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ATTACHMENT

CHAPTER 1 GENERAL

In order to secure sustainability of a development project, it is necessary to build up an environment in which voluntary participation of beneficiaries, for implementation as well as O&M (operation and maintenance) will be motivated. For this purpose, it is quite crucial to establish a development strategy to accommodate the needs of rural communities and predicted beneficiaries, and find concrete and suitable measures to solve the problems from their stand point of view.

In order to formulate a sustainable development program, which will be manageable and sustainable by our intended beneficiaries, participatory planning methods were applied to this Study over the entire study period. By planning the project applying the participatory planning procedure, it was expected to collect more information relating to the existing problems of rural communities and predicted beneficiaries through a series of discussion with various stakeholders. As a result, the project planning became more solid and practical based on the real conditions of the rural community, which will ensure the higher ownership of beneficiaries leading to more sustainable project management by beneficiaries with mobilization of local and community resources.

Specifically, to the Study, participatory development methods widely used for projects undertaken by JICA, namely, the PCM (project cycle management) method and PRA (participatory rural appraisal) were applied. The former method was used mainly for logical analysis of existing problems and the latter used for collecting information from the residents of the Study area.

In the subsequent sections, the results of the workshops conducted with participation of Bangladeshi officials, villagers, NGOs as well as JICA Study Team are summarized. Also, the outline of the methodology, namely the PCM and PRA is presented.

CHAPTER 2 PCM WORKSHOPS

2.1 The PCM Workshops in Master Plan Study

(1) Objectives of the PCM workshop

A series of PCM workshops (hereinafter referred to as PCM Workshops 2001) were held from July 16 to 18 in Gaibandha, and from July 24 to 26 in Kishoreganj, respectively, with participation of staff of LGED, UNO etc. and JICA Study team. The objectives of the Workshops are as follows

To discuss about existing problems and constraints pertinent to Char and Haor areas, with local LGED and UNO staff who are familiar with the areas, thereby sharing with each other the common and thorough understanding of the areas,

To conduct analysis of the prevailing problems by PCM tools and contribute to the clarification of the Project strategy as well as formulation of an accurate and rigid framework of the Project, and,

To introduce outline of the PCM method to the Bangladeshi participants so as to found a basis for consistent and logical discussions for the Study at later stage.

(2) Venue and attendants of the PCM workshops

The venues for the workshops were conference rooms of LGED Gaibandha and Kishoreganj. The attendants were approximately 30 in each workshop, comprising of staff of LGED, UNO and JICA Study team. The Lists of Attendants from both workshops are attached as Attachment 1 and 2.

(3) Results of the workshops

Results of the workshop held in Gaibandha and Kishoreganj are summarized and given as attached. Through the workshops, constraints and problems against development in Char and Haor were clarified. Also, vicious cycles, composed of poverty, flood, population pressure, lack of the governmental intervention, insufficient transportation network, etc, were found out in both areas. In order to reverse the present poverty cycle, comprehensive development plan, with integration of hardware countermeasures to provide flood proofing as well as software approaches to generate income resources, will be quite necessary, since either of which can not solve the problems, if not done simultaneously. It is to be noted, however, that these results are not final ones, and will be reviewed and modified from time to time, as the Study proceeds and the Project components made clearer and specific at later stage of the Study, in order to keep the Project Planning in the right track.

Workshops in Gaibandha

Stakeholder analysis

Target group: People in Char Area

“People in Char Area” was decided as the target group through the discussion by the participants.

Problem analysis

“People in Char are poor” was chosen as our core problem through discussion and hence further analysis was preceded accordingly to cover as many problems as possible. Based on the Problem Analysis, it was figured out that there are four direct causes for our core problem, namely,

- 1) People in Char lose their property repeatedly, mainly due to:
 - Erosions of Char by river flow,
 - Inundation of homesteads, and,
 - Lack of safe places for them to keep properties or evacuate.
- 2) Agricultural income is low, mainly due to:
 - Low productivity of agriculture, and,
 - Exclusive marketing system (cartel).
- 3) Non-farm income is low, mainly due to:
 - Lack of job opportunities,
 - Lack of marketing facilities, and,
 - Idle time during the flood season.
- 4) People in Char have to spend money for medical service, mainly due to:
 - Susceptibility of Char people to disease, and,
 - Lack of medical service in Char.

All problems pointed out in the workshop were discussed and analyzed through discussion by means of “cause-effect” relationship and tried to be understood as precisely as possible. The result of the analysis is shown as Attachment 3: Problem Analysis for Char (1)~(3).

Objective analysis

Based on the results of the above analysis, objective analysis was made. The Core Objective, which was converted from the core problem, was “Poverty of people in Char is reduced”. Direct means towards the core objective were:

- 1) Loss of property of Char people is reduced,
- 2) Agricultural income is improved,
- 3) Non-farm income is improved, and,
- 4) People’s expense on medical services is reduced.

The results are shown as Attachment 4: Objective Analysis for Char (1)~(3).

Workshop in Kishoreganj

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Brief description of the results of the workshop held in Kishoreganj is given below. As was pointed in the previous section, it is to be also noted here that these results are not final ones, but will be reviewed and modified from time to time, as required.

Stakeholder analysis

Target group: People in Haor Area

There was an exchange of opinions in deciding the target group. Nevertheless, it did not take long time until the “People in Haor Area” was decided as the target group.

Problem analysis

The favored core problem candidate was “People in Haor are poor”. However, a few alternatives related to flood, such as, “Haor is damaged by flood”, etc, were supported by a part of the attendants. After long discussion, consensus was made with choosing the former as a tentative core problem; hence, further all analysis was based on this core problem. From the Problem Analysis, it was figured out that there are four direct causes for our core problem, which is quite analogous to the case of Char, namely,

- 1) People in Haor lose their property repeatedly mainly due to:
 - Wave actions,
 - Early flood damages over crop,
 - Inundation of homestead, and,
 - Insufficient number of flood shelters.
- 2) Agricultural income is low, mainly due to:
 - Low productivity of agriculture,
 - Lack of diversification of cropping activities, and,
 - Exclusive marketing system.
- 3) Non-farm income is low, mainly due to:
 - Lack of job opportunities,
 - Lack of marketing facilities, and,
 - Idle time during the flood season.
- 4) People in Haor have to spend money for medical service, mainly due to:
 - Susceptibility of Haor people to disease, and,
 - Lack of medical service in Haor

All problems pointed out in the workshop were discussed and analyzed by means of “cause-effect” relationship and tried to be understood as precisely as possible. The results of the analysis are shown as Attachment 5: Problem Analysis for Haor (1)~(3).

Objective analysis

Based on the results of the above analysis, objective analysis was made. The Core Objective, which was derived from the core problem, was “Poverty of people in Haor is reduced”. Direct means towards the core objective were as follows.

- 1) Loss of property of Char people is reduced,
- 2) Agricultural income is generated,
- 3) Non-farm income is improved, and,
- 4) People’s expense on medical services is reduced.

The results are shown as Attachment 6: Objective Analysis for Haor (1)~(3).

(4) Comments on the workshops

Intensive discussion was held, throughout three days, both in Gaibandha and Kishoreganj, to clarify the structures and interrelationships of the constraints and problems, which cause poverty in Char and Haor areas. They showed more interest and patience than the Study team had expected until the end of the Workshop and contributed to the analysis of the present status of the Study area. Since the participants of the workshops were exclusively male (only one female in Kishoreganj workshop) and most are from LGED, it could not be avoided that discussion was more on structural countermeasure side rather than software countermeasures, and less attention was paid to socio economic aspects, gender issues, etc. In order to formulate more comprehensive project planning, it is necessary to convene participants from more various fields and organizations, and this point will be adjusted and reflected in the next opportunities in the Feasibility Study stage. Furthermore, in the next workshops, in addition to the PCM, for picking up information and needs from local people in Char and Haor, different methodologies such as PRA will probably be tried.

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2.2 PCM Workshops for Feasibility Study

(1) General

The JICA Study Team conducted a series of Project Cycle Management Workshops from March 3 to 4 in Guroi Villlage, Nikli Upazila, in Kishoreganj and from March 10 to 12 in Erendabari Union, Furucharri Upazila, in Gaibandha, respectively, as a part of the Study Items of Third Field Work. The representatives of LGED, Upazila HQ, DAE, NGOs, Local Govt. (Union Parishad), Villagers and the JICA Study Team participated in the PCM Workshops.

A series of PCM Workshops were also held in July 2001 in Kishorganj and Gaibandha, respectively, attended by Executive and Upazila Enigneers, LGED, UNOs and the JICA Study Team, as a part of the Second Field Work Items. The PCM Workshops held last year were for the Master Plan Study, therefore, relatively general and broad topics as regards Char and Haor areas were discussed. However, this year, the PCM Workshops were conducted for Feasibility Study and the topics of the Workshops were more specific and concrete by the attendance of the villagers living in the selected study areas.

(2) Objectives of the PCM workshops

The objectives of the PCM Workshops for Feasibility Study are as follows:

To discuss about specific existing problems and constraints pertinent to Algarchar, Erendebari Union in Char area and Guroi Village, Furucharri Uniou, in Haor area, with the local representatives of LGED, Upazila HQ, DAE, NGOs, Local Govt. and Villagers who are more familiar with the areas, thereby sharing with each other about the experiences and common problems thorough understanding of the areas physical and social conditions,

To conduct analysis of the prevailing problems by PCM tools and contribute to the clarification of the Project strategy as well as formulation of an accurate and rigid Project, and,

To introduce the outline of the PCM method to the Bangladeshi participants so as to found a basis for consistent and logical discussions for the Study.

(3) Venue and attendants of the PCM workshops

The venue for the workshops was a classroom of a primary school in Algarchar and a Union Parishad building in Guroi. The attendants were approximately 25 in each workshop comprising of representatives of LGED, Upazila HQ, DAE, NGOs, Local Govt. (Union Parishad), Villagers and the JICA Study Team. The Lists of attendants fro both workshops are also attached as Attachment 7 and 8.

(4) Results of the Workshops

The results obtained from the PCM Workshops held in Kishoreganj and Gaibandha are summarized below. The constraints and problems of Haor and Char were discussed and clarified through the workshops. The vicious cycles, composed of poverty, flood, pressure of population growth, lack of the government interventions, poor and insufficient road and transportation network, diseases, unhygienic health conditions, malnutrition, illiteracy etc. are common scenario in both Haor and Char areas. In order to reverse the present poverty cycle, comprehensive development plan, with integration of hardware countermeasures to provide flood proofing as well as software approaches are essential, since either of which can not solve the problems, if not done simultaneously.

The software approaches for both Haor and Char are to be:

- 1) Skills development training on manufacturing cottage industry products, and other non-agriculture income generating activities,
- 2) Motivating the villagers to start small saving schemes by themselves,
- 3) Encouraging cooperative approach activities like poultry farm, fisheries etc., and
- 4) Creating awareness of health and hygiene to improve health conditions and prevent diseases.

Workshop in Algarchar

Stakeholder analysis

Target group: "Villagers of Algarchar" of Erendabari Union, Fulchari Upazila, Gaibandha.

"Villagers of Algarchar" was decided as the target group through the discussion by the participants. The participants identified that the involvements of LGED, UNO, Local Govt., DAE, and NGOs are also important.

Problem Analysis

"People in Char are become poorer" was firstly chosen as our core problem through discussion and hence further analysis was preceded accordingly to cover as many problems as possible. However, a few alternatives, such as, "Agricultural Productions are decreasing in Char", and "High birth rate in Char" were supported by the participants. After long discussion, consensus was made with choosing the last two as core problems; hence, After long discussion, consensus was made with choosing the two as core problems; hence, the participant were divided into two to make further all analysis based on these core problems.

- 1) People in Char lose their property repeatedly and become poorer, mainly due to:
 - Erosions of Char by river flow,
 - Inundation of homesteads,
 - Crops are damaged by flood,
 - Loss of livestock and poultry by flood,

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- Sands are filled up the fertile land during flood,
 - There is no embankments built for Algarchar village, and
 - Insufficient number of flood shelters in Char.
- 2) Agricultural production is decreasing in Char, mainly due to:
- Low productivity of agriculture,
 - Farmers are not getting agricultural training,
 - Farmers are using traditional ways of farming,
 - Sands are filled in fertile land by river flow,
 - Cultivable lands are being eroded by river,
 - Crops are under water during flood,
 - There are no embankments for Algar char village,
 - Lack of diversification of cropping activities,
 - Agricultural inputs like fertilizer, pesticides are not adequate in Char, and
 - Farmers are not getting right price of their production because marketing facilities are not available due to poor communication with Upazila HQ.
- 3) High birth rate in Char, mainly due to:
- Most of the people in Char do not accept or practice family planning, because:
 - People are discouraged to perform family planning by religious leaders,
 - People know very little about family planning,
 - Family Planning Workers do not visit Char regularly, and
 - Contraceptives supplies are inadequate in Char.
 - Women start to give births from their early age, because:
 - Rate of early marriage is high in Char,
 - Parents are not aware of negative affects of early marriage, and
 - Most of the parents are illiterate.
 - Women give birth to more babies against her will, because:
 - Most of the people expect male child,
 - Parents want to be depended on male child in their old age,
 - Girl child is being discriminated, and
 - Most of the people are illiterate.

All problems pointed out in the workshop were discussed and analyzed through discussion by means of “cause-effect” relationship and tried to be understood as precisely as possible. The result of the analysis is shown as Attachment 9: Problem Analysis for Algarchar (1)~(2).

Workshops in Guroi

Guroi Village was chosen as the target area for FS study and A brief description of the results of the PCM Workshop held at Guroi Union, Nikli Upazila, Kishoreganj, is given below. As was pointed in the previous section, it is to be also noted here that these results are not final ones, but will be reviewed and modified as required.

Stakeholder Analysis

Target group: Villagers of Guroi, Guroi Union, Nikli Upazila.

“Villagers of Guroi” was decided as the Target Group through the discussion by the participants. The participants identified that the involvements of LGED, UNO, Local Govt., DAE, and NGOs are also important.

Problem Analysis

The favored core problem candidate was “People in Haor are become poorer”. However, a few alternatives related to flood, such as, “Households are damaged by Wave Actions”, “Employment opportunities are limited in Haor”, were supported by a part of the attendants. After long discussion, consensus was made with choosing the both as tentative core problems; hence, the participant were divided into two to make further all analysis based on these core problems.

1) People in Haor lose their property repeatedly and become poorer mainly due to:

- Households are damaged by wave actions,
- Early flood damages crops,
- Inundation and erosion of homestead land,
- Inundation and erosion of existing roads
- Insufficient number of flood shelters

2) Employment opportunities are very limited in Haor due to:

- People cannot start cottage industries or small enterprises, because :
 - Natural resources as inputs are very limited in Haor,
 - Credit with easy terms is not available,
 - Skilled Human Resources are not available,
 - High lands are limited in Haor, and
 - Roads and communication condition are very poor.
- People who are farmer in dry season have no job during wet season, because:
 - Double crops farmland is very limited during wet season,
 - Most of the farmland are underwater during wet season,
 - Agricultural income is low, mainly due to:
 - Low productivity of agriculture,
 - Lack of diversification of cropping activities,

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- Farmers are not getting agri-training, agora,
- Double crops farmlands are very limited,
- Agricultural inputs like fertilizer, pesticides are not available sufficiently in Haor, and
- Farmers are not getting right price of their production because marketing facilities are not available due to poor roads condition with Upazila HQ.

All problems pointed out in the workshop were discussed and analyzed through discussion by means of “cause-effect” relationship and tried to be understood as precisely as possible. The results of the analysis are shown as Attachment 10: Problem Analysis for Guroi Village (1)~(2)

(5) Comments on the Workshops in Phase II

Due to limitation of time, and taken into consideration of the fact that the villagers are not familiar with the PCM method, more time was spent on the above two analytical stages and the process of “Project Selection” and “Preparation of a PDM” were not put emphasis. Instead, simple explanation was given to the participants by the facilitator of the workshop for the purpose of introduction of the PCM method.

Intensive discussions were held both in Kishoreganj and Gaibandha, to clarify the structures and interrelationships of the constraints and problems, which cause poverty in Haor and Char areas. They showed more interest and patience than the Study team had expected until the end of the Workshop and contributed to the analysis of the present status of the Study area. Since the participants of the workshops were mostly male (only two female participants in each workshop) that discussions were more on hardware or structural countermeasure like Wave Protection Wall building around Guroi, and Embankment building and Homesteads raising at Algarchar and improving roads and communication in both Haor and Char. On the other hand the software countermeasures like non-farm income generating activities and other socio-economic aspects, gender issues, etc. were discussed with less emphasis. In order to formulate more comprehensive project planning, it is necessary to convene participants from more various fields and organizations, and this point will be adjusted and reflected in the next opportunities in similar studies.

Attachments:

1. List of Participants for Workshop in Gaibandha
2. List of Participants for Workshop in Kisoreganj
3. Problem Analysis for Char Areas (1)~(3)
4. Objective Analysis of Char Areas (1)~(3)
5. Problem Analysis for Haor Areas (1)~(3)
6. Objective Analysis of Haor Areas (1)~(3)
7. List of Participants for Workshop in Algar Char, Gaibandha

8. List of Participants for Workshop in Gurai, Kisoreganj
9. Problem Analysis for Algar Char (1)~(2)
10. Problem Analysis for Gurai (1)~(2)

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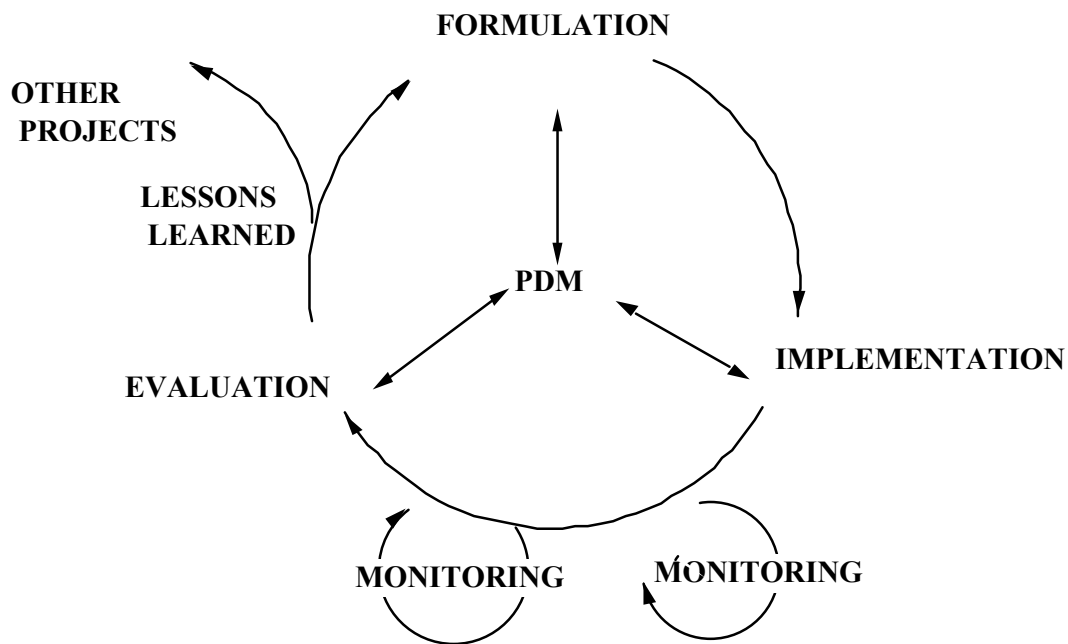
CHAPTER 3 PRA SURVEY

The detailed results of PRA survey are as presented in the section 7.1 for Algar Char gram and Section 8.1 for Gurai gram, respectively.

CHAPTER 4 METHODOLOGY

4.1 The PCM method

PCM is a tool for managing entire circle of a development project from formulation and implementation to evaluation, by means of a format termed the Project Design Matrix (PDM). PDM shows logical interrelationships among the components of a project, such as the Objectives, Activities, Outputs, and Inputs, as well as the Important Assumptions related to the project. The PCM method is broadly divided into 1) Participatory Planning (PP) and Monitoring and Evaluation (M&E).



(1) The Background of the PCM

The Project Design Matrix (hereinafter referred to as PDM), a key aspect of the PCM method, has its origin in the logical framework developed by USAID in late 1960s. Since the late 1970s, this planning method, commonly termed a “log frame” has been adopted by many international institutions including UNDP and UNICEF and has been applied to the implementation and management of various development projects.

In 1983, the German Agency for Technical Cooperation (GTZ) incorporated the idea of participatory planning into the analytical process to form a logical framework, and developed a method called objective-oriented project planning (ZOPP). This method was adopted by the Norwegian Agency for Development Cooperation (NORAD), the Finnish International Development Agency (FINNIDA) and other donor agencies and NGOs in Europe in the late 1980s.

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The PCM method was developed based on ZOPP by FASID, which noted the usefulness of the ZOPP method in increasing the transparency of Japan's ODA and improving quality control in development projects. The PCM method is applicable not only to planning but also to monitoring and evaluation stage of the project cycle.

(2) Characteristics and Advantages

Characteristics :

Characteristics of the method is as summarized below:

Consistency: The use of a PDM enables consistent management through the project cycle.

Logicity: Each of the analytical processing leading up to the formation of a PDM based on logical "cause-effect" or "means-ends" relationships.

Participatory approach: In the workshop discussions called for under the PCM method, representatives of the donor and recipient countries, project beneficiaries and other groups all have equal opportunities to express their opinions and play primary roles in project planning.

Advantages:

Advantages of the method are as follows.

- (i) Accurate and effective project management based on clear definition of the project purpose, outputs, etc. in the process of preparing a PDM,
- (ii) Project planning accommodating recipients' needs since the PDM is prepared through participatory planning,
- (iii) Assured transparency of ODA realized by clarifying the entire project cycle,
- (iv) Effective application of experience through the standardized format (PDM), and,
- (v) More effective communication by using common format and terminology.

(3) The PCM steps

Participatory planning comprises four analysis steps, namely, Participation Analysis, Problem Analysis, Objective Analysis, and Project Selection.

These steps are processed as follows:

【Stakeholder Analysis】

- 1) List up all individuals, groups, organizations, etc., involved in the expected project framework

- 2) Categorize the groups
- 3) Select groups with the most serious problems
- 4) Analyze the characteristics of each selected group
- 5) Select the target group

【Problem Analysis】

- 1) Identify the core problem
- 2) Develop a problem tree

【Objective Analysis】

- 1) Convert the problems in the problem tree
- 2) Develop an objective tree

【Project Selection】

- 1) Identify project approaches and name them
- 2) Examine the approaches based on selection criteria and select a project

Selection Criteria Examples:

- Target group
- Needs of local residents
- Environmental aspects
- Priority
- Economic Aspects
- Relationship with other donor agencies
- Social factors
- Technical Aspects, etc.

【Designing a PDM】

- 1) Narrative Summary of the Project
(Project Purpose, Overall Goal, Outputs, Activities)
- 2) Identify Important Assumptions
- 3) Setting Objectively Verifiable Indicators
- 4) Means of Verification
- 5) Inputs

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FIG.2 : Project Design Matrix

Project Name:	Project Period:		Date:
Project Area:	Target Group:		
Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
Overall Goal			
1.	1.		
2.	2.		
Project Purpose			
Outputs			
1.	1.		
2.	2.		
3.	3.		
Activities	Inputs	The Government of	Preconditions
1.	The Government of Japan	<u>xxxxxxx</u>	
1-1.	1.	1.	
2.	2.	2.	
2-1.	3.	3.	
2-2.			

4.2 PRA

4.2.1 Background of PRA (*)

(1) Early post-war development experience

In the 1970s, many assessments of development came to the conclusion that a significant change in approach was required if conditions among poor, largely rural, population of many less-developed countries were to improve. Development efforts to date had tended to concentrate on creating infrastructure, introducing new technology (mostly developed in the industrial nations) and creating the institutions which planners and experts generally felt represented “development”. However, while much had been achieved in terms of raising production and diffusing technology, there was general dissatisfaction with the way in which the benefits of these changes seemed to be distributed and the failure of improvements to have any real impact on the living conditions of large sections of rural poor.

This situation can be summarized in terms of three key issues, as follows:

1) *Inappropriate development*

The technical solutions in which development agencies has placed so much faith during post-war period were seen to be inappropriate to the needs and capabilities of many rural communities. Frequently proposed solutions missed key target groups who were most in need of the benefits they provided. These groups often include women and poorest and most marginalized groups in society. And the need to seek more appropriate technical and institutional solutions, which were manageable and sustainable by their intended beneficiaries was increasingly recognized.

2) *Poor understanding of the social and cultural context of development*

The debate over appropriateness of the development models being proposed led to an increasing realization of the need to understand social and cultural issues better if development planning was to improve. The importance of social and economic and political structures in many rural societies in determining the distribution and intensity of poverty was increasingly understood. Recognition of the importance to understand the social and cultural context of development created a need for appropriate means of research which would allow development planners to understand the social and cultural setting of development and to address the issues which it raises. Planners required methods that were relatively rapid and would help them open up channels of communications with the supposed “beneficiaries” of their development plans.

3) *Lack of participation*

The lack of effective communication, inappropriate development interventions and poor understanding of the social and cultural factors affecting development processes all stemmed, at least in part, from the failure of planners to involve those affected by proposed developments in the

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planning process. Development plans were developed by “experts”, usually from very different cultural and social backgrounds, to address problems which they perceived to be important. The priorities and needs of the supposed “beneficiaries”, who were rarely consulted during planning, were often completely different from the urban-oriented, bureaucratic concerns of development professionals. A large portion of planners and researchers were, and often continue to be, male and this frequently meant that the concerns and priorities of women in target communities were practically excluded from consideration.

(2) Problems with traditional research tools

In attempting to address these issues, development workers and critics frequently identified the limited usefulness of existing tools for learning about rural conditions as a key problem. Many projects and programs were planned using extremely limited information in its scope, concentrating purely on technical issues thought to be of particular importance of by experts. Alternatively, attempts to obtain more in-depth knowledge of local conditions tended to rely on formal, questionnaire-type of surveys, which were expensive, labour-intensive, intrusive and extremely slow to implement and process. Such surveys frequently generated large amount of amounts of potentially valuable information but much of this would remain under-utilized. In some cases, the results of large formal surveys were seen to reflect the biases and priorities of those formulating the questionnaires rather than the priorities of the rural communities being investigated.

(3) Practical participation

During the 1980s development programs began placing increased emphasis on participatory by target groups and beneficiaries; However, the desire to incorporate participate participation into development planning was often frustrated by a lack of practical tools for doing so. “Participatory” development activities were often found to be difficult both to plan and to fit into organized development programs. Too many different interest-groups had to be accommodated and the time-scale for activities was frequently long and unpredictable.

Many of these problems were the result of a lack of effective mechanisms for incorporating participatory approaches into existing planning and operational structures of development agencies. The approaches of rural communities to planning in terms of time and resources was often very different from that of the agencies and government services which were supposed to be supporting them. The development priorities proposed by rural communities themselves would frequently cut across the disciplinary and administrative boundaries into which development organizations are normally divided.

(4) Rapid Rural Appraisal (RRA)

During the 1970s and early 1980s, efforts were being carried out in numerous parts of the world, with the encouragement of a variety of organizations, to create such a methodology. Rapid Rural Appraisal (RRA) represents one particular combination of techniques for information collection

and approaches to learning about rural conditions collected during this period. It needs to be emphasized that, at least initially, what came to be called RRA was a collection of techniques, most of which were already being used by development workers and NGOs in many parts of the world. The development of RRA consisted in putting these techniques together into a more systematic framework which was then tested, added to and refined in order to make it usable and accessible to a wider range of operators.

Mainly due to the institutional support which it has received in a few key locations, RRA came to be the most widely accepted tile for the development methodologies during the 1980s.

(5) Participatory Rural Appraisal (PRA)

The new approaches and techniques to make up RRA focus on the relationship between development workers and their “clients”, the intended beneficiaries of development. The general perception has been that development proposals were often inappropriate because planners did not know enough about local communities. The emphasis in RRA is therefore on improving communications between “outsiders” and “insiders”, generally so that “outsiders” can make better plans and proposals. In this respect, RRA has been conceived as a tool for development workers who will help them in their work with communities.

However, one of the concerns led to the development of RRA is that the priorities and concerns of development workers, that the “outsiders” in the rural development process, are always likely to be different from those of rural people, the “insiders” in the process. As long as “outsiders” continued to take the leading role in planning on behalf of “insiders”, there will always be some distortion in the process. Understanding and communications can be improved by using appropriated tools, as in RRA, but the best solutions are those which are generate by the intended beneficiaries themselves, which outsiders simply helping and supporting the process, as opposed to leading it.

Experience with participatory development programs, particularly in the non-governmental sector, has developed many techniques to encourage this kind of planning. Some on these were incorporated early on into RRA methodologies and all RRAs were regarded as being “participatory”, at least relative to “traditional” development approaches. But RRA generally remained a process for extracting information the use of which continued to be controlled by “outsiders”.

The combination of communication tools developed for RRA and the desire among some development agencies to achieve a more fundamental change in the relationship between “planners” and the people they plan for has given rise, in more recent years, to what is generally known as Participatory Rural Appraisal (PRA).

For many agencies and organizations, PRA is not just a tool to enable development planners to learn about rural conditions and consult with local people so that they (development planners) can come up with more appropriate and better development plans. Instead, PRA is sometimes regarded

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as an exercise to transfer the role of planning and decision-making, traditionally, taken by government institutions and development agencies, to the target group or community itself.

Principal tools for PRA are summarized as follows:

1) Semi-structured interview techniques

- Key informant interviews: Interviews conducted involving individuals who are thought to have special knowledge about particular topic or set of topics (old people, community leaders, doctors, teachers, people involved in particular activities)
- Focus group discussion: Discussions involving groups of people with an interest in a particular topic or issue. The groups might be those of resource users, members of a particular social or occupational group or members of institutions.
- Individual or household interviews: Interviews with individuals or household groups either met by chance, or selected according to an approximate sampling of different social or economic groups within the community. These can be particularly important for understanding household survival strategies and intra-household dynamics.

2) Ranking and classification

- Matrix ranking: Using local classifications, the features or characteristics of groups of items or resources can be ranked according to different criteria such as reliability, seasonal stability, income generated, preferences.
- Pair-wise ranking: A more detailed ranking can be obtained using pair-wise ranking which compares pairs of items in a group until all are placed in an order of priority according to certain criteria.

3) Diagrams and graphics

- Venn diagrams: Diagrams illustrating the relationships between different groups and institutions within communities, with points of contact, overlaps and relative sizes.

4) Mapping techniques

- Sketch mapping: Maps prepared in the field with the participation of local people
- Resource mapping: The distribution, ownership and the use of different resources can be shown using a base map and can then be developed into a zoning of the resource features of the area
- Historical mapping: Maps prepared by local people to illustrate the way a community or area has changed. Old maps can be used as a source as well.

5) Structured observation

- Transect walks: Walks taken in company with local people along transects through the area under study. The transect take in as wide a range of environments and conditions as possible and provide an opportunity to observe activities, agro-ecological conditions and talk to people about them. Observations are recorded as drawings or notes
- Key indicators: Particular features which can be taken as indicators of more general conditions can be identified either prior to or during the appraisal so that they can be measured or looked for during field work

6) Understanding process and change

- Timelines: These can be used to represent periods of time up to the present and significant events which occurred in the past. These can provide the basis for discussions of changes and trends
- Seasonal calendars: Understanding in detail seasonal patterns of crop production, labour demand, consumption, income and expenditure is fundamental to the understanding of rural communities. All activities can be placed in a seasonal context using simple charts
- Process diagram: Particularly important events in the past can be analysed using process over resource-use, water distribution in irrigation schemes, livelihood activities, consumption and expenditure patterns
- Oral histories: Stories told by individuals or life histories can be used to cross-check accounts of the history of the community as a whole.

Source: "Rapid Rural Appraisal, participatory appraisal and aqua-culture" by Philip Townsley, FAO, 1996)

Attachement 1: List of Participants for PCM Workshop in Gaibandha

Venue: LGED, Gaibandha

Date: 16-18 July, 2001

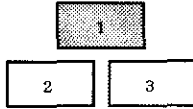
SL.No.	Participants
1	Executive Engineer, LGED, Kurigram
2	Executive Engineer, LGED, Gaibandha
3	Executive Engineer, LGED, Sirajganj
4	Executive Engineer, LGED, Jamalpur
5	Upazila Nirbahi Officer, Kurigram District
6	Upazila Nirbahi Officer, Gaibandha District
7	Upazila Nirbahi Officer, Sirajganj District
8	Upazila Nirbahi Officer, Jamalpur District
9	Upazila Engineer, Chilmari, Kurigram
10	Upazila Engineer, Sadar, Kurigram
11	Upazila Engineer, Razibpur, Kurigram
12	Upazila Engineer, Sadar, Gaibandha
13	Upazila Engineer, Shaghata, Gaibandha
14	Upazila Engineer, Fulchari, Gaibandha
15	Upazila Engineer, Kazipur, Sirajganj
16	Upazila Engineer, Sadar, Sirajganj
17	Upazila Engineer, Belucuchi, Sirajganj
18	Upazila Engineer, Sharisabari, Jamalpur
19	Upazila Engineer, Bokshiganj, Jamalpur
20	Upazila Engineer, Dewanganj, Jamalpur
21	Mr. Takao, KUME, JICA Study Team
22	Mr. Takashi KIMIJIMA, JICA Study Team
23	Mr. Koki Mitsunobu, JICA Study Team
24	Mr. Hideaki HIGASHINO, JICA Study Team
25	Mr. Ikuzo IWAMOTO, JICA Study Team
26	Mr. Hiroshi IMAIZUMI, JICA Study Team
27	Mr. Toshiki Saito, JICA Expert, LGED
28	Mr. Shah Nurul Qadir, Assistant Engineer, LGED, HQ, Dhaka

Attachement 2: List of Participants for PCM Workshop in Kishoreganj

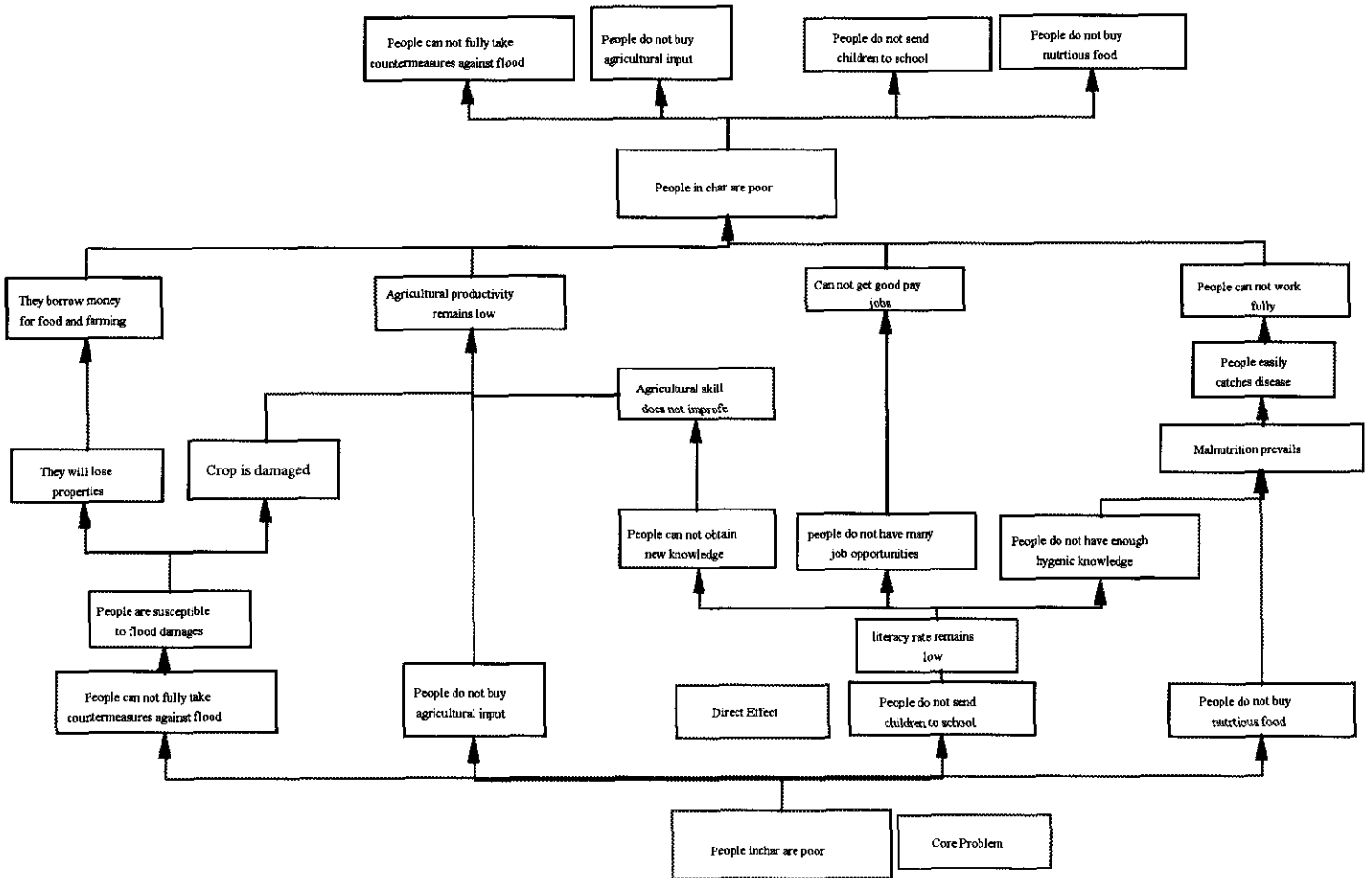
Venue: LGED, Kishoreganj

Date: 24-26 July, 2001

SL.No.	Participants
1	Executive Engineer, LGED, Kishoreganj
2	Executive Engineer, LGED, Netorakona
3	Executive Engineer, LGED, Habiganj
4	Executive Engineer, LGED, Sunamganj
5	Upazila Nirbahi Officer, Kishoreganj District
6	Upazila Nirbahi Officer, Netorakona District
7	Upazila Nirbahi Officer, Habiganj District
8	Upazila Nirbahi Officer, Sunamganj District
9	Upazila Engineer, Itna , Kishoreganj
10	Upazila Engineer, Austagram, Kishoreganj
11	Upazila Engineer, Nikli, Kishoreganj
12	Upazila Engineer, Modan, Netorakona
13	Upazila Engineer, Khaliajuri, Netorakona
14	Upazila Engineer, Mohonganj, Netorakona
15	Upazila Engineer, Kazipur, Baniachang , Netorakona
16	Upazila Engineer, Nabiganj, Habiganj
17	Upazila Engineer, Sadar, Habiganj
18	Upazila Engineer, Dirai, Sunamganj
19	Upazila Engineer, Dharmapasha, Sunamganj
20	Upazila Engineer, Jamalganj, Sunamganj
21	Mr. Takao, KUME, JICA Study Team
22	Mr. Takashi KIMIJIMA, JICA Study Team
23	Mr.Koki Mitsunobu, JICA Study Team
24	Mr. Hideaki HIGASHINO, JICA Study Team
25	Mr. Ikuzo IWAMOTO, JICA Study Team
26	Mr. Hiroshi IMAIZUMI, JICA Study Team
27	Mr. Toshiki Saito, JICA Expert, LGED
28	Mr. Shah Nurul Qadir, Assistant Engineer, LGED, HQ, Dhaka

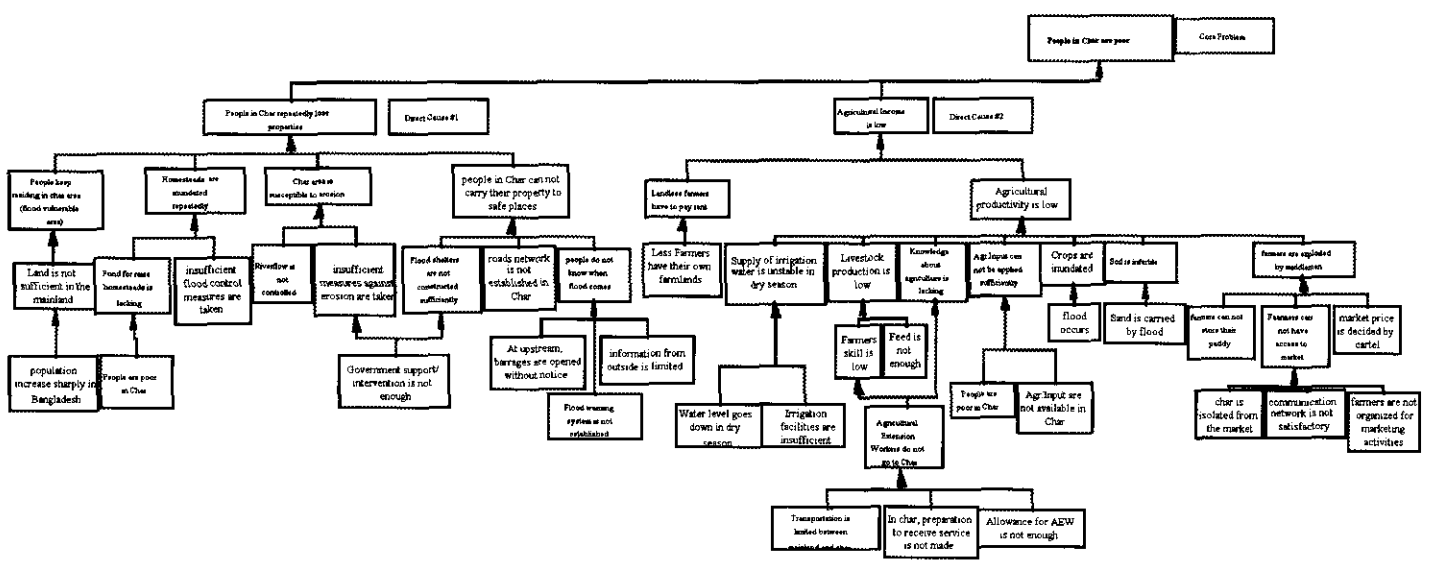


Attachment 3: Problem Analysis for Char Areas (1)

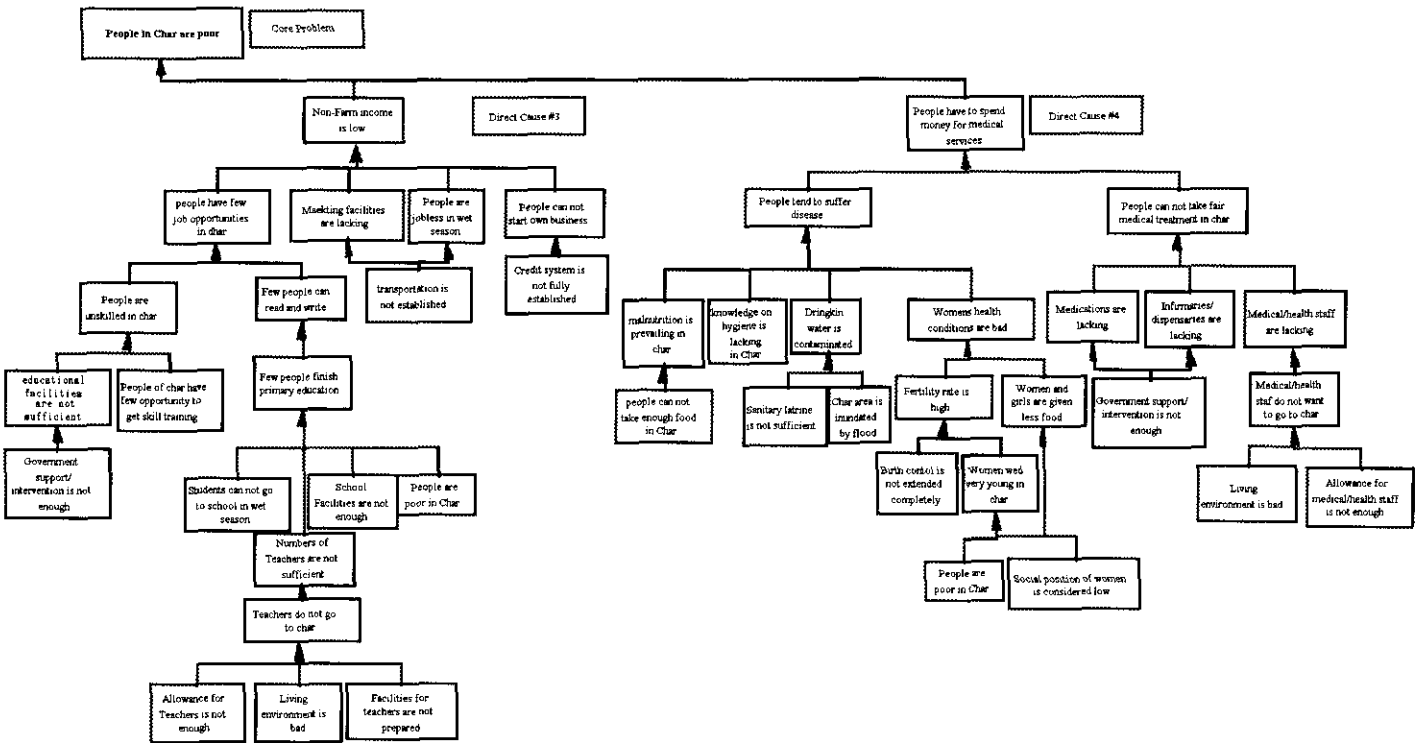
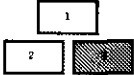


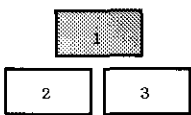
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**Attachment 3: Problem Analysis
For Char Areas (2)**

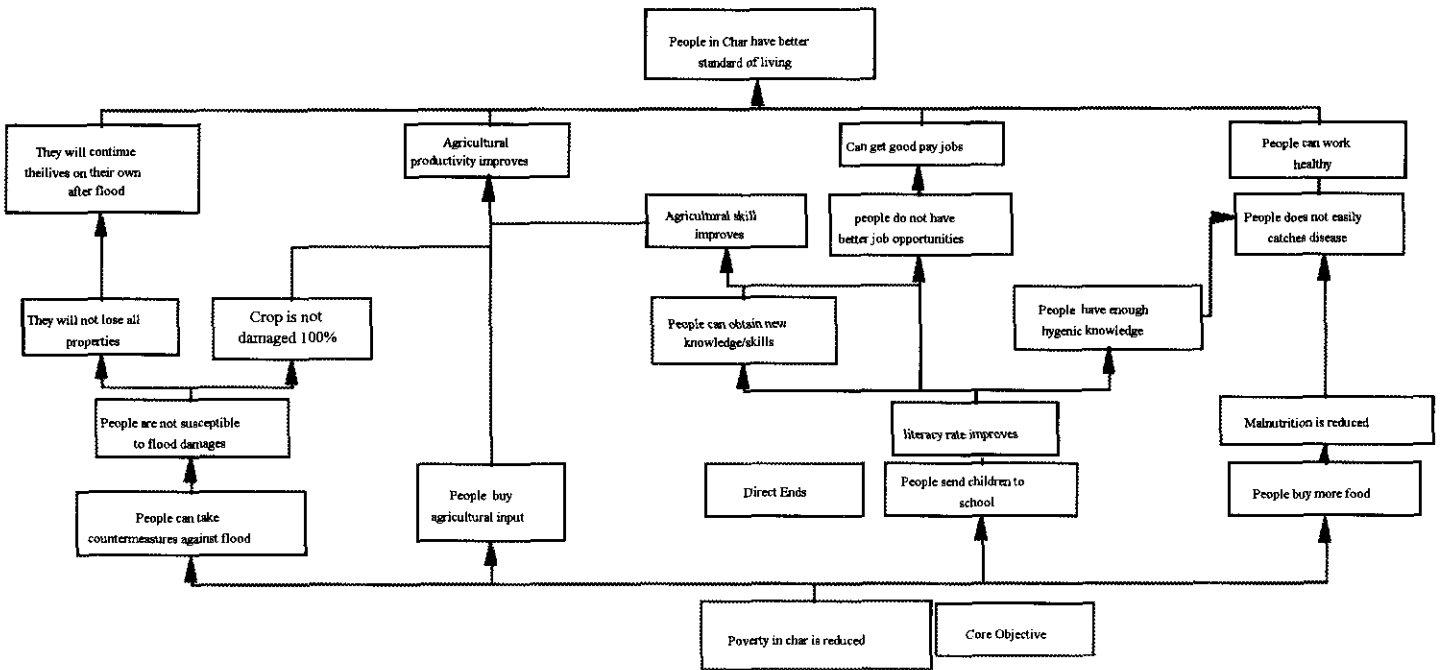


Attachment 3 : Problem Analysis for Char Areas (3)





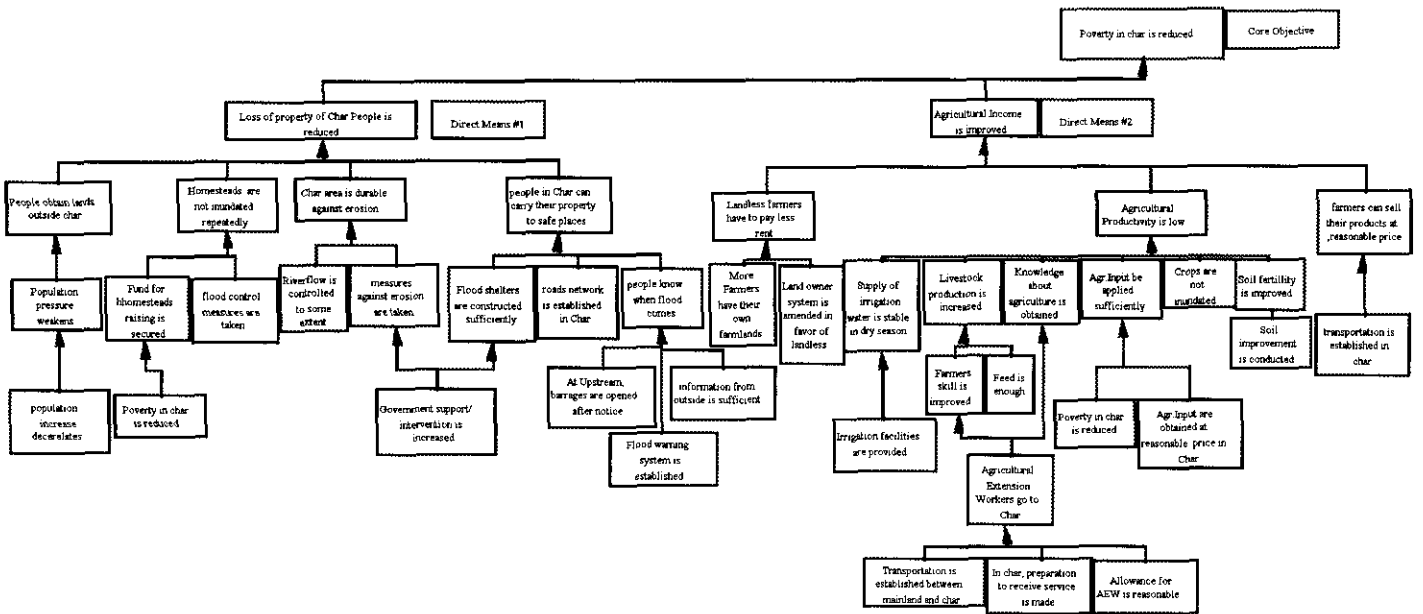
**Attachment 4: Objective Analysis
for Char Areas (1)**



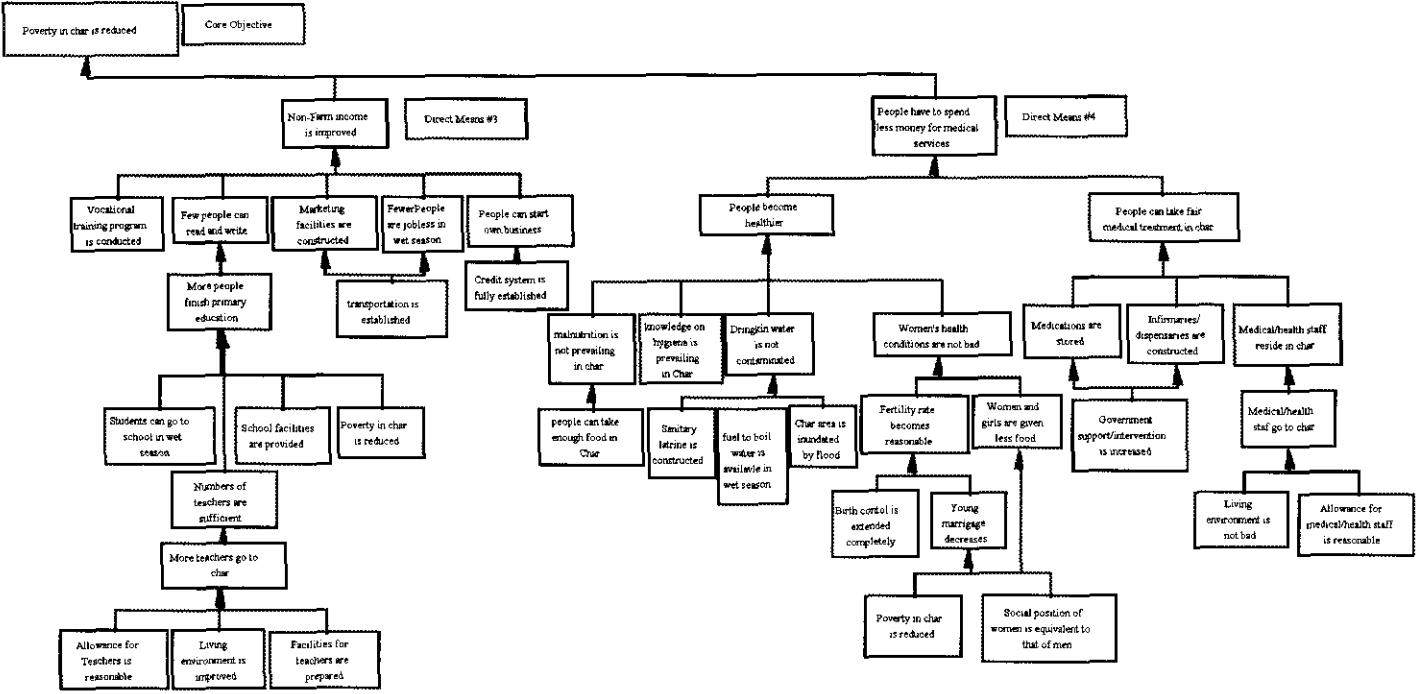
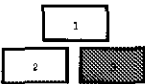
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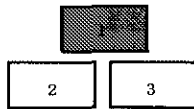
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Attachment 4: Objective Analysis for Char Areas (2)

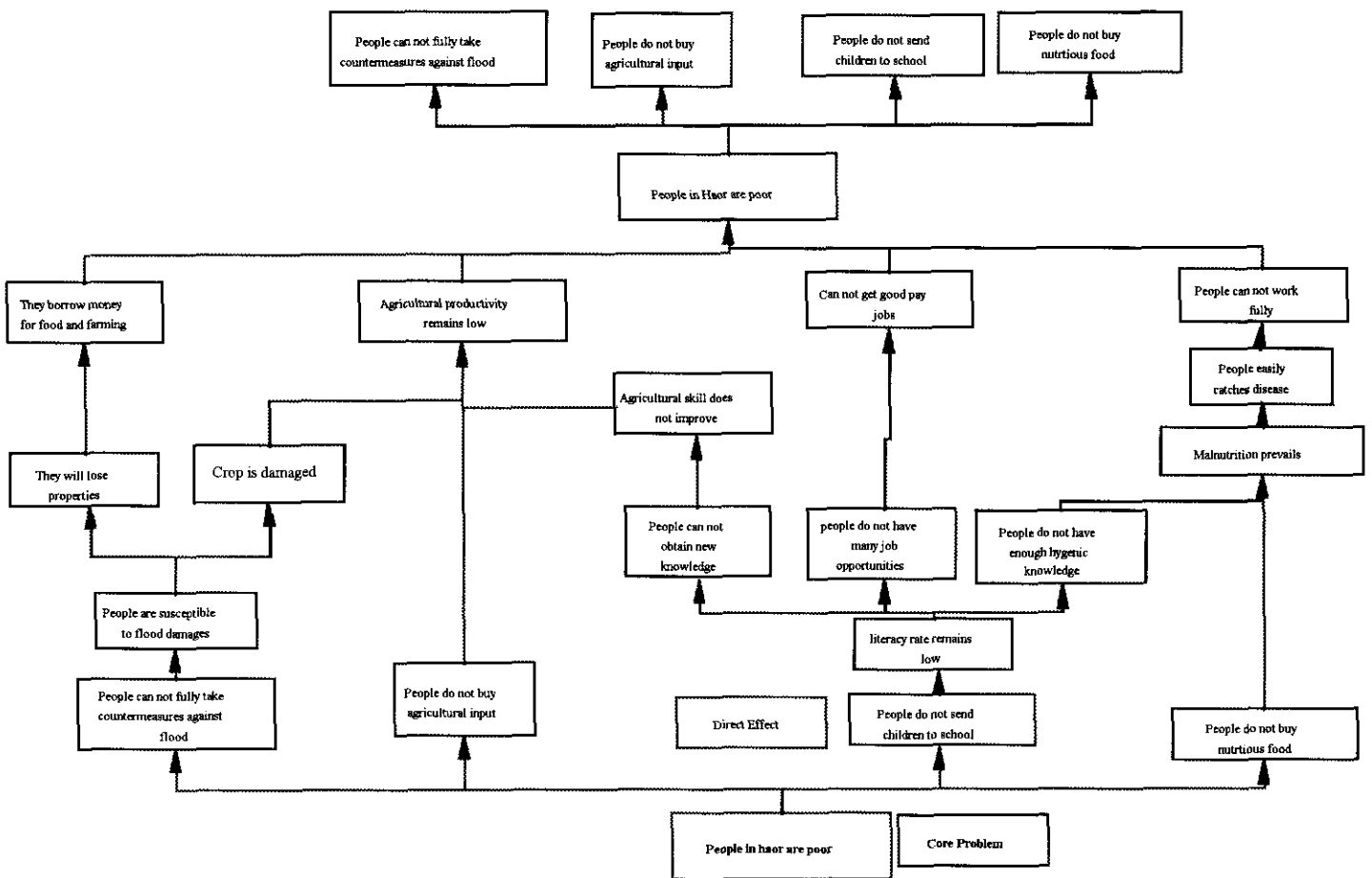


**Attachment 4: Objective Analysis
for Char Areas (3)**



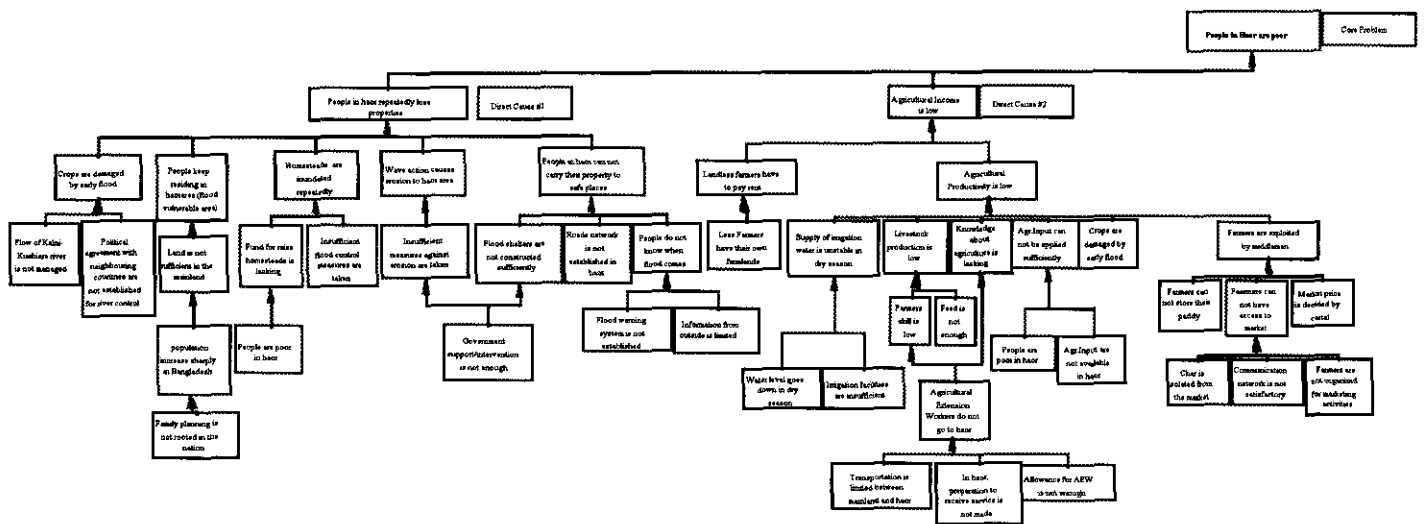


Attachment 5: Problem Analysis for Haor Areas (1)



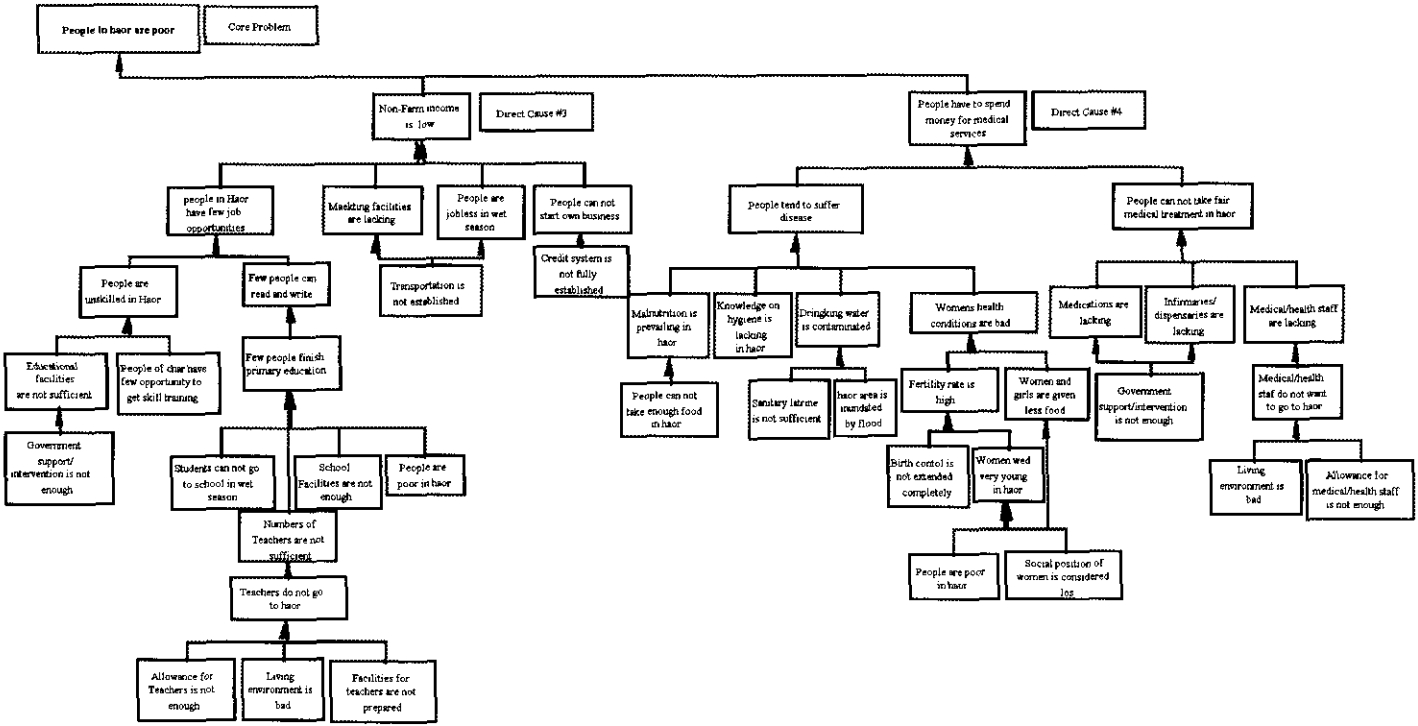
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Attachment 5: Problem Analysis
for Haor Areas (2)

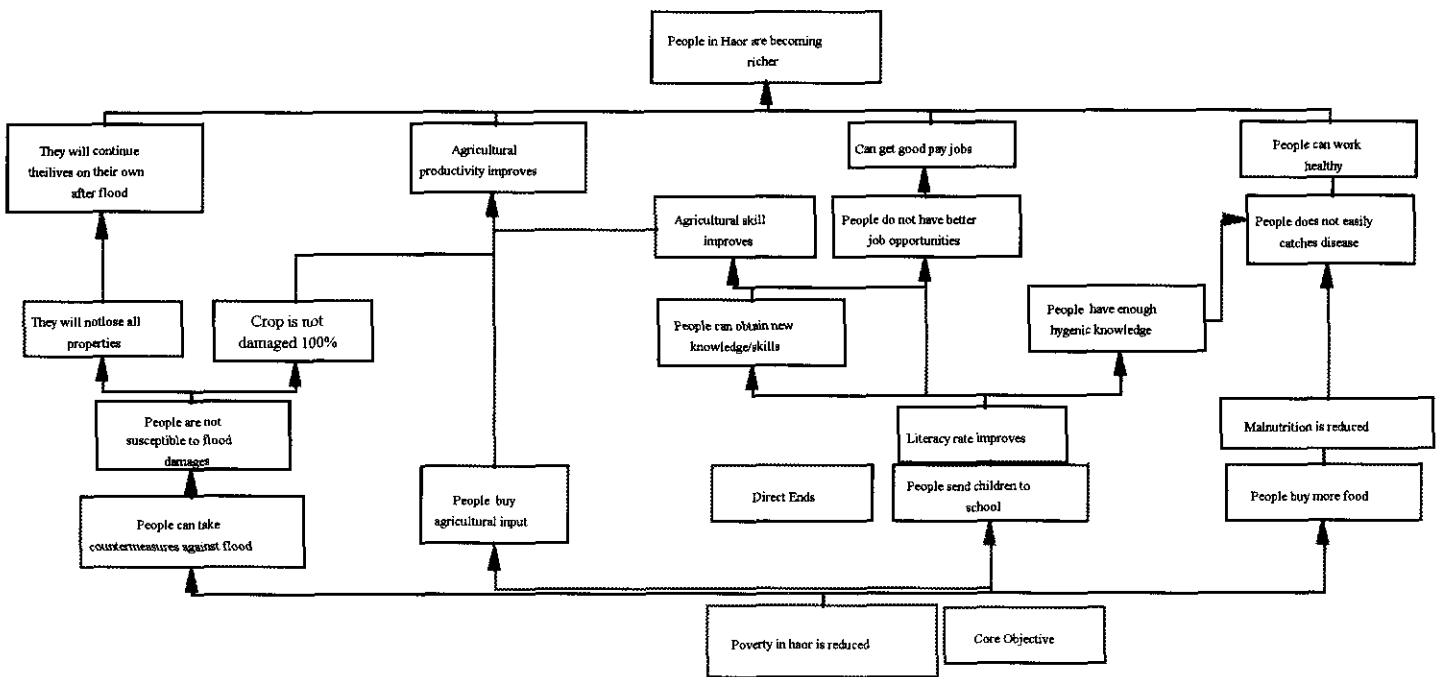
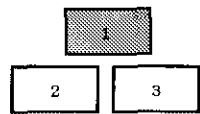


**Attachment 5: Problem Analysis
for Haor Areas (3)**

1
2 3

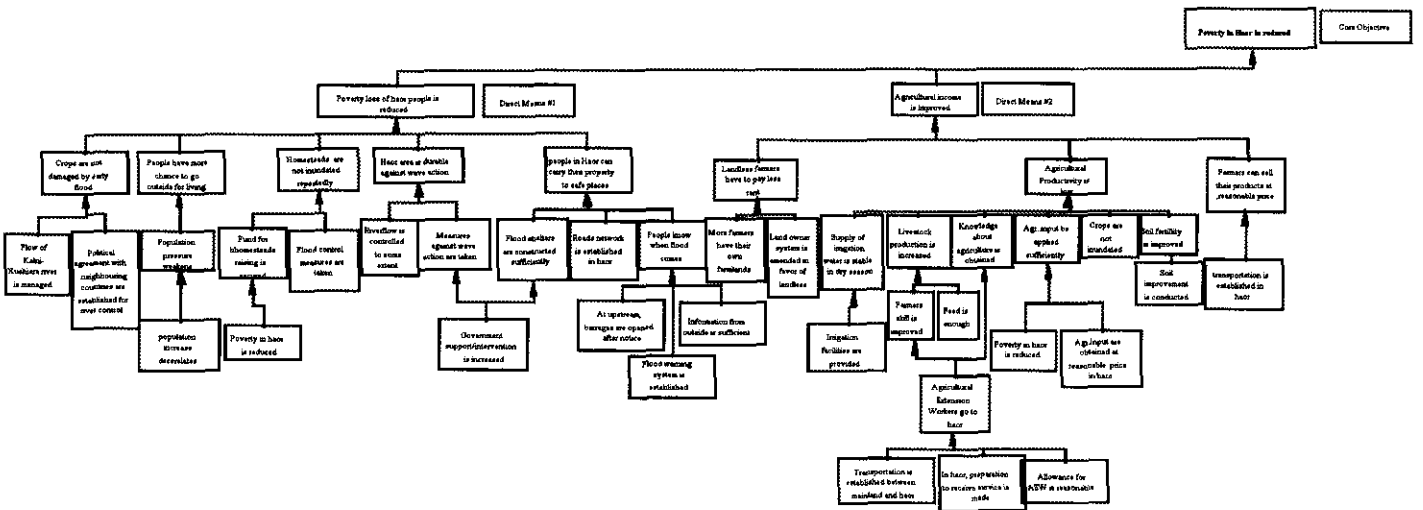


Attachment 6 : Objective Analysis for Haor Areas (1)

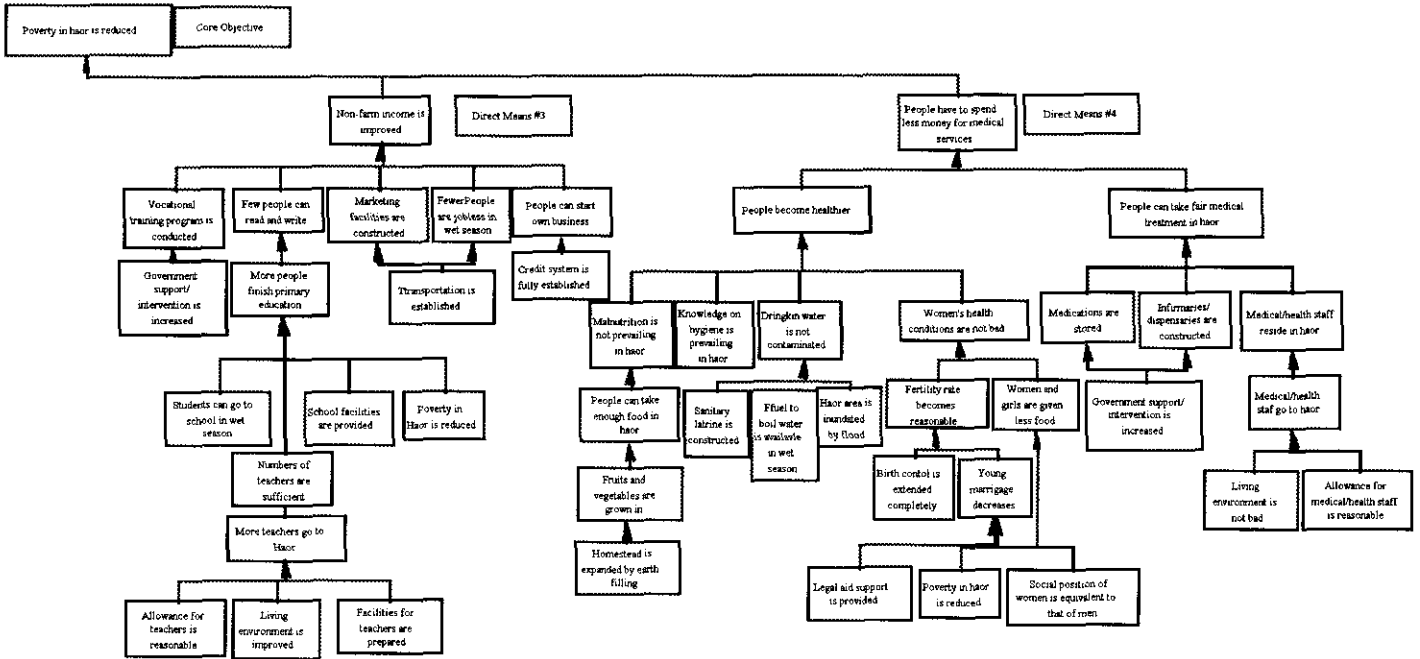


Attachment 6 :Objective Analysis
for Haor Areas (2)

1
3



**Attachment 6 : Objective Analysis
for Haor Areas (3)**



Attachment 7: List of Participants for Workshop in Algar Char, Gaibandha

Registration Sheet
 Erendabari, Union
 Fulchhari, Gaibandha
 Pre-workshop-10-03-2002
 Workshop 11-12/03/02

SL No	Name	Designation	Date			Organization
			10	11	12	
1	Md. Abdur Razzak Bhuian	XEN				LGED , Gaibandha
2	Md. Golam Mostafa	A/E		●	●	Fulchhari, Gaibandha
3	Goutum Vottacharjee	UNO				Fulchhari, Gaibandha
4	Md. Abubakor Siddique	UE	●	●	●	Fulchhari, Gaibandha
5	Md. Entaz Ali	A.O		●	●	Fulchhari, Gaibandha
6	Md. Hafizur Rahman	B.S		●	●	Fulchhari, Gaibandha
7	Md. Imamur Rahman	P.M		●		CARE
8	Md. Mostafa Sadek	A.P.M		●	●	CARE
9	Md. Shaheen Shazzad	N.G.O		●	●	Green Triangle BD
10	Md. Russel	N.G.O		●	●	Chhinnamukul BD
11	Shaymol kumar Ray	N.G.O		●	●	Chhinnamukul BD
12	Abdur Rashid Sarker	Chairman		●		Erendabari, Gaibandha
13	Shakera Khatun	UP Member		●	●	Erendabari, Gaibandha
14	Hasina Begum	UP Member				Erendabari, Gaibandha
15	Nurunnahar Begum	UP Member		●	●	Erendabari, Gaibandha
16	Abu Musa Mondol	UP Member	●	●	●	Erendabari, Gaibandha
17	Abdul Kayem Sarker	UP Member	●	●	●	Erendabari, Gaibandha
18	Zohurul Islam	UP Member	●	●	●	Erendabari, Gaibandha
19	Rafizol Haque	UP Member	●	●	●	Erendabari, Gaibandha
20	Imam Hossain	UP Member			●	Erendabari, Gaibandha
21	Abdur Jobber Sarker	UP Member				Erendabari, Gaibandha
22	Nuzrul Islam	UP Member		●	●	Erendabari, Gaibandha
23	Yunus Ali mondol	UP Member		●		Erendabari, Gaibandha
24	Joynal Abedin	UP Member		●	●	Erendabari, Gaibandha
25	Abdur Razzak Sarker	Villager	●	●	●	Erendabari, Gaibandha
26	Ekhlasur Rahman	Farmer	●	●	●	Erendabari, Gaibandha
27	Shahajahan Miah	Village Doctor	●	●	●	Erendabari, Gaibandha
28	Abu Hasem Tarafder	Teacher	●	●	●	Erendabari, Gaibandha
29	Ashraf Ali	Farmer	●	●	●	Erendabari, Gaibandha
30	Hafez Abul Kashem	Religious Head of Muslims	●			Erendabari, Gaibandha
31	Mokbul Bapari	Businessman		●	●	Erendabari, Gaibandha
32	Aftab Uddin Dukhu	NGO(Local)	●	●	●	Erendabari, Gaibandha
33	Md. Shoukat Ali	Previous Chairman		●	●	Erendabari, Gaibandha

Total attendants:

Mar 10: 12

Mar 11: 27

Mar 12: 25

Attachement 8: List of Participants for PCM Workshop in Nikli, Kishoreganj

Registration Sheet
Gurai Union
Nikli, Kishoreganj
Date-03-04/03/2002

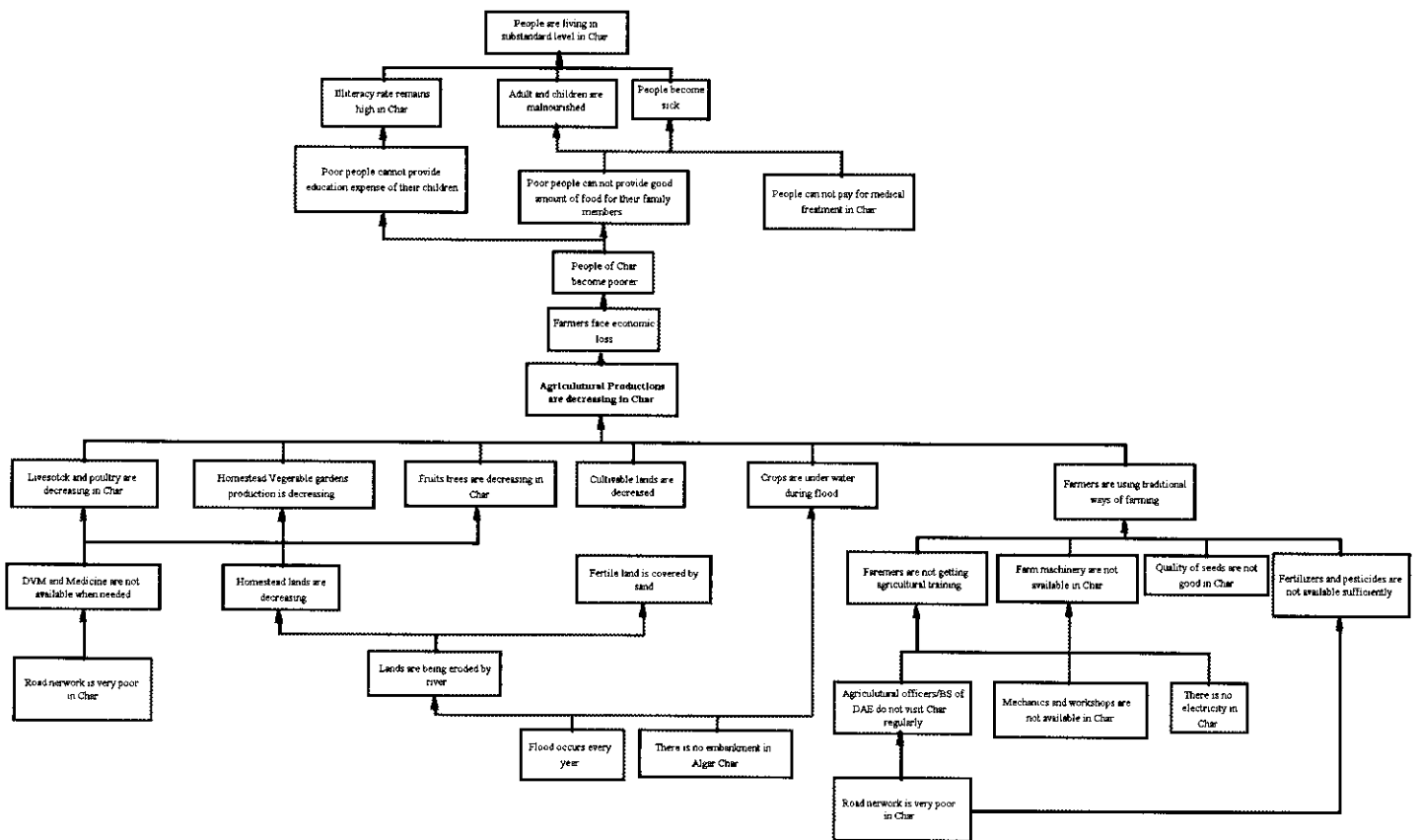
SL No	Name	Designation	Date		Organization
			3	4	
1	Md. Ali Siddique	XEN	●	●	LGED, Kishoregonj
2	Dilip Kumar Saha	UNO	●		Nikli
3	Nazrul Islam	UE	●	●	LGED, Nikli
4	Dayrish Miah	UP Guroi Union	●	●	Nikli
5	Dr. Amir Hossain	UP Member Guroi Union	●	●	Nikli
6	Chhandu Miah	UP Member Guroi Union	●	●	Nikli
7	Sokhina Begum	Social Worker, Guroi Union	●	●	Nikli
8	Mihir Ronzon Pal	Villager, Guroi Union	●	●	Nikli
9	Golam Rahman Golap	Villager, Guroi Union	●	●	Nikli
10	Abdul Hashim	UP Member Guroi Union	●	●	Nikli
11	Abdur Rahman	Villager, Guroi Union	●	●	Nikli
12	Md. Sirazuddin	UP Member Guroi Union	●	●	Nikli
13	Md. Rafique Miah	UP Member Guroi Union	●	●	Nikli
14	Md. Abdul Kadir	UP Member Guroi Union	●	●	Nikli
15	Md. Abdul Motin	Villager, Guroi Union	●	●	Nikli
16	Md. Tayeb Hossain	FE, CARE	●	●	Nikli
17	Mostak Hossain	APE, CARE	●		Nikli
18	M. K. Abrar	UAO, Agriculture	●	●	Nikli
19	Malina Rani Kor	UP Member Guroi Union	●	●	Nikli
20	Md. Mainuddin	BS, Agriculture Ext. officer	●	●	Nikli
21	Md. Anowarul Alam Miah	Villager, Guroi Union	●	●	Nikli
22	Md. Nannu Miah	UP Member Guroi Union	●	●	Nikli
23	Md. Zillur Rahman Jewel	Chairman Pioneer Science club	●	●	Nikli
24	Md. Asaduzzaman	Political Leader, Guroi Union	●	●	Nikli
25	Md. Hossain Ali	UP Member Guroi Union	●	●	Nikli
26	Md. Zonab Ali	UP Member Guroi Union	●	●	Nikli
27	Safali Begum	Social Worker, Guroi Union		●	Nikli

Total attendants:

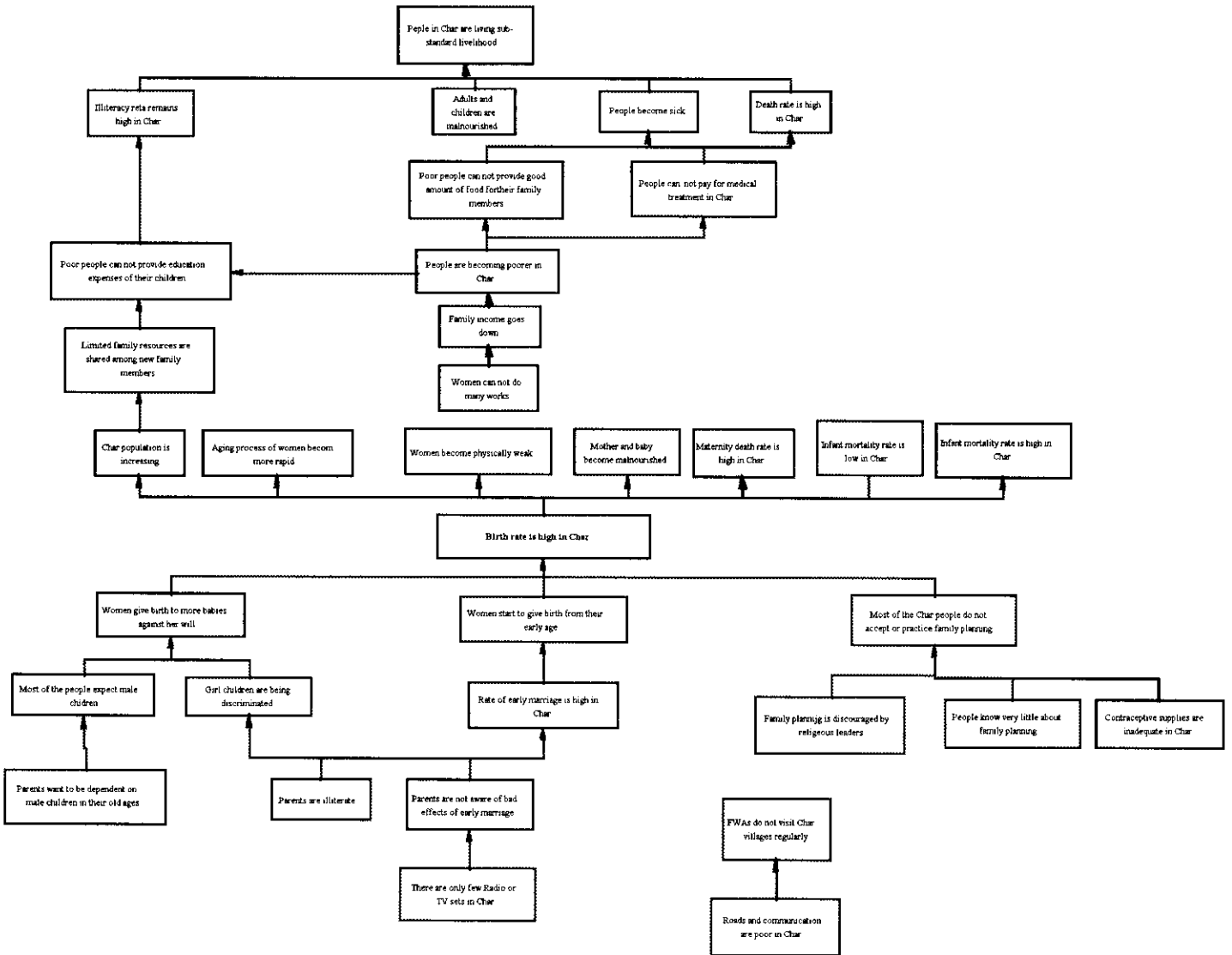
Mar 3: 26

Mar 4: 25

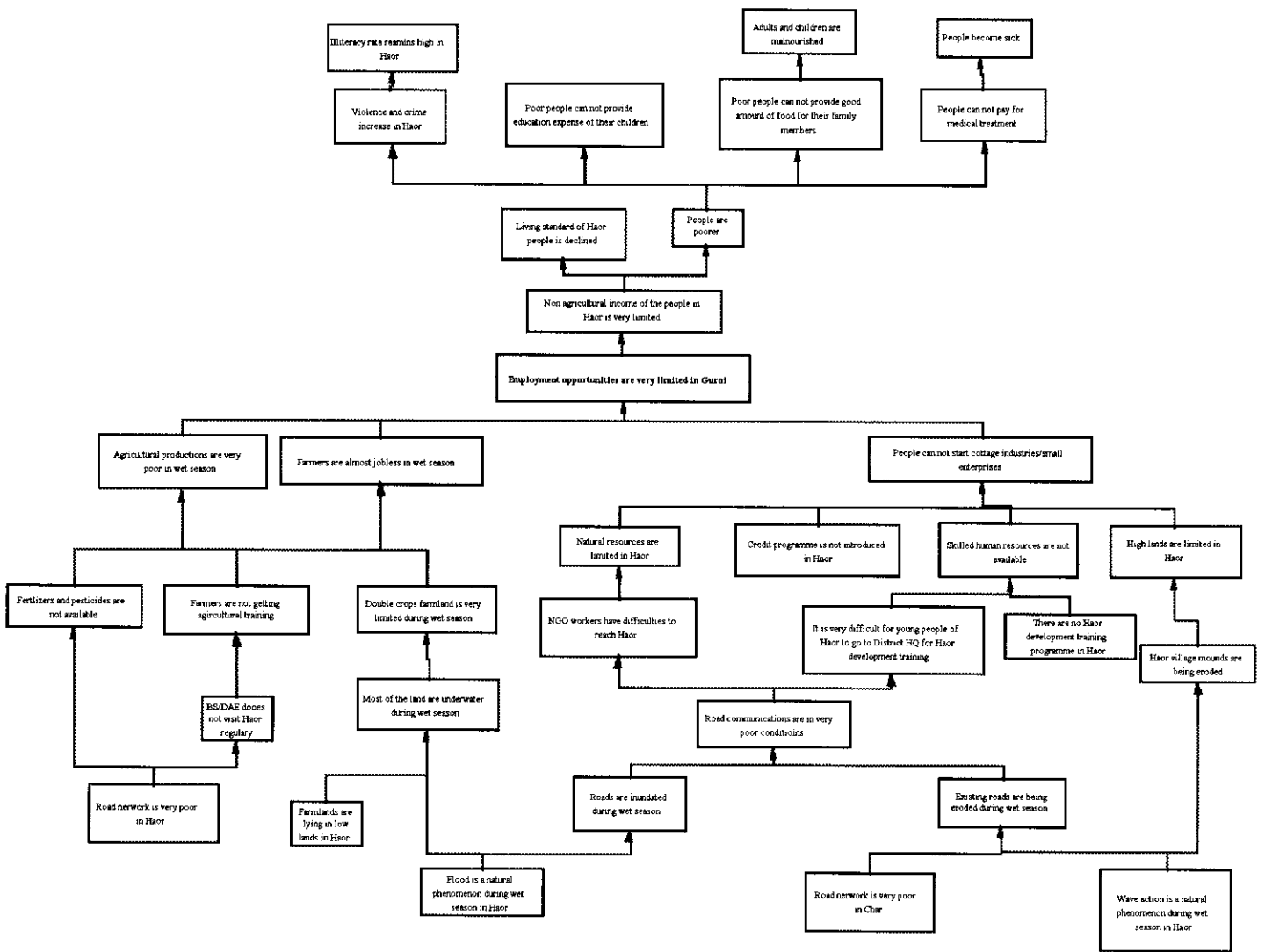
Attachment 9: Problem Analysis for Aligar Char (I)
PCM Workshop 2002

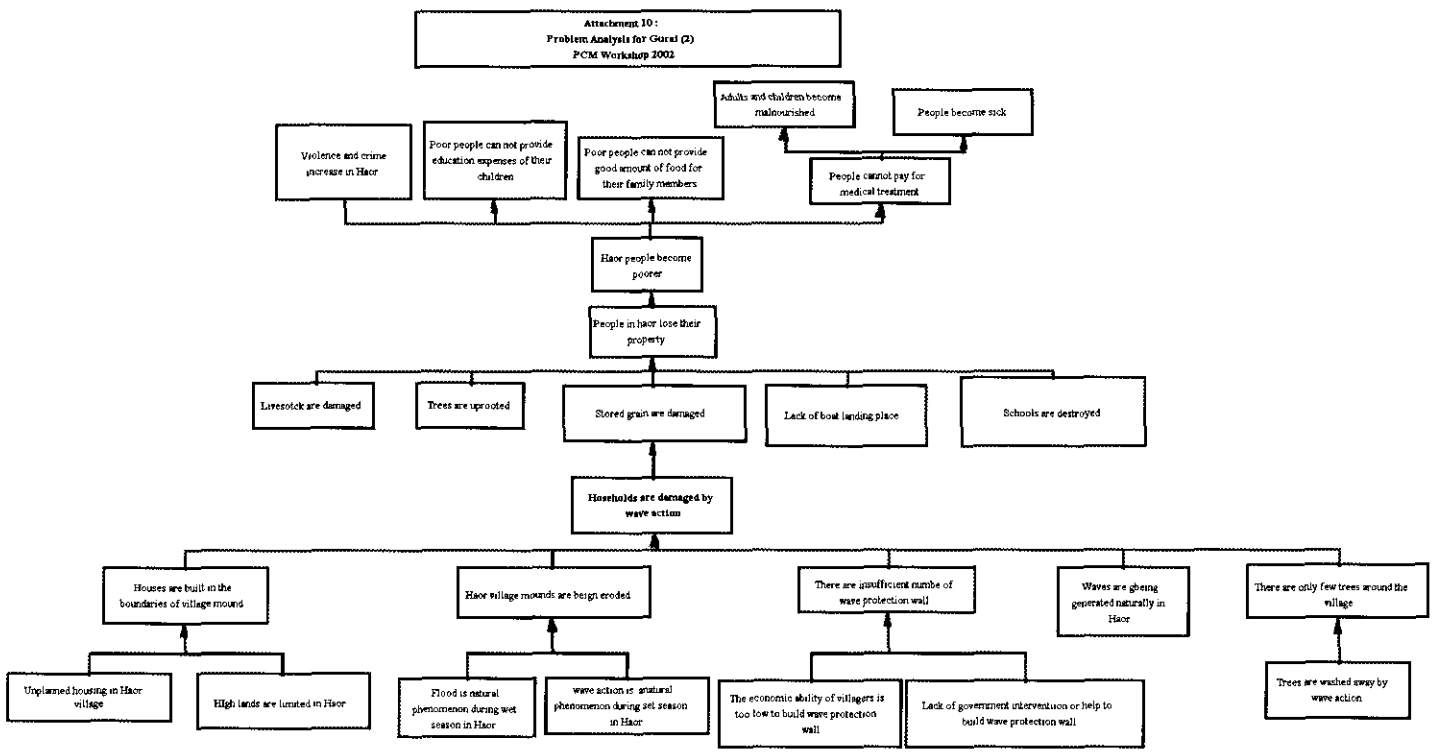


Attachment 9 : Problem Analysis for Alger, Char (2)
FCM Workshop 2002



Attachment 10 :
 Problem Analysis for Gural (I)
 PCM Workshop 2002





Attachments:

- 1. List of Participants for Workshop in Gaibandha**
- 2. List of Participants for Workshop in Kisoreganj**
- 3. Problem Analysis for Char Areas (1)~(3)**
- 4. Objective Analysis of Char Areas (1)~(3)**
- 5. Problem Analysis for Haor Areas (1)~(3)**
- 6. Objective Analysis of Haor Areas (1)~(3)**
- 7. List of Participants for Workshop in Algar Char, Gaibandha**
- 8. List of Participants for Workshop in Nikli, Kishorganj**
- 9. Problem Analysis for Algar Char (1)~(2)**
- 10. Problem Analysis for Gurai (1)~(2)**