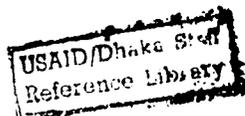

PACT Bangladesh - P.R.I.P.

"Helping NGOs in Bangladesh to realize their potential"

(USAID Cooperative Agreement No. 388-0072-A-00-8104-00)

Sixth Six Month Report Sept '91 - Feb '92



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PACT Bangladesh - P.R.I.P.

Sixth Six Month Report Sept '91- Feb '92

Preface

This Report

The Co-operative Agreement for PRIP (Private Rural Initiatives Program), a program of PACT (Private Agencies Collaborating Together) in Bangladesh, funded by USAID Dhaka, was signed in August '88, but the operational program started in January '89 when the Co-ordinator arrived in Dhaka to begin work.

This is the sixth narrative report as required by USAID - produced after forty two months of operation of PRIP.

As before USAID and PACT feel that the report will be of interest to others involved in NGOs and their support, both in Bangladesh and elsewhere. PRIP is a new and different kind of program (please see Attachment 1 for the Executive Summary of the original Agreement) and may offer information on some useful experiences.

Format of Report

In line with the whole emphasis in PRIP and PACT on learning processes, this report is to be seen as the sixth in a series of documents which reflect upon what has/has not been achieved, and what can be learned from this. The reports refer back to each other and will hopefully reflect a growth in both programming and administrative maturity. It will also provide the information that is required for USAID Dhaka's overview purposes.

Program and Administration are dealt with separately, and within each category the text will attempt to answer the questions:

- 0.1. What has been done? (Actions)
- 0.2. What conclusions can be drawn? (Conclusions)
- 0.3. What recommendations can be made? (Recommendations)
- 0.4. What plan of action is needed? (Action Plan)

At the start of each section there is a synopsis of the actions taken on the actions recommendations of the last six month report (e.g. 0.3 and 0.4 from the above list).

The Program section starts with a more general look at the present position of NGOs in Bangladesh.

Terminology

The following abbreviations and terms are used in this report:

BRAC	Bangladesh Rural Advancement Committee
GOB	Government of Bangladesh
CA	Cooperative Agreement (the nature of the agreement between USAID and PACT to set up PRIP)
TA	Technical Assistance
ADAB	Association of Development Agencies of Bangladesh
VHSS	Voluntary Health Service Society
IVS	International Voluntary Service
VERC	Village Educational Resource Centre
IDR	Institute for Development Resources
EIL	Experiment in International Living
SO	Support Organisation
SLARTC	Socio-Legal Action Research and Training Centre
IVDC	Integrated Village Development Centre
FIVDB	Friends in Village Development, Bangladesh
USHA	Unity for Social and Human Action
CDS	Centre for Development Services
RDRS	Rangpur & Dinajpur Rural Services
WIF	World View International Foundation
NCL	National Computers Limited
BARRA	Bangladesh Association of Rural Reconstruction Alumni
CDL	Community Development Library
PVU	Participatory Video Unit
UST	Unnayan Shaojogy Team
ELT	English Language Training
G	Government
FIVDB	Friends of Village Development, Bangladesh
ODI	Overseas development Institute (UK)
AFFG	Asian Fund Raising Group (India)
KMS	Khet Mujur Samity
DSC/BM	Development Service Centre/Bangladesh Mission
GUP	Gono Unnayan Prochesta
SEEP	Small Enterprise & Entrepreneurship Program (USA)
BURO	Bangladesh Unemployed Rehabilitation Organisation
BCAS	Bangladesh Centre for Advanced Studies
NCL	National Computers Limited

PACT Bangladesh - P.R.I.P.

Sixth Six Month Report Sept '91- Feb '92

Introduction to this six month report

During this period it is generally agreed that there has been a period of drift in the governance of Bangladesh. Although the Government of Bangladesh (GOB) had the clear mandate from the people to govern there has not seemed to have been very much clear management of the state and the economy. At a macro level the GOB has not taken firm stands on many of the problems that it is generally agreed are serious (underutilisation of aid in the pipeline, paralysis of the tertiary education sector, corruption). The GOB has consistently tried to contrast itself with the excesses of the Ershad regime, but has not done very much new of its own, and this has made it vulnerable to constant sniping from the opposition parties. Serious floods damaged the livelihood of many in the north of the country in August and September, while the health of those affected by the April 91 Cyclone in the South East has continued to be miserable. There have been overtures and the beginning of loose coalitions between NGOs and other parts of the Third Sector in Bangladesh (Trade Unions, Political Parties) and a reformation of the parties of the left into new alliances.

For PRIP the most important events have been

1. PRIP send the Deputy Director, Aroma Goon, to EIL (Experiment in International Living) in Vermont, USA to work on a Masters Degree in International Administration. She has been away for the whole of this period, apart from a brief return in December to help with planning PRIP 3/4 (see later)
2. PACT set up a Regional Management system. PRIP now has the services of the PACT Asia Regional office in Jakarta.
3. USAID Dhaka suggested to PACT that it consider proposing an amendment to the present PRIP Cooperative Agreement so that it would continue for a full to years, and would start an evolved way of working (PRIP 3/4) with the start of Year 5. This was discussed and agreed with the CEO of PACT in October, and work on this was carried out during this plan period involving PACT Asia Regional Staff and PACT HQ staff
4. The difficulties of ADAB's management and administration were resolved by the resignation of the erstwhile Executive Director,

and the interim secondment of the Deputy Director from Proshika to act as ADAB Director. The ADAB donors have also been accepted as a donor consortium.

5. PRIP catalysed a second very successful training course with EIL and Bangladesh NGOs - this time in Development Management.

A. PROGRAM

1. Action on Recommendations of Fifth Report

(ref numbering from fifth report: action points are in italics)

4.a.3. Supporting Support Organisations

It would seem to be obvious for ADAB to manage (an NGO Training Fund), but discussions with ADAB have shown them more interested in providing training themselves than brokering training for others.

PRIP could set up a unit within its own organisation to manage such a fund.

PRIP to consider again the options for a training scholarship fund, During this reporting period ADAB has not been ready to discuss this further given its own reorganisation. PRIP is still looking for a Bangladeshi organisation to take on this role.

4.b.3. Strengthening Learning Groups

Sound out the possibilities of providing for a permanent person or organisation to take responsibility for the managing of those learning groups that do not have them.

Systematically consider this with existing and potential learning groups.

PRIP is doing this with the Aquaculture, Organic Agriculture, Training of Trainers Learning Groups. PRIP is also compiling (with ADAB) a Directory of Learning Groups to help in this work

4.c.3 Helping Demonstration Projects

PRIP to systematically review the extension and back up requirements to make sure that other potential users can be exposed to the value of successful demonstration of pilot projects.

Evaluate the documentation and dissemination strategy.

This recommendation has been put on hold due to pressure of work with the Deputy Director in the USA. It is still a valid recommendation.

4. d.3 Filling Gaps/Identifying Opportunities

Projects (in this category) provided models that should be further worked on are:

- a. A compilation of the experiences of GO/NGO collaboration in Agriculture with a variety of examples would be useful*
- b. A follow up to AFRG training in Bangladesh on Financial Self-Reliance*
- c. Further English Language Training Courses*
- d. Work on indigenizing the SLARTC type courses in Bangladesh*
- e. Further user friendly GIS for NGOs to plot development work as well as disaster relief work.*

Further work has taken place as follows:

- a. The priority for this has been reviewed given the senior staff shortage.
- b. PRIP staff have given a number of presentations at different training courses on this subject and developed a basic primer on this topic in English and Bangla
- c. NGOs have given PRIP two reactions to the British Council English Language Training:
 - they thought that British Council should design a specific course with language skills built around their special needs

they thought that a long term training for fewer people to bring them to the stage where they can go for overseas training was needed

- d. More organisations and more donors are working in this field.
- e. PRIP has worked on this (see Grants/Contracts below)

7.3. *Follow up with the LCG Sub-Committee on mechanisms whereby smaller NGOs can get a share of resources that are targetted for NGOs in Bangladesh Bring this up with LCG Sub-Committee*

PRIP has taken this up, not with the LCG, but with the GTZ and the Dutch, both of whom are exploring ideas of an NGO foundation for on-granting along the organisational lines of the Polli Kormo Sahayak Foundation.

8.3. *ADAB needs strong reforms to its management and systems. The Executive Committee is setting about doing this and should be encouraged in this. PRIP should clarify that its position vis-a-vis future funding is based on a clear record of bad experience, and should encourage more responsible management. PRIP should clarify this situation to the Executive Committee of ADAB, and helps in any reforms the Executive Committee decides to make. Meet the Executive Committee with the other donors and fund the ACNABIN management consultancy.*

PRIP funded the ACNABIN consultancy (with FORD) and played a leading role as convener of the ADAB donors consortium in clarifying the donors concerns with ADAB.

9.4. *The mix of staff at PRIP are well placed to identify important topics for the NGO sector and use their technical assistance skills to move the topics from ideas to action. PRIP should continue to perform this role PRIP should take a leading role in work on Financial Self Reliance*

Given the staff shortages during this period PRIP staff have not done much direct Technical Assistance, apart from Financial Self-Reliance (see 4.d.4.b. above), but the recommendation is still valid, and has been included in the writings for PRIP 3/4

12.4. *PRIP should follow up with USAID to examine the ways in which co-funding could be set up Pursue this topic with USAID*

This has been pursued, but with no progress. All USAID funds must be separately identifiable, and no exceptions are allowed for co-funding with other donors.

2. General - Political Parties, Government and the NGOs

In previous reports I have talked of the attempts by the NGOs in the aftermath of Ershad's demise to clarify themselves to the political parties and claim a legitimate role for themselves in the deomocratic pluralism of Bangladesh. This has been continued by some NGOs during this period. New liaisons between NGOs, political parties and trade unions have started. Both NGOs and mass organisations (which have previously had connections to political parties) have been re-assessing their positions.

The background to this has been a historical distrust of the NGOs by the political parties, both in and outside of Government. When a political party is in Government it has usually distrusted the NGOs as being likely to deflect attention from the achievements of the Government, and to be seen by the people, and more especially the donors, as having more competent alternatives to the Government development agenda. When a political party is in opposition (especially those from the left) they distrust the NGOs because they are not membership organisations (and thus cannot claim mass support), because they have deflected peoples attention from the organising work of the political parties , and because they have in some cases attracted away voluntary political cadres to become paid NGO workers. In 1986 this underlying distrust was further exacerbated when then President Ershad asked NGOs to become involved with Khas land allocation, but did not invite political parties as well.

Since that time there has been strong mistrust of NGOs from the political side, and dissatisfaction from the NGOs side with what they see as the empty sloganeering of the political parties without a clear agenda of what they wanted to do to improve the situation of the poor. After the change in Government, with many political parties having seats in Parliament the NGOs dissatisfaction has to some extent been echoed by the members of the political parties themselves - they also see that the party unity needed to get Ershad out has to be replaced with agreed action to improve the lives of the poor - and they do not see political leadership for this.

In January, after much manoevrng behind the scenes, BIDS, acting as a neutral but interested party, held a one day seminar to which it invited NGOs and Political parties to discuss what they had in common. It was well attended by both sides with representatives from all the major political parties and NGOs (the Grameen Bank was also present). In the meeting it was agreed that each had lessons to learn from the other. No specific action was agreed, but the stage was set for future collaboration.

Since that meeting a number of NGO-Political party and NGO-Trade Union meetings have been held on particular topics: one such grouping is involved with the law as regards landless labourers and the need for changes in the

law to enable landless agricultural labourers to become organised. This centres around the demand for the Bangladesh Government to ratify ILO Convention 141 which would give the context for creating trade unions of agricultural labourers. There is a second grouping around the exploitation of female garment workers and the need for their legal rights to be recognized and observed. There is a third around the old sensitive topic of land reform and khas land re-distribution.

One new development has been that some of the peasant and women fronts of the political parties have unilaterally decided to become more developmentally active, as opposed to merely politically active. Khet Mujur Samity and Mohila Parishad have both registered themselves with the Government as Voluntary Societies and have taken up development interventions.

While I have noted during this reporting period a rapprochement and new constellations of NGOs with political parties, the situation with the Government as represented by the Civil Service (not the ruling political party) has not improved, and, if anything, been exposed as still very bad. This has come to light in the context of the Flood Action Plan where NGOs have been asked by the FPCO, under strong pressure from the World Bank, to become involved. The Bangladesh Water Development Board has, perforce found itself being held up to scrutiny and compared with the work of NGOs, and this has aroused substantial dissatisfaction. Whereas the BWDB has previously been concerned with engineering and infrastructural work, it is now being forced to consider social, equity, environmental and popular participation issues, and NGOs are being held up by some as organisations that have experience in these fields. This has caused great resentment, and the high profile of the FAP in Bangladesh means that this resentment felt by BWDB may spill over into the politicians. There are a number of highly placed civil servants who could influence the Government to perceive NGOs as trouble makers who impede the Government's development plans i.e. FAP.

3. General Introduction - PRIP

3.1. Policy

PRIP has found that the existing policy still serves its needs, but a lot of valuable and creative re-examination of policy matters has gone on in connection with designing PRIP 3/4 Proposal. Re-tuning of the present PRIP 1/2 policy has been put on one side since, if PRIP 3/4 starts in Sept 92, the re-organisation at that time will subsume all other efforts.

3.2. Bangladesh NGOs Opinions of PRIP

Not much has changed from the remarks made in the last report, which are here repeated:

"In line with the policy promulgated in the last six months report, PRIP has mainly dealt with SOs and with members of Learning Groups. These are the larger Dhaka based organisations - and they in turn deal with the larger number of smaller rural NGOs. Very few small rural NGOs know of PRIP and have an opinion about it. Their contact with PRIP is mostly through receipt of literature that comes to them through CDL, or through attendance at training courses which we have funded through an SO.

The larger NGOs, both the SOs with whom we have a close contact and the others, have grown increasingly accepting of the role of PRIP and have continued to use its services. PRIP has involved itself closely with ADAB and with the NGO leaders.

PRIP has tried to show itself as a different kind of donor - one that is very committed to the growth and strengthening of the NGO sector and is part of that process itself, rather than merely an external funder. While at bottom its existence depends on its ability to deliver funds - and it is thus unquestionably a donor, the technical assistance skills of the staff of PRIP are an important part of its work, and of its relationship with the NGOs.

While from the perspective of reporting to USAID the grants and the contracts are the numerical indicators of our work, the daily activities that do not deal specifically with funded projects are also an important part of our work. Some of these finally lead to Grants or Contracts - some do not. These activities are generally well received by Bangladeshi NGOs. "

This statement (now a year old) has been corroborated during this reporting period because PRIP convened a meeting of its most immediate partners to ask them for feedback on its performance to date and for their suggestions for its future activities. One encouraging development has been the growth of smaller district level support organisations who deal with the smaller NGOs in their locality (like Jagoroni Chakro and Uttaran)

			TA	FD	EA	FC	DD	DC	TG	DP	CF
SG 59	USHA Gender Development (Support Organization)	31726									
SC 67	Agami Printers Womens IGA Case Studies (Gaps/Opportunities)	2366					√				
SC 70	Nishat Printers Women Grament Workers Book (Bangla) (Gaps/Opportunities)	1184									
SC 79	C. H. Khan Gender in Dev. Video Script (Gaps/Opportunities)	4452						√			
SC 81	M. Begum Research on Dowry (Gaps Opportunities)	6029		√							
Program Themes 3											
Increasing Income											
Sub Themes 1											
Cash Crop Agriculture											
No Grant/Contract this report period											
Sub Themes 2											
Craft Production											
SG 54	Aid to Artisans Kumudini paper making - 1 (Demonstration Project)	3500								√	
SG 66	Aid to Artisans Kumudini paper making - 2 (Demonstration Project)	25000								√	
Sub-Themes 3											
Income Generating Activities											
SG 62	MCC XIM Training in Orissa (Demonstration Project)	1264							√		
Program Themes 4											
Self-Reliance											
Sub-Themes 1											
Literacy											
SG 61	ASPBAE Manila Workshop (Learning group)	7500				√					

			TA	FD	EA	FC	DD	DC	TG	DP	CF
Sub-Themes 2 Credit General											
SG 67	CCULB Credit Union Training (Demonstration Project)	13745							√		
Sub Themes 3 Primary Education											
No Grant/Control this reporting period											
Sub Themes 4 Food Self-Sufficiency											
SG 60	IIRR (Philippines) Training in Bio-Regenerative Agriculture (Learning Group)	20000							√		
SC 69	BAWPA Fruit Tree Afforestation (Demonstration Project)	4617								√	
SC 88	DSC/Savar Agric. Training (Learning Group)	8035								√	
PT 13	Francis Noble ICLARM Workshop (Learning Group)	1562							√		
SC 86	BICT Aquaculture Forum Directory (Learning Group)	1550					√				
SC 83	BARRA Extension Assistance (Learning group)	6308	√								
Program Themes 5 Disaster Preparedness											
SC 72	SADMC/IUBAT Life Bangladesh Training (Support Organization)	2106							√		
SC 89	Communica 6 Day Course in Dis. Prep. Manual (Gaps/Opportunities)	1536						√			
TA 77	C. Allard Analysis of ICL Program (Support Organization)	200	√								
TA 82	S. Rahman Disaster Response Manual (Gaps/Opportunities)	22312		√							

			TA	FD	EA	FC	DD	DC	TG	DP	CF	
TA 85	G. Wright Assessing NGO Disaster Experi. (With 6 Donors) (Gaps/Opportunities)	12000		√								
SG 55	HKI Post Cyclone Surveillance (Gaps/Opportunities)	8152		√								
SC 75	AIS/ADAB Disaster Response Tracking (Gaps/Opportunities)	4238		√								

During the sixth reporting period PRIP has obligated the following new projects:

Modality	Number	%	Worth	%
Sub-Grants	14	30%	190187	52%
Technical Assistance Contracts	7	13%	54634	15%
Service Contracts	31	57%	119420	32%
Program Travel	2	4%	4,786	1%
TOTALS	54		369,027	

4. Strategies

This section looks at how this reporting period's expenditure has been in line with the four strategies of PRIP.

a. Supporting Support Organisations

4.a.1. Action

SC 64	ACNABIN	Management consultancy for ADAB (with FORD)	3684
SC 82	BRAC	EIL Training collaboration	
	6494		
SG 58	EIL	Development Management Seminar	22087
SC 83	CDS	Updating Training Directory	486
SC 73	IVDC	Equipment	1290
SC 78	IVDC	Equipment	2432
SC 79	IVDC	Equipment	3326
SC 80	IVDC	Equipment	1195
SC 81	IVDC	Equipment	1473
SG 63	WIF-PVU	Staff costs	6120
SG 65	NGO Forum	Extension of Communication Work	23250
TA 86	T. Abdullah	IVS-VVP Evaluation	5994
SC 62	IVDC	ASUK Training	897
SC 63	Proshika MUK	DEKOS Training	729
SC 71	USHA	ASUK Training	625
SC 84	IVDC	SNS Training	1203
SC 90	Proshika MUK	BIUK/ACD Training	657
SC 66	British Council	ELT	4617

SC 87	British Council	ELT	815
SG 57	UST	Inter NGO womens Support Program	9293
SG 59	USHA	Gender Development	31726
SG 61	ASPBAE	Manila Workshop	7500
SC 88	DSC/Savar	Agric. Training	8035
SC 83	BARRA	Extension Assistance	2106
TA 77	C. Allard	Analysis of ICL Program for ADAB	200
TOTAL			138734

24 projects totalling \$ 138734 have been supported which can be grouped as follows:

- in 5 cases equipment was provided to improve the competence of a SO (IVDC)
- in 2 cases assistance was given for mid level management training for SOs (EIL Development Management Course)
- in 5 cases smaller NGOs were helped to get access to training courses run by SOs
- in one case an SO (ADAB) was helped with a consultancy to enable it to reach a standard by which longer term funding could be provided in the future.
- in 3 cases assistance was given with core support costs of an SO (USHA, NGO Forum, and UST)
- in two cases a group of NGOs were enabled to get English Language Training from the British Council
- in one case there has been a consultancy to evaluate the work of the largest support organisation grant to date - that of the IVS-VVP project

4.a.2. Conclusions

The strategy of Supporting Support Organisations has continued to be useful in this reporting period. When buying capital equipment there have been delays at USAID in getting waivers for purchasing capital equipment, and delays in getting NGO Bureau approval; this has necessitated a cumbersome procedure of buying from a range of suppliers with service contracts so that PRIP owns the equipment, and loans it to the SO until the SO can get NGO Bureau approval at which time it can be converted into a grant.

In the absence of one organisation being prepared to take on the management of a scholarship fund for training, PRIP has had to make a series of time consuming small grants to SOs to service small NGOs.

The second management training course with EIL has again shown the value of the collaborative way in which this institution has worked with Bangladeshi NGOs.

ADAB will be in better shape to take on its intended work once it has been restructured in line with ACNABIN's recommendations.

4.a.3. Recommendations

Keep looking for a Bangladeshi organisation to manage a scholarship fund.

Continue working with EIL as before.

Look to agree long term funding with ADAB

b. Strengthening Learning Groups

4.b.1. Action

SC 60	ADAB	Aquaculture Forum Training course on fisheries technology	1717
SG 56	MIDAS	Case study of 4 Revenue Generating NGOs	5338
TA	B. Sobhan	Interpreter to IIRR course attendees	2543
SG 61	ASPBAE	Manila Workshop for CAMPE people	7500
SG 60	IIRR (Phil)	Training in Bio-Regenerative Agriculture	20000
SC 88	DSC/Savar	Agric. Training	8035
PT 13	Francis Noble	ICLARM Workshop	1562
SC 86	BICT	Aquaculture Forum Directory	1550
SC 83	BARRA	Extension Assistance	6308

There have been 9 projects in this category totalling \$ 54553 which can be grouped as follows:

- 4 activities to help the Organic Agriculture Learning Group
- 1 activities to help the Literacy learning Group (CAMPE)
- 3 activities to help the Aquaculture Learning group
- 1 activity to help the Financial Self-Reliance Learning group

4.b.2. Conclusions

The point at which a discussion group becomes a more formal learning group for PRIP statistical purposes is not easy to determine. Work was done during this reporting period with groupings of organisations around Disaster Preparedness, and around Womens Empowerment, but they have not been identified here since the groupings have not taken on a regular shape yet.

The strategy of helping with the costs of a secretariat has proved valuable for the health of the learning group (BARRA for the Organic Agriculture group: CAMPE for the Literacy group: ADAB for the Aquaculture group)

4.b.3. Recommendations

Continue to help nascent groupings to formalize themselves and be prepared to fund secretariats.

c. Helping Demonstration Projects

4.c.1. Action

SG 56	PDA Thailand	Training for CWFP	3050
SG 64	ASA	Quacks Training	15500
SC 85	BVS	Staff Training	8792
SC 68	Social Institute	Workshop on khas land	879
SG 54	Aid to Artisans	Kumudini paper making - 1	3500
SG 66	Aid to Artisans	Kumudini paper making - 2	25000
SG 62	MCC	XIM Training in Orissa	1264
SG 67	CCULB	Credit Union Training	13745
SG 69	BAWPA	Fruit Tree Afforestation	4617
SG 55	HKI	Post Cyclone Surveillance	8152

There have been 10 projects totalling \$ 84499 in this reporting period which can be grouped as follows:

- 2 projects ascertaining the value of overseas training institutions for various forms of management training (PDA in Thailand and XIM in Orissa, India)
- 2 projects to help the ideas of a small organisation to be exposed at a national level and gain greater exposure (Social Institute and Credit Union league)
- 4 pilot projects which, if successful, need further funding from others to take them to scale (Kumadini x 2, BAWPA, ASA and BVS)
- 1 project (HKI) to demonstrate the hard reality behind the myths that are created at time of disaster.

4.c.2. Conclusions

PRIP has started to appreciate that it has to be prepared to market some of the pilot projects that it has funded as demonstrations. It cannot rely upon a good idea being its own selling point - it has to be prepared to package and "sell" the idea to donors, and other organisations. The demonstration (marketing) side of a demonstration project, must be clarified from the start.

4.c.3. Recommendations

PRIP should look wherever possible for projects to demonstrate which can become financially self-reliant after initial investment.

PRIP should develop skills in "marketing" good ideas

d. Filling Gaps / Identifying Opportunities

4.d.1. Action

PT 12	M. Hasan	Inter-Action Workshop	3224
TA 80	T. Drexler	Private Sector Funding of Devpt.Study	10810
TA 84	Nurur Rahman	Research into Peasant Organizations	775
SC 77	Communica	FAO book (Bangla)	7448
SC 76	VERC	Directory of DSC	8316
SC 61	MIDAS	BAPWI - Research into rural capital investment	9151
SC 67	Agami Printers	Womens IGA Case Studies	2366
SC 70	Nishat Printers	Women Garment Workers Book with CCHRB (Bangla)	1184
SC 79	C. H. Khan	Gender in Dev. Video Script	4452
SC 81	M. Begum	Research on Dowry	6029
SC 89	Communica	6 Day Course in Dis. Prep. Manual	1536
TA 82	S. Rahman	Disaster Response Manual	22312
TA 85	G. Wright	Assessing NGO Disaster Experience (With 6 Donors)	12000
SC 75	AIS/ADAB	Disaster Response Tracking	4238

There have been 14 projects totalling \$ 99276 during this reporting period which can be grouped as follows :

6 projects which produce documents, 2 which produce computer programs, and 1 to produce a video script to give information in a new field in which information is not easily available (Communica, VERC, Agami, Nishat, Communica, S. Rahman: G. Wright, AIS: C. Hanson-Khan)

3 projects to research a field in which little information is available
(T. Drexler, N. Rahman, M. Begum)

1 project to introduce collaboration between Bangladeshi and US PVOs (M. Hasan at Inter-Action)

4.d.2. Conclusions

Following the production of some product which fills a gap or utilises an opportunity there is a strong need to build on it, to develop an appreciation of its value among its intended audience, and to market it. Each will likely need a different approach. The interest shown in the subject of development funding from the private commercial sector is very encouraging

4 d 3.Recommendations

Design strategies whereby promising ideas to fill gaps and utilise opportunities can be developed to fulfil their potential.

5. Programme Themes

a. Institution Building

SC 60	ADAB	Aquaculture Forum Training course on fisheries technology	1717
SC 64	ACNABIN	Management consultancy for ADAB (with FORD)	3684
SC 82	BRAC	EIL Training collaboration	6494
SG 58	EL	Development Management Seminar	22087
SC 83	CDS	Updating Training Directory	486
SC 73	IVDC	Equipment	1290
SC 78	IVDC	Equipment	2432
SC 79	IVDC	Equipment	3326
SC 80	IVDC	Equipment	1195
SC 81	IVDC	Equipment	1473
SG 63	WIF-PVU	Staff costs	6120
SG 56	PDA Thailand	Training for CWFP	3050
SG 64	ASA	Quacks Training	15500
SG 65	NGO Forum	Extension of Communication Work	2325
PT 12	M. Hasan	Inter-Action Workshop	3224
TA 80	T. Drexler	Private Sector Funding of Devpt. Study	10810
TA 84	Nurur Rahman	Research into Peasant Organizations	775
TA 86	T. Abdullah	IVS-VVP Evaluation	5994
SC 62	IVDC	ASUK Training	897
SC 63	Proshika MUK	DEKOS Training	729
SC 71	USHA	ASUK Training	625
SC 84	IVDC	SNS Training	1203
SC 90	Proshika MUK	BIUK/ACD Training	657
SC 85	BVS	Staff Training	8792
SC 66	British Council	ELT	4617
SC 87	British Council	ELT	815
SG 59	National Elect.	Binding/copying	5435
SC 77	Communica	FAO book (Bangla)	7448
SC 76	VERC	Directory of DSC	8316
SG 56	MIDAS	Case study of 4 Revenue Generating NGOs	5338
SC 61	MIDAS	BAPWI - Research into rural capital investment	9151
TA	B. Sobhan	Interpreter	2543

There have been 32 projects totalling \$ 169473

b. Local Control

SC 68	Social Institute	Workshop on khas land	879
SG 57	UST	Inter NGO womens Support Program	9293
SG 59	USHA	Gender Development	31726
SC 67	Agami Printers	Womens IGA Case Studies	2366
SC 70	Nishat Printers	Women Garment Workers Book (Bangla)	1184
SC 79	C. H. Khan	Gender in Dev. Video Script	4452
SC 81	M. Begum	Research on Dowry	6029

This program theme has 7 projects and 55,929 dollars. This is the part of the program where the majority of our WID specific projects are located, but many other projects are specifically selected because of the way that they have mainstreamed WID issues into their work.

c. Increasing Income

SG 54	Aid to Artisans	Kumudini paper making - 1	3500
SG 66	Aid to Artisans	Kumudini paper making - 2	25000
SG 62	MCC	XIM Training in Orissa	1264

This program theme has three project and 29764 dollars

d. Self Reliant Services

SG 61	ASPBAE	Manila Workshop	7500
SG 67	CCULB	Credit Union Training	13745
SG 60	IIRR (Philo	Training in Bio-Regenerative Agriculture	20000
SG 69	BAWPA	Fruit Tree Afforestation	4617
SC 88	DSC/Savar	Agric. Training	8035
PT 13	Francis Noble	ICLARM Workshop	1562
SC 86	BICT	Aquaculture Forum Directory	1550
SC 83	BARRA	Extension Assistance	6308

This program theme has 8 projects and \$ 63317

e. Disaster Preparedness

SC 72	SADMC/IUBAT	Life Bangladesh Training	2106
SC 89	Communica	6 Day Course in Dis. Prep. Manual	1536
TA 77	C. Allard	Analysis of ICL Program	200
TA 82	S. Rahman	Disaster Response Manual	22312
TA 85	G. Wright	Assessing NGO Disaster Experi.(With 6 Donors)	12000
SG 55	HKI	Post Cyclone Surveillance	8152
SC 75	AIS/ADAB	Disaster Response Tracking	4238

This program theme has 7 projects and \$ 50544

6. Program Strategies

The following program strategies have been used during this reporting period:

	Name of Program Strategy	No of Projects
a.	Technical and Managerial Services	3
b.	Research and Development	9
c.	Evaluation and Assessment	1
d.	Forums and Consultations	5
e.	Documentation and Dissemination	4
f.	Development Support Communications	4
g.	Training and Application of Training	16
h.	Funding for Demonstration Projects	5
i.	Core funding for Projects of Support Organisations	7
		54

7. Involvement of Women

PRIP's mission statement is "to help (...) developmental NGOs (...) benefit the rural poor, especially women". It tries to do this by:

- a. choosing to work with organisations (through sub-grants) which have a good record of mainstreaming attention to women and womens issues in their work
- b. choosing to work on projects that will build capacity in NGOs to make them more able to focus their work on women's issues
- c. choosing projects that are specifically directed to improving the position of women

Developmental NGOs in Bangladesh are, for the most part, amongst the leaders in organisations paying attention to women in development issues, but, having said this, nearly all of them are male headed, predominantly male staffed, and they operate within a patriarchal society. Part of the problem is to re-educate men and women NGO staff into revizing their attitudes of what men and women are capable of doing, and should be helped to do. PRIP is therefore glad to be able to report that following a series of discrete gender development training courses with the organization, it (together with NORAD) has made a long term committment to USHA to provide gender and development training to NGO staff, and support the various gender and development fora that this training creates.

Part of PRIP's work involves contracts for work which advances its general purposes, but for which specific WID objectives are not relevant. For these we find the most competitive and competent contractor. Not infrequently such contractors are men, but PRIP's WID objectives are concerned with

benefitting the rural poor women, not seeking to build women's skills in contracting.

Part of PRIP's work is to improve the quality of NGO staff and improve their performance. Wherever possible we emphasise to NGOs that improving the quality and performance of women NGO staff is likely to improve the NGO's ability to impact on the problems of rural women. Where NGOs do not have women to put forward for training, or do not put forward what women they do have, we are faced with a dilemma. Do we refuse their candidates until they put forward more women, thus perhaps undermining other parts of our work, or do we accept the candidates they put forward, and try to influence them more informally to put forward more women? We have usually taken the latter route, while looking out for specific training for women staff, as with SLARTC in the past. During this reporting period Aroma Goon, the deputy director and ranking woman on the PRIP team with special responsibility for WID has been away in EIL, Vermont on a staff development course, and PRIP has not done as much as it should in this informal influencing.

In this reporting period 57 projects have been supported. In 23 of them WID objectives are inappropriate and a contractor has been identified for a specific job which does not have immediate WID implications. These are:

SG 055	HKI	Post Disaster Nutritional Surveillance
TA 077	C. Allard	Analysis of NCL Computer program
SC 075	AIS	System design for Disaster Tracking program
SC 089	Communica	Editing/Printing disaster manuals
PT 013	F. Noble	Workshop on Aquaculture Extension Materials
SC 086	BICT	Directory of Aquaculture groups
TA 078	B. Sobhan	Interpreter for IIRR course
SC 061	MIDAS	Research into rural corporate investment
SC 076	VERC	Directory of Communication materials
SC 077	Communica	Edit/printing of FAO book
SC 059	Nat'l Elec.	Binding/copying
TA 080	T. Drexler	Research into corporate philanthropy
PT 012	M Hasan	Inter-Action workshop
SC 081,080,073,078		IVDC - Video Equip
SC 064	ACNABIN	ADAB management Consultancy
SC 068	Soc. Inst.	Khas Land Workshop
TA 085	G. Wright	NGO disaster expertise program (with other donors)
SC 056	MIDAS	Financial Self-Reliance Case Studies
SC 083	CDS	NGO Training Directory
TA 086	T. Abdullah	Evaluation of IVS-VVP
TA 084	N. Rahman	Research into Peasants organisations
TA 082	S. Rahman	Preparation of Disaster response manual
SG 065	NGO Forum	Extension of Communication work

The following projects have been helping organisations to specifically advance awareness and attention to women's issues:

SG 059	USHA	Core Support for Gender and Development Trg.
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SC 071	USHA	Training for ASUK
SG 057	UST	NGO Consortium Womens development support
SC 083	BARRA	Extension worker for Homestead gardening
SG 054	Aid to Art.	Kumadini Water Hyacinth Paper project
SG 066	Aid to Art.	Kumadini Water Hyacinth Paper project/2
SG 063	WIF	Participatory Video Unit
SC 067	Agami Printers	Womens IGA Case Studies
SC 070	Nisnat printers	Women Garment Workers Book
SC 079	C.H-Khan	Gender in devpt video script
SC 081	M. Begum	Research on Dowry

and the following projects have benefitted both men and women, directly and indirectly. PRIP has chosen to work with organisations that have a good track record in WID, and in which we feel the indirect benefits of improved staff capacity will be reflected in benefits to rural poor women. The direct benefits are disaggregated by sex.

			Men	Women
SC 060	ADAB	Aquaculture Training Course	19	0
SG 056	PDA, Thailand	Training for CWFP	0	1
SC 062	IVDC	ASUK Training	10	5
SC 063	Proshika MUK	DEKOS training	9	4
SC 064	IVDC	SNS Training	17	0
SC 090	Proshika MUK	BUK/ACD training	3	1
SC 085	BVS	Staff raining	180	420
SC 066	British Council	ELT	21	1
SC 087	British Council	ELT	3	1
SG 064	ASA	Quacks Training	20	0
SG 067	CCULB	Credit Union Mgmt Training	24	60
SC 069	BAWPA	Afforestation	100	50
SG 062	MCC	Entrepreeship training at XIM	2	0
SG 061	ASPBAE	CAMPE attendance at wrkshop	3	2
SG 060	IIRR	Bio-Regenerative Agric Training	5	0
SC 088	DSC	KMS Agric Training	214	27
SC 072	SADMC	Disaster Training for LIFE	5	1
SG 058	EIL	Development Management Course	16	5

8. Bangladesh NGOs involved

8.1. Action

As was explained in the last period report PRIP works mainly with the Bangladeshi NGOs which are support organisations, i.e. those organisations which offer services to other (usually smaller) NGOs. The next group that it works with are those which have chosen to group themselves together around a common problem or topic - and these are both small and large. PRIP also works with any NGO with a proposal which fits the strategy of Demonstration or Gaps/Opportunities, and these can be both small and large.

PRIP has started to identify smaller support organisations working in the rural areas who may service the smaller NGOs around their home areas - it has identified these largely through the work of IVS-VVP. As explained in the Introduction, some organisations which were previously more connected with political parties have become NGOs and are very interested in practising development, rather than political activities. In connection with its research PRIP now appreciates the great range of non-government, non-profit organisations that exist in Bangladesh, some of which (like Waqf) are very deeply rooted in the Bangladesh culture - something which has not always been the case with externally funded NGOs.

8.2. Conclusions

The conclusion of the last report - that smaller NGOs in Bangladesh find it difficult to get funds - has been borne out by research undertaken during this reporting period. The 8 largest NGOs get 60% of all the funds that go to the NGO sector.

8.3. Recommendations

PRIP should continue to expand its understanding of the range of humanitarian institutions that exist in Bangladesh and see how these can be teamed with the experience of the larger NGOs

PRIP should also keep in close contact with innovative donor efforts to make resources accessible to smaller NGOs.

9. The Apex NGOs

9.1. Action

There has been great progress with ADAB during this reporting period. The donors to ADAB developed a common agenda with a common understanding of ADAB's problems and clarified these with the Executive Committee. The Executive Committee commissioned a management study to improve ADAB's systems, and the director of the time, Dr. Huda resigned. He has been replaced for the interim with a secondment from Proshika MUK, while a longer term person is sought for the post. ADAB has finally fulfilled its contractual obligations to PRIP, thus freeing PRIP to commence funding ADAB again.

9.2. Conclusions

PRIP has worked well and transparently to help ADAB face some difficult decisions, and has avoided the opprobrium and accusations of political manipulation which it some would have directed at it.

9.3 Recommendations

PRIP should develop a close relationship with the new ADAB officers and support ADAB's work while at the same time helping ADAB to identify the particular areas in which it has a comparative advantage.

10. PRIP Project Activity

10.1. Action

During this period PRIP has initiated two important ideas - that of working closely with the NGO Bureau in the field of Disaster Preparedness and that of examining the potential role of the private commercial sector in development financing.

PRIP has also pioneered learning materials in the field of Financial self-reliance and alternative financing

10.2. Conclusions

The work with the NGO Bureau started well but faltered due to a lack of clear mandate from the Ministry of Relief, and other calls on their time by the DCs.

The work with private sector financing has huge potential which must be pursued

The work on alternative financing also has huge potential.

Many ideas which needed greater development have had to be shelved because of understaffing due to the Deputy Director being away on Staff development work, and a combination of leave and sickness with other staff.

10.3. Recommendations

Follow up on alternative financing and private sector funding for development

11. Advisory Committee

11.1. Action

There have been useful meetings at roughly 2 monthly intervals during this reporting period. The committee has received Lou Mitchell the CEO of PACT and Andra Carrothers, the Asia Office Co-Director.

A major amount of the discussions in the committee were about two topics:

- a. The ideas to be proposed for PRIP 3/4
- b. The ideas concerning private sector funding of development

11.2. Conclusions

The Advisory Committee is working well

11.3. Recommendations

Continue as before

12. Donor Agencies

12.1 Action

In this reporting period PRIP has related to other donor agencies principally over ADAB (with SDC, Ford and SAP/CIDA). It has had also had dealings with other donors in this reporting period as follows:

SC 64	ACNABIN - Management Consultancy for ADAB - with FORD
SG 65	NGO Forum - Extension of Communication work - collaboration with SDC
SG 56	MIDAS - Case studies of Financial Self Reliance - collaboration with SDC
SG 59	USHA - Gender development - with NORAD
TA 85	G. Wright - Disaster Preparedness Information System - with 6 donors (ODA, UNDP, OXFAM, SIDA, Dutch, PRIP)

The last is perhaps the most far reaching: coming out of the dialogue of the LCG NGO committee has come a realization that NGO donors need to coordinate with each other a great deal more than they have in the past, and

Disasters are a sharp focus for such a realization. OXFAM and PRIP put together a donor consortium around the topic of preparing better for the demands that are urgently made on donors at time of disaster by NGOs.

During this period PRIP has continued in dialogue with GTZ and the Netherlands Embassy for discussions and suggestions as to how they could structure their NGO outreach funding.

PRIP has been invited to many discussions with ISPAN concerning their work on the sociological side of FAP.

12.2. Conclusions

The report of the IG Auditors in respect of ADAB and Ideas International show how difficult it is for USAID funds to be used in a consortium relationship for funding the work of an NGO, and this makes it difficult to co-fund with other donors.

PRIP is being increasingly used by donors as a source of information on NGOs - this was particularly true of the World Bank in respect of the FAP. There are dangers in being pushed into a position of being a spokesperson for NGOs which is politically very unwise.

12.3. Recommendations

Stay close to GTZ and the Dutch Embassy as likely innovators of new institutions which will have a bearing on NGO resourcing in Bangladesh

13. Government of Bangladesh

13.1 Action

During this period there has not been much liaison with the Government apart from useful meetings with the DG, NGO Bureau. The FPCO, in connection with the Flood Action Plan, has invited PRIP to various meetings

13.2. Conclusions

The frequent changes in senior staff in the Government coupled with the senior Government officials requirements to respond to political pressures and directives make it very difficult to pursue a prolonged strategy. There still remains a considerable prejudice against NGOs at the higher levels of the Bangladesh government which is becoming exacerbated as Donor frustration with GOB incompetence is often turned into donor interest in an NGO option for using their money.

13.3.Recommendations

Continue regular meetings with the NGO Bureau

B. Administration

1. Action on Recommendations of Sixth Six Month Report (ref numbering from fifth 6 report: action points are in italics)

2.3. USAID

Work closely on PRIP/b issues

PRIP has been putting a lot of work into preparing the proposal for what is now called PRIP 3/4. This has included, apart from the work done in the office, a visit from the PACT Asia Office co-director, a feedback session with NGO clients and users of PRIP services, a return visit of Aroma Goon to help in the planning, and a visit by the Director to Philippines to gather ideas there. PRIP has requested funds from USAID to pay for the design exercise.

3.3. IG Audit

No more IG Audits for at least three years

USAID does not control the frequency of audits on projects, which are controlled by the RIG/A office

4.3. PACT

PACT Executive Director should come to Bangladesh in the next report period to negotiate PRIP/b

PRIP should consolidate the new agreements in operations and communication between HQ and the field.

PACT CEO came to Bangladesh to start the process of negotiating for an extension to the present CA.

The Directors visit to Washington in September 91 consolidated many of the important revisions to the HQ-Field administrative relationship set up by Jean Thomas, the new head of Finance and Administration. Clear relations were also established with the new PACT Asia field office.

5.3 Government of Bangladesh

Keep good relations with NGO Bureau.

Good personal relations have been maintained with the Director NGO Bureau. The Bureau has now been administratively established in the Prime Ministers Office.

7.3 Personnel

Continue to reform/streamline administrative routines

The full time Head of Finance and Administration (Sadequr Rahim) has taken work off the Directors shoulders, and avoided the need for PRIP to hire consultants to help with these fields.

2. USAID

2.1. Action

1. PACT CEO visit: Lou Mitchell of PACT Washington visited USAID Dhaka in order to open discussions on the proposed extension of PRIP via an amendment to the existing CA. USAID staff were also shown a video on the work of PRIP with US Organisations.

2. EIL project

The Project Officer visited BRAC Training Centre at Rajendrapur and gave out the certificates in connection with the EIL/BRAC Development Management training.

3. IG Audit

The IG audit is still not finished even though all the paperwork has been completed from PACT's side.

4. Regular meetings

PRIP has had regular meetings with the USAID project officer, and meetings with other members of the Mission in connection with the planning for PRIP 3/4.

5. PRIP 3/4

The discussions on the proposed amendment of the CA for PRIP so that it would continue until Sept 1998 (i.e. 10 years in full) have continued. The thinking has crystallized along the following lines

- a. PRIP 3 would commence at the start of Year 5 and continue for three years, finishing with the institutionalization of PRIP as a Bangladeshi organisation with a new name. it would be characterised by fewer and more focussed programmes and a more pro-active role. It would seek to attract funding from other (non USAID) sources.
- b. PRIP 4 would commence at the start of year 6 and continue for three years during which time PRIP and USAID would look at the possibilities of setting up an endowment so that the new entity would be financially self sufficient at the end of the CA period.

- c. The process of negotiating on the proposed CA amendment would involve two meetings of the PRC which would give feedback to PACT on successive iterations of draft proposals, and a final submission in May 92

2.2. Conclusions

This period has been dominated by time spent on thinking, discussing, and revising ideas for the PRIP 3/4 proposal. It has been clear that many people on the PRC have only a small understanding of what PRIP has been doing for the past three years.

2.3. Recommendations

Finalize the PRIP 3/4 proposal incorporating suggestions from USAID/Dhaka and attempt to educate members of the PRC more on what PRIP has been doing to date.

3. IG Audit

3.1. Action

During this period representatives of the RIG/A office came to Bangladesh and held an informal meeting with PACT/PRIP and USAID in lieu of an exit conference. Since that time PACT has submitted its comments on the auditors findings, and nothing more has been heard.

3.2. Conclusion

The audit has not yet been brought to closure and PRIP does not know whether its comments on the findings have been accepted.

3.3. Recommendation

The audit be brought to closure.

4. PACT

4.1. Action

PACT has operationalized its Asia office which is served by two part time co-directors, and has lost the services of Jake Pfohl, the previous deputy director of PACT who was very instrumental in the early

negotiations for PRIP, who has left after many years with PACT to join a World Bank project.

The Associate Director for South Asia, Bindu Sharma, has visited PRIP for a familiarisation visit.

The new reporting relations Washington-Dhaka-Washington between PRIP and PACT HQ has meant that both sides are much more knowledgeable about the expenditures from either side than in the past.

4.2. Conclusions

PACT HQ has been in close touch with the activities of PRIP.

4.3. Recommendations

Continue close cooperation between PRIP, PACT Asia and PACT HQ in order to finalize the PRIP 3/4 proposal

5. Government of Bangladesh

5.1. Action

PRIP has continued close relations with the NGO Bureau, including running an orientation to Flood Preparedness in Manikgonj for the NGO Bureau in collaboration with the DC of Manikgonj for NGOs and Government Officials.

PRIP has been invited by the FPCO to a number of meetings to discuss NGOs roles in the Flood Action Plan.

5.2. Conclusions

PACT is recognized by the Government of Bangladesh as a useful and valued informant on matters to do with NGOs

5.3. Recommendations

None

6. Funding Methodologies

6.1. Action

During this reporting period PRIP has used the following funding processes (as it did in the fifth, fourth, third, second, and the first six months' periods)

- a. PACT HQ funding an off-shore organisation to do some work overseas at PRIP's request.
- b. PACT HQ funding an off-shore organisation at PRIP's request to do some work in Bangladesh
- c. PACT HQ funding a local organisation or individual on a fee for service basis which is a private contract between PACT NY and them
- d. PACT HQ funding an international organisation working in Bangladesh which has a Government of Bangladesh approved budget for projects in Bangladesh
- e. PACT HQ funding Bangladesh organisations which have approval for projects from the Government of Bangladesh.

It has not found any problems so far.

6.2 Conclusions

All of the modalities are working as expected.

6.3 Recommendations

Keep good relations with NGO Bureau.

7. Personnel

7.1 Action

During this period:

- a. the Deputy Director has been away on a six months' staff development course at EIL, Vermont. She came back over the Christmas break in order to help with the PRIP 3/4 planning process.
- b. the Director visited Philippines to monitor two Program Travel grants there, but also to identify valuable lessons

from the Philippines NGO experience that would be pertinent to PRIP 3/4 (particularly in Disaster Preparedness, Foundations, Financial Self-Reliance).

- c. Many staff have taken their due leave which has left us short staffed at different times.
- d. At different times members of staff have been seriously sick during this period and this has also left PRIP short staffed.
- e. A lot of senior staff time has been taken away from usual ongoing work to work on the PRIP 3/4 proposal.

7.2. Conclusions

Yet another heavily overworked period for PRIP staff.

7.3 Recommendations

More staff should be suggested in PRIP 3/4

8. Administration

8.1 Action

There has been a settling down into new systems which were put into place in the last reporting period.

There has not been an Annual Review of PRIP policy for two reasons:

- a. The deputy has been away, and her involvement is crucial
- b. In connection with planning for PRIP 3/4 extensive analysis has been undertaken of what PRIP has been doing, and has achieved
- c. On present plans, if PRIP 3/4 is agreed and becomes operational in Year 5, the policy will be changed anyhow. Since we have not felt any problems with the present policy since it was revised in January 1991, we have not felt the need for a policy review.

8.2 Conclusions

This reporting period has been dominated by the re-thinking of PRIP required for making a PRIP 3/4 proposal to USAID Dhaka

8.3 Recommendations

None

1. EXECUTIVE SUMMARY

PACT (Private Agencies Collaborating Together), on behalf of and in consortium with its members IVS, CARE, and EIL is requesting the USAID mission in Bangladesh to provide an initial two years of funding for a 5-year project entitled "Private Rural Initiatives Project" (PRIP). The project will be structured in two phases, the proposed first two-year Phase 1 and a projected three to four year Phase 2. It is anticipated that the project will cost US \$5,000,000 over five years; initial funding for the first two years is requested at US \$1,900,000.

Phase 1 of PRIP, planned to start in the fall of 1988, will build the strategic capacity of PVOs operating in Bangladesh to assist the rural poor, especially women, to gain access to and improve the management of productive resources in rural areas. PACT will manage Phase 1 of PRIP in the context of existing IDG regulations regarding subgrants to Bangladeshi PVOs. Phase One will test the viability of PRIP processes and - after eighteen months - a process/impact evaluation will assess PRIP's longer term potential to strengthen the PVO community, and the most viable mechanisms for its further implementation.

PACT, on behalf of its consortium members, will advise, administer and support the work of a Senior Coordinator and the team s/he builds. The Senior Coordinator will manage the activities made possible by the USAID grant. These activities will include "the strengthening of cooperative action" and "the building of strategies and management capacities for individual PVOs" within five program areas, viz:

- A. Participation in local governance in order to enable poor people to have greater access to productive resources and services,
- B. PVO/local government collaboration,
- C. Local self-help economic activity,
- D. Self-financing local services, and
- E. PVO management strengthening.

PRIP grants can be characterized as

--funding human resources, not things, with an emphasis on supporting analysis, documentation, experimentation, networking, and other related activities directed towards building institutional and strategic capacities within the PVO community,

--providing grants to PVOs, universities, consulting firms, and research and training institutes supporting studies of existing practices and policy issues, innovative pilot activities, dissemination and replication of tested approaches.

--clustered around each of the five program areas, or sub-areas, and

--improving communication/sharing of information between PVOs.

The proposal has been prepared with the benefit of the experience of PACT, CARE, and IVS in Bangladesh and those organizations plus EIL in the USA. It also benefits from the USAID/Bangladesh Private Rural Initiatives Project Identification Document (June 1987) written by David Kortan.

PACT and the USAID Mission have already verified that Bangladeshi PVOs feel that there is a need for PRIP and are prepared to use the services it is ready to provide. This has occurred over several years of intensive contact, study, program review, development and consultations both by PACT and the Mission with the local PVO community.

When the Senior Coordinator, in cooperation with interested PVOs, further refines the intended activities, s/he will be able to draw from the experience of PACT, CARE, and IVS in Bangladesh, who have already extensive contacts and relationships with the local PVO community in various elements of the proposed program.

In keeping with USAID requirements, the Senior Coordinator will provide progress and accounting reports to USAID throughout the life of the project. Particular emphasis will be placed at all phases of project implementation to extract, document, and disseminate "lessons learned" from each project activity in order that later project activities may benefit from these lessons. There will also be mid-term and final external evaluations and yearly auditing of the project's and PACT's financial records.

For a variety of reasons, including the size and maturity of Bangladeshi PVOs, the impetus the BDC decentralization initiative, and the appreciation by Bangladeshi PVOs of the need for sustainability and strategic involvement with Government policies, the time and place is very suitable for a project of this kind. Many PVOs are already committed and working hard to improve the quality of life for the rural poor in Bangladesh; this project will focus on increasing the effectiveness, impact, and, eventually, geographic range of those PVOs.

PRIP

**(Private Rural Initiatives
Program)**

Overview

**Theory
Background
Assumptions
Mission Statement
Mission
Organisational Strategy
Program Themes
Program Strategy**

PRIP is a five year (1989-93) institutional building project of PACT Inc. (a US PVO) for the NGO sector in Bangladesh.

It is based on the following theory:

Theory

The NGO sector in Bangladesh is able to make substantial improvements in the lives of the rural poor, especially women, and its ability to do so will be increased if the technical, managerial, and strategic capacity of the NGO sector is increased.

Background

The background to the project is:

1. In Bangladesh as a whole the situation of the poor, including the rural poor, has not improved over the last ten years.
2. There is a large and strong NGO sector in Bangladesh which includes NGOs that have shown great achievements in improving the lives of the rural poor. NGOs have shown commitment and competence in their work.
3. NGOs' achievements have not yet had a substantial impact on the rural poor of the country as a whole - they have affected perhaps 15% of those 70% of the rural poor who are beneath the poverty line and are the target of the NGOs' efforts.
4. There are plenty of funds at present available for the programs of the NGO sector, mostly from external sources: NGOs are very dependant on these, however and this plenty may not continue into the future.

5. NGOs in Bangladesh have not in the past learnt from each others successes, and collaborated to build on the real achievements of their own members.

Assumptions

The PRIP project is based on the following assumptions:

1. The Government of Bangladesh recognizes the NGO sector as a legitimate partner in the development process in Bangladesh and allows them to operate.
2. External funds continue to be available for the programs of the NGO sector.
3. NGOs recognize that greater long term improvements in the lives of the poor come from the development of sustainable systems to support such improvements, rather than welfare transfers of foreign funds to Bangladesh NGOs and then from them to the rural poor of Bangladesh.
4. NGOs recognize a place for a foreign organisation to work with them in building their technical, managerial and strategic capacity.

Mission Statement

based on the above Theory, Background, and Assumptions, PRIP's Mission Statement is:

PRIP's mission is to help active developmental NGOs in Bangladesh build up their technical, strategic, and management capacity to benefit the rural poor, especially women.

It's Mission can be stated as:

Mission

PRIP's mission is to help active, developmental, non-government organisations in Bangladesh build up and strengthen their technical, managerial and strategic capacity so that they can more effectively use internal and external resources to benefit the rural poor, especially women.

It is also to help such NGOs as a group consolidate their best approaches and work collaboratively where appropriate.

It is also to help such NGOs sustain both their own capacity, and sustain the improvements they make in the lives of the rural poor.

Organisational Strategy

To carry out this Mission PRIP has the following Organisational Strategy

1. Support Support Organisations

Support those organisations which have already committed themselves to the support of smaller NGOs by training and other activities, and enable them to build the NGO sector.

2. Strengthen Learning Groups

Strengthen those inter-organisational groupings which have come together around a particular sector or a particular problem in order to work together, and learn together how they may overcome their problems, and increase their possibilities.

3. Help Demonstration Projects

Support the work of organisations that seem to be breaking new ground or providing a fresh approach to problems relevant to others as well. Such support also includes demonstrating their achievements at practical and policy levels so that others may learn from them.

4. Fill Gaps / Identify Opportunities

Identify and work on relevant new ideas or areas of work that have so far not been covered by the existing organisations, and disseminate the results of this work to those who can use the information.

Program Themes

The Program Themes through which the organisational strategy is implemented are:

1. Institution Building

Appreciating that good, competent and strategic NGOs will benefit the poorest, PRIP's major program theme is to strengthen the competence and capacity of active, developmental, non-government and non-profit organisations

2. Local Control

Appreciating that the poorest in the rural areas have few opportunities to control the forces acting on them, this program will help NGOs to help the rural poor, particularly women, have more control over their local resources and the decisions which are made about their lives.

3. Increasing Income

Appreciating that the rural poor are often in debt, and have few opportunities to gain a worthwhile and independent income, this program helps NGOs to help the rural poor to enter or to progress in the cash economy so that they can improve their cash income.

4. Self-Reliant Services

Appreciating that the rural poorest usually get excluded from any existing Government or private sector services - like banking, health, education, agricultural extension - this program will help NGOs to help rural poor women and men develop alternative services for themselves, largely financed by themselves, and in which they have a measure of control.

5. Disaster Preparedness

Appreciating that any gains made by the poorest can be wiped out by the frequent natural disasters of Bangladesh, this program will help NGOs help the rural poor decrease their vulnerability and increase their capacity to withstand the effects of disasters. It will also help the rural poor deal with the damaging effects on them of the deteriorating physical environment.

PRIP Program Strategies

PRIP will support its program themes by offering some or all of the following services

1. Technical and Managerial Services
2. Research and Development
3. Evaluation and Assessment
4. Forums and Consultations
5. Documentation and Dissemination
6. Development Support Communications
7. Training and Application of Training
8. Funding Demonstration Projects
9. Core funding of projects of Support Organisations

There are a number of sub-themes within each of the major themes illustrating the clusters of interlocking activities which PRIP has identified and which it is assisting through the above services.

These can be seen in the "Statement of Achievements"