

**University Development Linkage Project (UDLP) Between
Morgan State University, Baltimore, Maryland, U S A. (Lead University)
and Jahangirnagar University, Savar, Dhaka, Bangladesh**

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**By
Ruhul Amin, Ph D.
Director of International Research
Institute for Urban Research
Morgan State University
Baltimore, Maryland 21251-0001**

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I Introduction and UDLP Objectives

In March of 1991, U S AID's Center for University Cooperation in Development, in Washington, D C , requested applications from U S Universities for University Linkages Matching Grants Out of 164 applications received, the Center awarded only 13 grants Morgan State University in Baltimore, Maryland, and Jahangirnagar University was one of these 13 grantees

The original objectives of the Morgan State and Jahangirnagar University Development Linkage Project (UDLP) are as follows

1 Establishment of a interdisciplinary research institution at the campus of Jahangirnagar University aimed at promoting operations research in the priority areas of poverty alleviation, reproductive health, women's issues, rural development, child and maternal health, and elementary education by the faculty members and students of Jahangirnagar University and Morgan State University

2 Initiation and experimentation of an NGO-GOB (Government of Bangladesh) institutional partnership aimed at effective and efficient delivery of basic services to the poor and the disadvantaged

3 Develop, experiment, evaluate, and replicate a model of promotion and delivery of some essential services package (ESP) in health, population, and nutrition, which will improve both the quality and accessibility of these services

4 Internationalize the research expertise of Morgan State for the benefits of the development initiatives of Bangladesh

5 Replicate some effective, easily-deliverable and less-expensive methods, which have been successfully applied in the developing countries, to prevent illness and death of children in inner-city America

6 Organize national seminars with the participations of representatives from donor agencies, government agencies, and universities to discuss applied research findings on reforms, successful outreach activities and to internalize the debate on the need to replicate "Lessons of Success" nationwide and sponsor faculty exchange visits between Morgan State University and Jahangirnagar University to update their research skills through mutual exchanges of ideas, knowledge, experiences, and research skills as well as through access to each other's data bank and research facilities

7 Leveraging resources for expanded experimentation of innovative strategies and the sustainability of the pilot project after the expiry of U S AID's UDLP fund

Implementation of UDLP Objectives

All the above objectives and related linkage activities were successfully implemented with results and outcomes that far exceeded their original projections Some of the activities that have been undertaken and the sustainable institutions that have been built are described below

II Center for Human Resources Development and Its Publications and Research Works.

1 In 1991, under the UDLP, an interdisciplinary research institution, named, Center for Human Resources Development (CHRD) was established at the Jahangirnagar University Campus Since then, CHRD has been firmly established as the central coordinating institution for social science research at Jahangirnagar University It is now under the operating budget of Jahangirnagar University In addition, the Center has raised additional fund from Asian Development Bank to conduct development-related research activities in Bangladesh The CHRD has its own office, computers, and other research

facilities for the faculty members and researchers of the Jahangirnagar University. Because of this enhanced research capability of the CHRD, donor agencies and government agencies are seeking and using technical services provided by the researchers of the CHRD, who are drawn from the Department of Anthropology, Economics, Statistics, Business and Management, Political Science, Geography, and other related disciplines of the Jahangirnagar University.

With the funds, provided under the UDLP, faculty researchers of CHRD in collaboration with the researchers of the Institute for Urban Research, Morgan State University, produced and/or published the following research papers:

- i "Irrigation and Development", Paper presented in the XXIII International Conference of Agricultural Economists, Sacramento, California, 1997
- ii "Women's Participation in Low Cost Poultry Keeping," Staff Working Paper, CHRD, 1997
- iii "The Impact of Interventions of Pallmangal on the Reduction in Maternal and Child Morbidity and Mortality and Factors Influencing Them," Staff Working Paper, CHRD, 1996
- iv) "Understanding NGO Operations in Bangladesh Views from the Field," Staff Working Paper, CHRD, 1995
- v) "Integration, Polarization and Retreat Some Observations on SAP, PAP, and NGO Exercise in Bangladesh," Staff Working Paper, CHRD, 1995
- vi) "NGO-promoted Micro-credit Program and Women's Empowerment in Rural Bangladesh Quantitative and Qualitative Evidence," in *Journal of Developing Areas* (Forthcoming)
- vii) "NGO-promoted Women's Credit Program and Family Planning in Rural Bangladesh," paper presented in 1997 annual meeting of the Population Association of America
- viii) "Irrigation and Development Experiences from rural Bangladesh," Staff Working Paper, CHRD, 1996

- ix) "Relationship Between Survival Status of First Child and Subsequent Child Death," in *Journal of Biosocial Science*, Vol 28, 1996
- x) "Factors Influencing Child Mortality in Bangladesh and Their Implications for National Health Programme," in *The Asian-Pacific Population Journal*, Vol 8, no 3, 1993
- xi) "The Influence of Community Factors on Infant and Child Mortality in Rural Bangladesh," in *Jahangunagar Review*, Vol 17, 1993
- xii) "Poor Women's Participation in Income-generating Projects and Their Fertility Regulation in Rural Bangladesh Evidence from a Recent Survey," in *World Development*, Vol 22, no 4, 1994
- xiii) "Reproductive Change in Bangladesh Evidence from Recent Data," in *Asia-Pacific Population Journal*, Vol 8, no 3, 1994
- xiv) "Recent Evidence on Trends and Differentials in Bangladesh Fertility," in *Journal of Biosocial Science*, Vol 27, no 1, 1994
- xv) "Factors Affecting Desired Family Size in Bangladesh," in *Journal of Biosocial Science*, Vol 27, no 1, 1994
- xvi) "Women's Participation in Welfare Organization, Primary Health Care Utilization, and Contraceptive Use in Rural Bangladesh," Annual Meeting of the Population Association of America, May 5-7, 1994
- xvii) "Impact of Poor Women's Participation in Credit-based Self-employment on Their Empowerment, Fertility, and Fertility Desire in Rural Bangladesh," Annual Meeting of the Population Association of America, May 5-7, 1994
- xviii) "Increased Contraceptive Use in An Impoverished Society The Case of Bangladesh," Annual Meeting of the Population Association of America, 1993
- xx) "The Impact of Participation of Women in Development Projects on Fertility and Health Experience from Village-based Study," International Conference on Sustainable Village-based Development, Colorado State University, 1994
- xi) "Poor Women's Participation in Income-generating Projects and Their Fertility Regulation in Rural Bangladesh Evidence from a Recent Survey," General Conference of the International Union for the Scientific Study of Population (IUSSP), 1993

- xxii) "Women's Status and Factors Influencing Their Reproductive Health in Rural Bangladesh," in *Journal of Statistical Studies*, 1994
- xxiii) "An Evaluation of a Deep-Tubewell Irrigation Project," in *Jahangirnagar Review*, 1994
- xxiv) "Determinants of Infant and Child Mortality in Bangladesh," *Journal of Statistical Studies*, Vol 13, 1993
- xxv) "Increased Contraceptive Use in an Impoverished Society The Case of Bangladesh," Annual Meeting of the Population Association of America, 1993
- xxvi) "Impact of BRAC's Development Program on Fertility Change in Rural Bangladesh " Paper presented in the 1995 Annual Meeting of the Population Association of America, San Francisco, California
- xxvii) "Fertility Level from the 1993, Bangladesh Demographic Health Survey Is It Realistic?" Paper presented in the 1995 Annual Meeting of the Population Association of America, San Francisco, California
- xxviii) "Low Contraceptive Use in Chittagong, Bangladesh Some Explanations " Paper presented in 1995 Annual Meeting of the Population Association of America, San Francisco, California
- xxix) "Factors Influencing Immunization Program in Bangladesh," *Jahangirnagar Review*, Vol 18, 1994
- xxx) "Effects of Gender Preference on Fertility and Contraceptive Use in Bangladesh," *Jahangirnagar University Journal of Science*, Vol 18, 1995
- xxxi) "Socioeconomic Impact of Deep Tubewell Under Different Management Systems," Staff Working Paper, CHRDR, 1995
- xxxii) "A Base-line Study on Domiciliary MCH-FP Services in Some Selected Areas of Kapasia Thana," Staff Working Paper, CHRDR, 1996
- xxxiii) "An Analysis of Base-line Survey of Pallimangal's Intervention Area (Kapasias Thana)," Staff Working Paper, CHRDR, 1996
- xxxiv) "Evaluation of Human Resources A Case Study of Kapasia," Staff Working Paper, CHRDR, 1995
- xxxv) "The Relationship Between Women's Education and Its Effects on Health and Fertility in Rural Bangladesh," Staff Working Paper, CHRDR, 1995

- xxxvi) "The Impact of Development Interventions on Women and Their Changing Role A Case Study of Selected Households," Staff Working Paper, CHRDR, 1996
- xxxvii) "Impact of Poor Women's Participation in Credit-based Self-employment on Their Empowerment, Fertility, Contraceptive Use, and Fertility Desire in Rural Bangladesh," *The Pakistan Development Review*, Vol 34, no 2, 1995
- xxxviii) "Economic and Demographic Impacts of Rural Credit Programs for Women in Bangladesh," Staff Working Paper, CHRDR, 1993
- xxxix) "Situation of Mother and Child Health A Study on Two Villages in Kapasia Thana," Staff Working Paper, CHRDR, 1994
- xxxx) "Women in Development A Study of the Impact of NGO Interventions in Some Villages of Kapasia Thana of Gazipur District," Staff Working Paper, CHRDR, 1994
- xxxxi) "Spatial Pattern of Fertility and Mentality Variations at Kapasia," Staff Working Paper, CHRDR, 1994
- xxxvii) "The Study on Changes in Sanitation Habits of Rural Household Members Who Have Adopted A Sanitary Latrine," Staff Working Paper, CHRDR, 1995
- xxxliii) "Contraceptive Use in Bangladesh--A Study of Trend and Pattern," Staff Working Paper, CHRDR, 1995
- xxxviiii) "Infant and Child Mortality Levels and Trends in Bangladesh," *Journal of Biosocial Science*, Vol 27, 1995
- xxxv) "The Impact of Poor Women's Participation in Village-based Development Program on Fertility," *The Journal of Rural Development*, Vol 25, no 1, 1995

III. NGO-GOB Institutional Partnership.

Although NGOs are occupying increasing space in the development programs of Bangladesh, the full potentials of NGO-GOB partnership in improving quality of, and access to, basic services have not been adequately explored. From its inception in 1991, our UDLP has been experimenting a local level NGO-GOB partnership in promoting better quality and higher outreach of service delivery in family planning, child immunization, and micro-credit to the poor women

The basic aim of the NGO-GOB partnership has been to simultaneously promote income-generation, child immunization, and family planning. For this purpose, in 1992, an NGO--Palli Mangal Kendra--was specifically established under the UDLP. All experimental program interventions of the UDLP have been undertaken under the collaborative framework of Palli Mangal Kendra and its partners--local governmental agencies. On the other hand, the evaluation of the effectiveness and impact of the experimental program interventions has been the responsibility of the researchers of CHRD of the Jahangirnagar University and those of Morgan State University. While the collaboration between the NGO--Palli Mangal Kendra--and government agencies demonstrate how to strengthen the existing and future health, family planning, income-generation, female education, and other development programs through their collaborative efforts, the University-based researchers from Morgan State University and Jahangirnagar University evaluate and assess both the impact and the process of program interventions so that successful lessons learned can be replicated nationwide. In addition, UDLP's university-based researchers have been leveraging funds from other donor agencies aimed at evaluating national development programs such as micro-credit program of the World famous Grameen Bank, BRAC, and Bangladesh Family Planning Program. Listed below are some illustrations of such evaluative studies, which have been published either as a book or as articles in the referred journals

- (i) *Development Strategies and Socio-Demographic Impact of Non-governmental Organizations: Evidence from Rural Bangladesh*, Published by University Press, Ltd
- (ii) "NGO-Promoted Women's Credit Program and Family Planning in Rural Bangladesh," *International Family Planning Perspectives*, Vol 22, no 4, 1996

- (iii) "NGO-Promoted Women's Credit Program, Immunization Coverage and Child Mortality in Rural Bangladesh, *Women and Health*, Vol 25, no 1, 1997
- (iv) "NGO-Promoted Credit-based Income-Generating Projects and Women's Empowerment in Rural Bangladesh Quantitative and Qualitative Evidence," *The Journal of Developing Areas*, 1998

The NGO intervention area in the Kapasia local jurisdiction of Bangladesh has become a laboratory for experimenting new self-sustaining and self-generating intervention strategies aimed at solving priority problems of poverty, diseases, malnutrition, high maternal morbidity and mortality, high infant and child mortality, and high female illiteracy. The Project's NGO has provided a mechanism of employing and training local unemployed college-educated male and female adults and turning them into cost-effective, efficient, and skilled development workers. The Project's NGO--Palli Mangal Kendra has the following locally-recruited permanent office staff

- 1 One Executive Director, B A in Sociology with Management Training in Community Organizations
-- who maintains working relationship with donor agencies and various collaborating agencies as well as administers and co-ordinates the various program activities
- 2 One Assistant Executive Director, M A in Sociology
-- who co-ordinates different program activities in income-generation, family planning, and primary health care as well as manage program reporting system
- 3 One Project Officer in Agronomy, M Sc in Agronomy
-- who provides training and technical assistances to the project beneficiaries in the area of agriculture
- 4 One Project Officer in Poultry, Fishery, and Dairy, B A with training in Animal Science
-- who provides training and technical assistance to those beneficiaries who undertake income-generating projects in poultry, fishery, and dairy
- 5 One Accountant with Bachelor degree in Accounting
-- who is in charge of financial management of project

- 6 Six Supervisors with B A degrees
-- who are in charge of organizing project activities in income-generation, family planning, and primary health care, including supervision, guidance, and supportive services to hundreds of program volunteers in income-generation enterprises, family planning services, and primary health care endeavors
- 7 One full-time Male Physician with M D degree
-- who runs the NGO Health Clinic
- 8 One Lady Part-time Physician with M D degree
-- who assists the Physician of the NGO Health Clinic
- 9 Two Paramedics and a Nurse
-- who provide support services in the NGO clinics

Since the formation of a critical mass of trained personnel is the key to any organization sustainability and effectiveness, all of the above personnel are constantly given in-service training in the national level training institutions in order to update their skills. The institutional capability of Pallimangal is also constantly enhanced by its partnership with Jahangirnagar University and various government agencies such as Government Health, Family Planning, Social Welfare, and Agriculture Departments. Its interdisciplinary team of researchers from Jahangirnagar University constantly design, plan, and undertake evaluative and research studies of the experimental areas with feedback information for program adjustment and program modification.

The Project's NGO have 3,000 poor women in its intervention area, who have received an average of \$60 00 per person for undertaking income-generating project of their own choice with repayment rates of 99.9 percent. These credit-recipients act as volunteers for the project's outreach activities on reproductive health, primary health care, family planning, and nutritional interventions.

IV Experimenting An Essential Services Package (ESP) Model in Health, Population, Nutrition, and Micro-Credit

By the end of 1997, when U S AID's UDLP funding had expired, the Project had achieved significant increase in child immunization coverage, family planning, and income-generating activities by poor women. The contraceptive prevalence rate increased from 28% in 1992 to 52% in 1997, the child immunization rate increased from 81% in 1992 to 90% in 1997, and income-generating activities by poor women increased five-fold. Because of outstanding success of the Project in achieving an increase in contraceptive prevalence rate, child immunization rate, and poverty alleviation, the Government of Bangladesh (GOB) has selected its NGO intervention area in Kapasia Thana as a model area for pilot testing of its ESP in maternal and child health care, reproductive health, and family planning. It may be mentioned, in this connection, that GOB would spend over one billion dollars in the next five-year plan for its ESP. The purpose of this new initiative in ESP is further reduction in infant mortality, maternal mortality, and fertility, and morbidity, which have still remained unacceptably high in Bangladesh. These poor indices of health status are particularly evident among disadvantaged mothers and children. Thus, about 70% of mothers suffer from anaemia, less than 40% of the population has access to health care, and 75% of pregnant women do not received antenatal care or assistance from a trained attendant at the time of child birth.

However, before implementing the nationwide ESP program, the GOB has come to a partnership with the Morgan State University UDLP to pilot test its ESP and has provided initial funding of U S \$50,000. It is expected that this initial funding will be supported by a further grant of about a million U S dollars grant.

With the complementary initial funding from the GOB, the Project has been able to establish a high-quality NGO Clinic staffed by male doctor, female doctor, nurses, paramedics, social workers, and a laboratory assistant. In addition, relative effectiveness of three different outreach efforts to increase access to, and utilization of, ESP are being experimented. In one area, trained TBAs are being used, in a second area, village quacks are being used, and in a third area, domiciliary distribution of ESP by NGO workers are being tried. Relative effectiveness of these three approaches will be assessed relative to a control area.

Since effective and efficient delivery of a range of services in ESP will necessitate increased co-ordination at the local level, a pilot testing of a co-ordination mechanism of inter-agency service delivery strategies is also being experimented by the Project. This is being done by building on the Project's existing inter-agency co-ordination mechanism for EPI, family planning, and micro-credit. The resulting integration of ESP and micro-credit program has not only made available an army of community-based female volunteers for behavior change communication with respect to ESP, but has also devised a mechanism of program sustainability by cross-financing some ESP elements from the interest incomes generated by the micro-credit program. Overall, the pilot testing of the new ESP are being cost-effectively carried out, because of already developed infrastructures of the UDLP's NGO with its trained staff, an army of trained village volunteers, and an established GOB-NGO network in the Project area.

V Internationalize the Research Expertise of Morgan State for the Benefits of the Development Initiatives of Bangladesh

It is the research expertise of Morgan State University and its application in Bangladesh that have helped the establishment of two fine research institutions in Bangladesh the CHRD at Jahangirnagar University in Bangladesh and the NGO--Palli Mangal Kendra These two institutions are facilitating collaborative research studies by the faculty members of Morgan State and Jahangirnagar University The data and information collected from the field by these two institutions are helping the faculty members of both the institutions to produce good research papers The research facilities of both Universities have become accessible to each other and are thereby strengthening their internationalization New opportunities for exchange programs between the two universities and student internship programs have opened up

VI. Replicate Some Effective, Easily-deliverable, and Less-expensive Methods in Inner-city America.

The Morgan State and Jahangirnagar University UDLP has provided impetus for three important events for the transfer of simple, effective, and less-expensive methods from Bangladesh to inner-city Baltimore and America In June 1994, Morgan State University UDLP organized the first town meeting on the U S AID's "Lessons Without Borders " In that meeting, which was presided over by Vice President Al Gore, the U S citizens were shown how the successful lessons learned abroad with U S AID's monies can benefit disadvantaged people from inner-city America Subsequently, the Principal Investigator of UDLP won two grants from the Health Care Financing Administration of the Department of Health and Human Services to start two projects in Baltimore and Norfolk aimed at

introducing lessons learned abroad to the inner-city America. One project, entitled, "ORT and Child Immunization Initiatives for the Infants and Children of AFDC Beneficiaries," aims at increasing the awareness and utilization of immunization against childhood diseases and ORT for diarrheal disease treatment among the African American families of AFDC beneficiaries in Baltimore City, Maryland, and Norfolk City, Virginia. Another project in Baltimore City has added ORT, community-based prenatal and post-natal care, and breastfeeding to an existing comprehensive program for pregnant adolescents in a public school. Both the research projects are funded by Health Care Financing Administration of the Department of Health and Human Services.

VII Organize National Seminars and Sponsor Faculty Exchange Visits Between Morgan State University and Jahangirnagar University.

As part of its dissemination of research findings and dialogues with donor agencies and policy planners, the UDLP organized two national seminars--one in 1995 and another in 1996. The research findings of various research studies conducted under the UDLP by the researchers of Morgan State University and those of Jahangirnagar were presented in the seminars. Both the seminars were well attended by the representatives of all major donor agencies in Bangladesh as well as those of government agencies and academic institutions.

During the period, 1992 through 1996, 8 faculty exchange visits between Morgan State University and Jahangirnagar University were sponsored under the UDLP. During these exchange visits, faculty members of each institution had access to each other's library facilities, and other research facilities, which resulted in 48 research publications and works.

VII Leveraging Resources for Expanded Experimentation of Innovative Strategies and the Sustainability of the Pilot Project After the Expiry of U S AID's UDLP Fund.

From its infancy, the UDLP has been making efforts aimed at ensuring its sustainability once its seed money of U S \$500,000 for 5 years ended. Accordingly, Morgan State University made an additional contribution of U S one million dollars from its own fund and leveraging funds from other sources. In addition, Jahangirnagar University made additional contributions which were augmented by the interest incomes generated by its micro-credit program. But the biggest sources of funds for the UDLP's sustainability were its good track records, which are enabling it to raise new funds from the Government of Bangladesh (GOB) aimed at pilot testing its Essential Services Package (ESP) in Maternal and Child Health Care, Reproductive Health, and Family Planning, which has become a new focus of GOB's nationwide policy implementation. The GOB has already provided us \$45,000, which will be increased to about one million dollars by the end of 1998. But additional research funds are needed to augment the faculty research program and student internship program of Morgan State University and Jahangirnagar University. It is the challenge of raising these additional research funds that would determine the future direction of the UDLP and its sustainability.