



Deepening Our Commitment to Impact on Poor and Marginalized Groups

For longer than Bangladesh has been a nation, CARE has had a presence and played a vital role in alleviating poverty here. One of the largest international non-government organizations in Bangladesh, CARE has made its mark, enabling a vast number of poor households to attain greater security in their otherwise precarious lives. The Rural Maintenance Program, for example, employed over 166,000 destitute women over 20 years; this watershed operation came to a close just this year. Yet, the benchmark event in 2006 that is likely to cloy to its institutional memory is the long-range strategic plan that set it on a course of change, illuminated by the wisdom of its fifty-year history.

In its strive for excellence, CARE has learned *cumulatively* from its programs and progressively adapted its approach to the twin faces of poverty and social injustice. But more daunting challenges loom ahead. Witness the epidemics, the damaging effects of climate change, and conflicts over competition for resources sweeping the globe. Rapid changes are afoot in the world economy and in the nature of poverty; these are compelling us to keep pace and bring to center stage the inequities and widening gap between the rich and the poor driving poverty. We also saw a remarkable struggle for democratic rule and good governance being played out here at home; the volatile political situation, that later resolved itself in a new interim government, had very palpable effects on rural and urban wage earners. One of our imperatives is to build a broader base with civil society, the private sector, and government to respond more effectively to the multiple dimensions of poverty.

We owe it to the people we serve in our development programs to reflect deeply on our understanding of their plight in all its complexities. We

are reaffirming and deepening our commitment to *impact* on their lives in ways that are lasting, self-sustaining and even irreversible. While the scale (reach) of improvements attained in the lives of the poor has always been the defining feature, our strategic impact inquiry this past year on women's empowerment and gender equity starkly revealed the need to refocus on *depth* of impact that comes with structural change. A wellspring of organizational learning in CARE globally is recentering our attention on the underlying causes of poverty, such as social exclusion, control over forms of capital, and poor governance that dog efforts to sustain the gains made by marginalized groups.

Taking the opportunity of this year's long-range strategic planning process, CARE Bangladesh pursued a process of critical reflection internally while encouraging greater scrutiny of our future work by program participants, development practitioners, our partners, donors, and others. Every day, in the districts where we work, we occupy the privileged position of hearing the perspectives of extremely poor, marginalized men and women. Our SHOUHARDO Program (Strengthening Household Ability to Respond to Development Opportunities) operates in 18 districts of char, haor, coastal and urban areas in Bangladesh. For CARE, it is fertile ground for raising the voices of the extremely poor in difficult-to-reach, disaster-prone areas and learning with them what approaches and interventions effectively transform their lives. If we listen deeply to their successes, hopes and concerns and respond by using this privileged knowledge to influence policy makers, those in positions of power, other development actors, and development practice, we do them a greater service than providing them with another round of seed. Strictly building

their capacity to manage their resources is also not sufficient. Deeper impact will be achieved through the efforts of those who adopt pro-poor policies, replicate good practices, or do away with harmful social norms.

We need to strengthen and complement the efforts of other civil society organizations with their unique experience to enhance our overall development impact, i.e., to become a 'force for change.' And while situating ourselves amongst those who can act collectively and hold each other accountable, we also will operate on a set of impact statements as our public commitment to contributing knowledge and achieving long-term, irreversible change that elevates the security and dignity of vulnerable groups. We will dedicate our energies to these impact areas aligned with specific participant groups to guide our program work in the years to come.

It is not easy in any development organization to 'take time out' for reflection, whether in a day, a month, or a year. Our work is never finished and accomplishment relies on the dedication of our staff. But this year we made a concerted effort to pause, unearth our deepest assumptions about our approach to poverty, and refrain from settling for incremental change. We now embark on a journey that will bring about our vision of a more mindful organization with a deeper commitment to impact. We begin that journey this year with honing our capacities to learn from our program participants, frontline staff, programs in disparate regions, our 17 field and team offices, and partners. And as we come to appreciate the assets within our ready reach, we will be more efficient at sharing our storehouse of knowledge. It is this that will increase our value, not simply to our donors and constituencies but first and foremost, to the marginalized men, women and children we care about.



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Cover photo: Mohammad Kamruzzaman

2006 PROGRAM HIGHLIGHTS

Nijeder Janyia Nijera Initiative

In this *community-led approaches* pilot, representatives elected by the people in Botlagari Union, Nilphamari district, have joined hands with leaders from the poorest communities to eradicate hunger and put an end to long-standing forms of exploitation of the poor in desperate need of jobs, land, or capital.



SHARIQUE: Local Governance Program in Rajshahi and Sunamganj

SHARIQUE is a more recent addition to CARE's portfolio. Funded by SDC and managed by a consortium of CARE and Intercooperation, the program has a special focus on bridging cooperation between local government authorities and community organizations to improve public services and reduce poverty in 35 unions in selected upazilas of Rajshahi and Sunamganj. The program expects to benefit women and marginalized groups in particular.



Strategic Impact Inquiry on Women's Empowerment and Gender Equity³



This in-depth, formative study on three very different programs has strengthened CARE's resolve to address underlying causes of poverty and inequity. The study taught us about the power of collective action to engage women laborers from an entire union in wage negotiations. We also heard an open plea by grassroots women to enforce the law against dowry, a practice that contributes to domestic violence. To read more about how this research is influencing our work, go to www.carebd.org

The photo is a dramatization of a woman's plight done by program participants.

Food Security for Sustainable Household Livelihoods (FoSHoL)



FoSHoL CARE's Resource Farmers act as local extension agents. Poultry vaccination is one of their critical skill areas. More than half of the trained vaccinators are women, whose services earn them on average Tk 300-350 a month. The communities who pay for these services place high value on their contribution to reducing poultry morbidity.

Statement of Actual Expenditure

For the fiscal year ending 30 June 2006

Category of Expenditure	Actual Expenditure in Taka
Project delivery	
a) Agricultural Commodity Delivered to community	352,028,903
b) Sub-contractors	25,356,427
c) Sub-Grant to Local Partner NGOs	584,495,473
d) Finance cost	(3,065,034)
Other Material Inputs (to project beneficiaries)	31,940,737
Salary and benefits	
a) Foreign	93,426,764
b) Local	476,967,902
Revolving Loan Funds	-
Training/Seminars/Workshops/Conference	100,413,477
Office Accommodations	48,709,827
Office Equipment	50,148,767
Vehicles (Purchase, Operation & Maintenance)	60,084,290
Travel & Perdiem	108,436,732
Head-Office & Branch-Office Operational expenses	22,553,033
Recruitment Costs	2,970,494
Dues and Subscriptions	557,221
Research & Development	166,555
Bank Charges	444,248
Miscellaneous, other	1,887,837
Communication	10,790,845
Representation	49,100
Consultant	100,119,363
Support to Head Quarters	11,089,684
Total	2,079,572,646

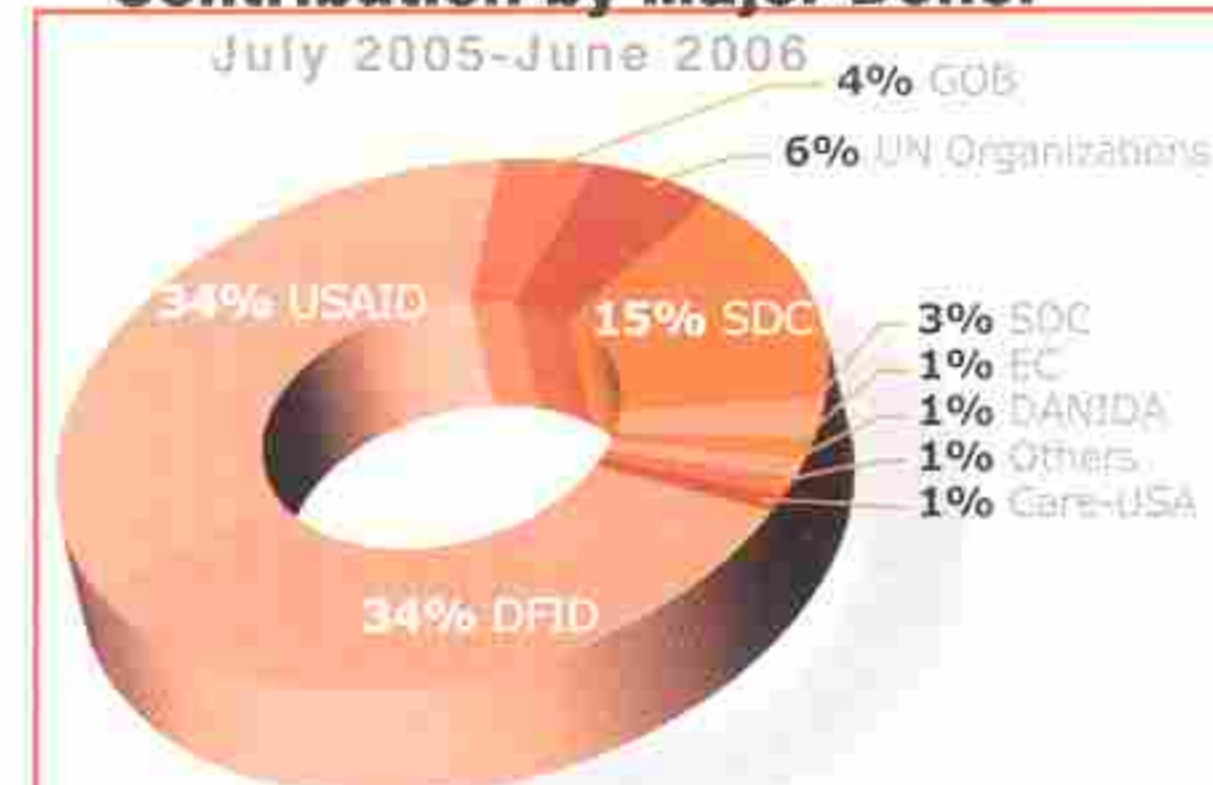
Note: CARE-Bangladesh maintains its books of Accounts in US Dollars converted has into Taka @ 1 USD = Tk.69.15 (June closing rate).

Project budgets

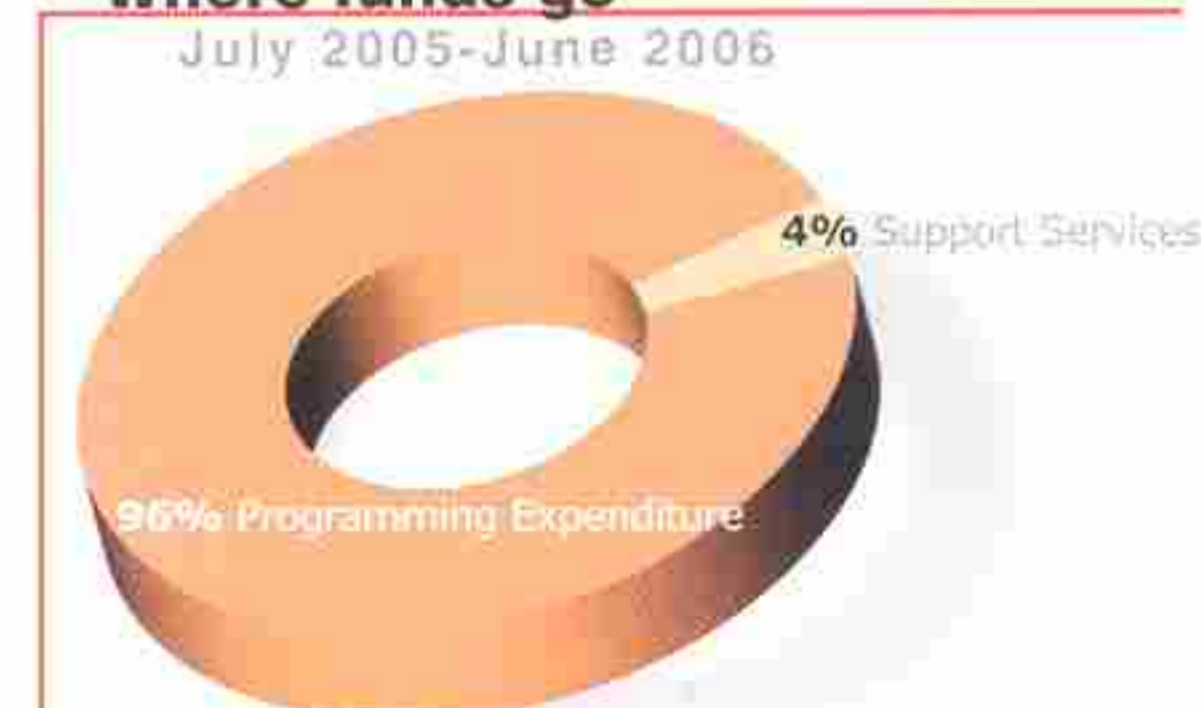
by donor for FY-2006

Project Name	Donor	Budget IN USD	Budget IN TAKA
Research and Development	CARE-USA	171,325	11,847,103
Partnership for Healthy Life (PHL)	CARE-USA, USAID	55,620	3,846,123
Education	CARE-USA, USAID	146,100	10,102,815
FoSHoL - CARE	EC, CARE-USA	498,396	34,464,083
IFSP-DMP (Disaster management)	UNDP, USAID	858,721	59,380,568
Manusher Jonno	DFID	5,906,064	408,404,326
Rural Maintenance Program (RMP)	CIDA, GOB	5,125,008	354,394,303
LIFT, Noakhali project	DANIDA	367,032	25,380,263
SHOUHARDO	USAID, GOB	9,440,640	652,820,256
INCOME-III	DFID	659,148	45,580,084
Reducing Vulnerability to Climate Change (RVCC)	CIDA	177,579	12,279,588
CEPZ Corporate Pilot Project	Timberland	52,224	3,611,290
Urban Slums and Fringes	UNICEF	84,252	5,826,026
NGO Service Delivery Program	PATHFINDER INTERNATIONAL	135,564	9,374,251
HIV PROGRAM	DFID, FHI, UNICEF, UNDP, CARE-UK	2,080,248	143,849,149
CHT-CEP	UNDP	206,184	14,257,624
Rural Livelihood Program	DFID, CARE-USA	2,359,451	163,156,057
Total Amount		\$28,323,556	1,958,573,908

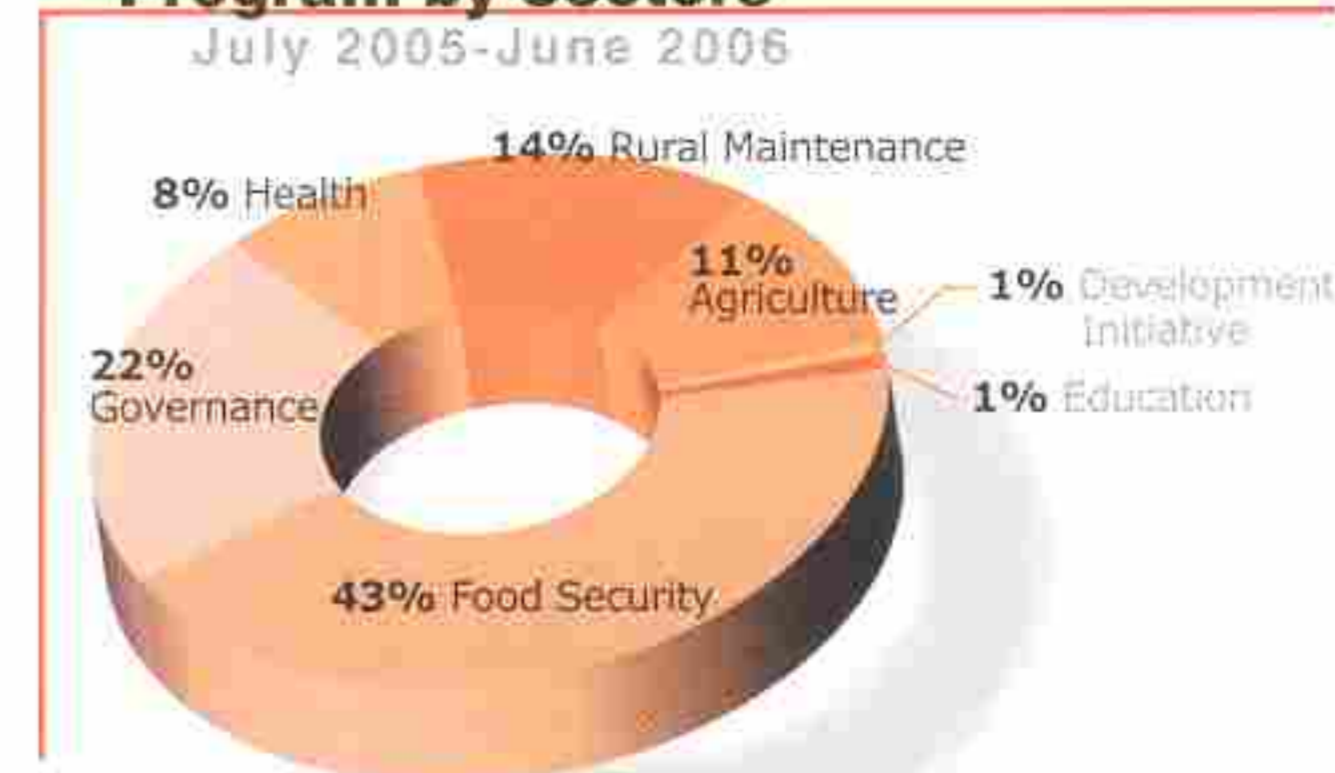
Contribution by Major Donor



Where funds go



Program by Sectors



References

- 1 Anna M. Foss et al. (2007) "Could the CARE-SHAKTI intervention for injecting drug users be maintaining the low HIV prevalence in Dhaka, Bangladesh?" *Addiction* 102 (1), 114-125. <http://www.blackwell-synergy.com/doi/abs/10.1111/j.1360-0443.2006.01637.x>
- 2 Janet Seeley et al. (2006). Exploring the Dynamics of Extreme Poverty in Rural Bangladesh: A Qualitative Study. Rural Livelihoods Program, CARE Bangladesh.
- 3 Please see "Women's Empowerment" at our website: <http://www.carebd.org/>