

**PACT Bangladesh/PRIP**  
**Evaluation of Project SG 002**  
**IVS - Village Volunteer Program**

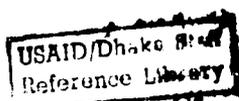
**End-of-Project Evaluation**

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**MAY 1992**



## **Preface**

The Village Volunteer Program was one of the earliest and largest of the projects supported by PRIP. It shows many of the strategies of PRIP in action and was carried out both by IVS, a US PVO which has been operating in Bangladesh since 1972, and, via IVS, through a network of 5 support organizations.

The end of project evaluation has been shown to IVS Bangladesh and their comments on the evaluation are attached.

Richard Holloway  
Director  
PACT Bangladesh/PRIP

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## **Attachment :**

Comments from IVS Bangladesh

## 1. MAJOR FINDINGS AND RECOMMENDATIONS

1. The Village Volunteer Program (VVP) was initiated to enhance management and development capacity of the small NGOs by providing local level inter NGO technical assistance for more effective and integrated services to the rural poor. The project concept is basically valid and in accordance with the PACT/PRIP objectives of strengthening NGO management capacity and improvement of local self-help economic activities.
2. The VVP has achieved and in most cases surpassed its physical targets. The VVP concept has been appreciated and accepted at all levels; the VVP partners as well as funding agencies. It meets an important and long felt needs of the small NGOs. Initial ground work has been done by the VVP partners, especially the IVS. Now more details has to be worked out to make it sustainable.
3. Number of VVP projects completed in two years project period is 291 as against a target of 250 which means an achievement of 116%.
4. A total of 169 NGOs received VVP assistance. Most of the host NGOs are concentrated in Rajshahi(44%) and Khulna (24%) divisions. The networks through which the VVP projects were implemented are working mostly with NGOs in these areas. These are comparatively economically backward, less accessible, and underserved areas. However, the team recommends that future project should consider program coverage in other geographic locations.
5. Out of a total of 169 host NGOs i.e. organizations receiving technical skill through VVP support, 85% are small local NGOs or youth groups who started with relief and recreation activities. Some of them have subsistence level income generating programs and small credit programs generating from group savings. Only 18% were development NGOs having a more structured program and three that received VVP support were international NGOs. This confirms that VVP is concentrating on small NGOs that need the service most.
6. More than half of the NGOs (56%) received only one VVP support. Another 36% NGOs received 2/3 VVP assistance. Only 14 NGOs received between 4/6 VVP assistance. This shows that VVP assistance was too thinly spread. The team recommends that a limited number of NGOs should be developed with more VVP concentration to promote and strengthen various sectoral programs. This will help them to provide more holistic and integrated community related services.

7. VVP assistance was provided in 3 main sectors. The sector that received most attention was organization development and management (ODM). Out of total 291 projects 141 (46%) was on ODM. In our opinion the most important sector that the small NGOs need help in is strengthening their organization and management and we agree that attention was given in this sector.

8. ODM related projects have made some definite impact on selected NGOs. It has created awareness and interest among the NGOs to improve their management capacity and some actions were initiated by the host NGOs i.e. the organizations receiving technical assistance. The training covered mostly a general course in ODM and accounts management. More training is needed on specific sub-sectors such as documentation, supervision and monitoring, credit management and cost management.

9. Since the beneficiaries are the rural poor, strengthening and upgrading their subsistence level Income Generating Activities (IGA) also received priority (29%). The training in IGA covered mostly production skill deepening but not entrepreneurship development and management. This was a major drawback in this sector and this point should be taken into consideration in future project development.

10. Marketing studies show that in a number of cases, IGA skill acquired through VVP were not implemented effectively, because the host NGOs did not have necessary program support such as provision for credit and marketing facilities for the goods produced. As such few of the women trained in this sector could sustain the IGAs. The team recommends that feasibility studies of VVP projects on IGAs should investigate more carefully the plan and resources of the host NGOs to provide support services to the beneficiaries.

11. The VVs, wherever possible, should link the host agencies with the necessary resource base needed to implement the acquired knowledge. The resources may be in the form of advanced skill training, training materials, equipments and machineries, credit etc.

12. The project has identified and used a significant number of local level volunteers in various sectors. Out of a total of 151 volunteers used, 75% were donated by donor agencies i.e. organizations giving volunteers (including two government organizations), and 34 were individual volunteers. Eighty one percent volunteers were from the local NGOs. This is in accordance with the project strategy of "use of locally available resources for subsequent trouble shooting".

13. A few VV individual profiles have been prepared and published by the project. The team recommends that future project should incorporate a

plan to compile and update a sector wise directory of the locally available VVs for ready reference. The directory should include their address, background, experience in the sector, time and duration of availability and cost involved.

14. The VVP has provided the opportunity and time to the volunteers to organize their ideas and thinking in a more systematic way as they prepared lesson plans for the counterparts. This has enriched their knowledge and indirectly benefitted the program of the donor agencies. However, there is a need to upgrade the skill of the volunteers in the field of IGA, especially in management and entrepreneurship development. This can be done by organization of regular sector wise knowledge sharing meetings of the volunteers. These meetings can be organized jointly with and prior to the inter-organizational learning meetings to economize time and cost. Careful documentation of the proceedings of these meetings by the sector specialist and training material development specialist will provide a strong base for development and/or improvement of training materials on different sectors.

15. The donor agencies i.e. organizations giving volunteers are some times reluctant to donate their best staff for VVP assistance. In some cases the donor agencies do not encourage that VVs should go for follow-up services. This shows that further motivation of the donor agencies is needed to ensure their involvement and commitment to VVP. Possibilities should be explored to incorporate VVP as a regular program of the donor agencies so that they are accountable for the program and share the credit/success of the program.

16. In some cases, where the VV was an individual volunteer from the same locality, the counterparts continued to visit VV for further advice. This shows that the spirit of volunteerism was there, and that the project has created an outlet for the volunteers to practice it.

17. ADAB was the principal network used in implementation of the VVP projects. VVP objectives are very much in line with the ADAB chapter objectives, which aims to strengthen the capacity of the small NGOs and promote cooperation and interaction among them. ADAB has an institutional set-up at field level to supervise and monitor VVP activities, whereas other networks do not have field offices and operate from the Dhaka office. The team recommends that ADAB should continue to incorporate VVP in its ongoing work.

18. The projects implemented by each NGO show that there is some amount of sector specialization developed among the networks. VHSS concentrated mainly in health sector and all projects implemented by USHA were on gender issue. Although 57% of SAP implemented projects

were on ODM, two third of them were on credit management which was not much covered by other networks. There was some overlapping between ADAB and CDS, who concentrated equally on ODM and IGA. The team recommends that inter-network meetings should help in minimizing these overlapping and promote sector specialization among the networks.

19. The process of institutionalization of the VVP has been initiated through inter-organizational learning meetings, regional network meetings and documentation. Inter-organizational learning meetings provide a forum for sharing experiences and follow-up of the projects. The forum also reminds the host NGOs to implement the knowledge gained. It creates accountability for both VVs and the counterparts. More such meetings should be organized at a regular intervals and to ensure the regularity, these meetings should be incorporated in the annual plan of action of the networks.

20. The project has prepared and published a number of case studies and other documents. Most of the documents were not circulated among NGOs. The team recommends that any future documentation and publication plan should incorporate a plan for distribution of the publication and dissemination of information. Discussion on these publications through study circle, periodically arranged by the Community Development Library, will help in getting feed back.

21. The video production was completed at the end of the project period and only a few shows were arranged. There should be a systematic plan to arrange video shows to the VVP partners as well as other NGOs and government agencies to disseminate VVP concept.

22. The plan for selected VVP should also incorporate impact study after six months to two years of VVP support to understand positive or negative forces that cause success or failure of the program.

23. The VVP support on gender relation and development has created consciousness among the participating NGOs about gender consideration in relation to staff position and program beneficiaries. More follow-up program is needed to make it function effectively.

24. The VVP has promoted more inter-action among the local NGOs and created an environment in which host NGOs i.e. organizations receiving technical skill feel free to seek technical assistance, even from small NGOs. It has also facilitated the growth of a few regional support organizations that provide technical assistance to the small neighboring NGOs. These regional support NGOs have the potential to provide leadership in the region. The VVP has enhanced their capacity to do it in a more

functional way. IVS should identify such support organizations and provide necessary assistance to strengthen their capacity.

25. The cost of the village volunteers is significantly lower than the cost of the IVS international volunteers. However, the project management cost of the IVS was substantially high.

26. The VVP core program is funded from small one time grants received from various funding agencies. This creates problems in ensuring continuity of the project.

27. The IVS has played a crucial role in initial experimentation and institutionalization of VVP in Bangladesh. By involving the networks, IVS has prepared the ground to phase itself out. Selected networks have the understanding and infrastructure to implement and monitor such projects. To make VVP sustainable, the networks should take more responsibilities in project implementation and monitoring. IVS should remain only as a coordinating agency and provide technical support to consolidate the learning process ( impact study, marketing technical assistance, documentation and dissemination of knowledge gained, development and publication of simple training materials and organize regional conference to share the experience). The team recommends that ADAB, the principal VVP network should be made the executive agency and future funding should be channeled through ADAB.

## 2. INTRODUCTION

### 2.1. Background

Transfer of technical know-how among the large NGOs is not new. However it is not very systematic. Its absence is obvious among the relatively smaller and rural based organizations. To this end, the Village Volunteer Program (VVP) is, therefore, an effective operational intervention. The program aims at utilization of locally available technical resources through a partnership network among the development oriented agencies. The distinctive features of Village Volunteer Program are that it is low cost technical cooperation mechanism, micro-level success stories can be easily replicated, strengthens inter-agencies cooperation, ensures on the job training and post-transfer monitoring and follow up. In view of this the International Voluntary Services Inc. (IVS) has started promoting the VVP concept since 1987 among small and grass-root level NGOs in Bangladesh. Beside the basic principle of voluntarism, the IVS's objectives concerning VVP (or GRAM SHEBI as in Bengali) are to encourage interaction among local NGOs and Government agencies, promotion of institutional development within the NGO community, foster organizational growth among smaller groups/NGOs, promoting an active networking at central and field levels and enhance in cost-effective sustainable low profile activity. 'Skill-transfer' among the NGOs, therefore, has been instrumental to achieve these objectives. The Village Volunteer Program, if sustained, would also work as an effective mechanism to control 'brain drain' from rural to metropolitan cities of the country.

The VVP approach was developed in close association with ADAB, VHSS, CDS, SAP and USHA. It was thought that these partner organizations would develop a linkage among the small organizations through their respective networking to identify the technical needs of small organizations and locate available resources. In this endeavor, IVS remains a broker to make the system functional and achieve ultimate sustainability of the program. Effective performance of such a role calls for an administrative machinery to monitor follow up, and inter-agency coordination, for which PRIP provided financial assistance of US\$ 217,777 for a period of two years, since this very component of IVS activities is aptly related to PRIP's major theme of NGO management strengthening. As a PRIP/IVS project, SG/002, it was initiated in June 1989 and a no-cost extension was subsequently agreed until December 1991.

Beside PRIP's administrative support IVS-VVP projects received contributions from OXFAM, CUSO, Australian High Commission, Canada Fund, Miserior and SAP in a variety of ways - some as contribution to the

overall costs, some to cover particular parts of the project or all costs of a certain number of projects.

Since inception, IVS-VVP has been evaluated from different network perspectives. In 1987 the program was first evaluated by an external evaluator Mr. Shafiqul Islam, followed by CDS and IVS-ADAB projects evaluations. And now PRIP requires an evaluation of the project to assess the achievements against its original goals and objectives and to decide further direction of support. For this evaluation, PRIP has commissioned a two member team with Mrs. Taherunnesa Abdullah as team leader and Dr. Shahed Hassan as social scientist.

**2.2. The terms of reference for the evaluation includes :**

**2.2.1. Develop appropriate instruments for the NGO partners and local NGOs in order to assess :**

- what was achieved
- how it was achieved
- how sustainable the achievement is/was
- lessons to be learnt from the project
- what spread effect the project has had on others not originally directly targeted
- what overlapping, if any, there was with the programs of other organizations

**2.2.2. Assess the performance of other organizations involved in this project viz :**

- a. IVS Bangladesh
- b. IVS Washington

**2.2.3. Interview the donors who supported the project to assess their views on:**

- a. the value of this type of project
- b. the performance of IVS in this project

**2.2.4. Comment on budget and assess to what extent the budget has been kept to, and explain variations from it. Also, provide information on the cost-effectiveness and sustainability of the program.**

### **2.3. Methodology**

This evaluation is mainly based on two major sources of data i.e. secondary and primary. Sources of secondary data are the documents of

IVS-VVP project proposal, PRIP-IVS agreement, project document, IVS-DONOR contracts, financial statement from PRIP, IVS and other donors, previous evaluation reports, project profiles, reports from host NGOs, networks, volunteers and files of VVP projects implemented during last two years and quarterly reports of IVS. (Annex 1.) Primary data has been collected through discussion with key persons of PRIP, IVS, networks (ADAB, CDS, SAP, VHSS and USHA), funding agencies (SAP and Canada Fund), managers and executives of donor agencies i.e. organizations giving volunteers and host NGOs i.e. organizations receiving technical skill, village volunteers (trainers), and counterparts (A list of persons interviewed is given in Annex 2). Fax responses received from IVS-VVP desk officers of PACT (Washington) and IVS (Washington) are seen in Annex 8. It is to be noted that none from CUSO and Misereor could be interviewed since these agencies do not have any office in Dhaka. Also, there has been a replacement of OXFAM representative and, therefore, the newly appointed person was not interviewed.

The evaluation team visited projects in the field, ranging from 10% to 38% VVP projects under each partner organizations, which is obviously more than the number specified in the TOR (10% of each network projects). Selection of these projects followed the stratified random sampling technique. In fact, out of 291 VVP projects of 5 networks, a total of 17% VVP projects were visited during evaluation.

Table 1: Distribution of sample projects selected against project coverage by networks.

Network	VVP projects	Sample No.	%
ADAB	149	27	18
CDS	67	07	10
SAP	28	10	38
USHA	11	02	18
VHSS	36	04	11
<b>Total :</b>	<b>291</b>	<b>50</b>	<b>17</b>

\* This distribution does not include 5 National Volunteer (NV) projects and 2 conventions.

A list of VVP projects visited is given in Annex 3, which would shows that the sample projects were selected from Rajshahi and Khulna divisions. The rationale for the selection of these two divisions is mainly due to concentration of VVP projects and to save travelling time since the other projects are sparsely distributed all over the country.

As regards primary data collection instrument, no structured survey questionnaire could be administered, due to time constraint. However, interviews with IVS staff, partner organizations, executives of donor agencies and host NGOs (i.e. organizations receiving technical skills) were conducted following a specific guideline. Separate guidelines were also used to obtain data from the volunteers and trainees. The guidelines are given in Annex 4.

#### **2.4. Acknowledgement**

This end - of - project evaluation has been conducted in fulfillment of the desire of PACT/PRIP, Bangladesh. While undertaking the task the team has received support from all concerned persons and organizations. Our special thanks are due to Mr. Richard Holloway, Mr. M. Muniruzzaman and Mrs. Aroma Goon of PRIP, Mr. Harry Jayasingha and Mr. A. Matin of IVS, Bangladesh. We are equally thankful to the chief executives of ADAB, VHSS, CDS, SAP and USHA. We express our deep gratitude to the executives, volunteers and counterparts of donor agencies (i.e. organizations giving volunteers) and the host NGOs (i.e. organizations receiving technical skills). It is mainly their contribution which has made this evaluation possible. We also deem it essential to thank the staff of PRIP and IVS for arranging all logistic support.

### **3. PROJECT FORMULATION**

**3.1. The Village Volunteer Program (VVP) of the International Voluntary Services (IVS) was initiated in 1986 with the following major objectives:**

**3.1.1. To provide technical assistance to assist emerging rural groups to grow from small and sectorally focused welfare associations to that of more organized institutions to provide more holistic and integrated community related services. More specifically:**

- a. Strengthening organizational development and management capacity including accounts management of the small NGOs.**
- b. Improving and deepening the occupational skills of the staff and volunteers related to economic and social activities of the NGO projects.**

**3.1.2 To breakdown the walls of isolation among development agencies and promote field level networking and interaction among the agencies.**

**3.1.3. To promote volunteerism as a way of life by voluntary cadre development and by recognition of their value in community development.**

#### **Comments**

In Bangladesh, there are a large number of small local NGOs serving in the rural areas . There is an increasing need to enhance their management and development capacity to provide more effective and integrated services to the beneficiaries, i.e. rural poor. As such the project concept is basically valid. Also, this is in accordance with the PRIP's objectives ; NGO management strengthening and improved local self-help economic activities.

**3.2 The project strategy includes:**

**3.2.1. Identification of local resources of proven village level development practitioners/ Village Volunteers (VV) and giving them recognition.**

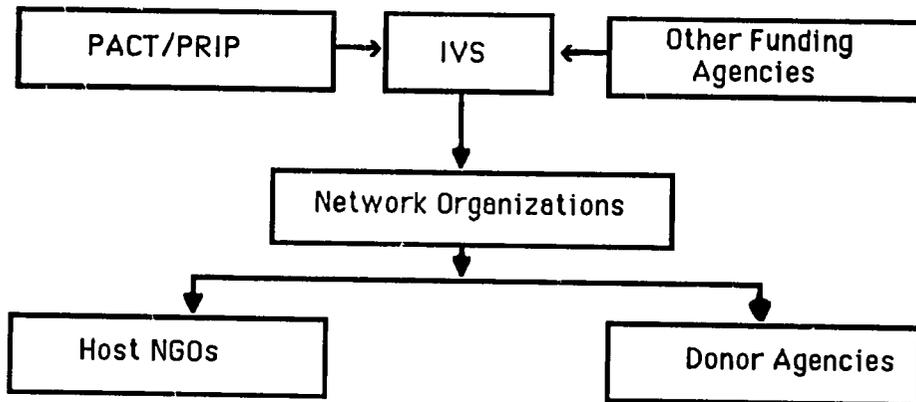
**3.2.2. Utilization of these local level experts (VV) to replicate success stories through on-the-job skill transfer to meet the development needs of the small grassroots NGOs.**

**3.2.3. Low cost projects and participatory approach.**

3.2.4. Institutionalization of the process through network meetings and documentation.

3.2.5. Ensure sustainability of the project by involving VVP partners in project implementation. The partners are as shown in the following Chart :

**Chart 1: VVP Partners**



### 3.2.6. Terms used to describe partners

- a. **Host NGOs (HN)** who are in need of skilled resources and apply to IVS or network agencies. Host agencies meet costs of housing, internal travel, trainee costs etc.
- b. **Donor Agencies (DA)** who loan the resource person/ volunteer and continue to provide salary support and help in supervision and follow-up.
- c. **Network Organizations (NO)** consisting of ADAB, VHSS, CDS, SAP and USHA. IVS supports costs of feasibility studies, supervision and monitoring.
- d. **IVS** pays for travel and food costs of the volunteers, some material costs and is responsible for coordination and management of the project.
- e. **Funding Agencies (FA)** PACT/PRIP and other funding agencies who provide funding for VVP project management and cost of the Village Volunteers through IVS.

## **Comments**

The project has identified and used local level volunteers in various sectors. There is a need to compile and update a sector-wise directory of the VV with their address, background, experience in the sector, time and duration of availability, cost involved etc. The project should also identify and include in the VV roster "local resources of proven village level development practitioners" or Village Volunteers; even if their services have not been utilized. Some VV profiles have been prepared and published on adhoc basis. Systematic approach is needed to prepare and publish case studies focusing more on their specific activities and achievements.

On-the job skill transfer method was more or less followed in case of production oriented /income generation activities. In management sector on-the-job skill transfer was not followed in all sub-sectors. Considering the background and nature of the small NGOs, on-the-job skill transfer is definitely more effective and should be followed even if it costs more.

The cost of the local Village Volunteers is significantly lower than the cost of the IVS international volunteers. However, the project management cost of IVS Bangladesh and Washington offices as shown in the expenditure accounts was definitely high and it will be even higher if the contributions of the donor agencies, host NGOs and networks (however small they may be) are added.

Attempts to make the project participatory is encouraging and should continue. However, strategy should be worked out to ensure more involvement of the donor agencies.

The process of institutionalization of VVP has started through network meetings and documentation. To sustain the process the networks should arrange more regular meetings and these should be incorporated in their annual work plans.

### **3.3. Implementation Process consists of:**

3.3.1. Host organizations needing skilled resources apply directly to IVS or to any of the network organizations.

3.3.2. IVS, network and host organization make careful assessments and feasibility studies. The criterion for selection is that the host NGO (i.e. organization receiving technical skills) has i) a clear understanding about the need, ii) full time staff as counterparts, iii) a permanent office, iv) a definite plan and program in that sector and v) there is a market for the

goods produced if it is training in IGA. Initially about 50% of the requests were rejected because these criteria were not met.

3.3.3. If the project is accepted, the volunteers are selected by the host NGOs (i.e. organizations receiving technical assistance) or by the network agencies based on their individual contacts or through ADAB chapter meetings. Generally the relevant network search for the volunteer through its contacts. The ADAB network uses its Chapter meetings to find out the expertise in the area and generally prefers to have volunteers from within that Chapter area or from the neighboring areas. In some cases the host agency has preference for a particular volunteer which is also taken into consideration. IVS maintains a list of the volunteers that it has used in the VVP and has regular contacts through network meetings.

Criterion for selection of the volunteers are;

- Should have a proven success story.
- Be highly motivated, skilled and experienced
- Have competency to train others
- Be willing to provide on-the-job training
- Be willing to return for follow-up
- Should have commitment to continue voluntary services to the community
- No age limit
- Need not be highly qualified

The field investigation shows that donor agencies are some times reluctant to spare their best people for VVP assistance. In some cases the donor agencies do not allow them to do the follow-up. This shows that more commitment from the donor agencies is needed to make the VVP fully effective. It is recommended that the VVP should be incorporated as a regular program of the donor agencies so that they are made accountable for the program and share the credit/success of the program.

3.3.4. The project plan (PP) is developed by the network VVP project staff in consultation with the host NGO (i.e. organization receiving technical skills) and submitted to the IVS. On approval of the project, IVS disburse the fund (cost of the VV) to the relevant network. The field investigation shows that some networks advance the total amount to the VV when the

project starts. Others request the donor agency to advance the amount to VV and after receiving the completion report from the VV reimburse the fund.

3.3.5. The volunteers are generally oriented individually by the network VVP project staff.

This process ( 2.3.1 to 2.3.5) takes 2-6 months

3.3.6. Project visits are made by the VVP partners to supervise and monitor the projects. On completion of the projects, reports in a prescribed form are prepared by the VV and the host NGO and are sent to the network and the IVS.

#### **3.4. PACT/PRIP VVP Project Management Support**

PACT/PRIP VVP project support (SG 002) was provided for two years from July, 1989 to June 1991, with the objective to develop an expanded and effective Village Volunteer Program and improve VVP partner's capacity to sustain the program. More specifically:

##### **3.4.1. To strengthen the program supervision.**

This included recruitment and training of VVP project staff and transport facilities. The project has provision for two program officers and one driver for IVS and three support staff for the networks. The IVS field Director is responsible for overall management of the VVP project and he is assisted by the program officers who are responsible for coordination of the VVP activities. The networks are responsible for project implementation, supervision and monitoring and are supported by the VVP project staff. The project has provision for one jeep and one motor cycle.

##### **3.4.2 To systematize inter-organizational learning meetings.**

The project target was to organize eight inter-project learning meetings where an individual network is encouraged to organize meetings of the village volunteers/resource persons and the counterparts of a particular area and the concerned network staff to share their experience and draw lessons for further refinement of the program.

##### **3.4.3. To consolidate the learning process through documentation and publication of case studies, manuals and other materials.**

The set target was to prepare and print six case studies and translation of five of them and development of four other relevant materials.

**3.4.4. To address marketing problems of the production oriented projects**

This includes three marketing technical assistance efforts.

**3.4.5. To consolidate and institutionalize the process.**

To achieve this, eight network coordination meetings were planned.

**3.4.6. To set up ongoing monitoring and evaluation system.**

The project planned to develop reporting and monitoring formats and evaluate one VVP project.

3.4.7. During the two years project period IVS planned to implement a total of 250 VVP projects.

## 4. PROJECT IMPLEMENTATION

The project has achieved and in most cases surpassed all its physical targets.

Table 2 : VVP Performance at a glance

Activities	Two Yr.	Target	Achievements	%
<b>A.</b> Improvement of Program Supervision				
A.1 Project Staff	6	9	150	
A.2 Vehicle	2	2	100	
<b>B.</b> Inter-project Learning Meetings	8	13	163	
<b>C.</b> Consolidating Learning Process				
C.1 Preparation of Case-study	6	9	150	
C.2 Printing of Case-Study	6	6	100	
C.3 Case-study translation	5	4	80	
C.4 Material Development	4	4	100	
<b>D.</b> Marketing T.A.	3	3	100	
<b>F.</b> Institutional Resources Network Meetings	18	18	100	
<b>G.</b> Monitoring and Evaluation	1	3	300	
<b>H.</b> Video Documentation	1	1	100	
<b>I.</b> VVP Projects	250	291	116	

Source: IVS/VVP Quarterly Report.

#### **4.1 VVP Service Provided**

During the two years project period a total of 291 VVP projects were implemented through the networks as against the target of 250 projects, which is 116% achievement. On an average 145 VVP support was provided per year, which means an increase of 159% from per-project years' performance ( 56 per year). In addition to this, five other projects were implemented by the national volunteer and two regional conventions were held to facilitate the volunteers.

##### **4.1.1.Host NGOs**

A total of 169 host NGOs (i.e. organizations receiving technical skills) received VVP assistance. Most of these NGOs are concentrated in Rajshahi (44%) and Khulna (24%) divisions (Annex 5 ). The five networks ( ADAB, CDS, VHSS, SAP and USHA) through which the VVP projects were implemented are working mostly with NGOs in these areas. Ninety two percent of the partner NGOs of CDS are in Rajshahi and Khulna divisions. Sixty percent of ADAB chapter members and all 12 Gender Development Forums of USHA are located in this area. These are generally economically backward, less accessible and under served areas. Field investigation also shows that VVP concept is not equally understood by all network staff and as such some staff are less motivated to promote it.

Eighty five percent of the host NGOs i.e. organizations receiving technical skill were small local NGOs or youth groups who started with relief and recreation activities. Some of them have small credit programs based on group savings and promote subsistence level income generation activities for the members. Only 18% were development NGOs having more structured programs and three were international NGOs that received VVP support. This confirms that the project is benefiting small local NGOs that need the service most.

Table 3: Number of Host NGOs According to VVP Support Received

No. of VVP used	No. of Host NGOs	%
1	95	56
2	41	24
3	19	11
4	10	06
5	03	02
6	01	01

Source: IVS record.

Table 3 shows that more than half of the NGOs (56%) received only one VVP support. Another 36% received 2 to 3 VVP assistance. Only 14 NGOs received 4 to 6 VVP support. Highest number of VVP support was received by "Shaheed Smriti Sangha" (6) which was followed by "Mohila Bohumukhi Shikkha Kendro" (5) and "Come to Work" (5) in Dinajpur and "Mohila Sanghati Parishad" (5) in Rajshahi.

The VVP partners interviewed during field investigation are of the opinion that in future more attention should be paid to consolidation of the program. The program should undertake limited number of small NGOs with more VVP concentration in each to develop and strengthen various sectoral programs to provide more holistic and integrated community related activities.

#### 4.1.2. VVP Sectors

VVP assistance was provided in 3 main sectors such as (Annex 7):

a. **Organization Development and Management:** This includes expert help in organization development and management, group management, accounts management, credit management, cost management, documentation, evaluation and monitoring, gender relation and women's development, disaster preparedness and folk songs and drama.

b. **Skill Deepening of Income Generating Activities :** This includes expert services in the field of apiculture, livestock, poultry and duckary, fisheries, nursery development, sericulture and treadle pump for

irrigation, bamboo work, chalk making, doll making, flower making , greeting cards, jute works, mat making, embroidered quilt, paper making, embroidery and needle work, sewing and tailoring ,door mat making and "chanachur" (a kind of snacks) making.

c. Social Development Program : This includes adult literacy, primary health care, water and sanitation, TBA training, nutrition and smokeless stove.

The sector that received most attention was organization development and management (ODM). Out of total of 291 projects 141 (48%) were on ODM. General course on organization development and management received highest attention (48), which was followed by accounts management (38). Gender relation and women's development also received much importance (14). This shows that most important sector in which the small NGOs need help is strengthening their organization and management capacity and accordingly attention was given in this sector. Since the beneficiaries are rural poor, strengthening and upgrading their subsistence level income generating activities also received priority (29%). In this sector handicraft and cottage industry received most attention. This was followed by agriculture sub-sector in which nursery development and apiculture being more profitable venture had more demand. The social aspects also received due priority (24%) which is encouraging. A number of VVP supports were provided in smokeless stove (29).(see Annex 6)

The field investigation and market study indicate that identification and selection of IGAs by the NGOs have not been based on any market feasibility studies. These activities are identified in consideration of their suitability to women as an occupation. In a number of cases( doll making, flower making, greeting cards, chalk making, paper making, tailoring ) the skill acquired through VVP were not implemented fully because the host NGOs did not have necessary program support such as seed capital and marketing facilities for the goods produced. As such few of the women trained in these sectors can sustain the IGAs. IVS realized the problem and accordingly contracted MIDAS to conduct marketing study. The study shows that MIDAS could not address the marketing problem of the subsistence level IGA in which small NGOs are involved. As such the problem still exists and attention should be given to this need. IVS may explore the possibilities jointly with BSCIC in this regard.

#### 4.1.3.Village Volunteers

Table 4 shows that a total of 151 village volunteers /resource persons provided VVP support services to host NGOs. Out of these, 114 (75%) were donated by the donor agencies including two government organizations such as Bangladesh Small and Cottage Industries Corporation and

Department of Public Health Engineering. The remaining 34 were individual volunteers. Twenty two percent of the volunteers were female.

Table 4: Area Wise Number of Donor Agencies and Volunteers

Area	No. of Donor Agencies	No. of Org. Staff	Volunteers Individuals	No. of Total Vols.	Women Volunteers
Rajshahi	23	40	19	59	12
Dhaka	18	34	07	41	13
Khulna	17	30	08	38	08
Chittagong	06	10	03	13	00

Source: IVS Record.

Highest number of volunteers (70) were used in ODM sector especially in general organization development and management, accounts management and group management. A total of 56 volunteers were identified and used in skill deepening in 19 different income generation activities. Most of these volunteers (52%) were in handicraft and cottage industry sub-sectors especially in sewing, embroidery, jute and bamboo works. In agriculture sub-sector highest number of volunteers (9) were used in nursery development and they were mostly concentrated in Rajshahi and Khulna zones. Volunteers in livestock and poultry sub-sector were concentrated in Chittagong zones.

In social sector number of volunteers was highest in PHC (17) and were concentrated in Rajshahi and Khulna Divisions.(See Annex 7).

Rajshahi zone (59) has maximum concentration of volunteers which is followed by Dhaka (41) and Khulna (38). Only three volunteers were used from Chittagong area. Eighty one percent of the volunteers were from local NGOs or NGOs from the neighboring areas. This was in accordance with the project strategy which is "use of locally available resources for subsequent trouble shooting".

In Rajshahi area VV specialization is on income generating activities (56%) followed by ODM (42%). In Dhaka and Khulna ODM (61% and 45%) got priority over IGA (24% and 26%).

The Village Volunteers are given initial orientation training by the network staff, on a person to person basis, on the background of the host NGOs (i.e. organizations receiving technical skills), counterparts and their training needs and training methods. The field investigation shows that in a few cases the VVs faced problems in adopt their training to the needs and understanding levels of the counterparts. Therefore, the initial orientation training of the VVs should emphasize more on the adoption of the skill to the knowledge and understanding level of the counterparts.

There is also a need to upgrade the skill of the volunteers especially in the field of IGA and entrepreneurship development. Besides special training for the VVs, this can be done through organization of regular sector wise knowledge sharing meetings of the volunteers. These meetings can be organized jointly with the inter-organizational learning meetings to economize time and cost. Systematic documentation of these meetings will provide the base for development and/or improvement of training materials on different sectors. Participation of the sector specialists and training material development specialist in these meetings will help in improved discussion and documentation.

#### **4.1.4. Counterparts**

During the project period a total of 2438 counterparts were directly benefitted from the program. Approximately half of them were NGO staff and the other half were beneficiary leaders. The beneficiary leaders mostly participated in IGA, energy savings and health sectors. The field investigation shows that in most cases the actual number of counterparts participated was more than what was planned. This was because the host NGO wanted to get maximum benefit out of the projects. This however created problems for the volunteers because she/he could not give enough individual attention needed and materials and equipments were not sufficient. Moreover, in some projects considerable variation in education and experience of the counterparts created problems for the VVs. The field investigation also indicates that the counterparts were mostly not aware of the VVP concept and considered it like any other training program. However host NGO managers were aware of the VVP concept. In our opinion, skill/knowledge gained in some cases could not be implemented because seed money or a start - up capital and necessary equipment were not available. It is to be mentioned that IVS has already designed and developed the Trickle Up Program (TUP) to encourage entrepreneurship among the poor through granting small but highly necessary seed money. Under each TUP project a grant of US\$ 100 is paid in two installments. We believe that the small NGOs would be able to avail benefit of this program to meet the start-up capital to achieve more success of VVP projects.

#### 4.1.5. Network

ADAB was the principal network used in implementation of the VVP projects and fifty percent of the projects were implemented through it.

Table 5 : Network Wise Number of VVP Projects.

Network	VVP projects	%
ADAB	149	51
CDS	67	23
SAP	28	10
USHA	11	4
VHSS	36	12
Total :	291	100

Source: IVS Records.

ADAB head quarter staff and field officers responsible for development of chapter level activities consider VVP as their program. In fact VVP objectives are very much in line with the ADAB chapter objectives which aim to strengthen the capacity of the small NGOs and promote cooperation and interaction among them. ADAB has 14 regional chapters with approximately 450 member organizations affiliated with it. It also has regional offices with necessary support personnel to supervise and monitor VVP activities along with its other programs. However, VVP concept has not spread equally among all chapter level staff. This is evident from the project concentration in selected geographic areas. We feel that given a strong networking system of ADAB and dedicated field staff it would be able to further strengthen the VVP program and, therefore, it is highly recommended that ADAB includes VVP projects in its ongoing activities.

Twenty three percent of the VVP projects were initiated by CDS network and another 12% by VHSS network. VHSS is the coordinating body of the NGOs having health program and has 150 affiliated NGO members in its network. CDS is a service agency mainly in the field of population control and health and work through a network of approximately 50 NGOs. Both VHSS and CDS operate from Dhaka and do not have any field offices. Twenty eight projects were implemented by SAP and another 11 through

USHA networks. SAP is basically a funding agency that provides seed money to small NGOs for development activities. There are 73 SAP funded NGOs that work as SAP network for VVP program. USHA works through a network of Gender Development Forums formed with the representatives of NGOs that have received training in gender relation and are interested and motivated in gender concept. Several NGOs have multi-sectoral activities and some of the NGOs that received more than one VVP support, received through two to three networks.

ADAB network has concentrated more on ODM, IGA and energy conservation (97%). CDS and SAP also concentrated on ODM and IGA. Out of total 65 VVP projects implemented by CDS, 54% were on ODM and 34% on IGA. Fifty seven percent of SAP's projects were on ODM and 29% on IGA. However two thirds of the SAP's ODM was on credit management and folk songs and drama. Credit management was mostly covered by SAP. Therefore, there was some overlapping of sector between ADAB and CDS. VHSS concentrated mainly on health sector and 92% of project implemented were on PHC, Water and Sanitation, EPI etc. All the projects of USHA was on gender issue. Some of the networks such as VHSS should have more commitment. It was observed that the person responsible for VVP projects in VHSS has to monitor, process and prepare reports, along with other assignments of VHSS.

#### **4.1.6 Follow-up of the Projects.**

The VVP project plan incorporates follow-up plan for the project. The field investigation shows that only in a few cases follow-up was done by the village volunteers. The village volunteers or the donor agencies were not much aware or concerned with the follow-up services. In some areas (Shatkhira), where VV was from the close neighboring areas, host NGOs i.e. organizations receiving technical skill and counterparts continued to visit VV for further advice. Also, the inter-organizational learning meetings provided forums for follow-up. Some of the projects such as folk songs and drama may have been initiated if follow-up programs were emphasized.

#### **4.2 Strengthening Project Supervision**

The project recruited one program officer and two field officers ( one male and one female ). The female field officer is stationed at Rangpur and is responsible for coordination of VVP in northern zone. Initially three staff were appointed by the ADAB, CDS and VHSS networks and two additional staff joined SAP and USHA networks. One jeep and one motor cycle were purchased to facilitate field visits. In addition to initial staff training, staff development program continued through regular staff meetings that were held once every month. The project also organized

training of the network staff responsible for implementation of VVP, both at headquarters and field level (ADAB).

The record shows that PACT/PRIP fund for support staff was exhausted during the last quarter (Sept. - Dec., 1991) of the project period. The staff were absorbed to IVS volunteer roster as National Volunteers. This shows that IVS moved in a direction to ensure project sustainability and success.

#### 4.3 Inter-organizational Learning Meetings

This is a process whereby the networks are themselves encouraged to have regular meetings of the village volunteers/resource persons, counterparts and network staff. In these meetings they share their experiences and draw lessons for further refinement of future programs. A total of eight such meetings were planned during the project period.

Table 6: Number of meetings according to networks.

<u>Network</u>	<u>No. of Meetings</u>
ADAB	5
VHSS	2
SAP	3
CDS	1

Source: IVS quarterly reports

Table 6 shows that a total of 11 Inter- Project Learning Meetings were organized during two years. These network meetings provide a forum for follow up of the projects. The village volunteers get feedback from the counterparts. Also the forum reminds the host NGOs to initiate the program in case it is not yet started. It creates accountability on both sides and help in improvement of the quality of the projects. More such meetings should be organized at regular intervals and it should be ensure that schedule for such meetings should be a part of the networks annual plan of actions. Team members also recommend that proceedings of these meetings should be carefully recorded focusing on problems identified, lessons learned and actions planned.

#### **4.4 Consolidating Learning Process**

This includes preparation, printing and translation of case studies, manuals and technical papers and distribution of the same to disseminate and share the knowledge gained from the VVP. The materials published are:

##### **Case Studies:**

- a. The Sarvodaya Sharamadana Concept at Work in Bangladesh.
- b. Smokeless Stove
- c. Bee Keeping Guide
- d. Accounts Management
- e. Gender Relation and Development
- f. Development (Income Generating Activities Among Women's Group)
- g. Endeavor ( Activities of six CDS supported NGOs)

These case studies were prepared in Bangla as simple learning materials and with illustrations based on the needs of the small NGOs.

##### **Other publications:**

- i. VVP Brochure (Updated)
- ii. IVS in Bangladesh ( Including VVP Profiles)
- iii. Disaster Preparedness Training Manual
- iv. Evaluation of IVS/VVP Women's Activities
- v. Marketing Study
- vi. Compost Making ( Illustrated Training Guide)
- vii. VVP Learning Meetings

The Task Forces with area specialists were set up for selected sectoral areas for preparation of case studies and other documents , translation, if needed and supervision of printing and publication.

Two hundred copies of each of the case study on Accounts Management and Bee Keeping Guides were printed. Both were distributed to small NGOs free of cost. Both the publications were well appreciated by the network members, donors and host agencies as revealed from field investigation of the evaluation team. These case studies are out of print and because of demand IVS is planning to reprint them.

Other publications are mostly cyclostyled copies and limited copies were published for circulation among funding agencies and network members. In fact, even some of the network members have not received many of these publications.

### **Comments**

Any documentation and publication plan should incorporate plan for distribution of the publication. To create interest among the NGOs on the published materials, a short review on the publication can be circulated. This can be done in collaboration with the Community Development Library (CDL) which has appropriate infrastructure. These publications can be discussed in the study circle periodically arranged by the CDL. Arrangement to get feed back on the publications will help in their future improvement.

### **4.5 Marketing Technical Assistance**

The project had provision for three marketing surveys, studies and technical assistance in marketing to support production oriented projects of small NGOs.

Field survey and analysis of marketing studies of two major women partner organizations namely Thengamara Mohila Shobuj Sangha (TMSS) and Mohila Bohumukhi Shikkha Kendro (MBSK) were conducted by MIDAS. Major findings are:

a. The identification and selection of IGAs have not been based on any market/feasibility studies. These activities are identified in consideration of their suitability to women as an occupation such as embroidery and jute works. Other IGAs namely weaving and tailoring have been adopted because funds and equipments were available from donors.

b. Training on IGAs include only production skill and no orientation is given on management and marketing of the products.

c. It is difficult for all the beneficiaries to find markets for their products and the NGOs do not provide sufficient market and credit support. As such few of the trained women can sustain their IGAs.

d. Promotion of large number of IGAs to large number of beneficiaries has resulted in the spread of NGO resources and services too thinly.

The report recommends that these NGOs should establish linkage with other NGOs to provide all components of enterprise development, such as, identification of prospective IGAs, entrepreneurship development training with emphasis on quality control, management and marketing training, credit, follow-up and monitoring and marketing assistance. As indicated in Project Impact, the evaluators also support these findings and the team members endorse the recommendations made above. However it is difficult to find such NGOs with expertise to address the above issues concerning entrepreneurship development. It is again suggested that IVS jointly explores possibilities with BSCIC.

IVS report shows that VVP also supported the Women's Income Generating Exhibition organized by MBSK in Dinajpur to promote marketing outlet for the women's organizations involved in income generating projects. As a result of the exposure received by the participating agencies and follow-up arrangements to assist them with marketing facilities, considerable marketing support was provided. Contacts and linkages with buying houses have been established and better marketing arrangements have been negotiated. The team did not have time to go in the details of this.

#### **4.6 Consolidate and Institutionalize the Process**

Inter-network meetings were organized at zonal level to create an understanding among the staff of various networks about VVP concept and to avoid conflict and overlapping. These meetings also attempted each network to focus in a particular sector such as VHSS in health sector, ADAB in IGA sector and CDS in ODM sector. Record shows that a total of 18 meetings were held which were attended by the network staff, host NGOs i.e. organizations receiving technical skill of the area and IVS personnel.

As mentioned earlier, the project also organized two regional conventions which were well attended by the VVP partners, government officials and funding agencies and all the Village Volunteers were given award for their services. The two conventions were held during the period December 1991 through January 1992 in Jessore. Director General of NGO Bureau, Mr. Shahidul Alam, was chief guest in the first convention. A total of 193 representatives from different NGOs participated and shared their experiences. They also contributed extremely to identify new areas where VVP projects would be useful. It has to be mentioned that both the conventions were funded by PACT outside the project fund.

#### **4.7 Documentation and Publicity**

A video entitled " The Sarvodaya Shramadana Concept Work in Bangladesh" was made to disseminate and promote the concept of VVP at all levels. The video was shown in the regional conventions and was well received. A 12 minutes reproduction of the video was shown in the Bangladesh Television on the occasion of International Volunteer Day which helped in the publicity of the VVP.

The video production was completed at the end of the project period and as such only a few shows could be arranged. There should be a systematic plan to arrange video shows to VVP partners as well as other NGOs and government agencies to disseminate VVP concept and also get feed backs on the video.

#### **4.8 Development of Ongoing Monitoring and Evaluation System**

During the project period, VVP intervention with two women's organizations, Thengamara Mohila Sabuj Sangha (TMSS) and Mohila Bohumukhi Sikkha Kendra were evaluated by an external evaluator. The objective of the evaluation was to examine VVP training for craft related income generating activities, their marketing issues and their impact. The summary findings are; two women's organizations received VVP support from IVS to upgrade the existing skill or acquire new skill in IGA. Both the organizations do not have any viable plan or program to provide support services , such as seed capital and marketing, needed by the trainees or link them to such agencies that provide such services to initiate profitable production enterprise. It was recommended that organizations receiving skill training should have definite plan so that the skill learnt are being effectively utilized by the trainees for their maximum benefit. The report also recommends that IVS should provide a national consultant to assist in development of a comprehensive entrepreneurship development program.

The project has developed a number of formats for documentation and monitoring of the VVP project performance. These include formats for a) project proforma based on feasibility study, b) IVS/networks field visit reports during project life, c) project completion reports from village volunteers, host NGOs i.e. organizations receiving technical skill and networks.

The project proforma includes brief information on the host NGO i.e. organization receiving technical skill, training and experience of the village volunteer/resource person, project description including problems identified, objective of the project, plan of activities, number of counterparts, expected results, plan for monitoring reporting and follow-

up visits and budget for the project. The PPs are available with the IVS and contains useful information which should be compiled and analyzed to see what type of NGOs are being served by VVP, characteristics of the VV, gender wise number of counterparts served, projects planned and follow-up commitments made.

The VV report guideline includes level of knowledge of the counterparts before and after the training, method of training, steps taken to improve the skill, problems encountered and steps taken to solve the problems, training materials used, how much of the skill acquired can be implemented and follow-up need and plan. The report guideline of the host agency includes remarks on achievement of the target set and contribution of the VV in it, comments on training method, VV's knowledge, capability and problem solving approach and need for follow-up visits.

Twenty five percent of the VV, 30% of the host NGO i.e. organization receiving technical skill and 50% of the network reports were received by IVS. A scrutiny of sample formats show that information documented are not up to the mark. Although IVS continued with field monitoring, it seems that the feed back information system had not much success. This may be due to limited background of the VVs and host NGO staff members for which more intensive training is needed to understand the need for such reports and on content of the reports. All these formats should be reviewed from time to time to see what useful information or feedbacks are received from them and accordingly should be improved periodically. A strategy should be worked out to get the reports regularly.

#### 4.9 Gender Issue

Out of total 291 VVP projects implemented 59 or 20% were exclusively for women counterparts. Half (30) of these projects were on income generating activities and another 32% on energy conservation (smokeless stove). Only four projects were on ODM and five on PHC. In addition to these another 13 projects were organized on Gender Relation and Women's Development which deals mainly with women's issues but were participated by both men and women counterparts.

Total number of VVP counterparts was 2438 of which 50% were women and out of 151 village volunteers used 33% were female.

Out of 22 NGOs visited seven were women's NGOs and rest of them have programs for female beneficiaries.

VVP projects are implemented through five networks; ADAB, CDS, VHSS, SAP and USHA. USHA exclusively deals with gender issue. USHA provides training and assists in establishing taskforce within NGO for

conceptualization of gender issues and to conduct continued training-workshop for their own staff as well as for other NGOs. Twelve such taskforces have been organized in North, South and South-West regions of Bangladesh. The entry point of CDS is Family Planning and majority of its clients are female. Most of the member organizations of ADAB and VHSS has women's development components.

Out of seven full time VVP project staff ( IVS and network) only two are female. The IVS Bangladesh made continuous attempt to recruit female staff and succeeded in recruitment of one lady officer stationed in her home area in Northern region and she is coordinating VVP in that area. Another female was recruited by USHA as VVP support staff. Out of 22 host NGOs (i.e. organizations receiving technical skill) visited, seven are Women's NGOs in which all or majority of the staff and/or volunteers are female. Among the rest, four did not have any female staff/volunteer and in two cases have only a few ( 7% and 16%) female staff/volunteers. In other NGOs, the number of female staff/volunteers varies between 30% to 59%. Women NGOs are headed by women and women are also in other management positions. Whereas, in other NGOs visited all are headed by men and only in a few cases, ( RRC) women are in management position.

In future VVP project planning, coverage of female counterparts and sectors covered by female counterparts need special attention. Training of more female counterparts in ODM will help upgrading them in managerial positions.

#### 4.10 Project Expenditure

4.10.1. Total budget allocation for the PACT/PRIP supported part of the VVP project (SG002) was US\$ 217,777.00 for two years (July, 1989 to June,1991). The project period was subsequently extended up to December, 1991 with no additional cost.

4.10.2. Almost half of the budget was allocated for Program Supervision (including project support cost of the IVS Bangladesh Office). Another 16% was earmarked for Consolidating Learning Process which includes development, printing and translation of case studies, training manuals and technical papers. 11% of the budget allocated for overhead cost of the IVS Washington Office. Item wise detail budget is given in table 9 Column 3.

4.10.3. The record shows that the total fund was transferred in five installment to IVS Washington by PACT head quarter in US\$ from where necessary fund was transferred to IVS Bangladesh Office. IVS Bangladesh Office received fund from its head quarter with other funds and do not have a separate records regarding the receipts of PACT grants. This

observation was also made in the PACT's internal audit report (July 1,1989 to December 31,1990).

4.10.4. IVS Washington submitted quarterly financial report to PACT Washington copies of which were available up to December, 1991 in both IVS and PACT Bangladesh offices.

4.10.5. The expenditure statement presented in the table is based on the expense record maintained in IVS Bangladesh office from October, 1989 to December, 1991.

4.10.6. Total local project expenditure was US\$ 108,496.21 as against the budget of US\$ 217,777.00 or 50% of the total budget.

4.10.7. The table shows that expenditures in all the line items are within the budget limit.

4.10.8. The variance column shows that except program supervision and contingency, balance in different line items varies between 50% to 74%. The variance shown against Documentation and Publicity was more because payment for the video film was made in January, 1992. PACT office in Bangladesh had difficulty in assessing variation in budget because all accounts went to IVS Washington and then to PACT Bangladesh and they arrived very late. In fact through regular informal meetings PACT Bangladesh was aware of progress of VVP but it was difficult to monitor expenditure regularly.

4.10.9. The variance is covered by the cost of Program Support of the IVS Bangladesh and Washington Offices as shown in the Financial Report July 1 1989 to December 31, 1991. (See Annex 8) This shows that 50% of the budget was spent on the IVS program support. The report also shows that expenditures exceeded the budget limits in following line items; program supervision, inter-project learning, consolidated learning, documentation and publicity and IVS/WG & A.

4.10.10 The cost of the local village volunteers are met from small, one time grants received from various funding agencies such as SAP, Misereor, Canada Fund, CUSO, OXFAM and Australian High Commission. The cost of the VVs are significantly lower than the cost of IVS international volunteers. The salary of an international volunteer varies between US\$ 2500.00 to US\$ 3700.00 per month, whereas the cost of a local volunteer ranges between US\$ 50.00 to US\$ 100.00. Considering the cost of the individual volunteer only, VVP project is definitely cost effective. However, the record shows that project support cost is quite high.

4.10.11. Although initial experimental cost is generally high, the team members are of the opinion that percentage spent on program support was on the high side and the future projects should consider how to reduce the cost.

Table 7: PACT/PRIP Support to IVS/VVP: Expenditure Accounts  
(July 1989 to December 1991.)  
( in US\$)

Line Item	Expenses	Budget	Variance for 2 yrs	(Amt./%)
A. Program Super.	68259.08	107784.00	+39504.92	(37%)
a. Proj. Officer-1	10107.74			
b. Proj. Officer-2	4870.84			
c. CDS-Staff	4533.69			
d. ADAB-Staff	4036.28			
e. SAP/VERC/VHSS Staff	2777.26			
f. Driver	4687.52			
g. Jeep Purchase	26435.85			
h. Honda Purchase	1732.99			
i. Vehicle Maint/fuel	5678.06			
j. Travel/per diem	3398.85			
B. Int.Proj.Lrn.Mtgs.	2307.84	8900.00	+ 6592.16	(74%)
C. Consolidated Lrn.	14320.45	35505.00	+ 21184.55	(60%)
D. Marketing T.A.	1812.55	540.00	+ 2727.45	(60%)
E. Inst. Resources	9979.27	19800.00	+ 9820.73	(50%)
F. Monitoring/Evaluation	2146.49	4000.00	+1853.51	(54%)
G. Documentation/Publicity	1109.99	7000.00	+ 5890.01	(84%)
H. Contingency	8514.96	9376.00	+ 861.04	(9%)
a. Supplies	8041.64			
b. Equipment	417.00			
c. Training	56.32			
Sub Total	108496.21	196905.00	+88408.79	
H IVS Washington Overhead		20872.00	+20872.00	
<b>TOTAL</b>	<b>108496.21</b>	<b>217777.00</b>	<b>+109280.79</b>	

Source: IVS Bangladesh Record

## 5. VVP PROJECT IMPACT

### 5.1. Improved Knowledge and Increased Capacity

The project introduced four different types of report formats to evaluate the performance of the VVP projects. These are report formats for (a) the Village Volunteers/Resource person, (b) the host/recipient NGO, (c) the donor agency and (d) the network. The IVS Bangladesh record shows that 25%, 30% and 50% reports received from (a),(b) and (c) and very few (2%) from (d). A sample of 119 completed projects in 1990 show that 42 (35%), 52 (44%) and 59 (50 %) reports were received from the village volunteers, host NGOs and networks respectively. The formats of the reports of the village volunteer and the Host NGO contain a special section on pre- and post- project ranking of skill of the counterparts, which includes excellent (a), very good (b), good (c), fair (d) and poor(e).

#### 5.1.1 Organization Development and Management

In ODM, seventeen reports were received from the village volunteers and twenty two from the host NGOs i.e. organizations receiving technical skill. The rating of volunteers indicate that the recipient NGOs were mostly poor in ODM when they started VVP and have made significant progress (76% graded good to excellent) after the VVP support. Host NGOs also report that in 73% cases different aspects of management of the NGOs were poor and out of which in 91% cases ODM capacity improved from VVP support ( graded from good to excellent).

The field investigation also indicate that ODM related projects have made some definite impact on selected NGOs. Among the NGOs visited six have received VVP on ODM. Two of these NGOs reported to have revised the constitutions to incorporate more development oriented objectives. In two cases target beneficiaries were defined and one has conducted survey to identify the problems of the beneficiaries. In two NGOs village groups were formed with the target beneficiaries and weekly group meetings and savings introduced. Two NGOs reported that the management committees were reorganized with more active members and meetings are being held more regularly. One NGO reported that VVP/ODM support has resulted in improved filing system, clear job responsibility of the staff, systematic field supervision and monitoring program and better office discipline including properly dressed staff. Two NGOs reported to have more linkage with other programs of the area including Government programs. One network representative mentioned that the small NGOs are emphasizing more on development of quality projects rather than on increased numbers.

The concern and interest created among the NGOs to improve their organization development and management is encouraging. The VVP has

given some ideas about ODM, in general, to the host NGOs. More training is needed in each specific sub-areas such as credit management, cost management. In order to sustain the interest, initiate action and for further improvement in ODM, continuous follow-up by the networks is essential.

The team visited six NGOs that have received VVP in accounts management and VV's contribution was appreciated by all of them. In two organizations, system of accounts management has improved in relation to voucher preparation, maintenance of cash book and ledger and in preparation of NGO budget. The accountant in another organization has specifically gained knowledge in rectified entry and he was also happy to see the improvement in vouchers prepared by the field staff who were also trained by the village volunteer. Two NGOs reported that improved system of account management was appreciated by the audit firms and the funding agencies. The account management manual produced by IVS/VVP was used during the training. The manual was appreciated by the NGOs.

The VVP support on credit management includes skill transfer on, a) criteria for selection of groups and recipients, b) selection of viable Income Generating projects, c) credit disbursement and realization and monitoring system including formation of credit supervision committees with the selected group members, d) and creation of awareness among the credit recipients about credit disbursement and realization system. Three NGOs reported that improvement in the credit management system has attracted more credit fund from the credit organizations such as Palli Karma Shayak Foundation.

Other aspects of the ODM includes Disaster Preparedness, Folk Songs and Drama and Gender Relation and Development. All three NGOs visited are satisfied with the VVP in disaster preparedness. However, they felt that like Civil Defense Training, periodic refreshers course should be continually arranged to up date and keep the NGOs prepared for the time when crisis situation arise. Training in Folk Songs and Drama was provided to groups of staff representing a number of NGOs in the area. The training contents and methods were appreciated by the counterparts interviewed. It is an effective communication media for conscientization of the people on the socio-economic problems of the community. None of the NGOs visited that received training in this sector has yet staged any drama show. This shows that the counterparts need more follow-up support from the donor agency to create an environment of acceptance in the community and more confidence among the counterparts to initiate the process. The VVP in Gender Relation and Development was provided by USHA, an NGO specialized in the sector. The support has created consciousness among the participating NGOs about gender issues in relation to program beneficiaries, staff position and management. More

follow-up program is needed to make the Gender Development Forum effectively functioning.

### **5.1.2 Income Generation Activities**

In IGA, seven reports received from the Village Volunteers and 15 from the Host NGOs i.e. organizations receiving technical skill. The ratings of the VV states that the counterparts knowledge level was upgraded from poor/fair (100%) to good (86%). The host NGOs' rating indicates a little better performance of the counterparts from poor (73%) to good/very good/excellent (87%). Two VV projects on sewing and nursery were graded excellent and four VVP projects on "chanachur" making, bamboo work, jute work and embroidery were graded very good by the host NGOs i.e. organizations receiving technical skill. The "chanachur" making was graded very good also by the VV.

#### **a. Chanachur Making**

The investigation also confirms successful impact of the training on "chanachur" making. Each of the seven beneficiary members trained, presently earns a net income between Tk.250.00 to Tk.350.00 per month. Generally, business of this kind of food items has demand in the local market, requires small capital and usually produced in the kitchen of the women producers using household utensils. Trainers or Village Volunteers are selected from the professionals in the business who have skill in quality production. However, they lack skill in cost management and pricing which is essential in any business. It may be mentioned here that one of the two organizations that received training in chanachur making has also been provided with VVP support in cost management. The competitive market some time makes the village volunteers/ resource person reluctant to share the skill with others.

#### **b. Apiculture**

Apiculture has also been comparatively successful especially where follow-up was better. The Village Volunteers interviewed reported that four women counterparts in one organization (Shinger Khajura Bastohara Samaj Kallyan Samity which we could not visit because of bad road communication due to rain) each has two boxes and are collecting on average of two to three kilogram of honey per month. Highest amount collected was 17 kg by Amena Begum in last three months. They can get honey for eight to nine months in a year. Marketing is generally not a problem because small traders come and collect honey from village homes and pay Tk.100.00 per kg. Honey is sold in the local market @ Tk.200.00 per kg. The training period is one month but it requires a minimum of five to six follow-up visits to make the project started. Achievement of the

trained counterparts has inspired six others to engage in apiculture in the same area.

### **c. Horticulture Nursery**

Another successful sector that received VVP support is horticulture nursery development. The field investigation shows that some NGOs are successfully growing seedlings and saplings of fruits, vegetables, flowers and timbers. This generates income for the NGO, creates demonstration effect on other neighboring NGOs and individuals, provides a training ground for the VVP counterparts and also increases availability of quality seedlings and saplings for the community people. However, success of the nursery projects at beneficiary level who are mostly from land poor families is yet to be seen.

### **d. Fisheries and Poultry**

Impact of skill transfer of other agricultural projects such as fisheries and poultry depends on whether the NGOs have a program or definite plan and necessary resources to initiate the program.

### **e. Tailoring, Embroidery, Jute and Bamboo Works.**

Tailoring, embroidery, bamboo and jute works have problems of marketing. There is low demand for these kinds of products in the local market because of low purchasing power of the buyers and small number of unit purchased. Also there is little specialty of the products compared to similar type of products produced by others in the community.

## **Comments**

VVP in income generating activities generally include training in skill deepening and not other aspects of the entrepreneurship development and management which is a major drawback in this sector and must be considered in future project development.

### **5.1.3 Health and Other Social Aspects**

VVP support in low cost sanitation includes training of NGO staff in construction of sanitary latrines. It is a part of sanitation promotion program of NGO Forum for Water and Sanitation. The Forum provides support to establish Village Sanitation Center to supply sanitary latrines to the NGO beneficiaries at low cost and payment on easy installment. Existence of a Rural Sanitation Center in the villages has a demonstration effect and create demand for the latrine.

The traditional birth attendants were trained in improved pre natal, post natal and delivery practices. To assess its impact requires a special study.

The team members visited four VVP support on promotion of smokeless stove which saves fuel and also cooking time. The rating of the VV and host agencies shows the knowledge level of the counterparts improved from poor to good. The field investigation indicates that the beneficiaries are facing problems in adopting it because:

- a. It requires fuel wood which is expensive for the poor beneficiaries who generally cook with collected dried leaves.
- b. Women cannot combine cooking with other household activities that they usually do to save time because cooking in this stove requires constant attention.
- c. Manufacturing of one stove takes two of four days labor and it costs Tk.50.00 which few can afford.
- d. Construction of the stove is not possible during rain or flood.
- e. Women like to have portable stove that can be shifted during rain which is not possible in case of the smokeless stove.

## **5.2. Increased Interaction Among the Local NGOs and Promotion of Volunteerism.**

The field investigation has confirmed that VVP has promoted more interaction among the local NGOs. It has created an environment in which the host agencies are not shy to acknowledge their shortcomings and feel free to ask for expert assistance even from small local NGOs. It has created a teacher student relationship in which, the counterparts feel free to approach the volunteers/ resource persons for further help. The volunteers are happy to help because this gives recognition to their expertise and increased their prestige in the community. The VVP has helped the volunteers to organize their ideas and thinking in a more systematic way as they prepare lesson plans for the counterparts. This has also enriched their knowledge through experience in varied situations. Some of them are planning to improve the lesson plans based on their experience and this will definitely benefit the relevant donor agencies. In a number of cases (low cost sanitation, cottage craft, PHC) VVP has created a linkage with the local government officials.

As mentioned earlier, the donor agencies are however reluctant to release the volunteers for follow-up services. Except in a few special cases

(Apiculture), the volunteers did not visit the host agencies for follow-up services. Motivation and active involvement of the donor agencies in VVP is needed to ensure follow-up services.

The field investigation indicates that voluntary spirit was already there among the volunteers, the VVP projects has helped in creation of an outlet. In the past, since no one asked the volunteers for help, they were shy and reluctant to offer help on their own. VVP has started the process and they are now ready to help. However, due to economic hardship, since most of them come from low income families, it is not possible for most of them to bear the cost of food, lodging and transport. Therefore, food and transportation cost provided by the IVS and accommodation arrangements by the host NGOs i.e. organizations receiving technical skill are just enough to facilitate their voluntary services. In fact, during field visits it was found that in three cases the volunteers, those are economically well off, have donated fund including VVP fund to the donor NGOs (i.e. organizations giving volunteers) to meet the food expenses of the counterparts during training.

The VVP has facilitated the growth of regional support organizations such as Uttaran in Shatkhira, Jagoroni Chakra in Jessore, Thengamara Mohila Sabuj Sangha in Bogra and Mohila Bohumukhi Shiksha Kendra in Dinajpur. Uttaran has taken a leadership role and provide technical help to small local NGOs such as SETU and SUS. On the other hand, Uttaran seeks technical advise from Jagoroni Chakra. These organizations had the potentialities to provide leadership to neighboring small NGOs and were providing informal consultancy services in a small way. The VVP has enhanced their capacity and ability to do it more functional way. IVS should identify such support organizations and provide technical assistance to strengthen their capacity to serve small NGOs more effectively.

The VVP concept has been appreciated and accepted by the funding agencies such as SAP and Canada Fund. The Canada Fund commented that, " This was a unique pioneering approach using locally available skills to support community initiatives that would develop and strengthen local NGOs and government programs in Bangladesh.... More of this type of cooperation between development agencies, organizations and small NGOs should be encouraged." However, most of the funding agencies provide small one time grants and field investigation shows that most of them are unaware of VVP achievement and impact. The IVS has incorporated the VVP projects in its annual plan and fund for implementation of 50 projects was allocated in 1992 budget. As mentioned earlier, the VVP staff were absorbed to IVS volunteer roster as National Volunteers.

The VVP concept is also being appreciated by government agencies such as Youth Directorate and Livestock Department. The UNDP has recently commissioned a study to assess the performance and impact of the National Volunteer Program.

### **5.3. Sustainability**

The Village Volunteer Program (VVP) of IVS has been appreciated and accepted at all concerned levels. It has achieved considerable success in transferring skill among local level NGOs and in many cases surpassed the physical targets. The program indeed meets a long felt needs of the small NGOs. IVS and its network members have prepared the ground and initiated the process of institutionalization through network meetings and documentation. To sustain the project it is imperative that the program is incorporated in annual work plan of concerned network member organizations.

## VVP PUBLICATIONS

1. Sharing & Learning meeting on income generating activities along with exhibition of their products
2. Video - Together Tomorrow - Shramadana concept in Dev.
3. Compost making
4. Volunteer Prize/Medal
5. Accounts Manual
6. Bee Keeping Guide (Apiculture)
7. Case study on smokeless stove
8. Case study on income generation
9. Case study on gender relation & development
10. Case study on Apiculture extension work
11. The Sarvodaya Shramadana concept at work in Bangladesh
12. VVP impact evaluation of MBSK & TMSS
13. Experience sharing & conflict minimizing meeting with local Govt. at TMSS, Bogra
14. Translation of PRAYASH
15. Translation of Shramadana book
16. Translation of Bee keeping guide
17. Marketing study
18. VVP brochure
19. IVS/VVP publication
20. VVP learning meetings
21. Case study - gender relation & development (USHA)

## List of Persons Interviewed

### PACT/PRIP

Mr. Richard Holloway  
Mr. M. Muniruzzaman  
Ms. Aroma Goon

### IVS, Bangladesh

Mr. Harry Jayasingha  
Mr. Abdul Matin  
Ms. Mushfeka Razzak  
Mr. Mostafa Hassan

### NETWORKS

#### ADAB

Mr. Z.I.Faruq  
Mr. Md. Mossabir Hussain  
Ms. Shamima Rahman  
Mr. Abdur Rouf

#### VHSS

Dr. Nasir Uddin  
Ms. Eva Rahman  
Mr. Md. Anisur Rahman

#### CDS

Mr. Omar Faruq  
Mr. Manik Chowdhury

#### SAP

Mr. Nurul Alam  
Mr. Mahbubul Alam

#### USHA

Ms. Hosne Ara

4/11

**Village volunteers :**

1. Ms. Archana Biswas
2. Mr. Majibur Rahman
3. Mr. Shahidul Islam
4. Ms. Anjali Rani
5. Mr. Abdur Rab
6. Ms. Shakila Hussain
7. Ms. Angelo Das
8. Mr. Shamsul Huq
9. Mr. Lutfur Rahman
10. Mr. Monoranjan Das
11. Mr. Hashem Ali
12. Mr. Abu Jafar Siddique
13. Mr. Shahidul Islam
14. Ms. Shadhana
15. Mr. Amjad Hossain

**National Volunteers :**

1. Ms. Maksuda Khan
2. Ms. Kabita
3. Mr. Ranjit Datta

**Host and Donor NGO Personnel**

**Rajshahi :**

**1. Mohila Sanghati Parishad (MSP)**

Ms. Rahima Rajib  
Ms. Rajia Sultana  
Ms. Rokeya Khatun  
Ms. Selina Begum

**2. Mohila Shilpa Pratishthan (MSP)**

Ms. Monwara Rahman  
Mr. Al Mamun Chodhury  
Ms. Ambia Khatun

**3. BPHCO**

Dr. S.K.L. Md. Lalon

**4. Gurudashpur Unnayan Academy (GUA)**

Mr. Shahidul Islam  
Mr. Abdul Kader  
Ms. Farida parveen

**5. Gurudashpur Mohila Samity (GMS)**

Ms. Namanita Dev  
Ms. Hasina Begum  
Ms. Shahara Khatun  
Ms. Namita Karmakar  
Ms. Jarina

**6. Banga Janani (BJ)**

Mr. Enamul Huq  
Mr. Md. Jalaluddin

**Bogra :**

**1. Taraf Shartaz Shanti Shangha (TSSS)**

Mr. Md. Kazi Abdul Hamid  
Mr. Md. Abdul Hannan  
Mr. Tabibur Rahman

**2. Thengamara Mohila Sobuj Sangha (TMSS)**

Ms. Hosne Ara begum  
Ms. Renu Begum  
Ms. Mina Hossain  
Ms. Marjina Begum

**Dinajpur :**

**1. Shahid Smriti Sangha (SSS), Parbatipur**

Mr. Moazzem Hossain  
Ms. Anjuman Ara

**2. Mohila Bohumukhi Sikkha Kendra (MBSK)**

Ms. Meherunnesa and 10 members of the executive committee  
Ms. Marjina  
Ms. Sobeda

**3. Palli Sree (PS)**

Ms. Shamima Halim  
Mr. M.B. Akhter  
Ms. Kamini Bala

**4. Sobuj Sangha (SS)**

Mr. Nazrul Islam

**5. Asho Desh Gori (ADG)**

Mr. Feroj Alam  
Mr. Tazul Islam  
Mr. Mahfuzur Rahman  
Mr. Anwar Hossain

**6. MOHUA**

Ms. Nurunnahar

**Jessore :**

**1. Jagorani Chakra (JC)**

Mr. Abdur Rab  
Ms. Anjali Rani  
Mr. Shahidul Islam

**2. Rural Reconstruction Centre (RRC)**

Ms. Pinku Rita Biswas

**3. Shishu Niloy (SN)**

Ms. Nasima Begum  
Ms. Feroja Begum

**4. Manob Sheba Sangstha (MSS)**

Dr. Lutfar Rahman  
Ms. Asia Khatun  
Ms. Jalehar Khatun  
Mr. Jalaluddin  
Mr. Shahidul Islam

**5. Sheba Samaj Kallyan Sangstha (SSKS)**

Mr. Korban Ali  
Mr. Abdur Rahim  
Mr. A. Samad  
Mr. A. Rashid  
Mr. Mobarak Hossain  
Ms. Munira Sultana  
Mr. S.M. Ashraf Ali

**Satkhira :**

**1. SETU**

Mr. Abul Hashem  
Mr. Abdus Samad

**2. Satkhira Unnayan Sangstha (SUS)**

Mr. Iman Ali

**3. Uttaran**

Mr. Shahidul Islam

### The NGOs and the Projects Visited by the Evaluation Team Members

Name of the NGO	Projects ODM	IGA	Others
1. Mahila Shilpa Pratisthan (MSP), Rajshahi	Nursery Embroidary	Improved stove	
2. Mahila Sanghati Parishad (MSP), Rajshahi	Chanachur making		
3. Banga Janani (BJ), Natore	Health Care TBA		
4. Gono Unnayan Academy (GUA), Natore	Chanachur making		
5. Gurudashpur Mohila Samity (GMS), Natore	Embroidary Sewing machine repair		
6. Thengamara Mohila Sabuj Sangha (TMSS), Bogra	Jute works	Improved stove	
7. Taraf Sartaz Shanti Sangha (TSSS), Bogra	Accounts mgmt.	Nursery Dev. Improved Tailoring stove	
8. Shahid Smriti Sangha (SSS), Parbatipur and Drama	ODM Folk songs	Low-cost sanitation	
9. Palli Sree (PS), Dinajpur	Bamboo work Embroidary		
10. Mohila Bohumukhi Sikkha Kendra (MBSK), Dinajpur	ODM Embroidary	Bamboo work	Improved stove
11. Sabuj Sangha (SS), Dinajpur	Embroidary		
12. Asho Desh Gori (ADG), Kurigram	Accounts mgmt. Disaster prepardness		

**Annex 3. (continued)**

	Name of the NGO	Project ODM	IGA	Others
13.	Rangpur Development Shamajik Sangha (RDSS), Rangpur	Jute work Bamboo work		
14.	Association of Social Development (ASOD), Rangpur	Bamboo work		
15.	Sheba Samaj Kallyan Sangstha (SSKS), Jessore	ODM Folk songs and Drama	Embroidary	PHC Low-cost sanitation
16.	Manob Sheba Sangstha (MSS), Jessore	Folk songs and Drama Credit mgmt.	Low-cost sanitation	
17.	Jagoroni Chakra (JC), Jessore	Folk songs and Drama		
18.	Shishu Niloy (SN), Jessore	Accounts mgmt. Credit mgmt.		
19.	Rural Reconstruction Centre (RRC), Jessore	ODM Accounts mgmt. Gender relation Disaster prepardness		
20.	Uttaran, Satkhira	Folk songs and Drama Gender relation Disaster prepardness	Fisheries	
21.	Satkhira Unnayan Sangstha (SUS), Satkhira	ODM Accounts mgmt.	Nursery	
22.	Service Education Training Unity (SETU), Satkhira	Accounts mgmt. Group mgmt. theater	Nursery Popular	Low-cost sanitation

**Guidelines For Field Interview**

**For the Village Volunteers :**

**Project No       :**

**Area               :**

1. Name of the volunteer
2. Age and sex
3. Educational background/ special skill/ expertise
4. Name of the donor agency/ individual capacity
5. Present position in the donor agency
6. Counterparts being trained/ been trained
7. Duration of the skill-transfer training
8. Acceptability by the host agency
9. Acceptability by the counterparts
10. Problems encountered, if any
11. Nature of problems and how they were resolved
12. Any follow-up visit made, frequency of such visit (s)
13. Personal feeling on being a Village Volunteer
14. Willing to accept further assignment
15. Overall comment on the skill-transfer training
16. Comment on VVP project of IVS

**For the Counterparts :**

**Project No** :

**Area** :

**Name of the Host Organization** :

1. Name (s) of Counterparts
2. Educational background/ skill/ expertise
3. Present position in the agency
4. Main responsibility
5. Immediate supervisor
6. Number of persons supervise
7. Level of knowledge before the training
8. Level of knowledge after the training
9. Post training position/status among other staff
10. Needs further training
11. Can train others
12. Problems encountered during training period
13. Nature of problems and how they were resolved
14. Problems encountered by the trainer
15. Nature of problems encountered and how they were resolved
16. Overall comment on the VVP program



**For the Host NGOs**

**Project No** :

**Area** :

**Name of the Organization** :

1. Name(s) of person (s) interviewed
2. Designation
3. When the organization was established
4. What was/were the main objectives
5. Any changes/addition in the objectives
6. Organogram/ manpower/ staff situation of the organization
7. Coordination with other NGOs and network
8. Identification of project need
9. Reasons for VVP support
10. Identification of the volunteer(s)
11. Selection of the counterparts
12. Nature of problems faced by the Volunteer and counterparts
13. Resolving the problems
14. Reporting system
15. Comment on success/ failure of the project
16. Overall comment on VVP project of IVS

## Area Wise Distribution of Host NGOs and Projects

Area	No. of Host Agencies	%	No. of projects	%
<b>RAJSHAHI DIVISION</b>				
1. Bogra	02	02	06	04
2. Dinajpur	19	23	42	27
3. Gaibandha	12	15	17	11
4. Joypurhat	01	01	01	.5
5. Kurigram	09	11	19	12
6. Lalmonirhat	02	02	02	01
7. Natore	08	10	20	30
8. Nawgaon	02	02	03	02
9. Pabna	02	02	02	01
10. Rajshahi	14	17	25	16
11. Rangpur	05	06	10	06
12. Shibganj	01	01	01	.5
13. Shirajganj	04	05	08	05
14. Thakurgaon	01	01	01	.5
15. Tilakpur	01	01	01	.5
sub-total :	83	100	158	100
<b>KHULNA DIVISION</b>				
1. Bagerhat	02	04	02	03
2. Barisal	02	04	04	05
3. Chuadanga	01	02	01	01
4. Jessore	12	24	28	34
5. Jhalokathi	01	02	01	01
6. Jhinaidah	02	04	05	06
7. Khulna	04	08	06	07
8. Kushtia	06	12	12	14
9. Magura	01	02	01	01
10. Meherpur	01	02	01	01
11. Monirampur	01	02	01	01
12. Narail	02	04	02	03
13. Patuakhali	05	11	04	05
14. Pirojpur	04	08	04	05
15. Satkhira	05	11	11	13
sub-total :	49	100	83	100

**Annex 5 (continued) :**

Area	No. of Host Agencies	%	No. of projects	%
<b>DHAKA DIVISION</b>				
1. Chandpur	01	04.5	01	04
2. Dhaka	07	31	09	33
3. Faridpur	02	09	02	07
4. Gopalganj	01	04.5	01	04
5. Jamalpur	01	04.5	01	04
6. Manikganj	03	13	04	14
7. Munshiganj	01	04.5	01	04
8. Mymensingh	01	04.5	01	04
9. Narshingdhi	01	04.5	01	04
10. Netrokona	02	09	03	11
11. Sherpur	02	09	03	11
sub-total :	22	100	27	100
<b>CHITTAGONG DIVISION</b>				
1. B. Baria	02	13	04	18
2. Chittagong	02	13	04	18
3. Comilla	04	27	06	26
4. Habiganj	01	07	01	04
5. Moulavi Bazar	02	13	02	09
6. Noakhali	01	07	01	04
7. Sunamganj	02	13	03	13
8. Sylhet	01	07	02	09
sub-total :	15	100	23	100
Grand Total :	169	291		

Source : IVS Data

## Sector Wise VVP Distribution

SECTOR	NO. of VVP
<b>A. Organization Development and Management</b>	
1. Organization Development and Management (IOT/GOT)	34
2. Group Management (IOT)	14
3. Accounts Management (IOT)	38
4. Credit Management (IOT/GOT)	07
5. Cost Management (IOT)	02
6. Documentation (IOT)	03
7. Evaluation and Monitoring (IOT)	03
8. Gender Relation and Women's Development (IOT)	13
9. Disaster Preparedness (IOT)	10
10. Folk Songs and Drama (GOT)	09
-----	
Sub-total :	133
-----	
<b>B. Income Generating Activities (Skill Development)</b>	
<b>B.1. <u>Agriculture, Livestock, Poultry, Fishing, Sericulture and Apiculture</u></b>	
1. Apiculture (IOT)	11
2. Livestock, Poultry and Duckary (IOT)	06
3. Fisheries (IOT)	02
4. Nursery Development (IOT)	13
5. Sericulture (IOT)	02
6. Treadle pump (IOT)	02
<b>B.2. <u>Handicraft and Cottage Industry</u></b>	
7. Bamboo works (IOT)	06
8. Chalk making (IOT)	01
9. Doll making (IOT)	01
10. Flower making (IOT)	01
11. Greeting cards (IOT)	01
12. Jute works (IOT)	10
13. Mat making (IOT)	02
14. Nakshi Kantha (IOT)	01
15. Paper making (IOT)	01
16. Embroidary and Needle works (IOT)	10
17. Sewing and Tailoring (IOT)	09
18. Papush making (IOT)	01

**Annex 6 (Continued)**

**B.3. Food Item**

17. Chanachur making (IOT)	05
-----	
Sub-total :	85
-----	

**C. Social Development Program**

1. Adult literacy (IOT)	01
2. Primary Health Care and EPI (IOT)	29
3. Water and Sanitation (IOT)	10
4. TBA training (IOT)	03
5. Nutrition (IOT)	01
6. Smokeless Stove (IOT)	29
-----	
Sub-total :	73
-----	
Grand Total :	291
-----	

Source : IVS Data

## Sector Wise Number of Village Volunteers and Number of Donor Agencies

Sector	No. of volunteers	No. of Donor Agencies
<b>A. Management</b>		
1. Organization Development and Management	25	15 + one individual
2. Group Management	14	14
3. Accounts Management	18	18
4. Documentation	03	03
5. Credit Management	07	03
6. Cost management	01	01
7. Evaluation and Monitoring	03	02
8. Gender Relation and Development	08	03 + one individual
9. Disaster Preparedness	05	05
10. Folk Songs and Drama	04	03
Sub-total :	88	67 + two individuals
<b>B. Income Generating Activities</b>		
<b>B.1. Agriculture</b>		
1. Apiculture	04	03
2. Livestock & Poultry	06	04 + one individual
3. Fishing	02	01 + one individual
4. Nursery	09	05
5. Sericulture	02	01 + one individual
6. Treadle pump	02	01 + one individual
<b>B.2. Handicrafts</b>		
1. Bamboo works	05	01 + 4 individuals
2. Chalk making	01	01
3. Doll making	01	one individual
4. Embroidary	09	07 + one individual
5. Tailoring	09	05 + two individuals
6. Jute works	07	05
7. Papush making	01	01
8. Mat making	02	02
9. Flower making	01	one individual
10. Nakshi kantha	01	one individual
11. Paper making	01	one individual
12. Greeting Cards	01	one individual

**Annex 7 (Continued)****B.3. Food Item**

1. Chanachur making	05	02 + 3 individuals
Sub-total :	69	39 + 19 individuals

**C. Social Sector**

1. Adult literacy	01	01
2. PHC	22	14 + one individual
3. Water and Sanitation	10	06 + 2 individuals
4. Nutrition Education	01	01
5. TBA	02	02
6. Smokeless Stove	15	09
Sub-total :	51	33 + 3 individuals
Grand Total :	208	139 + 24 individuals

Source : IVS Data

PACT FINANCIAL REPORT FORMAT

AGENCY: INTERNATIONAL VOLUNTARY SERVICES, INC. GRANT #: BD SG 502 TOTAL AMOUNT OF GRANT: \$217,777.00 GRANT PERIOD: JULY 1, 1989 TO DECEMBER 31, 1991

	THIS PERIOD		TOTAL TO DATE		BUDGET		COMMENTS
	FROM: 10/1/91	TO: 12/31/91	FROM: 7/1/89	TO: 12/31/91	FOR TOTAL PERIOD OF GRANT (See Grant Agreement)		
	PACT	OTHER	PACT	OTHER	PACT	OTHER	
BALANCE BEGINNING OF PERIOD*	13,804.23		0.00				
(line 6 previous Financial Report)							
TOTAL RECEIPTS	0.00		217,777.00				
TOTAL AVAILABLE (add lines 1 and 2)	13,804.23		217,777.00				
<b>EXPENSES</b>							
(by line item: see Grant Agreement)							
A. Program Supervision	4,544.61		120,493.26		117,784.00		
B. Inter Project Learning	0.00		9,345.00		8,900.00		
C. Consolidated Learning	0.00		23,871.56		23,005.00		
D. Marketing Technical Assistance	0.00		3,577.91		4,540.00		
E. Institutional Resources	447.57		7,177.51		7,300.00		
F. Monitoring/Evaluation	3.00		2,653.62		4,000.00		
G. Documentation/Publicity	2,951.05		7,350.00		7,000.00		
H. Contingency	3,861.00		6,047.90		8,437.00		
I. IVS/W G & A	0.00		37,504.94		36,511.00		
non-PACT line items							
S TOTAL EXPENSES	13,804.23		217,777.00		217,777.00		
<b>EXCESS (DEFICIENCY)</b>							
END OF PERIOD	0.00		0.00				
(subtract line 5 from line 3)							
IF USING NON U.S. CURRENCY, PLEASE GIVE U.S. DOLLAR EQUIVALENT TO ONE DOLLAR =							



To : Richard Holloway  
From : Harry Jayasingha  
Subj. : VVP Evaluation  
Date : May 22, 1992

*Harry*

1. Thank you for giving me the final copy for perusal and comment. My overall comment is that it is a fair presentation of the program and that their comments are valid and valuable. I have some concerns which I state below:

2. The first concern is their **interpretation of the Institutionalisation process** as stated in the last para of their 'comments' at page 12, and the summary recommendation No. 19 in page 4. Our major thrust in this direction was to consciously use and work through the major NGO networks and apex bodies in the country like ADAB, VHSS, etc., and to make every effort to improve their own Institutional capacity to reach out to the smaller NGOs and Development agencies in the rural areas, while at the same time using the VVP approach to help their Chapters and field networks to function more effectively and efficiently in the provision of services to these smaller agencies. The many meetings, network workshops, and learning meetings held in the field were aimed at promoting this larger Institutional Capacitation process.

3. In our attempts to promote this process of Institutional Capacitation, one of our **primary objectives was to assist the ADAB Chapters**, in particular, to function more effectively, and to provide the kind of services they were supposed to provide. The choice of ADAB and it's Chapters was made deliberately in an attempt to strengthen their organisational capacity to provide such services and promote networking and coordination among field level development agencies. We feel that we have achieved this objective to a large extent as indicated by the responses received from the Chapter staff and other development agencies visited by the evaluators. This conscious support of ADAB is not adequately highlighted in the references provided in the recommendation No. 3 in page 3 and in page 27, and needs to be given greater prominence.

4. At the same time, we feel it is equally important to **promote similar institutional development among other sectoral networks and coordinating agencies**. We recognise the limitations of ADAB as being the only Apex body of NGOs, and realise the need for the growth of sectoral Apex bodies which could more effectively serve the sectoral needs while still maintaining a working relationship with ADAB. It is for this reason that we consciously began working with sectoral networks and apex agencies like VHSS, USHA, CDS, etc., and feel that this should continue. Therefore the recommendation No. 27 at page 5 needs modification to include other sectoral coordinating bodies like VHSS, etc.

5. There is a reference to the **promotion of Regional Support Organisations** as an outcome of this program. This is stated in part of the recommendation No. 24 at page 4 when referring to Inter-action, and again at page 38. However, we feel that this is one of the major outcomes of the VVP intervention and needs to be considered separately from the general inter-action process, (or rather as a result of the inter-action process), and that this needs to be given greater prominence. We feel that the whole issue of continuity and sustainability depends to a great extent on the presence, and growth of such regional Support Organisations (SOs).

6. Related to this is the fourth comment. This concerns the **Sustainability issue** referred to in page 39. Our humble opinion is that the cost-effectiveness, short-term nature and dependance on locally available resources, (among other reasons), contributed to the sustainability of the program. We feel that the evaluators themselves came across many instances where the programs started by IVS were often replicated and continued by the local networks and NGOs without seeking renewed assistance from IVS. This can also be included in the report.

7. Our next general comment concerns the reference to the high management overheads of IVS Dhaka and Washington. We believe this can be reduced considerably if these programs are managed and monitored by the local networks like ADAB, and therefore agree with the recommendations made for continued VVP support to be made through such networks. In fact, we have already moved in that direction as the recent external support has been made direct to such networks. In this context, we also suggest that this process can be facilitated by the **promotion of an indigenous and autonomous VVP Foundation** which needs to be encouraged and fostered.

8. The sixth comment concerns the need to emphasise the importance of providing more training for the volunteers. This has come up repeatedly during the many learning and sharing meetings we held. There is only a brief reference to this in section 4.8 at page 29. This can be stressed further.

9. The future role of IVS in the promotion and support of VVP has not been specifically indicated. While the financial support can be made through ADAB, VHSS, etc., we recognise the limitations of these Institutions in providing effective support in the areas of narrowly focussed programming on key issues like WID, Environment, etc.; in effective monitoring and supervision; in developing sectoral forums for network growth and support; in the promotion and extension of Voluntarism and the development of Village level Voluntary cadres; as well as in promoting learning and sharing with others through careful documentation, workshops, seminars and exchanges. IVS can still play a meaningful role in these fields.

10. We give below some other comments:

--Reference can also be given to the major external evaluation by USAID in early 1991 and their report in June 1991 which specifically recommends VVP as a 'seminal program' to be replicated in other countries. Please see the last para of section 2.1 at page 2 and also page 38 where references are made only to other evaluations.

--Table 4 at page 12 can provide clearer headings to indicate that the columns refer to 'volunteers' from local staff.

--In section 4.1.5 at page 22 it says 'implemented by SAP'. This is incorrect. They were funded by SAP. You can add the words 'funded agencies' after the words SAP.

--The Director General of the NGO Affairs Bureau was at both Conventions, not just the first one.

--The reference to salaries of expatriate volunteers at page 31, section 4.10.10 needs correction. Bachelors and married volunteers are now paid \$750 and \$1000 per month respectively, but about 40% of this is for Housing and utilities which were previously provided by IVS. VSDs and others are provided such benefits in addition to their salary. Therefore a figure of \$400 and \$600 respectively per month is more accurate as salaries.

--We are pleased that the report refers to the need for additional linkages with other agencies and institutions that provide complementary and supplementary services like technical services, training in entrepreneurship development and small business management, material support and equipment, as well as credit (Recommendation 11). This is very important and critical area that can be expanded further if necessary.

*Handwritten signature*