
- Ran **647** volunteer development committee meetings.
- Provided capacity building training for **118** community organisations.
- Gave cash grants to **772** trained households to support climate-adaptive farming.
- Re-excavated **6** canals
- Constructed **114** new latrines.
- Distributed **600** blankets.

Precise Findings:

- In all the way Shushilan gives priority women as participants. The micro credit project is governed by the organizations 'Savings and Credit Management Policy'.
- Considering the importance of creating small enterprises for people living in poverty Shushilan has expanded its support in the development of small scale rural enterprise.
- Taking initiatives to link rural enterprise owners to the local market with a view to promote sales and ensure that small entrepreneurs get fair price of their products.
- Shushilan has given emphasized of market development value chain approaches for rural enterprise development and encourages rural poor to develop more small scale enterprises.
- Women have developed their leadership skill and participatory decision making skill and formed people's organizations as platform of the women.
- Peoples organizations like Shadhikar (women centered people's organization) coordinate with Union Parishad (UP) members ensure women access to government services like VGD, VGF, other materials support including maintain linkages with government, Non-Government Organizations (NGOs), community leaders and other service providers.
- Through vocational training intervention a large number of rural poor get access to income generation activities.
- Documentation and website has improved
- Disaster, climate change and Environmental resource Management Program involves with multi-dimensional activities and focus principally on striking a balance between coastal and agro bio-diversity
- Shushilan emphasized on interventions to protect environmental sustainability and in this respect the use of soil resource base is the most important factor.
- Developing people's organization and their leadership is the most powerful instrument of grass-root mobilization and policy level advocacy including increasing community participation in development-resource management and decision making process emphasized.
- Shushilan has given enormous focus on Gender & Equity through the program emphasized has been given on relation between men and women which is socially and culturally recommended.
- As part of sustainability pyramid of Shushilan, the organization focuses on capacity building of staff and development partners, leadership development and institutionalization of the organization, ensured peoples participation in the program

Challenges

- Staff turnover to continue the cell intervention
- Timely data received from field is supportive to prepare the report.
- Proper information and picture with caption can enrich the monitoring report

Next priority

- Deploy staff to continue monitoring cell
- Review M & E Guideline and updated the changes
- Review Forms, Format and relevant documents, systems as per need
- Undertake initiative to collect data from field in a regular basis
- Rapport build up among the organization
- Capture learning and share among the organization, donor and other stakeholders as per need
- Field visit, orient staff and share M & E cell roles and responsibility
- Conduct regular cell meeting
- Prepare M & E report and share with the respective personnel
- Incorporate the findings in project design, planning and system development

Overall, community ownership and involvement in Shushilan field activities reports finds remarkable. Besides, all stakeholders' participation in project activities finds noteworthy and they had close monitoring of quality performance of work. Field staffs and volunteers shows positive and enthusiastic attitude to do the best. Coordination and collaboration with local government institutions, leaders, PNGOs (Partner NGO), education departments, DPHE and other stakeholders increased the effectiveness of work.

2. Internal Audit Cell:

Introduction

Internal Audit is a tool of control to measure the effectiveness of the organisational accounting, financial and operational matters. The benefits of Shushilan internal audit are numerous. Internal audits is supportive to improve an organisation efficiency and profitability by helping the management better understand their own working and financial systems. The main responsibility of internal audit is to ensure that the work of the organisation is going on smoothly, efficiently and economically following the organisational laws, rules and regulations. During this period, the Audit cell focused on reviewing and improving the audit manual and developing organisational capacity. In addition to that, this cell is developing working relationship with finance cell and compliance with each other.

Some basic norms of Internal Audit and Auditor:

Internal audit should adhere to the standards of best practices developed by the Institute of Internal Auditors of Bangladesh:

Integrity -The integrity of internal auditors establishes trust and thus provides the basis for reliance on their judgment. Internal auditors shall perform their work with honesty, diligence and responsibility. They should be fair and just in conducting the audit. They shall not accept any inducements from any individuals of the department during the audit process. S/he shall not collude with the employees of the department by disclosing any audit findings thus compromising possible action against them.

Objectivity-Internal Auditors shall maintain utmost objectivity in conducting the audit and reporting their findings. They should acknowledge and incorporate all information received from the department without withholding any

information which may distort the reporting of activities under review. Internal auditors shall be fair in reporting any improper activities and transactions within the department without fear or favor.

Confidentiality - Internal auditors should respect the value and ownership of information they receive and should not disclose the information without proper authority unless there is a legal or professional obligation to do so. Internal Auditors should not use information for any personal gain or in any manner that would be contrary to law or detrimental to legitimate and ethical objectives of the organization.

Competency-Internal auditors should possess thorough knowledge of the audit process and objectives of the audit. They should be competent in identifying the information needed for the audit purposes and shall not expend resources in collecting irrelevant and redundant information. They should strive to maintain highest quality of performance and should continually engage in improving their proficiency in audit procedures and techniques by acquiring additional knowledge and skills.

Independence-The internal auditor should not only be independent but appear to be independent of the Cell under audit review. To ensure independence, the internal audit function should directly report to the audit committee appointed by the Executive committee as per government & NGO bureau rules.

Audit Committee

Shushilan Audit Committee is overseeing the integrity of Shushilan's financial reporting activities in addition to manage the organization's risks and controls related to financial data and internal and external audit process. In fact, the importance of the audit committee has increased throughout the period due to transference and accountability. In addition

- The audit committee is formed as an independent committee of Shushilan
- The committee's terms of reference may be amended at any time by the Executive Committee with the consult of the board of Shushilan.
- The committee may investigate, discussion or review matters outside its' terms of reference with the request of Executive Committee

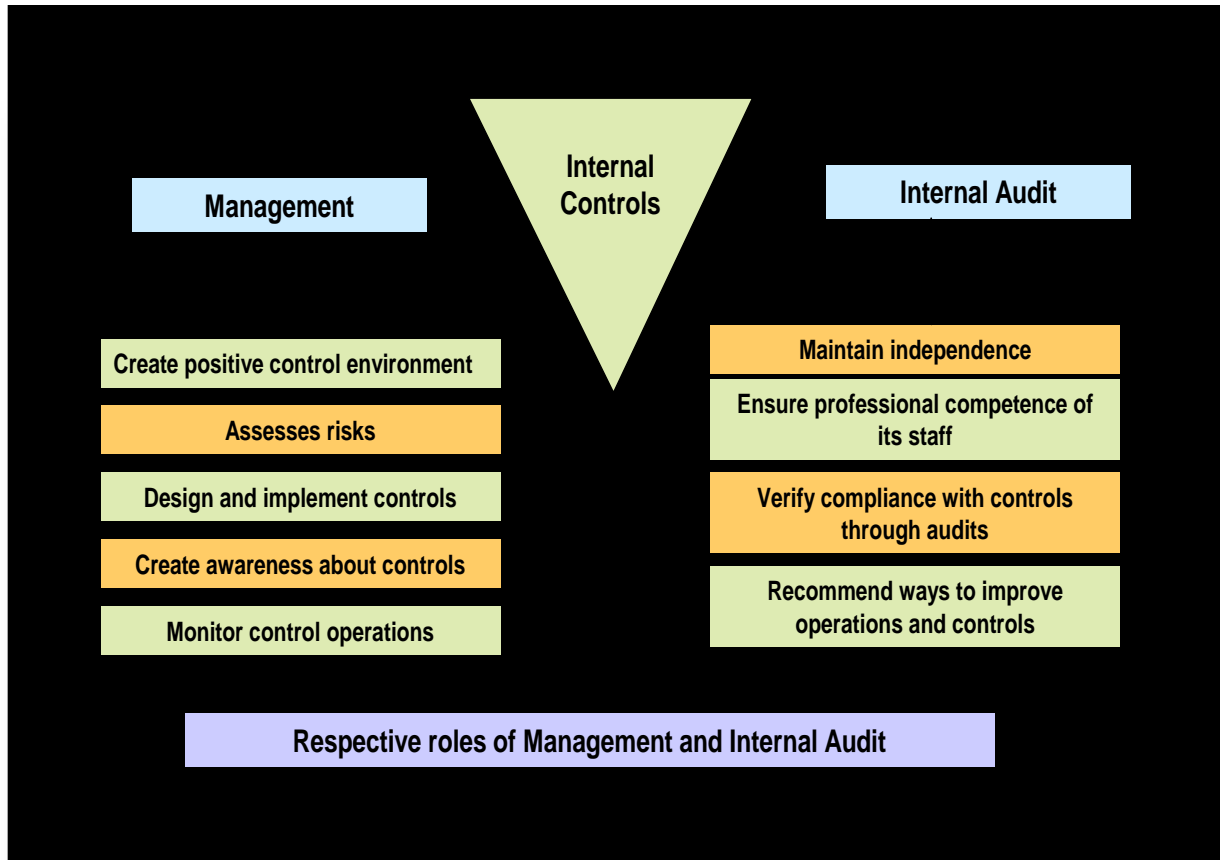
Shushilan audit committee is consists of three to five members. The members of the Committee will be appointed by the Executive Committee. All members of the committee will be independent. At least two members of the Committee should have recent and relevant financial experience.

Progress during this period

- Supported to prepare Internal Audit Policy, Financial Discloser Policy and Anti Money Laundering Policy.
- Prepared Audit report 7 for 2013, 25 for 2014, 25 for 2015, 28 for 2016 and 16 for 2017 - 2018.
- Supported to prepare 1 internal Audit Manual, Internal Audit Charter, Internal Audit Process, Internal Audit ToR, Internal Audit Risk Management Report, Internal Audit Risk Register, Internal Audit follow-up report -3.
- Visited different project of the organization, checked necessary documents, identified the gap area, shared and suggested for further improvement, shared the findings with management.
- Prepared Audit report based on the field visit and shared with focal person, respective personnel and Chief Executive.
- Organized and supported external audit, donor visit and assessment.
- Undertaken different steps for strengthening the Audit Cell including team approach, review policy and system

Basic Idea of Internal Control

The Following diagram showing the basic idea of Internal Control System:



External Audit:

Shushilan ensured external audit for its ongoing project both donors funded and internal. External Audit conducted as per audit plan and through external auditor. During this reporting period the final Audit report are shown in the below table:

Shushilan
Consolidated Statement Of Financial Position
As at 30th June 2017

Particulars	Note	Particulars				2015-2016
		General Fund	Micro Credit	Project fund	Total	
A. Non Current Assets		95,937,501	1,654,525	2,342,708	99,934,734	92,833,911
Fixed Assets	4.00	95,937,501	1,654,525	2,342,708	99,934,734	92,833,911
B. Current Assets		24,665,267	180,772,798	56,761,816	262,199,882	159,602,435
Closing Cash and Bank Balance	5.00	428,916	2,605,517	41,574,524	44,608,958	18,711,392
Advances/Loan Paid	6.00	24,236,351	-	2,492,497	26,728,848	10,822,643
FDR	23.00	-	7,675,000	-	7,675,000	5,250,000
Advance Tax/VAT	22.00	-	-	12,694,795	12,694,795	3,520,461
Loan Account (RLF)	24.00	-	170,492,281	-	170,492,281	121,297,939
C. Current Liabilities		37,554,353	167,749,303	19,169,322	224,472,978	166,916,113
Accrued expenses	7.00	2,890,373	-	3,173,247	6,063,620	8,110,786
Advances/Loan Receive	8.00	34,663,980	97,828,728	15,996,075	148,488,784	108,431,172
Loan Loss Provision	25.00	-	5,793,811	-	5,793,811	3,929,310
Members Savings	26.00	-	50,804,172	-	50,804,172	36,552,976
Tamadi Savings	27.00	-	967,652	-	967,652	248,001
Apotkalin Fund	28.00	-	3,922,989	-	3,922,989	2,925,151
Special Savings	30.00	-	3,535,490	-	3,535,490	2,681,695
Staff Savings Fund	31.00	-	3,265,569	-	3,265,569	2,705,592
Reserve Fund (DMF)		-	1,630,892	-	1,630,892	1,331,429
D. Net Current Assets: (B-C)		(12,889,086)	13,023,495	37,592,495	37,726,904	(7,313,678)
Total: (A+D)		83,048,415	14,678,020	39,935,203	137,661,637	85,520,233
Represented by						
Fund Account	9.00	83,048,415	14,678,020	39,935,203	137,661,637	85,520,233
Total		83,048,415	14,678,020	39,935,203	137,661,637	85,520,233

The accompanying notes form an integral part of this financial statement

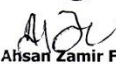

Head of Finance Cell


Deputy Director-F&A


Chief Executive

This is the Consolidate Statement Of Financial Position referred to in our report of even date

Dated: Dhaka
November 22, 2017


Ahsan Zamir FCA
Partner
AHSAN ZAMIR & CO.
Chartered Accountants

Shushilan
Consolidated Statement of Comprehensive Income
For the Period July 01, 2016 to June 30, 2017

Particulars	Note	Particulars				2015-2016
		General Fund	Micro Credit	Project Fund	Total	
Income:						
Grant Received	10.00	116,517,382	-	254,028,775	370,546,157	531,041,089
Fund Received from Mother Account	10.02	-	-	26,959,450	26,959,450	82,727,223
Beneficiary Contribution		-	-	-	-	4,777,207
Service Charge & Other Receive	33.00	-	24,552,793	-	24,552,793	16,937,280
Local Receipts	34.00	-	1,028,425	-	1,028,425	383,874
Subscription from EC		-	-	4,225	4,225	7,581
Contribution from Shushilan		-	-	-	-	93,833
Bank interest		8,370	161,273	339,527	509,170	752,837
		116,525,752	25,742,491	281,331,977	423,600,220	636,720,924
Expenditure:						
Fund Disbursed to Projects Accounts		26,959,450	-	-	26,959,450	82,727,223
Fund Transfer to Donor/General		-	-	546,308	546,308	-
Personnel	11.00	26,066,897	9,183,514	94,814,899	130,065,310	148,676,757
Stationeries & Equipment	12.00	1,180,686	914,536	4,332,847	6,428,069	4,486,912
Training	13.00	-	75,854	3,433,309	3,509,163	20,102,085
Office Rental & Other Accommodation	14.00	2,720,969	405,000	5,203,913	8,329,882	5,766,043
Traveling/Transport & Communication	15.00	3,512,294	581,419	12,201,639	16,295,352	30,515,941
Administrative cost	16.00	8,153,604	711,198	5,868,373	14,733,175	43,023,170
Program Cost	17.00	38,234,351	-	110,435,930	148,670,321	303,136,899
Loan Loss Provision	25.00	-	1,864,501	-	1,864,501	1,011,588
Other Interest & Service Charge	32.00	-	8,796,527	-	8,796,527	5,198,433
Excess of Expenditure over Income of Training Center & Sundarban Matshya Prokolo	35.00	11,676,109	-	-	11,676,109	-
Depreciation		-	215,320	-	215,320	141,765
		118,504,400	22,747,869	236,837,216	378,089,484	644,786,816
Excess of Income over Expenditure		(1,978,648)	2,994,623	44,494,761	45,510,735	(8,065,892)
Total		116,525,752	25,742,491	281,331,977	423,600,220	636,720,924

The accompanying notes form an integral part of this financial statement


Head of Finance Cell


Deputy Director-F&A


Chief Executive

This is the Consolidated Statement of Comprehensive Income referred to in our report of even date


Ahsan Zamir FCA
Partner
AHSAN ZAMIR & CO.
Chartered Accountants

Dated: Dhaka
November 22, 2017

Shushilan
Consolidated Statements Of Receipts & Payments
For the Period July 01, 2016 to June 30, 2017

Particulars	Note	Particulars				2015-2016
		General Fund	Micro Credit	Project Fund	Total Fund	
Opening Balance:		3,717,246	2,472,772	17,640,902	23,830,920	22,225,347
Cash in Hand		202,852	455,180	49,348	707,380	587,682
Cash at Bank		3,514,394	2,017,592	17,591,555	23,123,540	21,637,665
Receipts:						
Grant Received	10.01	114,650,184	-	241,193,101	355,843,286	527,520,628
Fund Received from Mother Account	10.02	-	-	26,959,450	26,959,450	82,727,223
Beneficiary Contribution/Unutilized Fund		-	-	-	-	4,777,207
Advance/Loan Refund from Other Projects/Source	18.00	25,749,157	140,720	89,295	25,979,172	8,390,499
Advance/Loan Received from Other Sources/Projects	19.00	64,304,373	46,970,000	24,909,360	136,183,733	86,710,502
FDR Encashment	23.00	-	-	-	-	1,900,000
Loan Account (RLF) Refunded	24.00	-	128,110,658	-	128,110,658	97,954,822
Members Savings	26.00	-	32,507,963	-	32,507,963	24,057,115
Apotkalin Fund	28.00	-	1,256,455	-	1,256,455	1,058,195
Shuvosakal	29.00	-	-	-	-	39,320
Special Savings	30.00	-	941,600	-	941,600	886,100
Service Charge & Other Receive	33.00	-	25,127,541	-	25,127,541	17,416,282
Local Receipts	34.00	-	1,028,425	-	1,028,425	383,874
Subscription from EC		-	-	4,225	4,225	7,581
Contribution from Shushilan		-	-	-	-	93,833
Bank interest		8,370	161,273	339,527	509,170	752,837
Total		208,429,330	238,717,407	311,135,860	758,282,597	876,901,366
Payments:						
Fund Disbursed to Projects Accounts		26,959,450	-	-	26,959,450	82,727,223
Fund Transfer to Donor/General		-	-	546,308	546,308	-
Personnel	11.00	26,066,897	9,183,514	97,713,949	132,964,360	147,294,588
Land Purchase		671,000	-	-	671,000	-
Stationeries & Equipment	12.00	1,417,736	1,494,456	6,648,651	9,560,843	4,904,148
Training	13.00	-	75,854	3,821,644	3,897,498	19,686,468
Office Rental & Other Accommodation	14.00	2,720,969	405,000	5,138,894	8,264,863	5,772,344
Traveling/Transport & Communication	15.00	3,512,294	581,419	12,400,598	16,494,311	30,135,581
Administrative cost	16.00	8,142,704	758,946	5,974,216	14,875,866	42,930,811
Program Cost	17.00	38,234,391	-	111,873,205	150,107,596	301,226,532
Advance/Loan Given to Other Projects/Source	20.00	33,815,352	125,720	2,024,545	35,965,617	8,905,128
Advance/Loan Refund to Other Source/Projects	21.00	54,167,521	17,109,893	23,419,327	94,696,741	47,994,574
FDR	23.00	-	2,425,000	-	2,425,000	3,250,000
Loan Account (RLF) Given	24.00	-	177,305,000	-	177,305,000	144,643,000
Members Savings	26.00	-	19,781,995	-	19,781,995	16,371,931
Tamadi Savings	27.00	-	228,542	-	228,542	12,371
Apotkalin Fund	28.00	-	411,026	-	411,026	169,821
Shuvosakal	31.00	-	228,779	-	228,779	507,940
Special Savings	30.00	-	284,654	-	284,654	90,633
Other Interest & Service Charge	32.00	-	5,712,092	-	5,712,092	1,566,880
Excess of Payment over Receipts of Training Center & Sundarban Matshva Prokoloo	35.00	12,292,100	-	-	12,292,100	-
Total Payments		208,000,414	236,111,890	269,561,336	713,673,640	858,189,973
Closing Balance:		428,916	2,605,517	41,574,524	44,608,958	18,711,392
Cash in Hand	5.01	36,561	218,544	76,234	331,339	695,630
Cash at Bank	5.02	392,355	2,386,973	41,498,291	44,277,619	18,015,763
Total		208,429,330	238,717,407	311,135,860	758,282,597	876,901,366

The accompanying notes form an integral part of this financial statement


Head of Finance Cell


Deputy Director-F&A


Chief Executive

This is the Consolidated Statement of Receipts & Payments referred to in our report of even date


Ahsan Zamir FCA
Partner
AHSAN ZAMIR & CO.
Chartered Accountants

Dated: Dhaka
November 22, 2017

Next year priority:

Main Activities	Sub Activities	Total Target	
Planning	Monthly Work Plan	12	
	Monthly Audit/Visit Schedule	12	
	Annual Work Plan	01	
	Annual Audit/Visit Schedule	01	
Project Audit	MMWW	Golachipa	01
	School Feeding	Amtali,Taltoli, Pathraghata	01
	School Meal	Babna	01
	WRI	Patharghata	01
	WATER	Barguna, Patharghata	01
	CDA	Dhaka	01
	Bepza	Dhaka	01
	IWMI	Dhaka	01
	Credit Program	Avaynagar	01
	TAF	Shyamnagar	01
	WASH	Shyamnagar	01
	Credit Program	Shyamnagar	01
	NOBO JATRA	Shyamnagar	01
	Coal Power	Dhaka	01
	SIAGI	Dhaka	01
	ISPP	Dhaka	01
	VGD	Dhaka	01
	ACF	Satkhira	01
	School Feeding	Satkhira	01
	Credit Program	Koloroa	01
	Credit Program	Parulia	01
	Bee Keeping	Dhaka	01
	Dhaka Office-General	Dhaka	01
	Nirapad	Khulna	01
	Engender Health	Khulna	01
	Credit Program	Kaliganj	01
	Credit Program	Krishnanagar	01
	Credit Program	Kodomtola	01
	NOBO JATRA	Kaliganj	01
	Road to Resilience	Shyamnagar	01
	MAR	Shyamnagar	01
	Credit Program	Vetkhali	01
	WASH-CWW	Shyamnagar	01
	Water Logged	Kashobpur	01
Credit Program	Kashobpur	01	
Credit Program	Asasuni	01	
Building Resilience	Khulna	01	
MAX Value	Barishal	01	
Family Planning	Barishal	01	
School Feeding	Khulna	01	

	Piloting Floating	Khulna	01
	MAX Value	Barishal	01
	SWAPNO	Khulna	01
	Khulna Office-General	Khulna	01
	Khulna Office-Store	Khulna	01
Cell Development	Update all the Audit Documents		Continue ongoing Process
	To Introduce for Developing Audit Policy		
	Strengthen Audit Report		
	Accessibility of Audit Cell Among the Organization		
	Strengthen of Audit Team in the case of reporting & transparent monitoring		
Organizational Development	Support to Asset Management workings		02
	Support to Store Management workings		02
	Support to Vehicle Management workings		02
	Support to Office Management workings		02
	Support to Personal File Management workings		02
	Support to Guest & Ware House Management workings		02
	To introduce for developing Policies		Continuing Process
	To introduce for developing Fund raising		
	To introduce for developing of Internal Control System based on project		
	Reporting	Audit Report Project wise	
Asset Report		02	
Store Report		02	
Meeting	Meeting – Chief Executive		06
	Meeting – Audit Committee		06
	Meeting – Audit Team		12
	Meeting – Finance Team		03
	Meeting – Focal Person		03
	Meeting - Advisor		04
	Meeting – Project Person		12
Some of the Important Area Need To Be Focused	Update Project Financial Status		Continuing Process
	Update Project Auditing Status		
	Develop Bill Top Sheet Format		
	Develop Communication with Project office		
	Develop Organizational VAT & TAX Maintaining		
	Prepare Annual Project & Finance Report		
	Program Audit		
	Standard Vouching		
	Cash & Stock Update Report Daily Basis		
	Develop Knowledge Management		
	To Present organizational activities & goodwill in all level		
	Linkage Between Audit Cell & Field office in Participatory Approach		
	Develop Business Approach		

		Develop Good Governance & Social Accountability	
Self-Development		G to G Training	01
		VAT & TAX Training	01
		Every Project Induction Training	Based on Project
		To Study Internal Audit Related Preface	Continuing Process
		Risk Management Training	02
		Fraud Identification Training	02
		Linkage with Institution of Internal Auditor (IIA)	Do
		Linkage with Institution of Internal Auditor Bangladesh (II AB)	Do
		To Study on <i>Shushilan's</i> Policies	Do
		Achieve program related Knowledge in the way of field participatory approach	Do
		Converse with Chief Executive, Audit Committee & Audit team	Do
Team Building		<ul style="list-style-type: none"> • Audit (Internal & External and technical skills (English language & computer literacy) • Develop Management and leadership skills • Acquire knowledge about public service, administrative and • Office skills. 	Do
Development Share Management	Idea With	<ul style="list-style-type: none"> • Share Audit Findings (Finance) • Share field visit (Program) • Share fund raising • Share policy development • Share organizational development 	

Next Priority:

- Enhance services and role of internal auditing
- Increase professional practices.
- Reinforce performance management and accountability.
- Adopt with organizational relationships and culture.
- Strengthen organizational Governance.
- Executing orderly, ethical, economical efficient and effective operations
- Compliance with the system and policy and practice.
- Prepare monthly plan and participate in different meeting.
- Share the findings with the focal person and continue follow-up for improvement.
- Prepare Audit report, share with the respective personnel and submit to chief executive.

3. Human Resource Cell:

Introduction:

Human Resource Management (HRM) cell deals with management of personnel including staff, volunteers, consultants, staff development, etc. This cell recruit the right mix of skills and experience candidate for right position and always active in helping *Shushilan* personnel in many ways including supplying emergency personnel in any case, staff development, leading the staff appraisal, conflict resolution, etc. The experience, committed and

subject matter specialist staff of *Shushilan* is the main strength of the organisation resulting high quality project implementation is in place. Commitment and devotion of the staff during disaster management is supporting to bring enormous success which is recognized by community and donor. Staffs are motivated to take any kind of challenges for the betterment of the community and have demonstrated through different type of work in difficult situation.

Main Focused of the Cell:

This cell support to keep up the momentum including continues follow the staff code of conduct, HR manual, organisational policy and systems, culture etc.

During this period the cell successfully managed lots of areas like

- Review HR manual in compliance with current need
- Ensure standard appraisal process
- Introduce and manage quality HR system
- Recruited staff as per need in a proper way
- Establish coordination and communication with respective donor
- Enhance communication with the field
- Managed all the intervention of HR successfully



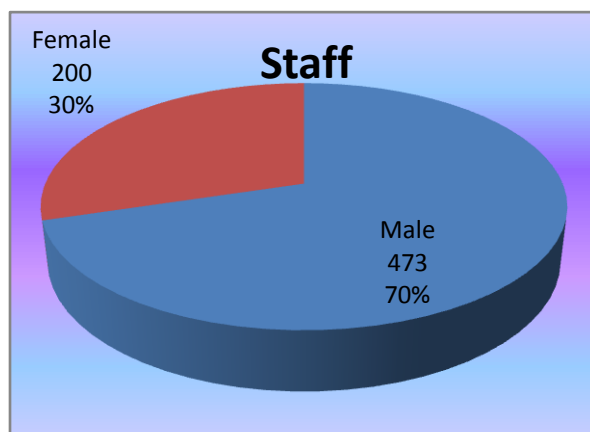
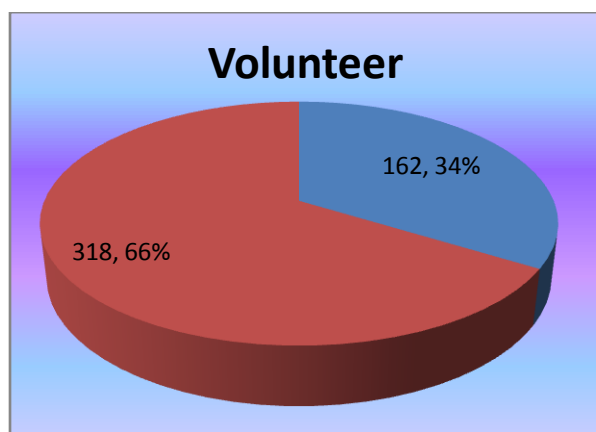
Significant Progress of the Cell

Planned for this year including target		Progress	
Plan details	Target	Quantity	Not achieved or partially achieved
Annual staff appraisal-2016-17	By June	Running	Staff appraisal are completed
Appraisal Format Review	By May	By May	Completed
Organize Recruitment	As per organization and project requirement	42	1173 candidates attend interview based on 42 circulated positions. 1608 CVs were shortlisted against 5674 CVs
Organize Personal File	As per need	331	Updated all the personal File
Leave Management	As per need		Started Computerized Leave Management
Staff ID Card Management	Need Base	24	Print and issue 24 staff's ID card
Shushilan Day and 25 th Anniversary	01	01	Undertaken lots of initiative and completed almost all initiative for Shushilan Day Observe including prepare 6 presentation, staff data shorting-431, thanks letter prepared – 25 and invitation letters - 56 etc.
GCF related work			<ul style="list-style-type: none"> • Organizational document translated with the support others • Various JD translated in English • Support to others
Audit/visit support			Successfully supported all audit and visits as per need.

Besides, the major progress, HR Cell undertaken initiative for Field visit and not fully touched area as per plan like review recruitment guideline, soft copy documentation etc.

Staff Status

Staffs with different background like environmental Science, Health & Nutrition, Sanitation, Agriculture, Fisheries, Social Science, Development Studies, Engineering and Technology, Law, Finance and Administration are working with Shushilan. During the reporting period 62 staff resign/left the organization including 4 termination staff. End of the reporting period Shushilan staff and volunteer status are showing in grape:



Some overview of Staff Join and Resign Information are shown in the below table:				On boarded Shushilan Former Staff Information is shown the following table:			
Month	Male	Female	Total	Month	Male	Female	Total
July 2016	02	02	04	July 2016	02	02	04
August 2016	02	01	03	August 2016	00	00	00
September 2016	04	0	04	September 2016	00	00	00
October 2016	05	02	07	October 2016	02	06	08
November 2016	04	03	07	November 2016	02	01	03
December 2016	07	14	21	December 2016	01	04	05
January 2017	04	02	06	January 2017	06	00	00
February 2017	05	00	05	February 2017	12	07	00
March 2017	68	22	90	March 2017	26	10	36
April 2017	22	09	31	April 2017	22	20	42
May 2017	04	00	04	May 2017	10	03	13
June 2017	150	43	193	June 2017	03	00	03

Learning during this period:

- Staff encouragement and good environment is the key factor for retaining the staff
- Gender balance team is supportive to implement the project properly
- Soft copy documentation is helpful and save time to manage HR database

Next year top priority:

- Review Recruitment Guideline
- Extend Field Visit
- Check SAM test, OFAC test properly and recorded accordingly
- Improve leave management system
- Manage staff personal file and gradually introduce the soft copy process
- Clean out all the old and unused documents

4.Admin, Procurement & Logistics Cell

Introduction:

Shushilan introduced a cell named Admin, Procurement & Logistics Cell. This cell cover a wide range of functions such as manage all the process of procurement, logistic support, register and document maintain, assets management, land acquisition, site accessibility/use, extend support to all etc. Procurement also deals with the day to day function of the organisation and support to maintain presence and practices of a systematic and detailed procedure to manage organisational activities. In the same time the organisation has many different cells/ projects and each sector have different requirements. Admin, Procurement & Logistics Cell clearly analyze the requirement. The cell always support to the different sectors for ensuring efficient performance. Admin, Procurement & Logistics Cell also act as a connecting link between the project, programme and cell.



Key Progress of the Cell:

-
- Closed project office and stored all project related materials, goods, equipment in Head Office
 - Supported to repair unusable equipment
 - Supported procurements of various materials, equipment, necessary goods including purchases materials and stationary goods
 - Undertaken initiative for functioning reporting system of activity ,store, procurement, Vehicle, Assets etc
 - Prepared emergency Logistics Manual
 - Reviewed Shushilan Procurement Policy
 - Undertaken initiative for Vendor Enlistment profile checking
 - Undertaken initiative to reduce Administrative and Procurement related different observation
 - Supported to manage Tender process of Wash Project successfully
 - Managed Khulna Guest House smoothly
 - Visited center offices
 - Introduced new form and formats for better management of admin, procurement and logistic cell
 - Developed Disposal Policy of Shushilan

Procurement reports of the cell are shown in below diagram:

SL	Name of Project	Particular	Amount (BDT)
1	Active Citizen	Seminar Materials	2,12,942.00
2	ISPP	Project Materials	28,02,500.00
3	BEPZA	Project Materials	16,40,000.00
4	ER	Project Materials	97,964.00
5	SFP	Project Materials	3,822.00
6	IMCN	Project Materials	12,70,928.00
7	AER	Project Materials	1,70,684.00
8	OHCN	Project Materials	1,65,600.00
9	MMWW	Project Materials	5,09,765.00
10	Water Logged	Project Materials	4,27,089.00
11	RE-CLAIM	Project Materials	52,100.00
12	Resilience	Project Materials	10,50,868.00
13	WASH	Project Materials	12,90,180.00
14	MaNaR	Project Materials	14,432.00
15	Nirapod-2	Project Materials	10,69,993.00
16	Ceredit Program	Project Materials	6,76,600.00
17	Engender Health	Project Materials	5,70,000.00
18	RECALL	Project Materials	4,39,897.00
19	NoboJatra-WFP Part	Project Materials	3,96,629.00
20	NoboJatra-WVB Part	Project Materials	24,39,028.00
21	Self-Employment program	Project Materials	76,805.00
Total			1,53,77,826.00

WFP Funded Projects Indirect Delivery:							Indirect Delivery Converted in BDT :		
Particular	Rice (MT)	Pulse (MT)	Oil(MT)	Cash TK.	HCB (MT)	Khajur (MT)	SL	Name	Tk.
Satkhira SFP	-	-	-	-	2122.000	266.179	1	Rice	82,07,955.00
Satkhira (Gov)						(MT)	2	Pulse	57,71,840.00
Barguna SFP	-	-	-	-	746.000		3	Oil	16,51,080.00
Barguna (Gov)							4	Cash	4,68,08,836.00
School meal Bamna (WFP)	234.513	72.148	13.759	-	83.071	-	5	HCB	29,51,07,100.00
Dacope&Koyra (ER)	-	-	-	4,68,08,836/-	-	-	6	Khajur	3,99,26,850.00
Total	234.513	72.148	13.759	4,68,08,836/-	2951.071	266,179	Total	39,74,73,661.00	

Courier information is showing in below diagram:		External Letter/documents received by Head Office information is shown in below diagram:	
Name of Month	Quantity	Name of Month	Quantity
July'16	20	July'16	45
August'16	19	August'16	77
September'16	14	September'16	62
October'16	22	October'16	70
November'16	24	November'16	103
December'16	37	December'16	71
January'17	45	January'17	73
February'17	21	February'17	60
March'17	29	March'17	71
April'17	42	April'17	85
May'17	32	May'17	70
June'17	26	June'17	38

Internal Letter received as per register is shown in below diagram:		Visitor Information is shown in below diagram:	
Name of Month	Quantity	Name of Month	Quantity
July'16	05	July'16	03
August'16	06	August'16	10
September'16	06	September'16	04
October'16	03	October'16	03
November'16	12	November'16	01
December'16	05	December'16	03
January'17	08	January'17	03
February'17	06	February'17	02
March'17	02	March'17	04

April'17	08	April'17	01
May'17	03	May'17	05
June'17	07	June'17	06
Despass Letter (Shushilan send to others offices) received as per register information is shown in below diagram:		DESPISES Letter (Internal) received information in below diagram:	
Month	Quantity (Shushilan staff)	Name of Month	Quantity
July'16	274	July'16	28
August'16	516	August'16	25
September'16	326	September'16	29
October'16	387	October'16	26
November'16	358	November'16	12
December'16	337	December'16	22
January'17	361	January'17	47
February'17	374	February'17	22
March'17	265	March'17	26
April'17	299	April'17	21
May'17	443	May'17	20
June'17	387	June'17	27

Condolence letter information is shown in below diagram:

Name of Month	Quantity
July'16	1
August'16	4
September'16	2
October'16	1
November'16	5
December'16	3
January'17	2
February'17	1
March'17	1
April'17	1
May'17	0
June'17	5

Challenges:

Challenges	Overcome
To purchase or collect any materials for performing an act in project needed more than seven days' time. That is why to collect goods, needed to communicate with supplier or vender. But we do not get information within the mentioned time. As a result, have to face problem.	In this regards we are trying to build up relationship and good understanding with the supplier. Other than that also focusing money allocation, advance and developing the easy system.
Respective project personnel usually do not give proper information about asset or machine to the Admin, Procurement and Logistic Cell in time. As a result support to those project is delayed.	The cell has taken initiative to orient the staff about those and extend the field visit.

Leanings:

- Software based information system may supportive for fitunctioning this Cell more smoothly.
- Staff restructuring with skilled staff supportive to manage work smoothly.
- Skilled and cleverish staff is supportive to ensure premises.

Next year priority:

- Review Admin, Procurement & Logistics Policy
- Develop Office Management Policy
- Undertake initiative to standardize reporting system
- Organize area based focal person orientation
- Manage Procurement committee members orientation
- Undertake Initiative for Service Staff Orientation
- Extent Field Visit
- Undertake initiative for Cell Staff development
- Develop logistic committee with skilled staff.

5. Finance Cell

Introduction:

The finance Cell is a support Cell for facilitating the organisation to achieve its stated objectives. The Cell focuses on financial control, budgeting, financial management procedures, staff skill in financial matters, cash management procedures, etc for ensuring efficient use of resources. The cell also monitors the progress in relation with financial plan and ensures that financial policies are in practice. During this period the finance cell consolidate an effective finance structure across the organisation, reviewed and developed financial system for better management of the programme / project, upgraded the financial skills of staff to fulfill the requirement of the organisation and donor in a fashionable way, promoted existing software to be strengthen the financial management systems at acceptable level.

Major Achievements of the Cell:

During the reporting period Finance cell prepared 165 monthly financial reports, 85 quarterly reports and 5 yearly reports. The cell also conducted 37 Meeting, 25 project external audits and donor internal audits and visit. All financial report submitted to respective Donor.

SI	Planned for this year including target			Progress			
	Plan details/Project Name	Donor	Target	Quarterly	Yearly	Monthly	Dev.
1	Self-employment Programme for the Disadvantaged Groups Project	ILO	4	4			-
2	Nirapod 2: Empowering women on Sexual and Reproductive Health & Rights and choice of Safe MR and FP	EKN/MSB	5	4	1		-
3	Agricultural and Water Resilience in Coastal Areas of Bangladesh	Practical Action, Bangladesh	2	2			-
4	ICS project	VSO Bangladesh	12			12	-
5	Resilience through Economic Empowerment Climate Adaptation Leadership and Learning (REE_CALL)	Oxfam GB	12			12	-
6	Advancing Climate Resilience WaSH for SDG Achievement in Coastal Area of Bangladesh	WaterAid Bangladesh	12	-		12	-
7	Advancing Water Security of marginalized communities living along Karnali-Ganges river basin in Nepal, India and Bangladesh	WaterAid Bangladesh	12		-	12	-
8	Climate Resilience Sanitation Facilities in Secondary Schools in Coastal Southwest	WaterAid Bangladesh	6		-	6	
9	Strengthening Women's Ability for Productive New Opportunities (SWAPNO)"	UNDP	4			4	-
10	TF 201026- NoboJatraProgramme	WFP	4	4	-		-
11	School Feeding Programme(SFP)- Barguna	WFP	4	4		-	-
12	Women in Action to Engage and Resistance'(WATER) in Barguna District	Action Aid Bangladesh	4	4	-	-	-
13	Increasing Resilience of Vulnerable Community in Asia	Action Aid Bangladesh	4	4	-	-	-
14	Local Governance Programme SHARIQUE Phase III	HALVETAS	12			12	
15	Making Market Work for Women (MMWW)	EKN/Action Aid	12	-		12	
16	Scaling up Inclusive Resilience Amongst Water Logged Communities in South Western Bangladesh	Concern WW	12	-	-	12	-

17	WaSH for the Wellbeing of Poor and Extreme poor in Haor and Coastal Regions in Bangladesh	Concern WW	8	-		8	-
18	Project : Involving Community for Establishing Effective Referral System to increase Long Acting Reversible Contraceptives (LARC) and Permanent Methods (PM) in Bangladesh	Engender Health	6		-	6	-
19	Building Resilience of vulnerable communities and Institutions to protect livelihoods and reduce risk from disasters and climate change in coastal areas of Bangladesh	Concern WW	12	-	-	12	-
20	MAR	Dhaka University	4	4			-
21	Sustaining benefit of Investment in Water and sanitation hardware	Concern WW	1			1	-
22	NoboJatraProgramme	World Vision Bangladesh	2	-		2	-
23	WaSH for Development: Reaching out to extreme Poor of the remote rural areas of Bangladesh.	Concern Worldwide/Charity Water	2	-	-	2	-
24	School Feeding Program for Children in Poverty prone areas-Khulna	WFP/DPE	4	4	-	-	-
25	School Feeding Program for Children in Poverty prone areas-Satkhira	WFP/DPE	4	4		-	-
26	School Feeding Program for Children in Poverty prone areas-Barguna	WFP/DPE	4	4		-	-
27	The Road to Resilience in Shyamnagar (IUCN)	IUCN	4	4		-	-
28	Throughout sourcing to collect Water meter reading & bill distribution	Khulna Washa	12	-	-	12	-
29	Picture Drama Shushilan	Own	4	4		-	-
30	Delivery of PRODIGY(Promoting Democratic Inclusion & Governance through Youth)	British Council	4	4	-	-	-
31	Enhance Resilience of the most Vulnerable community to cope with waterlogging in Satkhira and Jessore Districts in Bangladesh.	ECHO- ACF	12	-	-	12	-
32	Max Value for WASH in Bluegold Polders in Amtoli (MFSushilan).	Max Foundation	4	4			
33	Managing Natural Resources by the Coastal Community (MaNaR)	SHIREE	2	-		2	
34	TOE Service Under ISPP project	LGD	1		1		

35	Promotion Socially Inclusive Sustainable Agricultural Intensification in West Bengal & Bangladesh	Australian High Commision	4	2	2	-	-
36	Raising Awareness and Selecting beneficiaries in the Northern areas under Northern Areas	World Bank	1		1	-	-
37	Resettlement Assistance of Materbari 2X600 MW USC Coal Fired Power Project Under Coal Power Generation Company Bangladesh Limited (CPGCBL)	JICA	1		1	-	-
38	VGD	Women affairs Directorate	1	1	-	-	-
39	Chittagong City Outer Ring Road Project	JICA	-	-			
40	Validation and Up-scaling of Bee Keeping Practices for Improving Yield and Quality of Bee Product	Sher-E-Bangla Agriculture University	4	4			
41	Community Water Management from a Micro Level Perspective (IWMI),	IWMI	1	1			
42	Enhancing Resilience programme (ER)-Khulna	WFP	4	2			
43	Reducing Climate Change Induced Vulnerabilities through integrated Adaptation and Mitigation measures (RECLAIM)	Christian Aid	2	2			
44	Reducing Climate Vulnerability Through Advance Agricultural Technology in the South West Coastal Region of Bangladesh	Christian Aid					
45	SHIFTING THE POWER PROJECT	Christian Aid	2	2			
46	Active Citizen Project	British Council	1	1			
47	Savings & Credit Management	Shushilan Own fund	12	-		12	
48	Fund Raising Cell various project agreement						
49	Bangladesh Bank	GoB.	2	2			

Challenges:

- Some of the field staff prepared raw bill which creates difficulties to face internal & external audit.
- Some project personnel are reluctant to use the proper document related with procurement and advance due to their lack of knowledge.
- Donor time line wise financial report submits to Donor and several time change financial report as per Donor suggestion.
- Emergency related project- Accounts keeping, bill/invoice documentation,
- Field level account management with appropriate approval
- Cash management transfer or movement to the risk area
- Capacitate staff to manage all kind of account related interventions

Overcome of Challenges

- Trained and capacity development account cum admin staff and orient all the system, process and procedures of finance management introduce all the form, formats, policies both head office and field staff for improving the system.
- Continue field visit, on job support and follow up for improvement.
- Conducted re-fresher training with all the staff related with finance and updated the changes.
- Provide affirmative feedback to the staff and follow up the improvement.
- Donor requirement wise submit revised financial report with other document.

Lesson Learning

- Maintain all supporting document as per policy and standard system is supportive to manage financial interventions smoothly and manage audit.
- Skilled and cleverish staff is supportive to manage finance cell activities.
- Training, orientation and on job training are supportive to develop staff skill and manage their work.

6. Research and Advocacy Cell:

Introduction:



Recently *Shushilan* has developed Research and Advocacy Cell. The cell is supportive for doing lots of advocacy at local and nation level. *Shushilan*'s research wing is developing gradually and the publication team published much development areas and ways to improve social and environmental capabilities.

During this period *Shushilan* has paid attention in this areas and improving gradually like a research conducted named Promoting socially inclusive and sustainable agricultural intensification in West Bengal and Bangladesh funded by ACIAR (Australian Center for Agricultural Research) in the area of Khatail Village of Dacope Upazila under Khulna and Sekandarkhali Village of Amtali iUpazila under Barguna. In addition to that during this period this cell planned to develop

Advocacy Frame Work and Research Guideline for *Shushilan* but it has not finalized yet.

Key activities overview are shown in below table

Planned for this year including target		Progress		
Plan details (Please specify as much as possible)	Target	Quantity	Quality	Not achieved or partially achieved
Research Proposal	2	1		
Develop partnership	0	0		
Assisted PP development	Demand based	4		
Workshop/training (national)	Demand based	4		
Workshop/training (International)	2	2		
Seminar/meeting/dialogue	Demand based	2		
Researchers profile and panel/data bank	1	Ongoing		
Research cell –outline/potential donors’ list	1	Ongoing		
Research cell-narratives/description	1	1		
Developed engagement methodology of research for SIAGI	1	1		
Impact study _Women’s participation in LGIs	1	1		
Literature review on Community engagement	15	15		
Literature review on livelihoods	25	25		
Checklist development on community engagement and livelihoods	2	2		
Literature review on HH typologies	10	10		
Field study on community engagement, livelihood and value chain	3	3		
Baseline data collection two study sites	2	2		
Conducted transect walk, FGDs, case studies, and PAR process	40	40		
Prepared GIS maps on study village	2	2		
Confirmation of study groups (marginal, landless and women managed)	6	6		
Formed Water & Silt Management Committee (WSMC)	2	1		
Monthly field visits in Dacope and Amtoli	12	14		
BARI, BIRRI, KGF and Bangladesh Agriculture University	1	1		
Regular feedback and discussion over email and skype of research network of SIAGI	1	1		
Validation and feedback on report and research finding through email correspondence	1	1		
Network member of R4D international platform of research	1	1		
Confirmation of two research staff	2	2		
Capacity building of research staff-orientation/need based discussion	2	2		

Orientation and practical assignment on logical framework for 3 staff of fund raising staff	1	1		
Organized international level workshop involving international researchers and practitioners	1	1		
HH typologies	2	2		
Community engagement	2	2		
Livelihoods development	1	1		
Developed constitution on WSMC	1	1		
Roles on water & water resource distribution	1	0		
Assisted technical PP development of fund raising cell	Demand based	-		
Capacity building orientation for fund raising staff on logical framework	1	1		
Assisted to prepare policy on Environment & Social Safeguard	1	1		
Revised policy of gender	1	1		
Revised documents on chapter 5,1; 5.2; 6 and 7.	Demand based	-		
Research publication in journals (national & international level)	2	2		

Some others achievements beyond the plan are shown in below diagram:

- Prepared GCF documents:
- Contributed in development of Environmental & Social Safeguard Policy
- Developed project report on Environmental and Social Safeguard policy
- Contributed in development of Gender Policy considering GCF standard
- Prepared reports on Gender for GCF
- Prepared database of household typologies for SIAGI project
- Undertook innovative initiative for canal re-excavation through multi-stakeholders approach (UP, community and donor contribution)
- Developed constitution for Water Management Committee of SIAGI Project
- Build up capacity building of three fund raising staff on development of logical framework
- Assisted demand based technical support to develop project proposal
- Initiated to develop congenial environment and gender situation in Dhaka Office
- Conducted impact study on gender project based on theory of participation
- Published scientific research journal: GPGD journal-Michigan State University, USA

Major challenges faced during this period and overcome process

Challenges	Overcome
Institutional funding process continuation	Take initiatives on collaborative research in multi-country approach
Coordination between RAC and BDPRC	More discussion with proper attention
Shortage of researchers at mid and field level	Recruit two field level researchers but project based and based in Khulna and Amtoli
Staff capacity to manage the research	Trained and oriented staff to manage the research properly

Learning during this period

- Institutional and multi-country approach researches are supportive to develop the capacity of the organization and benefit of the community.
- Value chain analysis processes are supportive for selecting the project intervention and project design.

Training received during this period / participated workshop

Name of training / WS	Participants		Organized by	Duration	
	Designation	No.		From	To
Workshop on project commencing	Head, RAC Programme office	3	CISRO	12 February, 2016	16 th February, 2016
Training on value chain analysis	Head of RAC and Head of BDPR	2	CISRO	22-August	26- August, 2017

Next Year Plan	Target
▪ Paper/internet/website/email/relationship building- CoF	25
▪ Partnership development	2
▪ EOI/concept note	9
▪ Joint RP development (India+BD+ research donor)	2
Attend in workshop, training, seminar, dialogue and meeting-total number	12
▪ International level	2
▪ National level	10
New research project agreement target-	2
▪ Minimum two	
Capacity building of research staff-PP development/research	2
▪ Two research staff	
Publish articles in research journals	
▪ Minimum two (national & international)	2
▪ Joint publications	1
▪ Collect and preserve all research materials and research documents of Shushilan for data base	Maximum
▪ Collect relevant research journals and books from external sources	20
SIAGI and demand based project/research	
▪ Institutional engagement	2
▪ Comparative livelihood analysis	2
▪ Value chain analysis	2
▪ Justice vignette_ WSMC	2
▪ Case studies	8
▪ Bimonthly progress report	6
▪ Annual report	1
▪ Regular feedback/rectification of reports through web/email	20
Research funding	
▪ Increase research funding and donors	Minimum 2 projects
▪ Apply research findings for further funding and implementation	Minimum 2 projects
30 Page	
▪ Social but profitable business initiative (if management assist)	1 initiative
▪ Strategic involvement of staff for promotional marketing	Demand based
▪ Capacity building of research and fund raising staff	Minimum 4

Training on ethical community engagement	Head of RAC, Head of BDPR and FF	4	CISRO and CDHI	12-May	17May, 2017
Workshop on 6 monthly update of research findings	Head of RAC, Head of BDPR and FF	4	CISRO, Shushilan and BAU	12 th February	19 th February 2017

7. Gender Cell

Introduction:

Shushilan has developed Gender Cell for ensuring equitable benefits to all staff and beneficiaries particularly women. The life of girls and women have changed over the past quarter century but despite these positive changes, many challenges continue to weigh on women's daily lives. *Shushilan* is supportive in women empowerment with all its programme / project / cell and system. To focus on women facilities and encourage women to work with us different initiative has been undertaken like 30% of *Shushilan* staff should be women, staff security, flexibility in recruitment, etc. At field level more than 80% beneficiaries are women, organisation respect the women, different initiative undertaken to improve the condition of female beneficiaries and addressing their needs within capacity, etc. Women are still depriving from different way. In future focus need to be given on review gender guideline and related tasks.

Overall achievements of this cell:

- Gender guideline review process is continuing and updated changes will be incorporate.
- Field visited and shared the gender related issues among the staff and oriented gender concept
- Prepared different document for the organization, donor, and submitted accordingly.
- Addressed the gender related issues as a member of complain management committee and supported to resolve those
- Different initiative undertaken to intregrate the gender related factor as cross cutting issues during proposal, report, document etc preparation
- Conducted central gender committee meeting and Sukannaya Club meeting
- Prepared Policy Guideline -2
- Prepared organizational reassessment documents on disability inclusion.
- Prepared gender related documents for organizational assessment.
- Prepared training session presentation on Gender for Self Employment project.



Signature Campaign on Early Marriage Prevention

Learning during this period:

- Gender Policy, staff code of conduct are helpful for female staff to work in the organization.
- Address gender related issues in time and resolve those in professional way maintain discipline of the organization and enhance the working environment in the organization.

Next year priority/Plan

- Review gender guideline to fulfill the current need and address the upcoming issues
- Identify all the possibilities to increase the percentage of female staff and pay attention to fulfill the senior staff with more female staff
- Assess the organisational gender sensitivity and prepare plan for development
- *Shushilan* will continue supportive in women empowerment with all its programme / project / cell and system to focus on women facilities and encourage women to work with us
- Undertake different initiative to improve the condition of female staff and beneficiaries
- Restructuring the central Gender Committee and continue meeting.
- Strengthen Sukannya club and to play supportive role for gender related issues.

Training received during this period / participated workshop

Name of training / WS	Participants		Organized by	Duration	
	Designation	No.		From	To
Training on CTP	Adviser	01	Oxfam	March 19	March 23
Training on Complaint Mechanism: Fraud and Bribery	Adviser, In charge internal audit cell	02	Shifting the power, Christian Aid	June 18	June 19
Sharing Workshop on Water treatment recherche report	Adviser	01	Dhaka University	February 12	
Workshop on Shrimp Farming	Adviser, FO	02	CPF	February 18	

Training provided during this period

Name of training / WS	Participants		Organized by	Duration	
	Category	No.		From	To
Conducted Training on Organizational Development	NGO's Directors	24	shushilan, supported by NGO Foundation	April 23	April 27
Conducted training on Gender and Disability Inclusion	Project staff of Shushilan	245	Different project of Shushilan	July 2016	June 017

8. Business Development and Public Relation Cell:

Introduction:

Shushilan has a Business Development and Public Relation Cell. This Business Development and Public Relation Cell is innovative in their way of collecting funds for different projects. The cell is working with a dedicated team for Business Development and Public Relation. In several years *Shushilan's* fund collections is getting higher in respect of projects but the major problem is now *Shushilan* is losing some of its projects which is really an issue to look upon. Some fund come from beside fund raising cell through relationship and offer project from donor. Focuses are given on new project agreement and linkage development at national, international, intergovernmental level and organisational model & credibility to sell the project. Clear framework for Business Development and Public Relation Cell is under process.

Shushilan is focusing people those who have a lot of experience in fundraising from external sources and from internal sources. Keeping in mind those *Shushilan* is analyzing the cell and undertaking different positive steps.

Key activities planned for this reporting period and achievements overview are shown in below table:

Head	Sub Head	Achievement
Fund Raising activities Total Advertisement collection of paper, internet website and email about Eol, Concept Note, PP & RFP	Paper	82
	Tender Bazzar (Internet)	43
	Website	15
	Email	30
	Personal information	7
	Tender	26
	Total Number	202
Fund Raising activities Total Proposal Submission	Expression of Interest (EOI)	13
	Request for proposal (RFP)	13
	Concept Note	2
	Project proposal	12
	Research Proposal	0
	Tender	20
	Online submission	0
	Partnership Application/enlistment	0
Total Number	54	
Attend in workshop, training, seminar, dialogue and meeting	Workshop (national)	28
	Workshop (International)	1
	Proposal writing meeting	3
	Pre-proposal/bidding meeting	14
	Seminar	20
	Dialogue	5
	Meeting	50
Total Number	121	
New project agreement target	Time to time meeting with concern donors	6
MIS Development	Eol, Project proposal, report, and agreement data base	1
Business Development & Public Relation Guideline	Development Strategy Planning of Research, Fund Raising & Public Relation Cell	0
Foreign Tour	Foreign Tour	2
Implementation & management of Project, Research and others)	CDA project	11
	AC British Council (Active citizen)	
	British Council (PRODIGY)	
	BEPZA project	
	ISPP project	
	Coal Power	

	VGD Project	
	ACIAR research project	
	KGF	
Attend and conduct in organizational level Meeting	Proposal development and advertisement sorting selection meeting	Maintain as per plan
	Office management meeting	
	Project management meeting	
	Organizational supporting meeting and work	
	Top management meeting	
	Strategic implementation meeting	
	Green climate change fund application works related meeting	
Research Related activities	Research & Project Evaluation	As per need based
	Conduction of workshop	
	Field Visit	
	Writing Case-study	
	Data collection for proposal writing	
Report Preparation	Monthly report	Maintain as per plan
	Project report	As per need based
	Dhaka office various report	As per need based
	Field visit report	
	UNO Experience letter collation for reporting	As per need based
	June closing report	
Office and guest management	Four numbers of office day to day manage	
	Guest- house management	
Outside of office Meeting	Project negotiation meeting	
	Project development meeting work	
	Project pre-biding/briefing meeting	
Consultant appointment	Proposal development	
	Project selected work	
	ToR and advertisement review	
Support to Others officer	Letter, bill and others collection and delivery	
NGO Bureau (Supporting work)	NGO Bureau project permission	
	Audit excepted letter processing	
Conference paper writing	As per need base	
Staff appointment	Advertisement	
	Written and voice for section	
	Appointment and staff supervisor	
Green climate change fund application	Consultant appointment	

documents	GCF section wise coordination	
	Section wise work	
	Day to day progress collection	
	Coordination meeting organize as per need	
Others work	As per need	

Future Initiative of this Cell:

- Increase donor fund, Tender and Business Related initiative from 100 core to 1000 core within 5 years
- At least new 5 projects start each year without extension of existing ongoing projects
- Introduce new business initiative at least one per year
- Develop tender handing capacity building of staff
- Develop staff capacity building on strategy
- Motivate staff for ownership and commitment to their work
- Focus on crisis management
- Develop leadership capacity, Personality and behavior
- Identify different option for Personal development

9.Environment and social safe guard Cell

Bangladesh has natural and physical resources. However, there are opportunities to manage the resources more effectively and efficiently to deliver both economic and environmental benefits for future generations. There are still opportunities to significantly improve the planning aspects of the system in environmental protection and natural resource management which is critically important to Bangladesh economic, environmental, cultural and social well-being. The coastal wetlands of south-west region are a complex and biologically highly productive ecosystem of the world. Without appreciating the ecological significance of wetland and treating the whole area as an extension of terrestrial ecosystem, attempt was made to change this bio-physical system. Agro Ecological parameters are changing destabilizing existing farming system due to increased frequency of natural disaster-water logging and extension of saline zone. The experience illustrates that one of the keys to successful development and control over resources are enabling people to have access to resources and to the technologies to use these resources productively and sustainably. The renowned NGO like *Shushilan* has enormous scope to work on environmental resource management.

Shushilan always respect the environment and not undertake any kind of intervention which could affect the environment. Considering the importance of environmental and social safe guard *Shushilan* is already opened a cell recently named Environmental and Social Safe Guard Cell for giving more emphasis on these areas. As the cell is opened recently, therefore, strategy, plan and the interventions will be chalked out soon.

10.Disaster Management Cell

Introduction:

The focus areas of the disaster management cell is to increase capacity of *Shushilan* to response emergencies both humanitarian needs and protection of assets, livelihoods and develop *Shushilan's* capacity accordingly to reduce vulnerability of the poor and needy people in Bangladesh especially in selected target areas. In addition to that share the information and focuses on mainstreaming among the projects for holistic approaches including submitting the concept note / proposal to donor in time and contribute to advocacy for the broader impact of the community. This cell is giving focuses on communication among the cell members, regular review of contingency

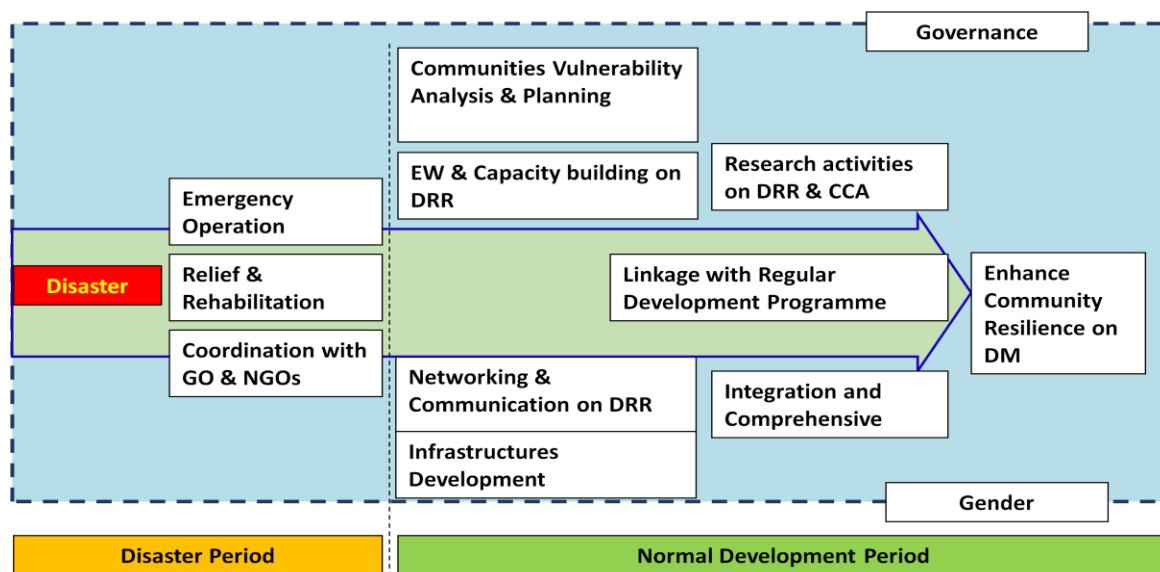
plan, donor communication and organisational fund management. During this period this cell has reviewed the central Disaster Management Committee and developed six area wise Disaster Management Committee to response the disaster immediately.

The main focused of this Cell:

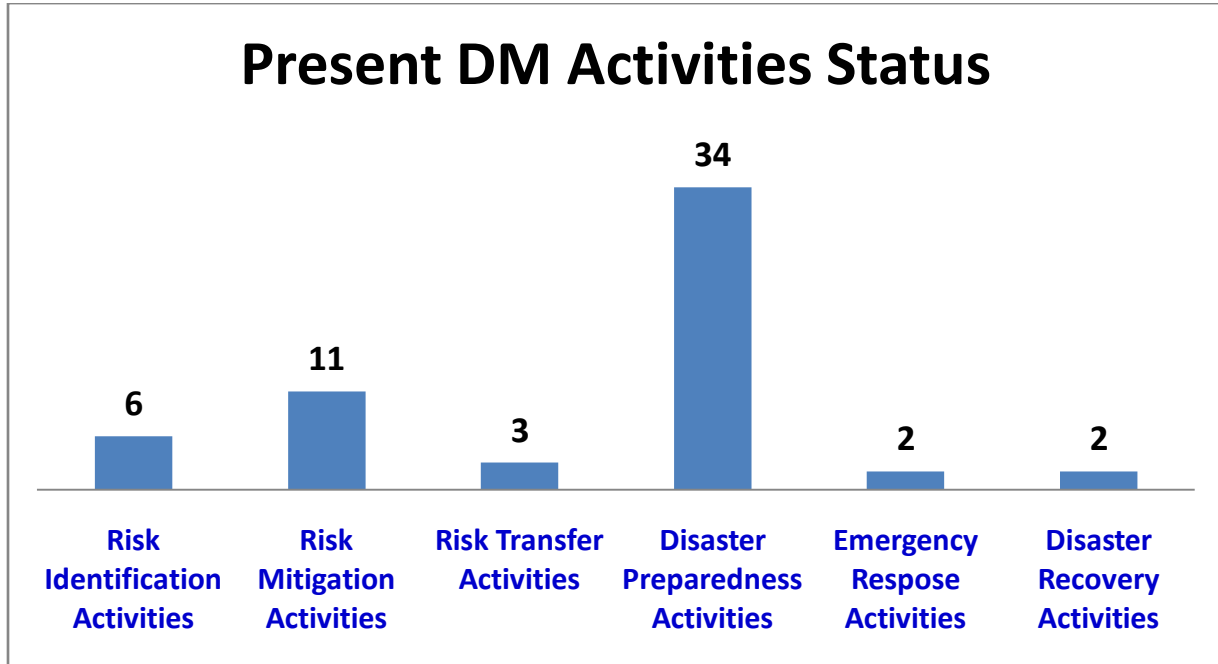
To respond and coordinate immediately as and when disasters occur

- Take effective actions by providing relief and aid to the affected peoples
- Enhance the quality of DM works in the organisation
- Coordination and organize different humanitarian support and relief groups
- Relevant trainings are provided to the employees to deal with disasters with competence & efficiency.
- Conducting & executing various awareness events on latest technology and techniques associated with disaster management.
- Coordinates with different GOB departments, NGOs, consortium, institutes, security, clusters etc
- Ensure /facilitate to organize equipments with well-trained search and rescue teams.
- Maintain CHS to operate DM activities
- Takes necessary action case of violation of the code of conduct during disaster or calamity
- Developing a sense of confidence among the staff and volunteers minds

DM Cell Strategies & Approach is shown in below diagram:



Activities Analysis of this Cell:



Next Priority of this Cell:

Sl	Major Events/Focused Area/Issue	Name of Activity	Target	Month													
				7	8	9	10	11	12	1	2	3	4	5	6		
1	Cell Profile Develop	Information collection, communications, documents review, profile documents prepare, sharing meeting and finalization	Cell profile														
2	Review of organizational contingency plan	Organizational documents review, analysis & drafting, sharing meeting and finalization of organizational contingency plan	1 contingency plan														
3	Roster review and Staff capacity develop	Roster review meeting and roster	roster formation														

		plan develop.															
		Training /Orientation at staff level	4 batches (app 100 staff)														
4	Disaster review and development	volunteer and List/volunteer profile develop, meeting & orientation, coordination	500 appx.														
5	Cell coordination	Quarterly meeting conduct, follow up, quarterly report preparation, coordinate with organizational different cell & website	n/a														

11. Training Cell

Shushilan developed a Training Cell for transferring information and knowledge to Staff, community and respective stakeholders for developing their capacity to manage and perform project interventions smoothly. Although, the cell has directly conducted some of the training but maximum training conducted by the respective projects under the leadership of training cell. During this reported period the overview of the conducted training are :

- Staff Skill development training, 193 batch with 4912 participants
- Beneficiaries Skill Development training, 265 batche with 6084 participants
- Staff Human development training, 11 batches with 344 participants and
- Staff Capacity Development Training, 198 participants

Through the training Staff, community and respective stakeholders idea and thinking has been changed positively and developed their capacity to support the project intervention actively. It is one of the big steps of the organizational resource capacity development. The summury overview of the training are presented in the below table.

Below table showing the Summury Overview of the Training:

a) Skill development for staff is shown in below diagram:

Sl.	Training Name	Duration	Batch	Number of Participant			Participants level	Main Content	Facilitator	Place
				M	F	Total				
1.	Leadership Training	2-5 days	20	426	254	680	Active Citizen Youth group (19-25 age group)	Governance, Social Action Project, Citizen Rights	Internal Facilitator	Center based Training
2.	Staff orientation on project and intervention, Gender, Social Accountability, M & E, Graduation	2-5 days	131	2039	1300	3339	Project Staff	Survey, Gender, Social Accountability, M & E, Good Governance	Internal Facilitator and External Facilitator	Center based Training
3.	TOT , Disability Inclusion, Capacity Building of VDC member, VDC leader	2-5 days	4	48	9	57	Project Staff	Characteristic of Facilitation, Classification of Training, Module Revise,	Internal Facilitator and External Facilitator	Center based Training

4.	Training for Staff Capacity Building, Beneficiaries selection, MIS system, Humaterian Skill Development, Vertical Gardening, using and operating of POS and Finger Vein Scanner Machine, Refreshers, Diaster	2-5 days	36	509	325	834	Project Staff	Business Plan, Sack Gardening, Monitoring, Beneficiaries Selection, Water & Sanitation	Internal Facilitator and External Facilitator	Center based Training
5.	Documentation & Communication Skill Development	2-5 days	1	1	0	1	Project Staff	Communication, Documentton, Supervision, Monitoring, Evaluation, Reporting	External Facilitator	Center based Training
6.	Contingency Plan Development	3 days	1	1	0	1	Project Staff	Contingency Plan Development Process	Internal Facilitator	Center based Training

b) Skill Development Training for Beneficiaries is shown in below diagram:

Sl No.	Training Name	Duration	Batch	Number of Participant			Participants level	Main Content	Facilitator	Place
				M	F	Total				
1.	Entrepreneurship development, crab fattening, SRHR, Health & Nutrition and agriculture	1-3 Days	145	1121	1538	2659	Beneficiaries , Student cabinet members, School teachers, Entrepreneur group members, CRCA,V DC leaders, Volunteer	entrepreneurship development, crab fattening, SRHR, Health & Nutrition, agriculture, water-logging and resilient techniques	Internal & External	Center based Training
2.	Provide on job training on “Furniture making and business”	3 Month	1	14	6	20	Beneficiaries	Furniture making	Internal & External	Center based Training
3.	Capacity Development on SRHR to Male & Female Community Support Group Members, Adolescent & Teachers	01 - 04Days	46	90	310	400	Community Women	Sexual and Reproductive Health Rights	Internal & External	Center based Training
4.	Orient UP standing	1 days	5	135	30	165	UPSC Members	Act. of 2009 UPSC, Importance of	Internal &	Center based

	committee members, Health Care Providers on integrated package, community clinic staffs						(Pharmacists, Rural doctors, Traditional Healers and TBA) Health staffs	committee, project goal & objectives, roles of responsibilities of UPSC, Open discussion & planning ,Training of local health care providers on integrated package, Nutrition and Wash	External	Training
5.	Training to Disaster Management Committees (UDMCs & WDMCs representative) on nutrition in emergency	1 day	2	12	85	97	UDMC and WDMC members	Nutrition in emergency	Internal & External	Center based Training
6.	Teachers Training, Student, Climate Knowledge Center, SMC, UDMC, WDMC	1	62	1670	988	2658	SMC Committee, Students & Teachers	WaSH, Climate Change	Internal & External	Center based Training
7.	Training to beneficiaries on off-farm livelihoods option (alternative livelihoods)	1 day	4	38	47	85	Beneficiary	Off-farm livelihoods option (alternative livelihoods)	Internal & External	Center based Training

c) Human Development Training for Staff is shown in below diagram:

Sl. No	Name of the Training	Duration	Number of Batch	Number of Participant			Level of Participant	Main Content	Name of the Facilitator	Place
				Male	Female	Total				
01	Disaster Management Moudle Prepared	1-4 days	1	19	13	32	GO NGO	Moudle Prepared	GO NGO, INGO and Government Officer	Center based Training
02	যোগসূত্র সংযুক্তি সহায়ক	1-4 days	1	14	12	26	GO NGO	Adult	GO NGO	Center based Training
03	Business Management	1-4 days	1	11	5	16	INGO LNGO	Business Management	INGO	Center based Training
04	Training on CBDP to support mainstreaming	1-4 days	2	47	3	50	Government Officer	CRA Facilitation	Government Officer	Center based Training
05	ToT at District Level to establish MT pool: attended by representative from each upazilla under the district (SSP)	1-4 days	2	78	12	90	Government Officer, Teachers, SMC Members	School Safety Plan	Government Officer	Center based Training
06	Capacity Building of Extension Service Providers on Resilient Livelihood Model	1-4 days	4	116	14	130	Government Officer	Livelihood	Government Officer	Center based Training

d) Staff Capacity Development Training is shown in below diagram:

Sl. No	No. of Participants	Designation	Project Name	Name of the Training	Duration	Organized by	Facilitated by	Place	Main Content
1.	17	Project Staff	Self-employment Programme for Disadvantaged Groups Project	Staffs foundation training	1-3 days	Shushilan	Internal & External	Center based Training	Staff capacity Develop for Project
2.	14	Project Staff	TOE under ISPP JAWTNA	Basic training on using and operating of POS and Finger Vein Scanner Machine, PICC and beneficiary enrollment procedures	1-3 days	PMU Office of ISPP JAWTNA Project	External	Center based Training	Project Inauguration, Orientation and discussed the intervention details
3.	62	Project Staff	MMWW	Training on SRHR , Marketing Literacy, Nutrition, Finance, Monitoring, Gender, CRSA, Advocacy	1-3 days	Action Aid-BD	External	Center based Training	SRHR , Marketing Literacy, Nutrition, Finance, Monitoring, Gender, CRSA, Advocacy
4.	15	Project Staff	Nobo Jatra	ToT on Nobo Jatra Project Activities	1-3 days	WFP	External	Center based Training	Project Orientation and discussed the intervention details
5.	17	Project Staff	Nobo Jatra	Orientation on Graduation Beneficiaries	1-3 days	WFP and WVB	External	Center based Training	Extreme poor selection criteria and orientation on survey format
6.	17	Project Staff	Nobo Jatra	ToT on DRR Modules for UzDMC and UDMC	1-3 days	WFP	External	Training Center	Orient and Traint on pre, during and post disaster related intervention
7.	5	Project Staff	Nobo Jatra	Training on M&E and MIS for WFP and Cooperating Partner staff	1-3 days	WFP and WVB	External	Training Center	Monitoring and MIS systems of Nobo Jatra project

8.	17	Project Staff	Nobo Jatra	Training on CRA and RRAP	1-3 days	WFP	External	Training Center	Community Risk Assessment, Priority of risk, planning, implementing and evaluation
9.	2	Project Staff	ACR-WaSH & TAF	Equity & Equation of Disability	1-3 days	WAB	External	Training Center	Disability
10.	10	Project Staff	Water Logged	Foundation Training	1-3 days	NARRI Consortium	NARRI Consortium	Training Center	Project activities
11.	22	Project Staff	Enhance resilience	Staff capacity building training on integrated package (NUT, MHCP and WaSH) and KAP survey, Resilience Livelihoods, on CRA and VSLA	1-3 days	DeSHARI Consortium	DeSHARI Consortium Technical Working group	Training Center	Integrated package (NUT, MHCP and WaSH) and KAP survey

