

2. ミニッツ (合同評価報告書を含む)

MINUTES OF MEETING
BETWEEN
THE JAPANESE TERMINAL EVALUATION TEAM
AND
THE AUTHORITIES CONCERNED
OF
THE PARTICIPATORY RURAL DEVELOPMENT PROJECT
IN
THE PEOPLE'S REPUBLIC OF BANGLADESH

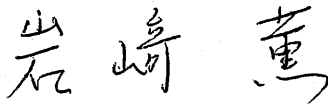
The Japan International Cooperation Agency (hereinafter referred to as "JICA") dispatched the Terminal Evaluation Team, headed by Mr. IWASAKI Kaoru to Bangladesh from October 11 to 28, 2003 for the purpose of conducting the joint terminal evaluation with Bangladesh side on the Participatory Rural Development Project (hereinafter referred to as "the Project").

The Joint Terminal Evaluation Team, which consists of members from JICA and the Government of Bangladesh, was organized for the purpose of presenting results of evaluation and necessary recommendations to the respective governments.

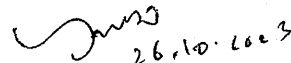
After the study and analysis of the activities and achievements of the Project, the Joint Evaluation Team prepared the Joint Terminal Evaluation Report (hereinafter referred to as "the Report") and presented it to the Project Coordination Committee.

The Project Coordination Committee discussed the major issues pointed out in the Report and agreed to recommend to their governments the matters stated in the Report.

Dhaka, October 26, 2003



IWASAKI Kaoru
Team Leader
Japanese Terminal Evaluation Team
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26.10.2003

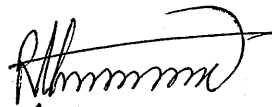
Md. Hedayetul Islam Chowdhury
Secretary
Rural Development and Co-operatives Division

JOINT TERMINAL EVALUATION REPORT
ON
THE PARTICIPATOROY RURAL DEVELOPMENT PROJECT
IN THE PEOPLE'S REPUBLIC OF BANGLADESH

Dhaka, October 25, 2003



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ABBREVIATIONS

ARDO	Assistant Rural Development Officer
BAU	Bangladesh Agricultural University
BARD	Bangladesh Academy for Rural Development
BRDB	Bangladesh Rural Development Board
JSARD	Joint Study on Agricultural and Rural Development
JSRDE	Joint Study on Rural Development Experiment
LGED	Local Government Engineering Department
LGRD&C	Ministry of Local Government, Rural Development and Cooperatives
LGD	Local Government Division
NBD	Nation Building Department
PCC	Project Coordination Committee
PCM	Project Cycle Management
PRDP	Participatory Rural Development Project
RDCD	Rural Development and Cooperative Division
RDO	Rural Development Officer
UCC	Union Coordination Committee
UDC	Union Development Center
UCCM	Union Coordination Committee Meeting
UDO	Union Development Officer
UP	Union Parishad
UPC	Union Parishad Complex
VC	Village Committee
VCM	Village Committee Meeting

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1. INTRODUCTION

1-1. Background for the Evaluation

The Japanese Evaluation Team organized by the Japan International Cooperation Agency (JICA) visited the People's Republic of Bangladesh from October 11 to 28, 2003 for the purpose of the joint terminal evaluation with the Bangladeshi side on the Participatory Rural Development Project in the People's Republic of Bangladesh (hereinafter referred to as "the Project"), to which Japanese technical cooperation has been provided and is scheduled to terminate on April 22, 2004, according to the Minutes of Understanding signed on April 23, 2000.

The result of the evaluation study is expected to serve as a basis for decision-making upon the future orientation of the Project and as lessons learned about design, implementation and management of future projects in rural development field and other fields.

1-2. Methodology of Evaluation

The evaluation study was conducted based on the Project Cycle Management (PCM) method, and the Project was evaluated jointly by the Joint Evaluation Team (the Team) which is composed of Bangladeshi and Japanese sides. See ANNEX-1 for the member list of the Team.

- The Team examined the Project Design Matrix (PDM). A PDM is a summary table of overall description of the Project, its objectives and environments.
- The Team confirmed the achievements of the Project in terms of overall goal, project purpose, outputs, activities and inputs stated in the PDM.
- The Team conducted evaluation on the five criteria, namely Relevance, Effectiveness, Efficiency, Impact and Sustainability, the content of which is stated below.

1-3. Key Criteria of Evaluation

The evaluation is proceeded along with the following five criteria, which are the major points of consideration when assessing development projects.

- 1) Relevance: Relevance is to question whether the project purpose and overall goal are still in keeping with the priority needs and concerns at the



time of evaluation.

- 2) Effectiveness: Effectiveness concerns the extent to which the project purpose has been achieved, or is expected to be achieved, in relation to the outputs produced by the projects.
- 3) Efficiency: Efficiency is a productivity of the implementation process: how efficiently the various inputs are converted into outputs.
- 4) Impact: Impact is intended and unintended, direct and indirect, positive and negative changes as a result of the project.
- 5) Sustainability: Sustainability of the development project is to question whether the project benefits are likely to continue after the external aid has come to an end.

1-4. Sources of Information Used for Evaluation

Following sources of information used for this evaluation study.

- 1) Project planning documents such as MOU, PDM, Technical Assistance Project Proposal (TAPP)
- 2) Report of the Mid-Term Evaluation Committee on Participatory Rural Development Project (PRDP)
- 3) M/M on Japanese Mid-Term Evaluation Mission and Authorities concerned of the People's Republic of Bangladesh
- 4) "Link-Model on Rural Development" Report of the National Seminar on Participatory Rural Development Project (PRDP)
- 5) Records of PCC
- 6) Interviews with and questionnaires to Japanese experts
- 7) Interviews with counterparts, UDO, NBD staff, other UCCM participants, VC members, villagers
- 8) Record of inputs from both sides
- 9) Observation of meetings and village in the Project site
- 10) PO
- 11) Other reports by the Project

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2. BRIEF DESCRIPTION OF THE PROJECT

2-1. Background

Poverty alleviation is the most highly prioritized issue in Bangladesh. Rural development is crucial to tackle poverty of this country because majority of its population live in rural area. As of 2000, when the official request of PRDP was submitted, BRDB was one of the governmental agencies dealing with rural development allocating its personnel at 450 Upazila level offices. Nation building departments' (NBD's) services did not effectively reach villages where people suffered from poverty but did not know how to utilize available NBD services. Under such environment, the previous JICA supported study projects, namely Joint Study on Agricultural and Rural Development (JSARD) for 1986-1990 and the Joint Study on Rural Development and Experiment (JSRDE) for 1992-1995 were conducted and "Link Model" was proposed as the fruit of these studies. This Link Model is aiming at building linkage between community and local administration and NBDs for rural development.

In such a context, the Government of People's Republic of Bangladesh requested to the Government of Japan for technical cooperation on the Project. In response to the request, the Government of Japan, through JICA, dispatched the study team to discuss and agree with the Bangladeshi authorities concerning the framework of the Project implementation. In April 2000, Minutes of Understanding (MOU) concerning for the Project was signed and the Project was due to be carried out from 2000 for 4 years.

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2-2. Duration of Technical Cooperation

4 years from April 23, 2000 to April 22, 2004

2-3. Objectives and Outputs of the Project

The original objectives and outputs of the Project stated in the MOU were reviewed by the Project Team using the PCM approach at the time of mid-term evaluation, and rephrased as follows:

Overall Goal: Access to public services at a village level is improved by the implementation of the Link Model.

Project Purpose: The Link Model, which is a framework to link villages and governmental agencies concerning rural development, is accepted as one of principal rural development approaches by the Government of Bangladesh.

Outputs:

- 1) The managerial and operational system of PRDP is established.
- 2) A public officer responsible for overall coordination at Union Coordinating Committee (UCC) is trained.
- 3) UCC functions as a framework to facilitate overall coordination among Upazila, Union, and Village levels.
- 4) Village Committee (VC) functions as a framework to ensure villagers' participation in rural development processes.
- 5) The effectiveness of the Link Model is disseminated.
- 6) The system to support UDO's activities at BRDB is set up.

2-4. Implementing Agencies

Bangladesh Rural Development Board (BRDB)

2-5. Total Cost

TK 939.87 lac (TAPP), as of January in 2002

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3. RESULTS OF EVALUATION

3.1. Achievements of the Project

As the first step of the evaluation, the Team reviewed the PDM for the Project. The team agreed to use the current PDM, which was made at the time of Mid-term evaluation, as PDM for evaluation. However, the Team agreed to utilize, modified indicators shown on the evaluation grid in a way that they could measure the achievement of the project purpose and the outputs more precisely. (PDM is attached as ANNEX 5).

3.1.1. Inputs

The Team confirmed that the Project has mostly fulfilled the following inputs along with the plan stated in the MOU and PDM.

[Japanese side]

1). Dispatch of Experts to Bangladesh

3 long-term experts and 20 short-term experts were dispatched to the Project for technology transfer. And 2 more short-term experts are scheduled to be dispatched.

2). Provision of Machinery/Equipment

Machinery and equipment in total valued at 5,249,000 Japanese Yen were provided for the Project activities till the end of March, 2003.

3). Training of Counterparts Personnel in Japan

3 counterpart personnel were dispatched to Japan for training. And 1 more is scheduled to be dispatched to Japan. Apart from the training covered by the Project, 5 were dispatched to Japan to receive the Country Focused Group Training Course. And more 10 will be dispatched to Japan for the same training.

4). Supplemental cost of local expenditure

A total amounts of TK168.75 lac was provided to supplement a portion of local expenditure including construction cost of 2 UDCs till the end of March, 2003.

[Bangladeshi side]

1). Appointment of Counterpart Personnel and Other Staff



All staff of relevant fields of the Project has been assigned.

2). Allocation of Operation Fund

Budget was allocated to PRDP operational cost.

3). Provision of Facilities

The necessary spaces for office and laboratories of the Project have also been provided.

The detail of the inputs is found in ANNEX 8.

3.1.2. Activities

The Team confirmed that the Project has mostly fulfilled the following activities along with the plan stated in the MOU and PDM.

1). For Output 1: "The managerial and operational system of PRDP is established."

- 1-1. Holding a regular meeting with C/P.
- 1-2. Training project staff.
- 1-3. Monitoring project activities.
- 1-4. Establishing Project Coordinating Committee (PCC).

2). For Output 2: "A public officer responsible for overall coordination at Union Coordinating Committee (UCC) is trained."

- 2-1. Clarifying TOR of Union Development Officer (UDO).
- 2-2. Making an operational manual of UDO.
- 2-3. Training ARDO who plays a role of UDO.

3). For Output 3: "UCC functions as a framework to facilitate overall coordination among Upazila, Union, and Village levels."

- 3-1. Constructing Union Development Center (UDC) or making sure of the function.
- 3-2. Organizing UCC.
- 3-3. Facilitating collaboration among stakeholders at UCC.
- 3-4. Monitoring rural development.
- 3-5. Providing training courses.

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- 4). For Output 4: "Village Committee (VC) functions as a framework to ensure villagers' participation in rural development processes."
 - 4-1. Organizing Village Committee (VC).
 - 4-2. Planning small-scale infrastructure projects at VC.
 - 4-3. Implementing a small-scale infrastructure project.
 - 4-4. Installing notice boards to assure transparency of public services.

- 5). For Output 5: "The effectiveness of the Link Model is disseminated."
 - 5-1. Conducting Study Forums.
 - 5-2. Conducting seminars to demonstrate the outcomes of PRDP.
 - 5-3. Managing web pages on PRDP.
 - 5-4. Documenting the effectiveness of the Link Model.

- 6). For Output 6: "The system to support UDO's activities at BRDB is set up."
 - 6-1. Preparing its supporting system at BRDB.

In addition to the planned activities, more activities have been done in order to achieve the objectives of the Project. Namely, 5 Bangladeshi officers were dispatched to Japan to receive the Country Focused Group Training Course of which content was closely related to PRDP. And more 10 will be dispatched to Japan for the same training. The cost, however, is not covered by the Project itself.

3.1.3. Outputs

The Team confirmed that the Project has mostly fulfilled the following outputs along with the plan stated in the MOU and PDM. The reasons of the statement are shown under each output. The detailed information on outputs is found in the Indicators for Achievement of the Project (ANNEX 7-a and 7-b).

- 1). The managerial and operational system of PRDP is established.
 - Personnel, budget and facilities/equipment were allocated properly.
 - The number of PCC was as planned and its result was appropriate.
 - Monitoring system is a weak point to be improved.

- 2). A public officer responsible for overall coordination at Union Coordinating Committee (UCC) is trained.

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- Situation of UDO currently appointed is positive.
- UCC operation by UDO is considerably good.
- Content of Link Model Guideline(Operational manual for UDO) is good.
- Extent of UDO's understanding of TOR is high although TOR has not finalized yet.

3). UCC functions as a framework to facilitate overall coordination among Upazila, Union, and Village levels.

- The number of holdings of UCCM was as planned and its participants have been varied.
- The number and variety of new resources mobilized at Upazila level or higher level is not so many but an successful example shows the effectiveness of UCC function significantly.
- Actual results of horizontal coordination among NBD workers are considerable.
- Changes in service delivery by NBD workers have been large.
- The extent of villagers' recognition and satisfaction with NBDs' services has been improved.

4). Village Committee (VC) functions as a framework to ensure villagers' participation in rural development processes.

- Achievement and participants (number and variety) of VC was high.
- Utilization of small-scale infrastructure, maintenance and operational conditions are quite good.
- Recognition and utilization of notice board are good.
- Percentage of infrastructure plans reflecting women's needs is good.
- VC participants and percentage of women's beneficiaries are fair.

5). The effectiveness of the Link Model is disseminated.

- The content and number of forums and seminars conducted is as planned. However, the number of study forum after the mid-term evaluation is not sufficient.
- Other donors' evaluation on Link Model cannot be said because Link Model seems not to be well known to other donors.
- Progress and content of Pamphlet, Manual, Guideline, Training Manual are good.

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6). The system to support UDO's activities at BRDB is set up.

- Current situation of Link Model Cell is fair but there are some points to be improved. Future direction of Link Model Cell is to function to expand Link Model to wider area by overcoming difficulties in finance and human resources.
- Current situation and future direction of the budget allocated on Comilla model related projects are not and will not affect Link Model.
- BRDB's policy (course of actions) to promote Link Model nationwide in future is assured.

3.1.4. Project Purpose

At the time of terminal evaluation, the project purpose is mostly achieved.

The reasons for the foregoing statement are as follows:

- a. Actual activities to expand the Link Model to wider area by BRDB have been taken.
 - Extension of Link Model even to other District than the Project site of PRDP has been started by Link Model Cell. Currently 2 Unions in different District, which are Jogotpur Union, Daudkandi Upazila in Comilla District and Kutubpur Union, Meherpur Upazila in Kustia District, are covered by Cell. UDO cum ARDO in these areas received the training on Link Model. The manual on Link Model, developed by PRDP, was utilized for the training. In addition, Gram Sharkar and UP approach is national strategy since law on Gramsharkar was promulgated in February and came in effect in August in 2003.
- b. There are several cases of applying Link Model to other area outside the project site.
 - In addition to the above-said two Unions, which are Jogotpur Union, Daudkandi Upazila in Comilla District and Kutubpur Union, Meherpur Upazila in Kustia District, another trial of Link Model expansion is underway in Greater Faridpur area assisted by the

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Japanese expert assigned to LGED.

- c. Opinions of the officials at policymaking level are significantly positive.
 - Rural Development and Cooperative Division (RDCD) has in principle accepted PRDP Link Model and proposed to include it in the three year rolling plan. It has also been incorporated in the ADP of 2003-2004 with zero allocation.
- d. There are several cases of Link Model type practice in rural development projects in Bangladesh.
 - Some projects by other donors are employing similar approach/concept as Link Model such as Sirajgonj Local Governance Development Fund Project by UNDP, LCDI(Local Capacity Development Initiative) funded by SIDA.

3.1.5. Overall Goal

Now that the effectiveness of Link Model has been proved by the pilot project in the 4 Unions in Kalihati Upazila as shown below, it is estimated, at the time of evaluation, that overall goal will be achieved over longer term if the expansion of Link Model nationwide is possible.

- a. Related stakeholders' opinion on Link Model's applicability in other area than project site in Bangladesh is considerably positive.
 - Almost all the interviewees are positive as for applicability of Link Model. It can be applied even to other area than the Project site. However, replication should have flexibility considering the characteristics and reality of each area as long as the function of the core components of Link Model, which are UDO, VC and UCC, are kept. If above-said condition is met, applicability of Link Model is high.
- b. NBD staff came to visit villages spontaneously or in response to villagers' demand.
 - In the project site, NBD staff learn villages' needs through UCCM

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and arrange visit schedule and measures for service delivery with VC chairperson. This type of arrangement never happened before the establishment of VC. Although it is difficult to show the exact figure of NBD workers' visit to villages spontaneously or in response to villagers' demand, the number of the NBD workers' visits to villages based on villages' needs increased obviously.

- c. Villagers' recognition level on public services has been increased.
- The result of "Survey on Villagers' Recognition of NBD's Services" shows that villagers are more aware of the existence of NBD services in VC villages of PRDP than in non-PRDP villages.

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3.2. Evaluation by Five Criteria

Through the evaluation study, the Team assessed the project's relevance, effectiveness, efficiency, impact and sustainability. And the Team confirmed that the Project has mostly achieved its outputs and project purpose at the time of evaluation.

(The detailed information on evaluation by five criteria is found in: ANNEX 7-a).

3.2.1. Relevance

The Project is highly relevant as follows:

1) Relevance of overall goal

Relevance of overall goal is high because the overall goal of the Project is still consistent with the policies of the Ministry of Local Government, Rural Development and Cooperative, Japanese development assistance and needs of villagers in Bangladesh.

2) Relevance of project purpose

Relevance of project purpose is high because one of the most significant factors for rural development, which is the linkage between rural community and local administration, is still very weak in Bangladesh.

3) Relevance of project design

Relevance of project design is fair. There is a room to be improved in project design process. At the stage of the project planning problem/objective analysis by PCM method was not conducted.

3.2.2. Effectiveness

The effectiveness of the Project is high as follows:

1) Degree of achievement of project purpose

At the time of terminal evaluation, the project purpose has mostly been achieved. (See 3.1 The achievement of the Project for the detailed information on the degree of achievement of project purpose.) The reasons for this are as follows:

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- a. RDCCD has in principle accepted PRDP link model and proposed to include it in the three year rolling plan. It has also been incorporated in the ADP of 2003-2004 with zero allocation.
- b. Some policy making level officials have attended PRDP related meeting such as UCCM and National Seminar where Link Model was highly appreciated.
- c. Extension of Link Model even to other District than the Project site of PRDP has been started.
- d. "Link Model" has been on mass media such as one of the major newspapers, TV program nationwide.

However, Link Model has not been well known among donor community. Development resources in Bangladesh considerably rely on the external assistance from donors. Therefore, to be known to other donors and to have consistency with their policy in the same field are indispensable in order for the project purpose to be achieved. Therefore, the intensive endeavors to let donor community aware of Link Model, such as holding a national seminar on Link Model, should be made before the completion of the Project.

2) Contribution of outputs to project purpose achievement

Output 2, 3 and 4 have been significantly contributing to increase the possibility of achievement of the project purpose although all six outputs have been doing so, for instances:

- Competence of UDO in managing and operating of UCC has been increased. They are now competent in approaching to community, strengthening horizontal and vertical linkages, which are essence of Link Model. Therefore, these UDOs are able to conduct training for new UDO to expand Link Model to other areas than the project site.
- NBD's networking and linkage with VCs through UCC improves the effectiveness and efficiency of service delivery, thus significantly improves the villagers' access to services that NBDs provide.
- VC works as the mechanism for village people to voice. For example, Women in Tarabari village set toilets in all the houses in their village by using ADP budget

(ca.20% by ADP and ASUP-a NGO, 30% by villagers, ca.50% by PRDP) due to the decision of VC. This shows that women's' voice were reflected to common interest of village as a whole. This was realized through the 4 women VC members since at least one female member should represent from a para in Link Model. They say that women did not have opportunity to express their voices to village decision-making process before VC establishment.

3) Inhibiting factors

Output 5 is expected to play quite crucial role towards achievement of the project purpose. However, the same staff is responsible for both practice at the field and the expansion-related activities based on lessons learnt, which have clearly different functions. This might have hindered dissemination of effectiveness of Link Model towards overall goal achievement.

3.2.3. Efficiency

The efficiency of the Project is high. Detailed assessment of efficiency is as follows:

1) Appropriateness of Inputs

Inputs by both Japanese and Bangladeshi sides were mostly necessary and sufficient to produce the intended outputs for the following reasons.

[Japanese Side]

- Short-term experts, dispatched in various field, played the role of each expected area in the Project. The timing, quality and quantity of the dispatch of Japanese experts were appropriate. (The detailed of the Japanese experts is listed in ANNEX 8-a).
- The time of counterpart training courses was adequate. (The detailed counterpart training in Japan is listed in ANNEX 8).
- The Japanese side provided necessary equipment for technical transfer. However timing of equipment was delayed due to the gap between TAPP and MOU. (The detailed items of inputs are listed in ANNEX 8).

[Bangladeshi Side]

- Assignment of counterpart was in accordance with the planned schedule. The

number of counterparts allocated at field level was sufficient, and 3 UDOs out of 4 have been employed by Japanese side.

- The equipment provided by the Japanese side is fully utilized and well maintained.

2) Degree of achievement of outputs

The Project has obtained the intended outputs to a satisfactory degree. (See ANNEX 7-a, 7-b).

3) Supporting System

PCC is supposed to be held quarterly. Seven (7) PCC were held as of October, 2003. Follow up action on the decisions of the PCC is done properly. Weekly meeting was regularly held and attended by counterpart personnel and Japanese experts. The coordination of counterpart personnel and Japanese experts has been done well basically for the management of the Project.

3.2.4. Impact

Impact of the Project is high as follows:

1) Impact on project purpose level

At the time of evaluation, the achievement of project purpose has not generated significant impacts.

2) Impact on output level

No negative impact is observed.

Unintended positive impacts are as follows;

- ① considerably large response from women in Tarabari sanitation case,
- ② UP chairpersons, who used to be difficult to cope with, changed their attitude and now they respect rule to be fair due to improvement in transparency and accountability,
- ③ UP members, who opposed Link Model at the beginning turn into the strong supporters for Link Model,
- ④ NBD staff enjoy the friendly atmosphere of Link Model network,
- ⑤ Union Tax was completely paid more smoothly than expected, and
- ⑥ the term such as "Transparency", "Accountability" came to be used

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frequently from Bangladeshi side.

3) Impact on overall goal level

Impact on overall goal level is estimated at output level impact according to this evaluation plan.

3.2.5. Sustainability

The sustainability of the Project is fair as follows:

1) Organizational Sustainability

BRDB is one of the governmental organizations in the field of rural development, thus it is consistent with the policy of Bangladeshi Government so that the policy support from Government would be secured continuously for the coming years. However, it should be concerned for consistency with other Ministries' and Divisions' strategy in terms of rural development and local governance to maximize the Government efforts.

2) Financial Sustainability

It is highly regarded that BRDB has been making great efforts on budgetary matter including allocation of personnel to expand Link Model under the severe financial conditions. Currently 5000 TK is allocated to each Union to cover the cost of implementation for Link Model expansion under the Cell. However, current budget and allocation of personnel is not sufficient to make the endeavor for expansion fruitful. Financial sustainability is not secured at this time to expand Link Model to 64 Unions in 64 Upazilas all over Bangladesh.

3) Technical Sustainability

At Headquarter level of BRDB, Link Model Cell formed in planning section. Posted AD (Planning) to work Link Model - Additional charge-wide order No.339, dated 7/9/2002. The cell is composed of 4 officials (Part-time) at BRDB HQ's and ARDO (Full-time) and field organizer (Full-time) at the field level. In July, 2003, a High Power Committee of BRDB HQ's formed as monitoring committee of Link Model Implementation (Expansion of 64 Union Parishad). Related personnel received training on Link Model. If fruits of PRDP closely work with and function well with Link Model Cell, technical sustainability is estimated high. Precisely, technical sustainability reaches to a sufficient level with the condition that the experiences and

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know-how of the trained UDOs who have been working for the Project are to be transferred to BRDB for the future expansion of Link Model. Because they are the most competent in teaching the principal of Link Model as UDO of which function is one of the core components of Link Model.

4. CONCLUSION OF EVALUATION

The Team came to the following conclusion through the field survey in the pilot area of the Project, discussion among the members of the Team and exchange views and opinions with concerned organizations including Development Partners.

4-1 Achievement of the Project

The Team considered the Project Purpose can be achieved within the planned corporation period, because it has been almost achieved judging from the following facts.

- 1) The effectiveness of the Link Model has been verified in the 4 Unions in Kalihati Upazila where the Model has been applied in pilot basis.
- 2) BRDB formed Link Model Cell on September 7, 2002 and has applied the Model in two Unions in other area, namely Jagatpur Union of Daudkandi Upazila in Commilla District and Kutubpur Union of Meharpur Sadar Upazila in Meharpur District.
- 3) Local Government Engineering Department is applying the Link Model with some modifications in Chhoygaon Union of Bhedraganj Upazila in Shariatpur District.

4-2 Evaluation by Five Criteria

The Joint Evaluation Team observed that the project is highly relevant and the effectiveness, efficiency and impact of the Project are also high. The Team judged the sustainability of the Project to be fair because financial sustainability is not secured.

4-3 Effectiveness of Link Model

The Team observed the Link Model applied in pilot Unions has revived the working capacity of villages and contributed to increase the access of villagers to public services in the 4 pilot Unions. The effectiveness of the Link Model has been commonly recognized by the recipients and suppliers of public services for rural developments, i.e., villagers, NBDs and NGOs.

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The virtues of Link Model can be summarized as follows.

1) Effective and efficient service delivery

NBDs can deliver their services very effectively and efficiently through the Link Model because they can reach more recipients requiring their services than before through UCCM where the supplies of NBDs and demands of villagers are matched and coordinated.

2) Enhanced accountability and transparency of NBDs

The accountability and transparency of NBDs services to villagers has been enhanced because at monthly UCCM NBDs staff reported last month's activities and the programs of next month.

3) Local resources mobilization

As a precondition of approval of Micro-Infrastructure Schemes, villagers clear their arrear and current Union taxes. Villagers are also required to provide 20% matching contribution of the total cost of the scheme.

4) Creation of Social Capital

VCM and UCCM become platforms for interaction among the service providers and the recipients of rural development activities. This platform fosters good relationship among the villagers and NBDs, which also works as check and balance functions for various rural developments activities.

4-4 Applicability of Link Model

The Team identified following issues to be tackled in order to apply in other parts of Bangladesh.

1) To implement Micro Infrastructure Schemes using Block Allocation of Annual Development Plan and other budget of line ministries, Development Partners and NGOs.

2) To clarify the role of VC and UCC to complement and supplement the functions of Gram Sarkar and Union Parishad.

3) To allocate budget and establish training system for UDOs and to try to minimize dependency to them according to their availability.

4) To test the Link Model to cover a whole Upazila where most NBDs have their offices to deploy field staff to Unions and allocation of Block Allocation is decided.

Therefore the Team came to a conclusion that the Link Model should be applied in a Upazila to tackle the issues mentioned above and to reinforce the applicability of Model with cost effectiveness and long-term sustainability.

4-5 Actions taken by the Government of Bangladesh

With the deficiencies of budget and staff, BRDB could not show full scale ownership

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but has shown their endeavors for preparing the handing over of the project activities after the termination of the cooperation.

For the rural development in Bangladesh, it is indispensable to collaborate with other Ministries and governmental agencies including RDCD and LGD. Although these organizations attended seven meetings of PCC held so far and has provided valuable advices to the Project, the team deemed it to be necessary to reinforce the supporting system for the project implementation including restructuring PCC in order to maintain and develop the projects outputs.

5. RECOMMENDATION

The Team recommends Governments of Bangladesh and Japan following points based on the conclusions of evaluation.

5-1 Measures to be implemented before the termination

The Project implement following necessary actions before the termination of the cooperation period in order for BRDB to carry out the activities with full ownership after the cooperation.

- 1) To take necessary steps by BRDB to allocate UDOs to sustain current activities in the 4 Unions, preferably utilizing existing UDOs who already acquired competences to run Link Model. BRDB should also conduct necessary training including On the job training for newly assigned UDOs.
- 2) To reinforce the capacity of Link Model Cell to monitor and support the activities in 4 pilot Unions to maintain and develop the result of the Project.
- 3) To disseminate the effectiveness of Link Model to the ministries and Development Partners relating to rural development in Bangladesh through holding a national seminar, publishing the final report and other measures to publicize the results of the Project.

5-2 Measures to be taken toward and after the termination of the Project

Government of Bangladesh carries out followings in order to develop the results of the project and to disseminate a feasible Link Model in Upazila level.

- 1) M/O LGRD&C should identify the organization to disseminate core components of Link Model and establish supporting system for the organization such as PCC.
- 2) The implementing agencies thus specified prepare a PCP and other documents necessary to disseminate Link Model. The PCP and other documents should include concrete plans necessary to implement the activities such as the assignment and training of UDOs and arrangement of available facilities for UCCM to cover the all Unions in a Upazila.



3) The Government of Bangladesh will continue the activities in 4 Unions.

5-3 Measures to be taken by Government of Japan

When the measures stated in 5-2 successfully fulfilled with strong ownership of GOB, the government of Japan dispatch Japanese Expert(s) to conduct following tasks in order to assist smooth and effective dissemination of Link Model.

- 1) To advise the implementing agencies and the concerned authorities to disseminate Link Model including monitoring and giving advice to the Bangladeshi side in continuation of PRDP.
- 2) To identify necessities of Japanese further cooperation to support the implementing agencies and advice a possible cooperation plan.

6. LESSON LEARNED

1. In Bangladesh, front line workers of Nation Building Departments are sometimes blamed that their services are irregular and irresponsible. But PRDP experience shows that if they have chances to communicate their target group regularly (such as UCCM and VCM), they perform their work efficiently and regularly with much of responsibility and satisfaction..
2. In Bangladesh, villagers are often described as passive and dependent to outsiders on their own development. But PRDP experience shows that if they clearly know what kind of outside resources they can use on what conditions, they willingly pay their taxes and plan their own development strategy with maximum use of their own resources and eligible government support.
3. In Bangladesh, development budget at Union level is sometimes misused and not 100% are invested original purpose. But PRDP experience shows that if there is a regular forum with UP members, NBDs, villagers and other stake holders, and the process of a development project (such as micro infrastructure construction) are open to this forum, 100 % of budget can be used for its original purpose without misuse.
4. Villagers are often regarded as individualistic and selfish and the traditional leaders are also regarded as self-interest driven. But PRDP experience shows if the Village Committee shapes itself with proper steps, and VC members have regular meeting, villagers can coordinate their different interests and integrate them into their common interest.

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5. Micro-Finance approach is highlighted within the framework of Poverty Reduction Strategy and this approach mainly focuses on individual interest. But Village Committee experience shows Common Interest approach is also effective for poverty reduction because it contributes on increasing social capital within the village through collective action experiences.

6. In today's development scenery, development agencies try various target-group approaches focusing on empowering villagers, and also there are many vertical approaches focusing on efficient service delivery on specific sector. On the other hand, Japanese rural development experience shows that the synergy relation between villagers and frontline officials are crucial. Link-model experience shows that the "Dual-track approach" that focus on the villager's level and NBDs on Union level at the same time is efficient way for making up a synergy relation (vertical social capital) between service providers and service recipients.

7. UCCM experience shows that if there is a forum where the NBDs of different sector can communicate and exchange information regularly, it helps making up horizontal social capital among NBDs and it benefits not only NBDs themselves but also for the service recipient villagers.

8. UCCM experience shows that if there is a forum where the UP members and VC chairpersons meet regularly for information sharing, an experience of one village spreads rapidly to other villages.

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- ANNEX- 2 Schedule of the Joint Evaluation
- ANNEX-3 List of the Personnel Consulted
- ANNEX-4 Plan of Operation
- ANNEX- 5 Project Design Matrix for Evaluation
- ANNEX- 6 Evaluation Grid
- ANNEX- 7-a Indicators for Achievement of the Project
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- ANNEX- 8 Record of Implementation of Inputs
-a. List of Experts Dispatched from Japan
-b. List of Counterpart Personnel Trained in Japan
-c. List of the Machinery and Equipment Provided by Japanese Side
-d. List of the Name of Counterpart personnel of Bangladeshi Side
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**MEMBER LIST
OF THE JOINT EVALUATION TEAM
FOR THE PARTICIPATORY RURAL DEVELOPMENT PROJECT
IN THE PEOPLE'S REPUBLIC OF BANGLADESH**

《The Japanese Evaluation Team》

Mr. Kaoru IWASAKI	Leader of the Japanese Evaluation Team Leader of the JICA evaluation mission (Director, Southwest Asia and Oceania Division, Regional Department II, JICA)
Mr. Hiroshi SATO	Member of the Japanese Evaluation Team In charge of Participatory Development (Senior researcher, Institute of Developing Economics)
Mr. Atsushi UCHIDA	Member of the Japanese Evaluation Team In charge of Evaluation Planning (Country Officer, Southwest Asia and Oceania Division, Regional Department II, JICA)
Ms. Noriko FURUTANI	Member of the Japanese Evaluation Team In charge of Evaluation Analysis (Researcher, Global Link Management, Inc.)

《The Bangladeshi Evaluation Team》

Mr. Kamal Uddin Ahmad	Leader of the Bangladeshi Evaluation Team Director General, IMED, Ministry of Planning
Ms. Ismat Ara Islam	Member of the Bangladeshi Evaluation Team Deputy Chief, Planning Commission, Ministry of Planning
Mr. Md. Tafazzal Hussain	Member of the Bangladeshi Evaluation Team Senior Assistant Secretary, ERD, Ministry of Finance
Mr. Md. Alamgir Hussain	Member of the Bangladeshi Evaluation Team Assistant Chief, RD&C, MOLGRD&C
Mr. A.N.M. Rokon Uddin	Member of the Bangladeshi Evaluation Team Member Secretariat, Deputy Director, IMED, Ministry of Planning
Mr. Shahadat Hossain,	Member of the Bangladeshi Evaluation Team Deputy Director (Monitoring), BRDB

Schedule for Evaluation Team

ANNEX-2

Date		Activities	Japanese Team	Bangladeshi Team
Oct.12	Sun.	15:00 Meeting with JICA Bangladesh Office	F	
Oct.13	Mon.	Courtesy Call to BRDB HQ's Meeting with PD Review Materials compiled by PRDP, Interview to Japanese Experts (Mr.Fujiwara, Ms.Yasuda)	F	
Oct.14	Tue.	Visit Donors (DFID) Interview to UDO, Interview to Japanese expert (Mr. Yajima)	F	
Oct.15	Wed.	Leaving for Tangail Courtesy call to UNO and Interview to NBDs at Upazila level Visiting villages and Interview to VC chairman, VC members, villagers	F	
Oct.16	Thu.	Attend UCCM of Shohodebpur Union, Interview to Japanese expert (Mr.Kaida) Leaving for Dhaka	F	
Oct.17	Fri.	Organizing findings	F	
Oct.18	Sat.	11:00 Preparation Meeting for Joint Evaluation Team, 13:00 Interviewing to Mr.Ito Meeting with Project Personnel including JICA	F,U	
Oct.19	Sun.	F:Meeting JOCV and ARDO cum UDO etc. in Daudkandhi U:10:00 Meeting with LGED, 13:00 Meeting with Additional Secretary, ERD 15:00 Meeting with LGD Secretar	F,U	
Oct.20	Mon.	Meeting with JICA Bangladesh Office 15:30 Meeting with DG, BRDB Evening Meeting with PRDP experts	I,S,F,U	
Oct.21	Tue.	9:30 Courtesy call to Ambassador Meeting with Cousellor, 2nd Secretary 14:00 Meeting with RDCD Joint Secretary and Bangladeshi Evaluation Team	do.	●
Oct.22	Wed.	Field Visit UCCM, 1st Joint Evaluation Meeting, Interview with UDO, VC,	do.	●
Oct.23	Thu.	AM Interview with UDO, VC, NBDs, BRDB PM Leave for Dhaka	do.	●
Oct.24	Fri.	All day Drafting evaluation report	do.	
Oct.25	Sat.	AM 2nd Joint Evaluation Meeting PM Meeting with PCC (Chaired by RDCD)	do.	●
Oct.26	Sun.	AM Donor meeting PM Sign M/M(RDCD Secretary, BRDB, DG) Report to Embassy	do.	●
Oct.27	Mon.	AM Report to JICA Bangladesh Office PM Leave Dhaka	do.	
Oct.28	Tue.	Arrival at Tokyo	do.	

I: Iwasaki, S:Sato, F: Furutani, U: Uchida

LIST of the PERSONNEL CONSULTED as of October 25, 2003

Economic Relations Department

Mr. Ismail Zabihullah, Additional Secretary

Rural Development and Cooperatives Division (RDCD)

Mr. Md. Ustafizur Rahman, BCS(Admin.), Joint Secretary(Dev.)

Local Government Division (LGD)

Mr. Sazlul Haque, Joint Secretary

Mr. Abdus Samad Mallik, Joint Secretary

Dr. Md. Rahul Amin Sarker, Deputy Secretary

Local Government Engineering Department (LGED)

Mr. Shahidul Hasan, Chief Engineer

Mr. Md. Makbul Hossain, Project Director, Rural Development Project-24

Mr. Takashi Ito, JICA expert

Mr. Yoshitaka Kamigataguchi, JICA Expert

BRDB

Mr. A.F.M. Matiur Rahman, Director General

Mr. Majibar Rahman, Project Director of PRDP

Mr. Hiroki Watanabe, Japan Overseas Cooperation Volunteer (Rural Development)

Embassy of Japan in Bangladesh

Mr. Matsushiro Horiguchi, Ambassador

Mr. Masahiko Kiya, Counselor, Head of Economic and Development Cooperation

Mr. Yasukuni Kimura, Second Secretary

PRDP Japanese Task Force Team

Dr. Kichiji Yajima, Team Leader & Rural Development Advisor

Mr. Yojiro Fujiwara, Community Development Advisor

Ms. Chieko Yasuda, Gender & Community Development Advisor

Dr. Yoshihiro Kaida, Rural Development Policy

JICA Bangladesh Office

Mr. Takashi Sakamoto, Resident Representative

Mr. Mitsuyoshi Kawasaki, Additional Resident Representative

Ms. Miyako Kobayashi, Deputy Resident Representative

Ms. Mio Oka, Project Formulation Advisor

Kalihati Upazila

Participants name of meeting on Oct.15

1. Md. Habibur Rahman, UNO=Upazila Nirbahi Officer

Plan of Operation: Participatory Rural Development Project (PRDP)

Activities	Expected results/Indicators	Schedule (2002.6-2004.4)								Person in charge	Remarks
		JFY2002		JFY2003		2004		2004			
		7-9	10-12	1-3	4-6	7-9	10-12		1-3		
1. The managerial and operational system of PRDP is established.											
1-1. Holding a regular meeting with C/T											
1) Weekly regular meeting at PRDP HQ	Meeting minutes									PD/JL AD	PD: Project Director JL: JICA Team Leader
1-2. Training project staff											
1) Daily staff meeting at project site	Meeting minutes									PD/JL RDO	AD: Assistant Director RDO: Rural Development Officer
2) Staff development training	Individual training report									Concerned staff/RDO	
1-3. Monitoring project activities											
1) Conducting monitoring on overall activities	Overall monitoring report									PD/JL	JECID: JICA Expert on Community Development
2) Conducting monitoring on Rural Development	Rural Development monitoring report									JL/PD	
3) Conducting monitoring on Community Development	Community Development monitoring report									JECID/AD/BTF JEWID/AD/BTF	JEWID: JICA Expert on WID BTF: Bangladeshi Task Force
4) Conducting monitoring on WID	WID monitoring report									AD	
5) Conducting monitoring on Project Administration	Project Administration report									AD	
1-4. Project Coordination Committee (PCC)											
1) PCC	PCC minutes/Frequency/Follow up									PD/JL PD	
2. A public officer responsible for overall coordination at UCC is trained.											
2-1. Clarifying TOR of UDO											
1) Identifying the responsibility of UDO	Draft TOR of UDO									PD/JL	Draft has been already made.
2) Modifying the draft TOR of UDO	Modified TOR of UDO									PD/JL	
2-2. Making an operational manual of UDO											
1) Draft operation manual of UDO on Rural Development	Draft manual on Rural Development									PD/JL	UDO: Union Development Officer
2) Draft operational manual of UDO on Community Development	Draft manual on Community Development									JL/PD	
3) Draft operational manual of UDO on WID	Draft manual on WID									JECID/BTF/JST JEWID/BTF/JST	JST: JICA Short-term Expert ARDO: Assistant Rural Development Officer
4) Draft operational manual of UDO on Administration	Draft manual on Administration									AD	
5) Final operation manual of UDO	Final manual of UDO									PD/JL	
2-3. Training ARDO who plays a role of UDO											
1) Appointment of ARDO for third union	Appointment letter from BRDB									PD/JL	
2) Appointment of UDO for fourth union	Appointment letter from GM									JL/PD	
3) Orientation for ARDO/UDO	Orientation program									JL/PD	
4) Conducting ARDO/UDO training	Training program									PD/JL	
5) Reporting ARDO/UDO training	Training report									JL/PD	
6) Preparation for On the job training (OJT) for ARDOs at Kalihati	OJT program									PD/JL	
7) Conducting OJT for ARDOs at Kalihati	OJT monitoring report									RDO	

Note: Plan of operation has been prepared following Japanese Financial Year (JFY)

2. Md.Sohrab Ali, RDO, BRDB, Kalihati
3. Md.Habibur Rahman, UFO, Department of Fishery, Kalihati
4. Md.Halal Uddin Bhuiyan, Social Service Officer, Kalihati
5. Md.Anowar Hossain, Sub Assistant Engineer, DPHE(Department of Public Health and Enginnering), Kalihati
6. Md.Asfiquzznman Akter, FPO, Department of Family Planning, Kalihati
7. Md.Abdul Gafur, Additional Agriculture Officer, DAE(Department of Agricultural Extension)
8. Md.Abu Raihan, Health and Family Planning Officer, Health and Family Planning
9. Md.Sawkat Ali, Ansar VDP Officer
10. Md.Ziarat Hossain, Livestock Officer
11. Md. Mozzamel Haque, Sub Assistant Engineer, LGED

DFID

Mr. Martin Leach, Senior Rural Livelihoods Advisor

Activities	Expected results/Indicators	Schedule (2002.6-2004.4)								Person in charge	Remarks
		JFY2002		JFY2003		2004		Concerned ARDOs			
		7-9	10-12	1-3	4-6	7-9	10-12				
8) Reporting OJT for ARDOs at Kaihiati	Individual training report									Concerned ARDOs	
3. UCC function as a framework to facilitate overall coordination among Upazila, Union and Village levels.											
3-1. Making sure of the function of UDC											
1) Preparation of Operational manual of UDC	Operation manual of UDC									PD/JL	
2) Monitoring daily usage of UDC	UDC Record									AD UDOs	
3-2. Organizing UCC											
1) Gazette notification for 2 new unions	Gazette notification									PD	
2) Orientation at 2 new unions	Orientation program/report									PD	
3-3. Facilitating collaboration among UCC members											
1) UCC meeting	UCC meeting minutes									PD/JL/JECD/JEWID	
2) NBD-VC collaboration	Monthly visit plan and monitoring report									UDOs/ARDO	
3) NBD-NBD collaboration	Monitoring report									UDOs/ARDO	
4) Upazila-UCC collaboration	Monitoring report									RDO	
3-4. Monitoring rural development											
1) Monitoring on Rural Development	Rural Development monitoring report									PD/JL	
2) Monitoring on Community Development	Community Development monitoring report									JL/PD/BTF/ST	
3) Monitoring on WID	WID monitoring report									JECD/AD/BTF/ST JEWID/AD/BTF/ST	
3-5. Providing training courses for UP and NBDs											
1) Preparation for NBDs training	Training program									PD/JL	
2) Conducting NBDs Training	Training report									PD	
3) Reporting and redesigning of NBDs training	Training report/Modified program									PD/JL	
4) Preparation for UP training	Training program									PD	
5) UP training	Training report									PD	
6) Reporting and redesigning of UP training	Training report/Modified program									PD/JL	
4. VC functions as a framework to ensure villagers' participation in rural development processes.											
4-1. Organizing VC											
1) Baseline survey at 2 unions	Baseline survey report									RDO	
2) VC formation	VC monitoring report									ARDO/UDO	
3) VC meeting	VC monitoring report									UDOs/ARDO UDOs/ARDO	
4-2. Planning of VC scheme											
1) Preparing VC scheme plan	VC Scheme plan									RDO	
2) Monitoring	VC monitoring report									UDOs/ARDO UDOs/ARDO	
4-3. Implementing VC scheme											
										RDO	

Activities	Expected results/indicators	Schedule (2002.6-2004.4)							Person in charge	Remarks
		JFY2002		JFY2003		2004				
		7-9	10-12	1-3	4-6	7-9	10-12	1-3		
1) Implementing VC scheme	Scheme monitoring report								UDO/ARDO	
2) Monitoring	VC monitoring report								UDO/ARDO	
4-4. Installing Notice Boards to assure transparency of public services										
1) Making a decision for the places of notice board for 2 unions at UCCM	Minutes of the UCCM								RDO	
2) Placing Notice boards	Minutes of the UCCM								UDO/ARDO	
3) Placement of notices	Notices								UDO/ARDO	
4) Monitoring	Monitoring report								UDO/ARDO	
5. The effectiveness of the Link Model is disseminated.										
5-1. Conducting Study Forum										
1) Preparing and conducting Bi-monthly Study Forum at BRDB HQ	Study forum notice/program								PD/JL	
2) Reporting Study Forum	Study forum report								PD/JL	
5-2. Conducting Seminars to demonstrate the outcomes of PRDP										
1) Conducting workshop at District level	Workshop notice/program								PD/JL	
2) Reporting District workshop	Workshop report								AD	
3) Workshop at Upazila level	Workshop notice/program								RDO	
4) Reporting Upazila workshop	Workshop report								RDO	
5) Final National workshop	Workshop program/report								PD/JL	
6) Final National seminar	Seminar program/report								PD/JL	
5-3. Web page										
1) Updating the web page	Web page								PD/JL	
5-4. Documenting the effectiveness of the Link Model										
1) Documenting on Rural Development of the Link Model	Report on Rural Development								JL/PD/BIF/JST	
2) Documenting on Community Development of the Link Model	Report on Community Development								JEC/D/RDO/BIF/JST	
3) Documenting on WID of the Link Model	Report on WID								JEWID/RDO/BIF	
4) Publishing the report of National Seminar	Publication on National Seminar								PD/JL/JST	
5) Publishing the report of Study forum	Publication on Study Forum								PD/JL	
6. The system to support UDO's activities at BRDB is set up.										
6-1. Preparing its supporting system at BRDB										
1) Workshop for BRDB officials in every six months	Workshop program								PD/JL	
									PD	

Participatory Rural Development Project (PRDP)
Project Site: Tangail, Kalihati

Duration: 2000 Apr. 23rd - 2004 Apr. 22nd

Implementing Agency in Japan: JICA
Implementing Agency in Bangladesh: BRDB

as of Oct. 25, 2003
PDME

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>(OVERALL GOAL) Access to public services at a village level is improved by the implementation of the Link Model.</p> <p>(PROJECT PURPOSE) The Link Model, which is a framework to link villages and governmental agencies concerning rural development, is accepted as one of principal rural development approaches by the Government of Bangladesh.</p> <p>(OUTPUTS)</p> <ol style="list-style-type: none"> The managerial and operational system of PRDP is established. A public officer responsible for overall coordination at Union Coordinating Committee (UCC) is trained. UCC functions as a framework to facilitate overall coordination among Upazila, Union, and Village levels. Village Committee (VC) functions as a framework to ensure villagers' participation in rural development processes. The effectiveness of the Link Model is disseminated. The system to support UDO's activities at BRDB is set up. 	<p>● Increase in number of NBD agents' visits to villages spontaneously or in response to villagers' demand.</p> <p>● Recognition of public services by villagers is improved.</p> <p>● A component of the Link Model is reflected to rural development projects of the Government of Bangladesh.</p>	<p>● Activity records of NBD</p> <p>● Interviews with rural villagers</p> <p>● Interviews with government officials</p>	<p>a. BRDB remains as a body responsible for rural development.</p> <p>b. NBD service agents are continuously sent to the Union.</p>
<p>(ACTIVITIES)</p> <ol style="list-style-type: none"> Holding a regular meeting with C/P. Training project staff. Monitoring project activities. Establishing Project Coordinating Committee (PCC). Clarifying TOR of Union Development Officer (UDO). Making an operational manual of UDO. Training ARDO who plays a role of UDO. Constructing Union Development Center (UDC) or making sure of the function. Organizing UCC. Facilitating collaboration among stakeholders at UCC. Monitoring rural development. Providing training courses. Organizing Village Committee (VC). Planning small-scale infrastructure projects at VC. Implementing a small-scale infrastructure project. Installing notice boards to assure transparency of public services. Conducting Study Forums. Conducting seminars to demonstrate the outcomes of PRDP. Managing web pages on PRDP. Documenting the effectiveness of the Link Model. Preparing its supporting system at BRDB. 	<p>By the project completion:</p> <ol style="list-style-type: none"> Staff, budgets and equipment are allocated as planned. PCC is regularly held. Monitoring is periodically conducted. The responsible officer plays a leading role to manage UCCM. The operational manual of UDO is comprehensible. TOR of UDO is fully understood by stakeholders. The participants of UCCM are varied. UCCM is regularly held. Number and variety of new resources mobilized at Upazila level or higher level. Horizontal coordination among NBD agents is improved. Increase in number of NBD's visits to villages, spontaneously or in response to villagers' demand, in the target area. The public services provided meet actual need of villagers. Villagers fully understand the role and functions of VC. VC autonomously draws up a development plan. Percentage of users of infrastructures to total population. The rural infrastructure is maintained by a community. Most villagers recognize and pay attention to notice boards. Percentage of users of notice boards to total population. Percentage of infrastructure plans reflecting women's need. Percentage of female beneficiaries. The contents and number of forums and seminars conducted. The contents and dissemination of the report on Link Model. ARDO's ability to implement the Link Model is improved. 	<p>1-1 Project Report</p> <p>1-2 Minutes of PCCM/List of attendants at PCCM</p> <p>1-3 Monitoring Report</p> <p>2-1 Interviews with government officials</p> <p>2-2 as above/ Operational Manual</p> <p>2-3 Interviews with stakeholders</p> <p>3-1 List of attendants at UCCM</p> <p>3-2 Minutes of UCCM</p> <p>3-3 Interviews with public officers/List of infrastructure projects</p> <p>3-4 Interviews with public officers</p> <p>3-5 Record of NBD activity</p> <p>3-6 Interviews with public officers and villagers</p> <p>4-1 Interviews with villagers</p> <p>4-2 as above/Minutes of VGM</p> <p>4-3 as above</p> <p>4-4 as above/Site visit</p> <p>4-5 as above</p> <p>4-6 as above</p> <p>4-7 Monitoring Report</p> <p>4-8 as above</p> <p>5-1 Project Report</p> <p>5-2 Interviews with public officers and villagers</p> <p>6-1 Interviews with ARDO</p>	<p>c. Project fund is properly allocated.</p> <p>d. UDO or ARDO who is educated by PRDP does not resign.</p> <p>(PRE-CONDITIONS)</p> <ul style="list-style-type: none"> Rural residents do not protest against the PRDP.
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EVALUATION GRID (Draft) for Participatory Rural Development Project (PRDP)
 A. Actual Project Achievement and Project Implementation Process

	EVALUATION QUESTIONS		Information/indicators	Data sources	Data collection methodology
	Questions	Sub-questions			
1 Project Achievement	1-1 Achievement of Overall Goal (expected)		① Increase in number of NBD staff's visit to villages spontaneously or in response to villagers' demand. Incidents to show its trend (decrease or no change)	UDO, NBD staff, VC members, Project records/reports (the result of the study by Prof. Usami, the result of the study on PRDP impact on villagers by local consultant)	Literature Review, Interview
			② Data on villagers' recognition level on public services	Project records/reports (the result of the study by Prof. Usami, the result of the study on PRDP impact on villagers by local consultant), villagers, NBD s staff	Literature Review, Interview
			③ Cases of Link Model Expansion outside the Project site	Japanese experts, Link Model Cell	Literature Review, Interview, Questionnaire
1-2 Achievement of Project Purpose (expected)	1-2-1 Has Link Model's applicability been proved? (Has Link Model functioned in other area than project site?)		① Cases of Link Model practice including even its components practice in rural development project in Bangladesh, if any.	Other donors, officials at policy making level in BRDB and LORD&C	Questionnaire, Interview
			② Related stakeholders' opinion on Link Model's applicability in other area than project site in Bangladesh.	Japanese experts, UDO, NBDs, VC, farmers, donors	Questionnaire, Interview
			① Opinions of the officials at policy making level.	Officials in charge at policy making level in BRDB, LORD&C	Interview
	1-2-3 Are there any actions taken to expand Link Model nation-wide?		① Actual activities by BRDB	Project records/reports, other donors	Literature Review, Interview

Questions	EVALUATION QUESTIONS		Information/indicators	Data sources	Data collection methodology
	Sub-questions				
1-3 Achievement of Outputs	1-3-1 To what extent has Output 1, "The managerial and operational system of PRDP is established," been achieved? (Output 1)	① Personnel • Budget • facilities/equipment	Quarterly project report, etc.	Literature Review, Interview	
		② The number of PCC and its results	Quarterly project report, etc.	ditto	
		③ monitoring practice	Monitoring performance as proposed at mid-term evaluation, ● Requesting data	ditto	
		① Situation of UDO currently appointed	UDO, Japanese experts ● Requesting data	Questionnaire (Japanese experts) • Interview with UDO	
		② UCC operation by UDO	Project related reports, UCCM participants, ● Requesting data	Observation of UCCM operation; Literature Review, Interview, Questionnaire	
1-3-2 To what extent has Output 2, "A public officer responsible for overall coordination at Union Coordinating Committee (UCC) is trained," been achieved? (Output 2)	③ Content of Link Model Guideline (operational manual for UDO)	Guideline itself	Literature Review, Interview with related stakeholders		
	④ Extent of UDO's understanding of TOR	Project related reports, UDO, Japanese experts	Literature Review, Interview, Questionnaire		
	① The number of holdings of UCCM and its participants	Project quarterly report, UCCM related report ● Requesting data	Literature Review, Interview, Questionnaire		
	② Number and variety of new resources mobilized at Upazila level or higher level.	Result of study by Prof.Kawai, Officer in charge of BRDB Cell, Japanese experts	Literature Review, Interview, Questionnaire		
	③ Actual results of horizontal coordination among NBD staff	Japanese experts, NBD staff, UDO	Literature Review, Interview, Questionnaire		
1-3-3 To what extent has Output 3, "UCC functions as a framework to facilitate overall coordination among Upazila, Union, and Village levels," been achieved? (Output 3)	④ Changes in service delivery by NBD staff	Japanese experts, The results of study by Prof Usami	Literature Review, Interview, Questionnaire		
	⑤ The extent of villagers' recognition and satisfaction with NBDs' services	Japanese experts, The results of study by Prof Usami, Villagers	Literature Review, Interview, Questionnaire		
	① Achievement and participants (number and variety) of VC	● Requesting data, Japanese experts, UDO	Literature Review, Interview		
	② Utilization of small scale infrastructure, maintenance and operational conditions	● Additionally requesting data, UDO, Japanese experts	Literature Review, Interview, Observation		
	③ Recognition and utilization of notice board	Project related reports, UDO, Japanese experts	Literature Review, Interview		
1-3-4 To what extent has Output 4, "Village Committee (VC) functions as a framework to ensure villagers' participation in rural development processes," been achieved? (Output 4)	④ Percentage of infrastructure plans reflecting women's needs	Project related reports, UDO, Japanese experts	Literature Review, Interview		
	⑤ VC participants, Percentage of women's beneficiaries	Project related reports (• Case of Talabali VC) , Japanese experts	Literature Review, Interview		

	EVALUATION QUESTIONS		Information/indicators	Data sources	Data collection methodology
	Questions	Sub-questions			
		1-3-5 To what extent has Output 5, "The effectiveness of the Link Model is disseminated," been achieved? (Output 5)	<ul style="list-style-type: none"> ① The content and number of forums and seminars conducted. ② Other donors' evaluation on Link Model ③ Progress and content of Pamphlet, Manual, Guide/linde, Training Manual 	<ul style="list-style-type: none"> ● Requesting data, Japanese experts, UDO ● Requesting data, results of interview with other donors pamphlet, etc., UCCM participants 	<ul style="list-style-type: none"> Literature Review, Interview Literature Review, Interview, Questionnaire Literature Review, Interview
		1-3-6 To what extent has Output 6, "The system to support UDO's activities at BRDB is set up," been achieved? (Output 6)	<ul style="list-style-type: none"> ① Current situation and future direction of Link Model Cell in BRDB ② Current situation and future direction of the budget allocated on Comilla Model related projects ③ BRDB's policy (course of actions) to promote Link Model nationwide in future 	<ul style="list-style-type: none"> ● Requesting data, Japanese experts, UDO ● Requesting data, Official at policy making level of BRDB and LGRD&C ● Requesting data, Official at policy making level of BRDB 	<ul style="list-style-type: none"> Literature Review, Interview, Questionnaire Literature Review, Interview Literature Review, Interview
2 Project Design Process	2-1 Appropriateness of project design process	1-4 Actual Inputs	<ul style="list-style-type: none"> ① Experts, Acceptance of trainees, Local cost ② Equipment ③ UDC ④ Bangladeshii Inputs 	<ul style="list-style-type: none"> Project related reports ● Requesting data, Japanese experts ● Requesting data, Japanese experts ● Requesting data, Japanese experts 	<ul style="list-style-type: none"> Literature Review, Interview Literature Review, Interview Literature Review, Interview Literature Review, Interview
			<ul style="list-style-type: none"> ① Feedback from the previous studies (USARD and JSRDE) 	<ul style="list-style-type: none"> Project related reports, Japanese experts 	<ul style="list-style-type: none"> Literature Review, Interview
			<ul style="list-style-type: none"> ② Reason for selection of Kalihati Upazila and its decision making process 	<ul style="list-style-type: none"> Project related reports, Japanese experts, C/Ps 	<ul style="list-style-type: none"> Literature Review, Interview
			<ul style="list-style-type: none"> ③ Reason for selection of project purpose ④ Logic between project purpose and activities in Kalihati Upazila 	<ul style="list-style-type: none"> Project related reports, Japanese experts, C/Ps Project related reports, Japanese experts, C/Ps who worked for previous study (USARD, JSRDE) 	<ul style="list-style-type: none"> Literature Review, Interview Literature Review, Interview
3 Implementation Process	3-1 Appropriateness of the implementation process		<ul style="list-style-type: none"> ① Monitoring plan and results (to show that monitoring and evaluation system was established and functioned) 	<ul style="list-style-type: none"> ● Requesting data 	<ul style="list-style-type: none"> Literature Review, Interview, Questionnaire
			<ul style="list-style-type: none"> ② Frequency of communication between Japanese experts and C/Ps 	<ul style="list-style-type: none"> Japanese experts, C/Ps 	<ul style="list-style-type: none"> Interview, Questionnaire
			<ul style="list-style-type: none"> ③ Points concerned for implementation 	<ul style="list-style-type: none"> Japanese experts 	<ul style="list-style-type: none"> Interview, Questionnaire

EVALUATION GRID (Draft) for Participatory Rural Development Project (PRDP)

B Analysis on 5 evaluation criteria

EVALUATION CRITERIA	EVALUATION QUESTIONS		Information/indicators	Data Sources	Data collection methodology
	Questions	Sub-questions			
4 Relevance	4-1 Consistency with Bangladeshi people's needs, Bangladeshi policy, Japanese ODA policy, etc.	4-1-1 Are Overall Goal and Project Purpose consistent with agricultural policy in Bangladesh? 4-1-2 Are Overall Goal and Project Purpose consistent with Japanese ODA policy to Bangladesh? 4-1-3 Is the targeting sub-sector consistent with globally consented development goal? 4-1-4 Does Project Purpose still match the needs of target areas/groups (farmers and related NBD staff in Kalihati Upazila, Tangaila District)?	① Rural development policy in Bangladesh ② Japanese ODA priority area, ③ JICA's priority assistance area to Bangladesh ④ Japan's priority area in mid-term aid policy, ⑤ International consensus for aid such as MDGs ⑥ Any incidents showing needs of target area/groups, ⑦ results of needs analysis	1-PRSP, available policy documents Japan's country assistance policy, JICA's country assistance strategy for Bangladesh Mid-term aid policy, MDGs Project related reports, farmers, UDO, NBD s, VC	Literature Review, Interview Literature Review Literature Review Literature Review Literature Review, Interview, Questionnaire
5 Effectiveness (See the Project Achievement table for the italics)	5-1 Degree of achievement of Project Purpose 5-2 Was Project Purpose appropriate? 5-3 Were the project design and implementation appropriate to achieve the project purpose?	5-1-1 Is achievement of outputs as originally planned? 5-1-2 Is achievement of project purpose as originally planned? 5-2-1 Has Link Model been found to be effective for rural development in Bangladesh? 5-2-2 Is Link Model has applicability? 5-3-1 Have Outputs contributed to realization (expected) of project purpose? 5-3-2 Were Outputs appropriate to achieve Project Purpose?	See Project Achievement See Project Achievement See Project Achievement See Project Achievement See Project Achievement		
6 Efficiency	6-1 Appropriateness of Inputs in relation to the produced Outputs (Have the timing, quality, and quantity of inputs	5-3-3 Are there any inhibiting factors to achieve project purpose?	① Changes in external conditions (retention situation of UDO and ARDO who trained in PRSP, budget allocation to related unit, NBD s inputs) ② Dispatch of Japanese experts (Number, Timing, field)	Project related reports, UDO, NBD s C/Ps, Japanese experts	Literature Review, Interview, Questionnaire Interview, Questionnaire

EVALUATION CRITERIA	EVALUATION QUESTIONS		Information/indicators	Data Sources	Data collection methodology	
	Questions	Sub-questions				
	Questions been necessary and sufficient to achieve outputs?)	6-1-1 Appropriateness of Japanese inputs	②Provision of equipment (variety, number, timing)	C/Ps, Japanese experts	Interview, Questionnaire	
			③Acceptance of trainees in Japan (timing, number, content/quality of the training)	C/Ps, Japanese experts	Interview, Questionnaire	
			①Allocation of C/Ps (Number, timing, field)	C/Ps, Japanese experts	Interview, Questionnaire	
			②Operational cost for the project	C/Ps, Japanese experts	Interview, Questionnaire	
	6-1-2 Appropriateness of Bangladeshi inputs		③Quality and quantity of equipment and facilities provided	C/Ps, Japanese experts		
			①Personnel	Project reports, Japanese experts, C/P	Literature Review, Interview, Questionnaire	
			②Equipment, facilities	Project reports, Japanese experts, C/P	Literature Review, Interview, Questionnaire	
			③Local operational cost	Project reports, Japanese experts, C/P	Literature Review, Interview, Questionnaire	
	6-1-3 Degree of utilization of inputs		①Operational situation of Project Coordination Committee, ②Technical Support Committee in Japan	Project reports, Japanese experts, C/P	Literature Review, Interview, Questionnaire	
			6-1-4 Project Management			
7 Impact <i>(See the Project Achievement table for the italics)</i>	7-1 Has the implementation of the project contributed to realization of the long-term objective?	7-1-1 Will Overall Goal be estimated to be achieved?	See Project Achievement			
		7-1-2 Has farmers' access to public services improved in 4 Unions?	See Project Achievement			
		7-1-3 Are there any unintended positive and negative situation produced by the project?	Unintended positive impact, unintended negative impact, if any.	Japanese experts, NBD staff, UDO, villagers, VC, other UCCM participants	Literature Review, Interview, Questionnaire	
		8 Sustainability	8-1 Are VC and UCC in 4 Unions able to continue their activities by themselves in sustainable manner?	①Process and achievement of VC, UCC activities	①Requesting data, UCCM participants, Japanese experts	Literature Review, Interview, Questionnaire
②BRDB policy on budget allocation for Link Model related cost such as VC scheme	BRDB officials at policy making level			Interview, Questionnaire		
③BRDB policy on employment of 3 current UDOs	BRDB officials at policy making level			Interview, Questionnaire		

EVALUATION CRITERIA	EVALUATION QUESTIONS		Information/Indicators	Data Sources	Data collection methodology
	Questions	Sub-questions			
	8-2 Can Link Modes be expanded to other areas than project site?		<p>① Current situation and future direction of Link Model Cell in BRDB, ② Current situation and future direction of the budget allocated on Cornilla Model related projects, ③ BRDB's policy (course of actions) to promote Link Model nationwide in future</p> <p>④ Current situation of ARDO appointed as UDO</p> <p>⑤ Current situation of activities by JOCV, ⑥ Current situation of activities by JICA expert in Greater Faridpur.</p> <p>⑦ Impact on community by PRDP, ⑧ Impact on community by other Project/Program which employ different approach than PRSP</p> <p>⑨ Motivation of and incentives for stakeholders</p> <p>⑩ Motivation of and incentives for stakeholders</p>	BRDB and LGRD&C officials at policy making level, officer in charge of PRDP Cell at BRDB, budget documents related to BRDB, ADP budget documents	Literature Review, Interview
			officer in charge of PRDP Cell, C/PS, Japanese experts, project related reports	Literature Review, Interview	
			Mr. Watanabe, Mr. Ito, JICA Bangladesh office	Interview, Questionnaire	
			the result of impact study by local consultant, studies on same approach, donors, villagers	Literature Review, Interview	
			Japanese experts, UDO, NBDs, farmers	Interview, Questionnaire	
			Japanese experts, UDO, NBDs, farmers	Interview, Questionnaire	

EVALUATION GRID (Draft) for Participatory Rural Development Project (PRDP)
A. Actual Project Achievement and Project Implementation Process

	EVALUATION QUESTIONS		Results of Information/indicators checked	Information/indicators to be checked
	Questions	Sub-questions		
1 Project Achievement	1-1 Achievement of Overall Goal (expected)		In the project site, NBDs staff learn villages' needs through UCCM and arrange visit schedule and measures for service delivery with VC chairperson. This type of arrangement never happened before the establishment of VC. Although it is difficult to show the exact figure of NBD staff's visit to villages spontaneously or in response to villagers' demand, the number of the NBD staff's visits to villages based on villages' needs increased.	① Increase in number of NBD staff's visit to villages spontaneously or in response to villagers' demand. Incidents to show its trend (decrease or no change)
			The result of "Survey on Villagers' Recognition of NBD's Services" shows that villagers are more aware of the existence of NBD services in VC villages of PRDP than in non-PRDP villages.	② Data on villagers' recognition level on public services
			Extension of Link Model even outside of the Project site of PRDP has been started by Link Model Cell. Currently 2 Unions, which are Jogotpur Union in Daudkandi Upazila and Kutubpur Union in Meherpur Upazila, are covered by Cell. Another trial of Link Model expansion is underway in Greater Faridpur area assisted by the Japanese expert assigned to LGED.	③ Cases of Link Model Expansion outside the Project site
		1-2-1 Has Link Model's applicability been proved? (Has Link Model functioned in other area than project site?)	Some projects by other donors are employing similar approach/concept as Link Model such as Sirajgonj Local Governance Development Fund Project by UNDP, LCDP(Local Capacity Development Initiative) funded by SIDA.	① Cases of Link Model practice including even its components practice in rural development project in Bangladesh, if any.
		1-2-2 Is there political will to promote Link Model as one of the major approach for rural development?	Almost all the interviewees are positive as for applicability of Link Model. It can be applied even to other area than the Project site. However, replication should have flexibility considering the characteristics and reality of each area as long as functions of core components of Link Model, which are UDO, VC and UCC, are kept. If above-said condition is met, applicability of Link Model is high.	② Related stakeholders' opinion on Link Model's applicability in other area than project site in Bangladesh.
	1-2 Achievement of Project Purpose (expected)		"RDCCD has in principle accepted PRDP link model and proposed to include it in the three year rolling plan. It has also been incorporated in the ADP of 2003-2004 with zero allocation." (Letter from Md.Hedayetul Islam Chowdhury, RDCCD dated 1st July, 2003)	① Opinions of the officials at policy making level.
		1-2-3 Are there any actions taken to expand Link Model nation-wide?	Extension of Link Model even to other District than the Project site of PRDP has been started by Link Model Cell. Currently 2 Unions, which are Jogotpur Union in Daudkandi Upazila and Kutubpur Union in Meherpur Upazila, are covered by Cell. UDO cum ARDO in these areas received the training on Link Model. The manual on Link Model, developed by PRDP, was utilized for the training. In addition, Gram Sharkar and UP approach is national strategy since law on Gram Sharkar was promulgated in February in 2003. LOD is responsible for the implementation of it and UPC are now constructed by the LGED.	① Actual activities by BRDB

EVALUATION QUESTIONS		Results of Information/Indicators checked	Information/Indicators to be checked
Questions	Sub-questions		
1-3 Achievement of Outputs	1-3-1 To what extent has Output 1, "The managerial and operational system of PRDP is established," been achieved? (Output 1)	<p>All staff of relevant fields of the Project has been assigned. Budget was allocated to PRDP operational cost. The necessary spaces for office of the Project have also been provided.</p> <p>PCC is supposed to be held quarterly. Seven (7) PCC have been held as of October, 2003. PCC in September, 2003 is the latest meeting. Follow up action on the decisions of the PCC is done properly.</p> <p>Monitoring system, which is supposed to be conducted under the initiative of counterpart personnel after mid-term evaluation, has not been established well. For example, Headquarter's management for monitoring on reporting system from field level has not been conducted well.</p> <p>Competence of UDO in managing and operating of UCC has been increased. Not only the competence in secretary work but also in approach to community, strengthening horizontal and vertical linkages which are essence of Link Model, are observed. Those UDOs who are able to conduct training for new UDO have accumulated their experiences since the previous study projects. Even the new UDOs understand Link Model sufficiently. For example, they are quite aware of the importance of linkage between UCCM and VC, getting NBDs involved. Therefore, those who do not have experience in the previous study are developed to the certain extent to implement Link Model. Some pointed that ARDO working as UDO has less dedication to visit field. However, UDO cum ARDO is responsible for 6 more projects at the same time.</p>	<p>① Personnel - Budget - facilities/equipment</p> <p>② The number of PCC and its results</p> <p>③ monitoring practice</p> <p>④ Situation of UDO currently appointed</p>
	1-3-2 To what extent has Output 2, "A public officer responsible for overall coordination at Union Coordinating Committee (UCC) is trained," been achieved? (Output 2)	<p>UCCM are well managed and operated due to the following aspects: ① various stakeholders participate including NGOs, ② comfortable environment under which everybody can express their opinion without pressure, ③ UDO presides and gives some advice/guidance to the participants, if necessary, ④ the review/criticism on the happening in the past could be the base of improvement for future by the UDO's meeting operation. This observation shows the competence of UDOs. In Shahadepur Union, UDO showed his competence in advancement of discussion, persuading VC chairperson to voice as village as a whole rather than individual request by going through documenting and submitting to local administration.</p> <p>The Link Model Guideline explains simply and clearly. It gives concrete idea of Link Model to those who are going to implement it. The degree of user-friendliness can be increased by reflecting the users' opinion for improvement.</p> <p>TOR is self is under preparation. The draft of TOR has been presented and discussed at UCCM. Most of the stakeholders understand the TOR of UDO. Apart from the documented TOR, all UDO are clearly aware of what they should do as UDO. This was made sure not only by interviewing of them but also by evaluation by Japanese experts.</p>	<p>⑤ UCC operation by UDO</p> <p>⑥ Content of Link Model Guideline (operational manual for UDO)</p> <p>⑦ Extent of UDO's understanding of TOR</p>
	1-3-3 To what extent has Output 3, "UCC functions as a framework to facilitate overall coordination among Upazila, Union, and Village levels," been achieved? (Output 3)	<p>UCCM has been held as follows; Shahadepur Union (Date of formation: April in 2001) 36 meetings; Narandia Union (Date of formation: April in 2001); 37 meetings, Salla Union (Date of formation: November in 2002); 11 meetings, Bangra Union (Date of formation: November in 2002); 11 meetings. The number of the participants has been always more than certain number and variety of the participants have been also maintained. Judged from above mentioned fact, it can be said that UCCM has been held once a month as planned and participants have been kept in its quality.</p> <p>Women in Tarabari village set toilets in all the houses in their village by using ADP budget (ca.20% by ADP and ASUP-a NGO, 30% by villagers, ca.50% by PRDP) due to the decision of VC.</p>	<p>⑧ The number of holdings of UCCM and its participants</p> <p>⑨ Number and variety of new resources mobilized at Upazila level or higher level.</p>

EVALUATION QUESTIONS		Results of Information/indicators checked	Information/indicators to be checked
Questions	Sub-questions		
		<p>NBD staff feel that it is useful for them to know other NBD staff under different line ministries through UCCM. Because of such network, the favorable environment, in which NBD staff give the advice to villagers to promote other NBD service delivery, has been created. In addition, NBD staff came to psychologically feel comfortable and enjoy their duties because of this network.</p> <p>Previously NBD staff did not perform in collective manner but now they deliver their services through VC. Because of this, NBD staffs decide service delivery based on common interest, created by VC, rather than subjectively.</p> <p>The result of "Survey on Villagers' Recognition of NBD's Services" shows that villagers are more aware of the existence of NBD services in VC villages of PRDP than in non-PRDP villages.</p> <p>Total number of VC established by October, 2003 is 39. Details as follows: Shahadepur Union: 12 VC among 22 villages in Union; Narandia Union: 13 VC among 43 villages in Union, Salla Union: 6 VC among 22 villages, Bangra Union: 5 VC among 31 villages.</p> <p>The small scale infrastructures, constructed by the PRDP VC scheme, such as ring culvert, para road are utilized and maintained well by village people.</p> <p>The maintenance condition of notice board, which was pointed out "Not Good" by the local consultant at the time of mid-term evaluation, was good enough as far as the evaluation team observed. The information on notice board are shared among people through network among people in para. Therefore, those who are illiterate receive information by a word of mouth of those who read notice board. The survey on the utilization of notice board, such as the percentage of notice board users among total villagers, has not been conducted.</p> <p>Women in Tarabari village set toilets in all the houses in their village by using ADP budget (20% by ADP and NGO, 30% by villagers, 50% by PRDP) due to the decision of VC. This is one of the examples to show that women's voice were reflected to common interest of village. Women in this village selected sanitation as their most serious problem to tackle first among four choices, namely poultry, home-garden, sanitation, income generation activities through the 4 women VC members. They did not have opportunity to express their voices to village decision making process before VC establishment.</p> <p>At least one woman from each para should be sent to VC in Link Model. Four (4) among 17 VC members are female in Tarabari village committee. Approximately 50% of the beneficiaries is female. Block supervisor, under the program of Ministry of Agriculture, decided to provide training on compost fertilizer and home-garden for 15 women because women's needs were already identified and also the social preparation to receive such services in Tarabari village was enough through VC. Currently village people here enjoy the knowledge and technology that they learned at the training.</p> <p>Eleven (11) study forums and two (2) seminars have been held in total until October, 2003. Total number of participants amounts to 337. About thirty (30) on average at a forum participate. The seminar and forum function as measures to expand Link Model approach and coordination among donors. Therefore, other donors had been invited to those held in the past. (See Mid-term eva.P61. With an average attendance of 40 participants from development partners like UNDP, EC, NORAD, SIDA, ADB, JBIC, and different NGOs and governmental organizations, academies, institutions and university.)</p>	<p>③ Actual results of horizontal coordination among NBD staff</p> <p>④ Changes in service delivery by NBD staff</p> <p>⑤ The extent of villagers' recognition and satisfaction with NBD's services</p> <p>① Achievement and participants (number and variety) of VC</p> <p>② Utilization of small scale infrastructures, maintenance and operational conditions</p> <p>③ Recognition and utilization of notice board</p> <p>④ Percentage of infrastructure plans reflecting women's needs</p> <p>⑤ VC participants, Percentage of women's beneficiaries</p> <p>① The content and number of forums and seminars conducted.</p>
	<p>1-3-4 To what extent has Output 4, "Village Committee (VC) functions as a framework to ensure villagers' participation in rural development processes," been achieved?</p> <p>(Output 4)</p>		
	<p>1-3-5 To what extent has Output 5, "The effectiveness of the Link Model is disseminated," been achieved?</p>		

EVALUATION QUESTIONS		Results of Information/indicators checked	Information/indicators to be checked
Questions	Sub-questions		
	(Output 5)	<p>Link model has not well been known among working group members of "Good Governance". Involvement in networking in this field seems to be insufficient. Therefore, it is not possible to hear the opinion on Link Model from who do not know.</p> <p>"Guideline", which explains practitioners on Link Model procedures, was already made. The content can be appreciated positively in terms of easy presentation of Link Model practice. This has already been utilized for actual training of related personnel including ARDO cum UDO, JOCV, Field Organizer in different district than the project site. The draft of "Manual", which explains the concept of Link Model, was distributed to approximately 200 related persons to reflect their feedback into final version. The naming of these two, "Guideline" and "Manual" are slightly misleading.</p> <p>Link Model Cell formed in planning section. Posted AD (Planning) to work Link Model - Additional charge-vide order No.339, dated 7/9/2002. The cell is composed of 4 officials at BRDB HQ's and ARDO and field organizer at the local level. In July, 2003, a High Power Committee of BRDB HQ's formed as monitoring committee of Link Model Implementation (Expansion of 64 Union Parishad). Related personnel received training on Link Model. High power officials participated in UCCM. See Annex 9 for the detail on the Progress of Link Model Cell. Currently 5,000 TK is allocated to each Union to cover the cost of implementation.</p> <p>Comilla model will not be terminated. However, it does not affect the implementation of Link Model. Both will be implemented side by side.</p> <p>BRDB is asking commitment of Prime Minister's Office to expand Link Model. RDCCD has in principle accepted PRDP link model and proposed to include it in the three year rolling plan. It has also been incorporated in the ADP of 2003-2004 with zero allocation. Extension of Link Model even to other District than the Project site of PRDP has been started by Link Model Cell. Currently 2 Unions, which are Jogotpur Union in Daudkandi Upazila and Kumbpur Union in Meherpur Upazila, are covered by Cell. UDO cum ARDO in these areas received the training on Link Model. The manual on Link Model, developed by PRDP, was utilized for the training.</p> <p>3 long-term experts and 20 short-term experts were dispatched to the Project for technology transfer. And 2 more short-term experts are scheduled to be dispatched. See ANNEX 8-a. Including requested amount for FY2002/2003, machinery and equipment in total valued at 5,249,000 Japanese Yen were provided for the Project activities. 3 counterpart personnel were dispatched to Japan for training. And 1 more is scheduled to be dispatched to Japan. Apart from training covered by the Project, 5 were dispatched to Japan to receive the Country Focused Group Training Course. And more 5 will be dispatched to Japan for the same training.</p> <p>The equipment provided have been well maintained and utilized. See ANNEX 8-c.</p> <p>Two UDC. have been constructed in Shiladepur and Naranadia Union.</p> <p>Bangladeshi inputs have for the most part been borne. See the 1-3-1 ①</p>	<p>② Other donors' evaluation on Link Model</p> <p>③ Progress and content of Pamphlet, Manual, Guideline, Training Manual</p> <p>① Current situation and future direction of Link Model Cell in BRDB</p> <p>② Current situation and future direction of the budget allocated on Comilla Model related projects</p> <p>③ BRDB's policy (course of actions) to promote Link Model nationwide in future</p> <p>① Experts, Acceptance of trainees, Local cost</p> <p>② Equipment</p> <p>③ UDC</p> <p>④ Bangladeshi Inputs</p>
1-4 Actual Inputs		<p>All the fruits of the previous study projects are reflected to the current project. However, the time lag between the end of the previous project and the new project (PRDP) affected smooth start of PRDP.</p> <p>The reason for selection of Kalihati Upazila was the presence of human resources which were developed by the previous study projects.</p>	<p>① Feedback from the previous studies (ISRAD and JSRDE)</p> <p>② Reason for selection of Kalihati Upazila and its decision making process</p>
2-1 Appropriateness of project design process			
2 Project Design Process			

	EVALUATION QUESTIONS		Results of Information/indicators checked	Information/indicators to be checked
	Questions	Sub-questions		
3 Implementation Process	3-1 Appropriateness of the implementation process		<p>The current project purpose was set up at the time of mid-term evaluation. The highly challenging atmosphere at that time was immediately reflected in the creation of current project purpose.</p> <p>At the stage of project design, problem/objective analysis by FCM method was not conducted.</p> <p>The monitoring system by using the monitoring sheet, proposed by the mid-term evaluation team, has not been utilized.</p> <p>UDO and Japanese experts have meeting everyday.</p> <p>①UDO that is core component of Link Model as link-pin were developed through face to face meeting everyday. ②The working environment in which UDOS are encouraged to visit and establish rapport with villagers has been considered. UDOS' capability has been tried to utilize fully by avoiding of imposing duties. Manipulating of office work, is not appreciated in working environment of Link Model.</p>	<p>③Reason for selection of project purpose</p> <p>④Logic between project purpose and activities in Kalihati Upazila</p> <p>①Monitoring plan and results (to show that monitoring and evaluation system was established and functioned)</p> <p>②Frequency of communication between Japanese experts and C/Ps</p> <p>③Points concerned for implementation</p>

EVALUATION GRID (Draft) for Participatory Rural Development Project (PRDP)

B Analysis on 5 evaluation criteria

EVALUATION CRITERIA	EVALUATION QUESTIONS		Results of Information/indicators checked	Information/indicators to be checked
	Questions	Sub-questions		
4 Relevance	4-1 Consistency with Bangladeshi people's needs, Bangladeshi policy, Japanese ODA policy, etc.	4-1-1 Are Overall Goal and Project Purpose consistent with agricultural policy in Bangladesh? 4-1-2 Are Overall Goal and Project Purpose consistent with Japanese ODA policy to Bangladesh? 4-1-3 Is the targeting sub-sector consistent with globally consented development goal? 4-1-4 Does Project Purpose still match the needs of target areas/groups (farmers and related NBD agents in Kailiati Upazila, Tangail District)?	Consistent. The government of Bangladesh has a policy focusing on Union for rural development. Constructing Union Parishad Complex is one of such a policy. Consistent. The government of Japan puts priority on the following four areas: ①agricultural/rural development and increase in agricultural productivity, ②improvement in social development (BHN, Primary Health Care), ③Promotion of investment and creating environment for investment, ④Disaster Relief. PRDP, which tries to alleviate poverty and reduce the gap between rural area and urban area, is consistent with the Bangladesh policy. Consistent. Poverty alleviation, empowerment, participatory development and good governance are covered by PRDP. UNO said the following: UCCM in Link Model is seen as mini-parliament because it improves transparency and accountability. Therefore, Link Model should be expanded to all Unions in Kailiati Upazila, eventually nationwide. NBD staffs incentive to perform their duties dedicatedly because of Link Model impacts (efficient service delivery, respect from villagers, comfortable working conditions because of network) was increased and satisfaction of villagers was increased as well. Thus, needs for Link Model, which creates synergy effect of local administration and community, exist.	①Rural development policy in Bangladesh ①Japanese ODA priority area, ②JICA's priority assistance area to Bangladesh ①Japan's priority area in mid-term aid policy, ②international consensus for aid such as MDGs ①Any incidents showing needs of target area/groups, ②results of needs analysis
5 Effectiveness (See the Project Achievement table for the italics)	5-1 Degree of achievement of Project Purpose 5-2 Was Project Purpose appropriate? 5-3 Were the project design and implementation appropriate to achieve the project purpose?	5-1-1 Is achievement of outputs as originally planned? 5-1-2 Is achievement of project purpose as originally planned? 5-2-1 Has Link Model been found to be effective for rural development in Bangladesh? 5-2-2 Is Link Model has applicability? 5-3-1 Have Outputs contributed to realization (expected) of project purpose? 5-3-2 Were Outputs appropriate to achieve Project Purpose? 5-3-3 Are there any inhibiting factors to achieve project purpose?	See Achievement 1-3 See Achievement 1-2 See Achievement 1-1 See Achievement 1-2-1 See Achievement 1-3 Nothing is observed.	See Project Achievement See Project Achievement See Project Achievement See Project Achievement See Project Achievement ①Changes in external conditions (retention situation of UDO and ARDO who trained in PRSP, budget allocation to related unit, NBD's inputs)
6 Efficiency	6-1 Appropriateness of Inputs in relation to the produced Outputs (Have the timing, quality, and quantity of inputs been necessary and sufficient	6-1-1 Appropriateness of Japanese inputs	Dispatch of Japanese experts (Number, Timing, field) was nearly appropriate. Appropriate, but the gap between TAPP and MOU hindered smooth input at the beginning stage.	①Dispatch of Japanese experts (Number, Timing, field) ②Provision of equipment (variety, number, timing)

ANNEX 7-a

EVALUATION CRITERIA	EVALUATION QUESTIONS		Results of Information/indicators checked	Information/indicators to be checked
	Questions to achieve outputs?	Sub-questions		
		6-1-1 Appropriateness of Bangladeshi inputs	Timing and content of training in Japan are appropriate.	③Acceptance of trainees in Japan (timing, number, content/quality of the training) ①Allocation of CPs (Number, timing, field)
		6-1-2 Degree of utilization of inputs	Appropriate	②Operational cost for the project
		6-1-3 Project Management	Appropriate	③Quality and quantity of equipment and facilities provided
		6-1-4 Overall Goal be estimated to be achieved?	Utilized fully. Utilized fully and well maintained. Appropriate.	①Personnel ②Equipment, facilities ③Local operational cost
7 Impact (See the Project Achievement table for the italics)	7-1 Has the implementation of the project contributed to realization of the long-term objective?	7-1-1 <i>Overall Goal be estimated to be achieved?</i>	PCC is supposed to be held quarterly. Seven (7) PCC were held as of October, 2003. PCC in September, 2003 is the latest meeting. Follow up action on the decisions of the PCC is done properly. Technical Support Committee in Japan was held properly.	①Operational situation of Project Coordination Committee, ②Technical Support Committee in Japan
8 Sustainability	8-1 Are VC and UCC in 4 Unions able to continue their activities by themselves in sustainable manner?	7-1-2 <i>Has farmers' access to public services improved in 4 Unions?</i>	See achievement table 1-1	See Project Achievement
		7-1-3 Are there any unintended positive and negative situation produced by the project?	No negative impact is observed. Unintended positive impacts are as follows: ①Considerably large response from women in Tarabari sanitation case, ②UP chairpersons, who used to be difficult to cope with, changed their attitude and now they respect rule to be fair due to improvement in transparency and accountability, ③UP members, who opposed Link Model at the beginning turn into the strong supporters for Link Model, ④NBD staff enjoy the friendly atmosphere of Link Model network, ⑤Union Tax was completely paid more smoothly than expected, ⑥The term such as "Transparency", "Accountability" come up to frequently from Bangladeshi side, etc.	Unintended positive impact, unintended negative impact, if any.
			The issues discussed at UCCM, which reflects the VC agenda, is various as follows; Union Prishad tax collection, Installation of sanitary latrine, Cleanliness of house campus, Improvement of Govt. Primary School, Safe drinking water, EPI, Repair of village road, Vaccination of poultry birds, Inclusion and change of VC members, Arsenic problem and way for mitigation, Establishment of community clinic, Livestock treatment, Environment, Eradication of illiteracy, Sewing training, etc.	①Process and achievement of VC, UCC activities
			The cases, which show that small-infrastructure is not the only way to introduce Link Model, have been appearing. According to the result of Mr.Kawai's (Japanese short-term expert) study on VC scheme, the VCs that established after sometime of starting PRDP hoped to utilize the VC scheme for NBD service-related infrastructure such as sanitation, repair of school rather than traditional hard construction such as road. This shift suggests possibility that to get people involved in Link Model lies not only in showing the benefit from infrastructure.	②BRDB policy on budget allocation for Link Model related cost such as VC scheme
			The possible measure that BRDB can take is to allocate ARDO and field organizer to Link Model.	③BRDB policy on employment of 3 current UDOs

EVALUATION CRITERIA	EVALUATION QUESTIONS		Results of information/indicators checked	Information/indicators to be checked
	Questions	Sub-questions		
	8-2 Can Link Modes be expanded to other areas than project site?		<p>See achievement table 1-3-6</p> <p>UDDO cum ARDO has heavy duties. Therefore, it seems to be difficult for such ARDO to perform exactly to the extent to which full-time UDDO is expected. Thus, same impact can not be expected from both cases.</p> <p>None of VCs has been formally formed in Jogotpur Union where JOCV is working to expand Link Model. However, UCCM has already been started and vertical and horizontal linkages have been accumulating. To expand Link Model widely by giving up marginal component, notice boards are not set up in this Union. He practices Link Model with stance that as long as core component of Link Model is assured, pure copy of Link Model by 100% is not needed for larger expansion. The project supported by a Japanese expert is also trying to apply Link Model by modifying if necessary. In his practice, VC scheme is not provided.</p> <p>Impact to community seems to be considerably high. Comparing Link Model approach, which tries to improve service delivery by local administration, with "Target Group Approach", which does not involve ineffective NBDs, can be a topic for future study.</p> <p>See 8-1 ② In addition to that, there are several supporting cases for the foregoing statement. For example, para road was constructed by the income produced by the villagers' activities at the market that was created by the villagers. Another case is that villagers themselves bore the cost of sanitation facilities after experiencing Link Model. VC scheme, however, obviously makes impact happen at high speed because of its tangibility.</p> <p>The reasons why NBD staff participate in UCCM are ①efficient and effective delivery of services, ②close interaction between villages and NBD staff for increased service delivery, ③trust and respect from villagers, ④networking among NBD staff under different line ministries, ⑤more comfortable and friendly working conditions because of networking, etc. These incentives can continue without external intervention.</p>	<p>①Current situation and future direction of Link Model Cell in BRDB, ②Current situation and future direction of the budget allocated on Comilla Model related projects, ③BRDB's policy (course of actions) to promote Link Model nationwide in future</p> <p>④Current situation of ARDO appointed as UDDO</p> <p>⑤Current situation of activities by JOCV, ⑥Current situation of activities by JICA expert in Greater Faridpur.</p> <p>⑦Impact on community by PRDP, ⑧Impact on community by other Project/Program which employ different approach than PRSP</p> <p>⑨Motivation of and incentives for stakeholders</p> <p>⑩Motivation of and incentives for stakeholders</p>

Achievement of Output (from October 2002 to March 2003)

ANNEX 7-b (1)

Output	Indicators	Targets in this term	Achievements in this term	Reasons if planned targets were not satisfied
1. The managerial and operational system of PRDP is established.	1-1. Staff, budgets and equipment are allocated as planned.	<ul style="list-style-type: none"> • UDO for Salla Union to be recruited and posted. • Budget & equipments to be allotted as planned. 	<ul style="list-style-type: none"> • Advertisement for recruiting of UDO has done and selection procedure has completed through written test and viva. Appointment letter will be issued soon. • Budget & equipments have been allotted in time. 	1-2. No PCC meeting has been held quarterly during this period due to lack of necessity.
	1-2. PCC is regularly held	<ul style="list-style-type: none"> • PCC to be held every three months. • Follow-up action to be done properly. 	<ul style="list-style-type: none"> • The 6th PCC was held on the October, 2002. • Follow up action on the decisions of the PCC is doing properly. 	
	1-3. Monitoring is periodically conducted.	<ul style="list-style-type: none"> • Conducting monitoring & writing reports every 6 month. 	<ul style="list-style-type: none"> • JMED evaluation reports (one month, three months and six months) have been submitted to GOB. 	
2. A public officer responsible for overall coordination at UCC is trained.	2-1. The responsible officer plays a leading role to manage UCCM.	<ul style="list-style-type: none"> • ARDO, BRDB posted as UDO plays a leading role to manage UCCM. • PRDP to provide on job training to ARDO. • NBDs staff in UCC to be given on job training to collaborate with other NBDs. 	<ul style="list-style-type: none"> • ARDO, BRDB posted as UDO is well managing UCCM as a UDO. • ARDO has been given on job training and has been well guided by PRDP personnel both Japanese and Bangladeshi. • NBDs staff in UCC have been given on job training at BARD & Upazilla. 	
	2-2. The operational manual of UDO is comprehensible.	<ul style="list-style-type: none"> • Draft operational manual of UDO to be completed. 	<ul style="list-style-type: none"> • Draft operational manual is preparing. 	
3. UCC functions as a framework to facilitate overall coordination among Upazilla, Union and Village level	2-3. TOR of UDO is fully understood by stakeholders.	<ul style="list-style-type: none"> • Draft TOR of UDO to be prepared and discussed at the workshops of various stakeholders. 	<ul style="list-style-type: none"> • Draft TOR of UDO has been presented and discussed at UCCM. Most of stakeholders understand the TOR of UDO. 	Necessary Countermeasures
	3-1. The participants of UCCM are varied.	<ul style="list-style-type: none"> • All members of UCC to be regularly attend the UCCM. 	<ul style="list-style-type: none"> • Most of the UCC members are regularly attending the UCCM. 	
	3-2. UCCM is regularly held.	<ul style="list-style-type: none"> • 22 Nos. of UCCM to be held in this period. • Salla & Bangra UCC formed in November 2002. 	<ul style="list-style-type: none"> • 22 Nos. of UCCM have been held in this period. 	
	3-3. Number and variety of new resources mobilized at Upazilla level or higher level.	<ul style="list-style-type: none"> • ADP allocated to the UP to be utilized to VC scheme. 	<ul style="list-style-type: none"> • No ADP allotted VC scheme has been implemented in this period. 	

			<ul style="list-style-type: none"> Information sharing, mutual interaction and collaboration among different NBDs agents to take place. 	<p>On progress. Good relation among the NBDs agents at UCCM and fields.</p>		
3-4. Horizontal coordination among NBDs agents is improved.		<ul style="list-style-type: none"> NBDs VC visit programme to be regularly hold. NBDs services to become visible to villagers. 		<p>At UCCM, NBDs agents discuss the coming month VC visit programme schedule with concern VCs, and fix programme to visit VC. This information to be disseminated to villagers through VC and Notice Board. NBDs VC visit programme is regularly holding. Villagers seriously ask NBDs agents to provide public services such as livestock vaccination, arsenic mitigation etc. NBDs services are now visible to the villagers in the project area.</p>		
3-5. Increase in number of NBDs visits to villages, spontaneously or in response to villagers' demand, in target area.		<ul style="list-style-type: none"> VC and NBDs agents have regular interaction and work schedule of NBDs to be discussed and decided through mutual consultation among them. 		<p>VC visit programme is planned by VCs requests placed at UCCM.</p>		
3-6. The public services provided meet actual need of villagers.		<ul style="list-style-type: none"> Villagers to be motivated by the concerned VC with support from UDO. 		<p>Understanding function of VC by the concern villagers is gradually but surely expanded.</p>		
4. VC functions as a framework to ensure villagers' participation in rural development processes.		<ul style="list-style-type: none"> 4-1. Villagers fully understand the role and functions of VC. 4-2. VC autonomously draws up a development plan. 4-3. Percentage of users of infrastructure to total population. 4-4. The rural infrastructure is maintained by community. 4-5. Most villagers recognized and pay attention to notice board. 4-6. Percentage of users of notice board to total population. 4-7. Percentage of infrastructure plans reflecting women's need. 	<ul style="list-style-type: none"> Plan of VC scheme including design, management and implementation to be initiated and submitted to UCCM by official procedure. 	<p>Some VC eagerly wants to implement VC scheme in its jurisdiction, and prepares scheme plan and submits to UCCM. But most of the VC schemes are initiated & submitted to UCCM through official procedure.</p>	<p>Impact (expected/unexpected)</p>	
		<ul style="list-style-type: none"> Villagers use the infrastructure constructed through VC schemes. No. of VC scheme initiated by VC to increase and when the infrastructure is damaged VC to repair it. Maintaining Notice Board good condition and supplying useful information to villagers. Women sub-group to be formed in the VC village and VC assists activities of the women group in the village. 	<p>Villagers daily use the infrastructures implemented by the VC.</p>			
				<p>7 Nos. of VC scheme has implemented in this period. Sahadebpur 2, Narandla 5.</p>		
				<p>Nos. of installed Notice Board in each Union are as follows; Shahadebpur 41, Narandla 35, Salla 35, Bangra 35.</p>		
				<p>Responses to Notice Board by concern villagers is preferable.</p>		
				<p>Women sub-group have been formed in some VC villages & VC assists activities of the women group in the village have been increased.</p>		

	4-8. Percentage of female beneficiaries.				
5. The effectiveness of the Link Model is disseminated.	5-1. The contents and number of forums and seminars conducted.	<ul style="list-style-type: none"> 2 No. of Study Forum to be held in this period. VC self-evaluation workshop to be held. Workshops by stakeholders for preparing Link Model manual to be held 	<ul style="list-style-type: none"> 2 No. of Study Forum to be held in this period. VC self-evaluation workshop to be held. Workshops by stakeholders for preparing Link Model manual to be held 	<p>Tenth Study Forum was held on the 15th January 2003. VC self-evaluation workshop was held at BARD. Workshops by stakeholders for preparing Link Model manual was held at Narandia UDC and Srahadeipur UDC on the 4th September and the 6th September 2003 respectively.</p>	
	5-2. The contents and dissemination of the report on Link Model	<ul style="list-style-type: none"> Report of Mid term seminar of PRDP to be published. Brochures of PRDP both in Bengali and English to be printed and disseminated. 	<ul style="list-style-type: none"> Report of Mid term seminar of PRDP to be published. Brochures of PRDP both in Bengali and English to be printed and disseminated. 	<p>Report of Mid term seminar is under process.</p>	
6. The system to support UDO's activities at BRDB is set up.	6-1. ARDO's ability to implement the Link Model is improved.	<ul style="list-style-type: none"> Activities of ARDO as UDO to be recognized and supported by BRDB. Link Model Cell formed in BRDB H.Q. to administrate the ARDO posted as UDO. 	<ul style="list-style-type: none"> Activities of ARDO as UDO to be recognized and supported by BRDB. Two (2) ARDO's have been posted as UDO outside the PRDP project area (Daudkandi & Meherpur) under the initiative of the Link Model Cell of BRDB. 	<ul style="list-style-type: none"> Activities of ARDO as UDO have been recognised & supported by BRDB. Two (2) ARDO's have been posted as UDO outside the PRDP project area (Daudkandi & Meherpur) under the initiative of the Link Model Cell of BRDB. 	

Achievement of Output (from April 2003 to September 2003)

ANNEX 7-b (2)

Output	Indicators	Targets in this term	Achievements in this term	Reasons if planned targets were not satisfied
1. The managerial and operational system of PRDP is established.	1-1. Staff, budgets and equipment are allocated as planned.	<ul style="list-style-type: none"> • UDO for Salla Union to be recruited and posted. • Budget & equipments to be allotted as planned. 	<ul style="list-style-type: none"> • The UDO for Salla Union was appointed on the 8th June 2003 and joined on the 14th June 2003. • Budget & equipments have been allotted in time. 	<p>1-2. No PCC meeting has been held quarterly during this period due to lack of necessity.</p> <p>3-2. One UCCM in Salla Union could not be held due to unavoidable reasons.</p> <p>3-3. VC scheme could not be implemented due to rainy seasons in this period.</p> <p>4-4. More VC schemes could not be implemented due to the rainy season in this period.</p>
	1-2. PCC is regularly held	<ul style="list-style-type: none"> • PCC to be held every three months. • Follow-up action to be done properly. 	<ul style="list-style-type: none"> • The seventh PCC was held on Sunday the 21st September 2003. • Follow up action on the decisions of the PCC is doing properly. 	
	1-3. Monitoring is periodically conducted.	<ul style="list-style-type: none"> • Conducting monitoring & writing reports every 6 month. 	<p>IMED evaluation reports (one month, three months and six months) have been submitted to GOB.</p>	
2. A public officer responsible for overall coordination at UCC is trained.	2-1. The responsible officer plays a leading role to manage UCCM.	<ul style="list-style-type: none"> • ARDO, BRDB posted as UDO plays a leading role to manage UCCM. • PRDP to provide on job training to ARDO. • NBDs staff in UCC to be given on job training to collaborate with other NBDs. 	<ul style="list-style-type: none"> • ARDO, BRDB posted as UDO is well managing UCCM as a UDO. • ARDO has been given on job training and has been well guided by PRDP personnel both Japanese and Bangladeshi. • NBD's staff in UCC have been given on job training at BARD & Upazilla. 	
	2-2. The operational manual of UDO is comprehensible.	<ul style="list-style-type: none"> • Draft operational manual of UDO to be completed. 	<p>Draft operational manual of UDO is compiled already. For further improvement, workshops with different stakeholders have been held in project site and Dhaka.</p>	
3. UCC functions as a framework to facilitate overall coordination among Upazilla, Union and Village level	2-3. TOR of UDO is fully understood by stakeholders.	<ul style="list-style-type: none"> • Draft TOR of UDO to be prepared and discussed at the workshops of various stakeholders. 	<p>Draft TOR of UDO has been presented and discussed at UCCM. Most of stakeholders understand the TOR of UDO.</p>	<p>Necessary Countermeasures</p> <p>1-2. Next PCC meeting will be held within time schedule.</p> <p>3-2. Concerned UDOs will take care for holding regular UCCMs.</p> <p>3-3. VC schemes like village road construction and similar works will be implemented during dry seasons.</p> <p>4-4. More VC schemes will be implemented in dry season.</p>
	3-1. The participants of UCCM are varied.	<ul style="list-style-type: none"> • All members of UCC to be regularly attend the UCCM. 	<p>Most of the UCC members are regularly attending the UCCM.</p>	
	3-2. UCCM is regularly held.	<ul style="list-style-type: none"> • 24 No. of UCCM to be held in this period. 	<p>23 No. of UCCM have been hold in 4 Union in this period. Shahadebpur 6, Narandia 6, Salla 5, Bangra 6.</p>	
	3-3. Number and variety of new resources mobilized at Upazilla level or higher level.	<ul style="list-style-type: none"> • ADP allocated to the UP to be utilized to VC scheme. 	<p>No ADP allotted VC scheme has been implemented in this period.</p>	
	3-4. Horizontal coordination among NBDs agents is improved.	<ul style="list-style-type: none"> • Information sharing, mutual interaction and collaboration among different NBDs agents to take place. 	<p>On progress. Good relation among the NBDs agents at UCCM and fields.</p>	

	3-5. Increase in number of NBDs visits to villages, spontaneously or in response to villagers' demand, in target area.	<ul style="list-style-type: none"> NBDs VC visit programme to be regularly hold. NBDs services to become visible to villagers. 	<p>At UCCM, NBDs agents discuss the coming month VC visit programme schedule with concern VCs, and fix programme to visit VC. This information to be disseminated to villagers through VC and Notice Board. NBDs VC visit programme is regularly holding. Villagers seriously ask NBDs agents to provide public services such as livestock vaccination, arsenic mitigation etc. NBDs services are now visible to the villagers in the project area.</p>	
	3-6. The public services provided meet actual need of villagers.	<ul style="list-style-type: none"> VC and NBDs agents have regular interaction and work schedule of NBDs to be discussed and decided through mutual consultation among them. 	VC visit programme is planned by VC's requests placed at UCCM.	
4. VC functions as a framework to ensure villagers' participation in rural development processes.	4-1. Villagers fully understand the role and functions of VC.	<ul style="list-style-type: none"> Villagers to be motivated by the concerned VC with support from UDO. 	Understanding function of VC by the concern villagers is gradually but surely expanded.	
	4-2. VC autonomously draws up a development plan.	<ul style="list-style-type: none"> Plan of VC scheme including design, management and implementation to be initiated and submitted to UCCM by official procedure. 	Some VC eagerly wants to implement VC scheme in its jurisdiction, and prepares scheme plan and submits to UCCM. But most of the VC schemes are initiated & submitted to UCCM through official procedure.	Impact (expected/ unexpected)
	4-3. Percentage of users of infrastructure to total population.	<ul style="list-style-type: none"> Villagers use the infrastructure constructed through VC schemes. 	Villagers daily use the infrastructures implemented by the VC.	
	4-4. The rural infrastructure is maintained by community.	<ul style="list-style-type: none"> No. of VC scheme initiated by VC to increase and when the infrastructure is damaged VC to repair it. 	Only one (1) VC scheme has implemented in this period.	
	4-5. Most villagers recognized and pay attention to notice board.	<ul style="list-style-type: none"> Maintaining Notice Board good condition and supplying useful information to villagers. 	Nos. of installed Notice Board in each Union are as follows; Shahadebpur , Narandia , Salla 35, Bangra 32. Response to Notice Board by concern villagers is preferable.	
	4-6. Percentage of users of notice board to total population.			
	4-7. Percentage of infrastructure plans reflecting women's need.	<ul style="list-style-type: none"> Women sub-group to be formed in the VC village and VC assists activities of the women group in the village. 	Women sub-group have been formed in some VC villages & VC assists activities of the women group in the village have been increased.	
	4-8. Percentage of female beneficiaries.			

5. The effectiveness of the link Model is disseminated.	5-1. The contents and number of forums and seminars conducted.	<ul style="list-style-type: none"> • 2 No. of Study Forum to be held in this period. • VC self-evaluation workshop to be held. • Workshops by stakeholders for preparing Link Model manual to be held 	<p>Eleventh Study Forum was held on the 3rd April 2003. VC self-evaluation workshop was held at BRDTI, Sylhet from the 10th May 2003 to the 14th May 2003. Workshops by stakeholders for preparing Link Model manual was held at Narania UDC and Shahadeipur UDC on the 4th September and the 6th September 2003 respectively.</p>
5. The effectiveness of the link Model is disseminated.	5-2. The contents and dissemination of the report on Link Model	<ul style="list-style-type: none"> • Report of Mid term seminar of PRDP to be published. • Brochures of PRDP both in Bengali and English to be printed and disseminated. 	<p>Report of Mid term seminar of PRDP was printed and distributed both in Bangladesh and Japan. Brochures of PRDP both in Bengali and English were edited, printed and distributed.</p>
6. The system to support UDO's activities at BRDB is set up.	6-1. ARDO's ability to implement the Link Model is improved.	<ul style="list-style-type: none"> • Activities of ARDO as UDO to be recognized and supported by BRDB. • Link Model Cell formed in BRDB H.Q. to administrate the ARDO posted as UDO. 	<ul style="list-style-type: none"> • Activities of ARDO as UDO have been recognised & supported by BRDB. • Two (2) ARDO's have been posted as UDO outside the PRDP project area (Daukandi & Meterpur) under the initiative of the Link Model Cell of BRDB.

List of Expert for Participatory Rural Development Project

1. Long-Term Expert

Name			Subject	Duration of Assignment	
21	Mr.	KICHIJI YAJIMA	Rural Development(General Manager)	2001.4.7	2004.4.20
22	Ms.	CHIEKO YASUDA	WID and Gender Issues	2000.11.5	2004.4.20
23	Mr.	YOJIRO FUJIWARA	Community Development	2000.8.13	2004.4.28

2.Short-Term Expert

2-1. Short Term Expert in Japanese Fiscal Year 2000

Name			Subject	Duration of Assignment	
1	Mr.	YOSHIHIRO KAIDA	Rural Development Policy	2000.7.23	2000.8.11
2	Mr.	KAZUO ANDO	Rural Development Planning & Training	2000.8.30	2000.9.23
3	Mr.	HARUO UCHIDA	Rural Environment	2000.8.30	2000.9.23
4	Mr.	YOSHIHIRO KAIDA	Local Administration	2001.2.27	2001.3.4
5	Mr.	AKINOBU KAWAI	Rural Sociology	2001.3.24	2001.4.17

2-2. Short-Term Expert in Japanese Fiscal Year 2001

Name			Subject	Duration of Assignment	
6	Mr.	KAZUO ANDO	Rural Development Training	2001.8.31	2001.9.24
7	Mr.	HARUO UCHIDA	Rural Environment	2001.8.31	2001.9.24
8	Mr.	KAIDA YOSHIHIRO	Rural Development Policy	2002.3.3	2002.3.16
9	Ms.	KISE KUNIKO	Rural Area Planning Extension	2002.3.3	2002.3.27
10	Mr.	AKINOBU KAWAI	Rural Community	2002.3.20	2002.4.3
11	Mr.	KOICHI USAMI	Rural Economy	2002.3.16	2002.4.5

2-3. Short-Term Expert in Japanese Fiscal Year 2002

Name			Subject	Duration of Assignment	
12	Mr.	KAZUO ANDO	Rural Development and Training	2002.5.25	2002.6.4
13	Mr.	YOSHIHIRO KAIDA	Rural Development Policy	2002.6.1	2002.6.10
14	Mr.	TAKAMITSU HISASHI	Local Administration and Extension	2002.12.23	2003.1.16
15	Mr.	KOICHI USAMI	Rural Economy	2003.3.16	2003.4.6

2-4. Short-Term Expert in Japanese Fiscal Year 2003

Name			Subject	Duration of Assignment	
16	Mr.	YOSHIHIRO KAIDA	Rural Environment	2003.4.3	2003.4.12
17	Mr.	YOSHIHIRO KAIDA	Rural Development Policy	2003.7.22	2003.10.29
18	Mr.	KOICHI USAMI	Rural Economy	2003.8.7	2003.8.24
19	Mr.	AKINOBU KAWAI	Rural Sociology	2003.8.7	2003.9.7
20	Mr.	IKEDA HIROYUKI	Public Information	2003.9.14	2003.11.9

**List of the Counterpart Personnel Trained in Japan
Counterpart Training**

	JFY	Name	Designation	Organization	Duration
1	2000	Dewan Aminur Rahman	Director, Planning	BRDB	2001.3.26 - 2001.4.14
2	2001	Majibar RAHMAN	Project Director	PRDP, BRDB	2001.10.8 - 2001.12.4
3	2002	DEWAN Md. Israil	Assitant Project Director	PRDP, BRDB	2003.3.31 - 2003.5.1
4	2002	Dabir Uddin AHMED	Deputy Chief	RDCD	2003.3.31 - 2003.5.1

Country-focused Training Course on Participatory Rural Development

	JFY	Name	Designation	Organization	Duration
1	2002	KHORSHEED Alam	Deputy Secretary	RDCD	2003.3.31 - 2003.5.1
2	2002	Abu NASIR Ahmed	Director	Administration & Training, BRDB	2003.3.31 - 2003.5.1
3	2002	SAIDUR Rahman Khan	Deputy Director	Link Model Cell, BRDB	2003.3.31 - 2003.5.1
4	2002	A.T.M. MONOWARUL Islam	Assitant Director	Planning & Link Model Cell, BRDB	2003.3.31 - 2003.5.1
5	2002	Md. Sohrab ALI	URDO, Kalihati Upazila	BRDB	2003.3.31 - 2003.5.1

As of 30, September, 2003

Machinery and Equipment

Item	Quantity		Condition	Remarks
	Dhaka	Tangail		
Vehicle (4-wheel Jeep)	1		Good	
Vehicle (pick-up truck)	1		Good	
Motorbike (125cc)		5	Good	
Motorbike (80cc)		5	Good	
Motorbike (50cc)		3	Good	
Bicycle		4	Good	
Photocopy machine	1	1	Good	
Fax phone	1	1	Good	
Computer (Desk top)	4	2	Good	
Computer (Lap top)	3		Good	
Printer	6	2	Good	
Scanner	2	1	Good	
Voltage stabilizer	12	7	Good	
UPS	5	3	Good	
Cyclostyle machine		3	Good	
Bengali typewriter		3	Good	
Air conditioner	1	5	Good	
Overhead projector	1		Good	
Slide projector	1		Good	
Multi media projector	1		Good	
Projector screen	1		Good	
White board	5	7	Good	
Cassette tape recorder	2	5	Good	
Camera	1	4	Good	
Office furniture				
Desk	7	5	Good	
Computer table	5	1	Good	
Chair	32	40	Good	
Wooden locker	1		Good	
Steel locker	5	2	Good	
Book shelf	4	2	Good	
File cabinet (Steel)	6		Good	
Telephone set	8	1	Good	
Refrigerator		1	Good	
Bed		6	Good	
Table		8	Good	
Wooden rack		4	Good	
Water heater		1	Good	
Water filter		1	Good	
Fan		10	Good	
Furniture for UDC/UPC				
Desk		34	Good	
Chair		198	Good	
Steel locker		4	Good	
File cabinet (Steel)		8	Good	

Fan		10	Good	
Notice board		140	Good	

BACKGROUND

The National seminar on "Linkage and Common Interests : Experiences of Participatory Rural Development Project (PRDP)" was organized on 3-4 June, 2002 to review the performance and progress of the project and share ideas, experiences and knowledge gained and learnt from the project. On the basis of the seminar, recommendations were made taking 64 Unions in 64 districts beyond PRDP area. Therefore a Link Model Cell established at BRDB, H.Q. to expand the Program.

Progress of Link Model Cell.

<u>Date</u>	:	<u>List of Activities</u>
2 Union selected	:	i) Jagatpur of Daudkandi ii) Kutubpur of Meharpur Sadar (PRDP)
07/08/2002	:	Link Model Cell formed in planning section to expand the Program beyond PRDPs areas. Posted AD (Planning) to work Link Model- Additional charge-vide order No.339, dated-7/9/2002 (Letter attached).
28/09/2002 & 23/10/2002	:	<u>AD (LM)</u> received Training at BARD, Kalihati, UCC.
23/10/2002	:	DG. Attended UCCM meeting.
28/10/2002	:	DD (Planning) and JD (REM) attended UCCM meeting.
10/11/2002 ARDO	:	<u>ARDO Meherpur Sadar</u> Mr. Azizur Rahman and Daudkandi Mr. Aminul Islam Posted as UDO of Kutubpur and Jagatpur respectively. By an administrative order vide memo No. 8313 (Letter attached). Arranged by LM Cell.
18/01/2003	:	attend meeting at Jagatpur with JICA Expert.
16/02/2003	:	DD (Planning) & AD (Planning) attended Kutubpur Union of Meherpur Sadar. DD(JICA) also attended.
01/03/2003	:	4 member team of Japan as counterpart of Country focus training attended Daudkandi and Jagatpur, DD (Planning) AD (Plan.) attended.
16/03/2003	:	Study on "Assessment of BRDB Capacity and Resources" meeting. Chaired by DG.
30/03/2003 to 01/05/2003	:	7 member team attended training course on Country focus training in Japan.

<u>Date</u>	:	<u>List of Activities</u>
19/04/2003 & 21/04/2003	:	Attended URDO's and JOCV's members to a refreshers course at Daudkandi.
08/05/2003	:	Link Model Cell and PRDP Joint meeting at H.Q. Chaired by Director (PEM).
18/05/2003	:	JICA's representative and 7 trainees joint meeting at BRDB H.Q. Chaired by Director (Admin.)
09/06/2003	:	Link Model Cell and PRDP, JICA Expert, joint meeting was held on LM expansion draft PCP.
14/06/2003	:	Discussion meeting on Expansion of LM. Chaired by Director General & Director (Training) of JICA H.Q. Japan discussed.
26/06/2003	:	LM Cell PRDP and JICA Experts joint meeting at BRDB H.Q. Chaired by Director (PEM) Discussed on PCP for expansion and other related issues.
16/07/2003	:	A High Power Committee of BRDB H.Q. formed as Monitoring Committee of LM Project implementation (Expansion of 64 Union Parishad).
21/07/2003	:	AD (LM) attend Jagutpur UCCM meeting JICA Expert also. 7 member team visit at JICA Head office, Dhaka after completion of training in Japan and expressed their views and opinions.
26/07/2003	:	Send a proposal to RDC division to take necessary action to from Union Coordination Committee like Kalihati Upazila Union.
03/08/2003	:	Director General Visited Narandia Union and Project site office. JICA's Vice President attended.
03/08/2003	:	Posted another 1 (one) Assistant Director of Director General's office as additional charge to his own duties (Vide Order # 5191, Dated 03/08/03), 1 (one) Assistant Rural Development Officer (ARDO) for full time (Vide Order # 6126 Dated 09/09/03) & Deputy Director (Planning) as additional charge to his own duties (Vide Order # 5191, Dated 03/08/03).
07/08/2003	:	1 st meeting of H.Q. LM Monitoring Committee.

<u>Date</u>	:	<u>List of Activities</u>
26/08/2003	:	Send PCP to RDC Division.
27/08/2003	:	Joint meeting with PRDP and Link Model Cell for training for the Union Parishad members of Daudkandi.
06/09/2003	:	Workshop held at Kalihati and attended the participants (UDO, FA & JOCV members) from Daudkandi & Meherpur Sadar.
13/09/2003 to 16/09/2003	:	Training held at Kalihati PRDP Projects side for UP Chairman and members of Jagatpur Union and UDO, FA, JOCV members were as participants and Mr. Abdus Samad, ARDO, (LMC) as Rapporteur.
15/09/2003	:	Received comments on PCP send by LMC.
16/09/2003	:	Assistant Director LMC attended 2 nd meeting of Jagatpur <u>UCCM</u> with JICA expert.
29/09/2003	:	3 rd meeting of <u>UCCM</u> of Jagatpur held at Jagatpur.