

3880028 (3)  
 PD-MAF-034-A1  
 Report Symbol U-447

CLASSIFICATION  
**PROJECT EVALUATION SUMMARY (PES) - PART I**

1. PROJECT TITLE <b>National Women's Development Academy</b>			2. PROJECT NUMBER <b>388-0028</b>	3. MISSION/AID/W OFFICE <b>USAID/Bangladesh</b>
4. EVALUATION NUMBER (Enter the number maintained by the reporting unit e.g., Country or AID/W Administrative Code, Fiscal Year, Serial No. beginning with No. 1 each FY) <b>79-5 1/p</b>			<input checked="" type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION	
5. KEY PROJECT IMPLEMENTATION DATES		6. ESTIMATED PROJECT FUNDING		7. PERIOD COVERED BY EVALUATION
A. First PRO-AG or Equivalent FY <b>77</b>	B. Final Obligation Expected FY <b>77</b>	C. Final Input Delivery FY <b>80</b>	A. Total \$ <b>912,000</b>	From (month/yr.) <b>September 1977</b>
			B. U.S. \$ <b>300,000</b>	To (month/yr.) <b>November 1978</b>
Date of Evaluation Review <b>12/7/1978</b>				

8. ACTION DECISIONS APPROVED BY MISSION OR AID/W OFFICE DIRECTOR

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., elgram, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
a. Identify types of consultant services that are required	NWDA and USAID/HL/P	2/28/79
b. Determine whether some of the technical assistance funds can be reallocated to other areas	NWDA and USAID/HL/P	2/28/79
c. Identify overseas training needs and submit nominations to USAID	NWDA	2/28/79
d. Prepare follow on project	NWDA and USAID/HL/P	
1. Begin discussions		Jan/79
2. Draft PP		Jun/79

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS

<input type="checkbox"/> Project Paper	<input type="checkbox"/> Implementation Plan e.g., CPI Network	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> FIO/T	_____
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	_____

10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT

A.  Continue Project Without Change

B.  Change Project Design and/or  Change Implementation Plan

C.  Discontinue Project

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)

Sallie C. Huber, HL/P *SH*; Charles R. Gurney, HL/P *CG*  
 Amina Rahman, Chairman, BJMS *A.R.*; Taslimur Rahman, MWA *TR*; Hashmat Ara Begum, NWDA *ABegum*  
 Larry K. Crandall, PRO *LC*

12. Mission/AID/W Office Director Approval

Signature *W. Podol*

Typed Name **Richard L. Podol**  
**Director (Acting)**

Date **January 2, 1979**

13. SUMMARY: The establishment of the National Women's Development Academy (NWDA) was the first major project of two new Bangladeshi organizations, the Women's Affairs Division (now Ministry of Women's Affairs) and the Bangladesh Jatiyo Mahila Sangstha (BJMS - National Women's Organization). It was a new activity for USAID as well; many of the problems which have arisen during the first year of the project reflect the necessary learning and adjusting process which inevitably takes place at the beginning of a new venture. The start-up of project activities took longer than expected; some targets proved to be too ambitious; training courses were scaled down or expanded in response to the participants' need; there were breakdowns in the administrative links between Dacca and the village level. Nevertheless, the project is moving ahead basically as it was designed. Village women are being trained at the NWDA and are returning to their villages to motivate and train their neighbors in improved home making activities and income-producing skills that will enable them to better their standard of living. Administrative problems are being worked out as all those involved gain experience in bureaucratic procedures, and they should not be a major constraint during the second year of the project.

While we may not reach all of the numerical output targets within the two-year life of this project, the basis for continuing the project activities will have been established and we expect that the purpose and goal will be achieved almost on schedule.

14. EVALUATION METHODOLOGY: This was a regular annual evaluation with the primary purpose of assessing progress as measured against input and output indicators. In preparation for the evaluation, the project manager visited 7 unions where graduates of the Academy are working. The Academy compiled statistics on various aspects of the Academy and field components of the project as well as the operation of the employment exchange and handicraft showroom. The review meeting was co-chaired by the Minister of Women's Affairs and the USAID Director. Participants included senior staff of the Academy, three other officers of the Women's Affairs Ministry, officers of the BJMS, and USAID staff involved with the project.

15. EXTERNAL FACTORS: The project setting remains essentially the same with the Bangladesh Government (BDG) continuing to support women's training and employment. The assumptions also remain valid.

16. INPUTS: Planned inputs are being provided by both the BDG and USAID, although some are a few months behind schedule. The Academy has not yet requested any consultant services or funds for research and evaluation studies. The participants in the review meeting agreed that a marketing consultant would be useful and should be contracted for soon.) Any remaining funds for consultant services may be reallocated to other uses. It is expected that all the funds earmarked for research and evaluation will be required for this purpose. A study to determine the elements which are required for a successful cooperative will probably be undertaken. One participant has completed a short-term management training program in the U.S. and another has been nominated for a similar program. Some training funds remain in the project and these might be used for observational tours in neighboring countries.

17. OUTPUTS:

See pages 4 and 5

17. OUTPUTS:

<u>Output Target</u>	<u>Progress to Date</u>	<u>Comment</u>
a. 200 field worker graduates in first year	154 graduates	Progress is less than expected due to late start-up of training. Overall project target is expected to be exceeded during second year.
b. 500 trade instructor graduates in first year	--	Trade courses started late and the schedule of training has been revised. The Academy will concentrate on 4 important trades rather than 23 listed in the PP and training will be up to 6 months rather than 6 weeks.
c. Job survey	--	This is being carried out simultaneously with creation of job index below.
d. Job index created and maintained up-to-date	1293 job-seeking applicants are registered. Eleven (11) major industries and businesses have been contacted by the Employment Exchange.	
e. 1,200 women put in touch with potential employers	180 women have been referred and/or placed in jobs.	The first task of the Employment Exchange was to staff the Academy and National Women's Organization so general employment activities got started late in the project year.

17. OUTPUTS (continued)

<u>Output Target</u>	<u>Progress to Date</u>	<u>Comment</u>
f. Commercially viable products on display	Yes, 18 categories of items produced by more than 100 women are on display.	The showroom was first thought of only as a display center which would refer interested buyers to sellers.
g. Volume of orders increased	This has not been adequately recorded during the first year.	It was also to provide marketing and production information to producers.
h. Number of producers increased	This has not been adequately recorded during the first year.	During the first year of operation it got more directly involved in buying and selling but would now like to return to its originally planned function.
i. Market, design and quality control surveys and information gathered and analyzed.	No	Marketing and research consultants have not been hired yet.

18. PURPOSE: "To enable the National Women's Development Academy to train personnel and to collect and disseminate information needed for an outreach network." \*

Academy trained village social workers (VSW) are working in 14 unions now and will be in a total of 38 unions by October, 1979. The life of project target is 40 unions. The quality of the VSW training is good and most of them are working enthusiastically in their villages. During the first year of the project, however, their effectiveness has been reduced because of administrative snags. Some of the VSWs did not understand the paper work that was required before they could be officially appointed as BDG employees. As a result, it often took 4-6 months for appointment letters to be issued and the VSWs had to work without salary for that period. (It should be noted that most of the women did work rather than sit idle while the problem was being resolved, reflecting the motivation and enthusiasm that has been generated at the Academy.) These existing administrative problems are being worked out and some instruction on bureaucratic procedures is being introduced in the Academy's training programs.

Another administrative problem is the supervisory links between Dacca and the union level. As there is no intermediate level of authority, the union supervisors must deal directly with the national headquarters in Dacca. Given the country's poor communication and transportation networks, a great amount of time is lost in attempting to maintain the necessary contacts. Even if adequate supervision and administrative support can be supplied for the small number of unions involved during the remaining year of this project, the problem will soon become unmanageable if the outreach network continues to expand as planned. The BJMS will then have to develop a more efficient system to service the union level, perhaps by bringing their District or lower level committees into the process.

19. GOAL: "To increase the participation and integration of women in the socio-economic development of Bangladesh."

SUBGOAL: "To establish an outreach network from national to village level, providing skills, new ideas, procedures, methodologies and practices to rural women."

Progress is being made towards these goals. Village women have been trained and have been able to go back to their villages to train

other women. An outreach network is developing and village women have been eager to take advantage of the opportunities offered to improve their economic status. Based on this first year's experience, we expect that the goal level indicators will be achieved within the ten year period stated in the logical framework.

20. BENEFICIARIES: The direct beneficiaries of this project are the poor rural women who receive training at NWDA (154 so far). Some of these women had never been outside of their home unions before and most had never been to Dacca. They are now earning a regular income as village motivators and have learned skills which can be used to enhance their income. In addition, 180 women have been successfully placed in jobs through the services of the Employment Exchange and almost 1,300 more are registered with the Exchange as seeking jobs. During the year, the showroom displayed 18 categories of items produced by more than 100 women throughout Bangladesh.

The indirect beneficiaries are the village women, poorer and even more isolated than those who received training at the Academy, who are being instructed by the VSWs. About 10,000 rural women have received some type of instruction from VSWs during this year.

21. UNPLANNED EFFECTS: None

22. LESSONS LEARNED: The project and its implementation targets may have been overly ambitious considering that it was being undertaken by a new ministry and implemented by a new organization. Progress towards meeting targets is being made, however, and the project is expected to have an impact on achieving the overall goal and subgoal within a reasonable time period. The Women's Affairs Ministry and BJMS are interested in discussing a follow-on project in the near future. It is anticipated that the follow-on may include more support for the rural women's groups being formed by VSWs trained at the Academy during the first project.

23. SPECIAL COMMENTS or REMARKS:

Attachment A : Draft Discussion Paper -- 2 pages

Attachment B : Personal Impressions of BJM Union-Level Program (Sallie C. Huber) -- 2 pages

**DRAFT DISCUSSION PAPER**

**National Women's Development Academy  
USAID Project No. 388-0028**

**Introduction and Background:**

One year of the Academy project has now been completed. At this point the evaluation will concentrate only on the project input and output aspects of the logical framework contained in the original project paper. It is important for us to consider the accomplishments of the Academy project in light of the background and situation existing at the beginning of the project. It will be kept in mind that all the major participants in the Academy project--the Women's Affairs Division, the Bangladesh Jatiyo Mahila Sangstha, and the National Women's Development Academy--are new organizations and, along with USAID, were inexperienced in the area of women in development activities at the start of the project. Women in development projects worldwide are learning from experience. We should view the first year of the Academy project as a learning experience and take this mid-project evaluation as an opportunity to redirect the project activities where necessary. This evaluation should also direct our thinking about future follow-on activities when the present project is completed in September 1979.

**Inputs:**

A. The Bangladesh Government inputs were to be buildings, development grants and staff salaries in support of the union level activities of the women trained at the Academy. In addition the Bangladesh Government agreed to supply certain cash and kind inputs related to the Academy itself, such as a building, office furnishings, and certain operation costs. Are these inputs being provided on schedule? Is there a need to revise the Bangladesh Government projected inputs?

B. USAID's planned contribution to the project included technical assistance in the form of consultants, stipends and travel allowances for Academy trainees, participant training, Academy staff salaries, commodities and training equipment, and funds for research and evaluation. Are USAID inputs being provided on schedule? Has USAID been fully responsive in assisting with project implementation when requested to do so? Is there a need to revise the USAID inputs for the second project year?

**C. Other donor inputs projected at the time of project preparation included contributions by the Norwegian Government and Family Planning International Assistance. Have those donors made contributions as expected? What are their inputs? Are they being provided on schedule? How do they impact on USAID inputs?**

**Outputs:**

**A. Field workers trained at the Academy. How many have completed training? From how many different unions?**

**B. Trade instructors trained at the Academy. How many have completed training? From how many unions? In what subjects?**

**C. Vocational Information Center (Employment Exchange). A job survey was planned for the first year of this project. What is the status of such a survey? Has a job index for women been created? Have women been put in touch with potential employers for jobs other than with the Sangstha and Academy? How many have been referred and for what types of jobs?**

**D. Sales/showroom (Sales Emporium). What is the general status of the sales/showroom? What sort of analysis or evaluation is being done regarding the marketing of products made by women? How is the sales/showroom being promoted to producers and potential buyers?**

**General Issues for Discussion:**

**1. What are the linkages and lines of communication and supervision between the Academy and National Committee of BJMS and the union program? Are these adequate or do they need revisior?**

**2. What are the future plans for this project during the next year? Do we need to revise any of the outputs or end-of-project status indicators at this time?**

**3. What plans should be made now for follow-on activities when the present project is completed in September 1979?**

Personal Impressions of BJMS Union-Level Program

Sallie Craig Huber  
Women's Program Advisor  
USAID  
December 1, 1978

POSITIVE FINDINGS

1. Union level workers have been well trained at the National Women's Development Academy and in most cases are eager to undertake the training tasks assigned to them under the union program.
2. There is interest and enthusiasm as well as tremendous support for the BJMS program in most of the selected unions. The local curriculum should teach trainees how to make the best use of union and community support.
3. District Committees of BJMS are interested in the union programs and are eager to assist in their implementation; however, the District Committees are completely uninformed about the union programs in most of the Districts I visited. As the program grows it will become even more difficult for BJMS national office to manage a larger program. District Committees could form a valuable informational and supervisory link between Dacca and union projects.
4. The union programs, even this early, seem to be having a positive impact. Union leaders and residents, as well as program personnel, told us that the status of women in their communities seems to be improving, affecting not only the women themselves but also their families and the community as a whole.
5. Several union programs are utilizing local resources and collaborating with other local programs beneficially. This should be emphasized during training and encouraged in the field.

NEGATIVE FINDINGS

1. Lack of appointment letters for field workers and irregular receipt of salaries is shattering the morale of the workers. Perhaps this is one cause of the resignations of field workers who are seeking more job security in other development programs.

2. Lines of communication and supervision for the field program are not clearly defined which requires union level personnel traveling to Dacca too often. As there is no car provided for union staff, this excess travel places a burden on field personnel.
3. There is a lack of contact between field personnel and Academy staff following training. Field feedback is crucial for revising and improving the training program.
4. The union and village level training is still very formal. Academy specialists and tutors should try to focus more on imparting methods of non-formal education for adults, as it has been well documented that adults do not learn in the same way as primary-aged children and soon lose interest when that type of training is used.
5. Union Directors are expected to do several administrative and management tasks related to the field program. They have not been adequately prepared for these tasks during their training at the Academy. Perhaps the training could be extended or otherwise supplemented to acquaint Union Directors with reporting, supervising and other administrative procedures.