

The Union Coordination Committee (UCC) is effectively managed in collaboration of all the participants including a leading coordination of UDO. The VC also fulfils its role to engender a common interest in a village and to implement VC Scheme under the least supervision of project staff. Through the seminars and study forums conducted by the Project, stakeholders gradually understand the operational mechanism of the Project. As the processes for implementing the Project are not fully documented at this point, however, promotional activities should be more strengthened towards the end of the Project. The extent to which the Project achieves in training of public officers and takeover of project management to BRDB are largely dependent on project activities during the remaining implementation period until April 2004.

(3) Efficiency

The quantity, quality and timing of the Inputs are appropriate in most aspects and the Inputs are efficiently utilized. On the other hand, monitoring of the project activities is not systematically conducted so far except for quantitative monitoring by the Government of Bangladesh. In addition, one of external factors that influence the efficiency of the Project is that present UDOs and some field assistants were selected from those who participated in the prior project, Joint Study on Rural Development Experiment. In this respect, the extent to which that condition affects the efficiency of the project implementation can be substantially tested when a public officer is newly trained to play a role of UDO.

(4) Impact

UCC plays a pivotal role to reciprocally monitor the activities of participants including UP Chairman, UP members, NBD service agents, NGOs and VC members. Being responsible for statement made in UCC, each actor gradually recognizes the sense of accountability by assuring the transparency to all people. The service delivery of NBDs is also being improved through the vertical coordination. Another remarkable prospect of impacts is that the members of UCC and VC are learning from processes of project implementation and spontaneously transform the agenda of meetings to a new dimension. It demonstrates the process of coordination is a learning mechanism to enhance awareness and ownership in rural development.

(5) Sustainability

As BRDB is not fully involved in field operations initiated by Japanese experts in the Ellenga office, institutional sustainability is not yet expected at this moment. In a financial aspect, since implementation of VC Scheme is one of crucial incentives for villagers to form VC, allocation of financial resources to unions or villages other than VC Scheme should be linked with PRDP operations in a sustainable manner. Technical sustainability is not firmly expected since the activities of the Project have not been systematically documented as an operational manual. As the Project takes precedence on chronological processes to organize UCC and VC, the manual should be



prepared to clarify all the processes that the Project experienced so far.

2. Participatory Development

(1) VC approach

VC approach is a non-target group approach, which is quite unique in participatory development practices. Conditionality of 100% union tax clearance and 20% self-contribution are also unique and succeeds in motivating peoples participation. By avoiding activities relating personal interests such as micro credit, VC can concentrate on micro infrastructures building activities that stimulate common interests of the villagers, and also on improving access to the governmental extension services. This approach is also unique in participatory development practices.

(2) UCCM system

UCCM is a forum where all the stakeholders gather at one time. This system is an ideal model of participatory approach. Direct interfaces between NBDs and villagers increase the responsibility of NBDs and sense of ownership of the villagers. Change of attitude from both sides contributes in increasing efficiency and sustainability of government service provision system.

IV. Recommendations

The Mission recommends the followings to make the Project more efficient and effective:

- (1) As PRDP takes precedence on chronological transformation of UCC and VC, the manual should be periodically summarized in accordance with learning processes of stakeholders. In this connection, training of ARDOs who plays a role of UDO should be conducted from the initial stage to fully understand the all processes that PRDP experienced.
- (2) More active engagement of BRDB's counterparts, particularly in terms of management and coordination of Union Development Officer (UDO), are required in order to keep the relevancy of technical transfer.
- (3) Regular monitoring should be jointly conducted in quantitative, financial and qualitative basis for efficient and effective management of the Project.
- (4) To increase villager's access to non-economic (social) government services such as health, education, sanitation etc., further coordination with related NBDs and NGOs at Union level might be needed. At the same time, creating some kind of sub-group of VC for receiving those services may be useful.
- (5) Good practices of PRDP illustrate the usefulness and effectiveness of the Link Model. To make these lessons to be fully utilized, PRDP is advised to publish its experiences including success and unsuccessful cases. It will contribute to development studies worldwide.



The Mission recommends the followings to make use of the outcomes of the Project.

- (1) The Mission appreciated BRDB is going to establish a cell for implementing the Link Model. A cell at BRDB is desired to institutionalize PRDP's outcomes and experiences.
- (2) Since conditionality of 100% union tax clearance and 20% rule of self-contribution prove to be useful for participatory rural development, the Government of Bangladesh is encouraged to institutionalize this rule in other micro rural infrastructures building scheme including ADP.

Annex I : Project Design Matrix (Concept of the Link Model)

Annex II : Plan of Operations (PO)

Annex III : Joint Monitoring Report

Annex IV : Country-Focused Group Training Course 'Participatory Rural Development'

