

PT CAA 803

PROJECT EVALUATION SUMMARY (PES) - PART I

1. PROJECT TITLE PVO Co-Financing The Asia Foundation/Bangladesh Micro Industries Development Assistance Societies (MIDAS)			2. PROJECT NUMBER 388-0045-2	3. MISSION/AREA OF OFFICE Bangladesh
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) <input type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION				
5. KEY PROJECT IMPLEMENTATION DATES			6. ESTIMATED PROJECT FUNDING	
A. Firm PRO-AG or Equivalent FY 80	B. Final Obligation Expected FY 80	C. Final Input Delivery FY 80	A. Total \$ 158,000	B. U.S. \$ 158,000
7. PERIOD COVERED BY EVALUATION			Date of Evaluation Review: Jan. 25, 1982	
From (month/yr.) Sept. 17, 1980			To (month/yr.) Jan. 25, 1982	

E. 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., airgram, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
1. Increase in the pace of establishment of linkages to potential consultant groups and individuals.	MIDAS	Continuing
2. Set up of complete financial control and accounting system.	TAF/MIDAS	April, 1982
3. Finalize and institute personnel service rules	TAF/MIDAS	Feb., 1982
4. Plan for activity evaluation and monitoring system.	MIDAS	March, 1982
5. MIDAS self-examination and image report.	MIDAS	For annual Board meeting
6. Formation of Expert Committee	MIDAS	Immediate and continuing.
7. Short-term consultant contracting and utilization	MIDAS	Immediate and continuing.

B. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS

<input type="checkbox"/> Project Paper	<input type="checkbox"/> Implementation Plan &c, CPI Network	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/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/T	_____

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)

RDE/M.P. Leifert *M.P. Leifert 2/1/82*
 TAF/Sb. Wallen *Suzanne Wallen*
 MIDAS/M. Al-Rashid *M. Al-Rashid 3/1/82*
 RDE/T.R. Tiff *T.R. Tiff 3/1/82*

12. Mission/AID/W Office Director Approval

Signature: *Frank B. Kimball*
 Typed Name: Frank B. Kimball
 Date: _____

TAF/MIDAS PES (cont)

13. Summary: MIDAS was funded by AID, through TAF, from September 17, 1980 to December 31, 1981 under PVO Co-Financing Grant 388-0045-2. On September 16, 1981 a second agreement (AID/TAF Cooperative Agreement 388-0042-1) was signed to allow a second year of MIDAS operation. The two agreements ran concurrently, overlapping for approximately three months.

In this PES and its attachments, the period of the PVO Co-Financing Grant is referred to as the "start-up phase." The period of the AID Rural Industries I Project (388-0042) Cooperative Agreement is referred to as "Year 1". An interim start-up phase project evaluation conducted on September 1, 1981 recommended that a final start-up phase project evaluation be conducted "shortly before the grant's completion" on December 31, 1981. This final evaluation was slightly delayed because of travel of evaluation team members and dedication of available work time to other year end, high priority activities.

The evaluation examined progress of MIDAS to the date of the evaluation January 25, 1982, and not to the end of Grant date of December 31, 1981. This was done to provide data on MIDAS implementation which was as up-to-date as possible. Differences between implementation status on the two dates can be identified by analyzing statements on status contained in this evaluation and TAF's fifth quarter report, attached to the evaluation.

The primary conclusions of the MIDAS start-up Phase Final Evaluation are:

1. MIDAS has made significant progress since the interim evaluation of September 1, 1981. The MIDAS Director and Board are showing themselves to be competent and dedicated professionals working efficiently and cooperatively to reach the organization's long range goals. The evaluation team felt optimistic that these goals can be reached given the increasing interest and requests for assistance of targeted MIDAS client agencies.

2. Progress against plan was satisfactory in most plan categories. The one exception to satisfaction, however, is in the area of registration and incorporation of MIDAS. To the evaluation date, neither of these processes have been successfully concluded.

Attachment A "MIDAS Start-up Phase Final Evaluation" provides a detailed description of the evaluation conclusions and recommendations.

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TAF/MIDAS PES (cont)

14. Methodology: The evaluation was conducted by Ms. Suzanne Wallen, Acting Representative of TAF, and M. Peter Leifert, MIDAS Project Officer of USAID in the presence of the MIDAS Director, Mr. Mamoon-Al-Rashid at the MIDAS Office. The team examined and assessed project progress against the recommendations made in the interim evaluation and against the plan described in the Grant Agreement. TAF's fifth quarter report on progress and MIDAS's review of activities through January 21, 1982 served as part of the information inputs for determining project achievements. They constitute Attachments B & C, respectively, of this PES.

Attachments:

- A. MIDAS Start-up Phase Final Evaluation - USAID memo to file
- B. Report on Fifth Quarter Activities/Final Report on Start-up Period - TAF
- C. MIDAS Review of Activities through January 21, 1982 - MIDAS

UNITED STATES GOVERNMENT
MEMORANDUM

To : File -- MIDAS February 1, 1982

From : M. Peter Laffert, *MPL*

Subject : MIDAS Start-up Phase Final Evaluation

An evaluation of progress on plan for the AID funded (Grant 388-0045-2) Micro Industrial Development Assistance Society (MIDAS) program was conducted on January 25, 1982. The evaluation took place at the MIDAS Office. Attendance were:

Ms. Suzanne Wallen, Acting Representative, TAF
 Mr. Mamoon-Al-Rashid, Director, MIDAS
 Mr. Raymond Osena, Consultant, MIDAS
 Mr. M. Peter Laffert, MIDAS Project Officer, USAID

The evaluation examined the status of MIDAS implementation progress as January 25, 1982. Further comments on the basis for the evaluation, summary of major conclusions and methodology are given in the Project Evaluation Summary (PES) to which this memo is appended as Attachment A.

This memo has been divided into two analytical sections. The first deals with actions taken by MIDAS on September, 1981 interim evaluation recommendations. The second section compares implementation progress to the start-up grant plan.

I. INTERIM EVALUATION RECOMMENDATION ACTIONS

The September, 1981 interim evaluation recommended seven actions to be undertaken during the remainder of the start-up grant period. The following (A thru G) lists the efforts of MIDAS in response to those recommendations. Attachment B, TAF's Final Report on Start-up Period, contains additional comments on actions taken on the Interim Evaluation Recommendations in its Section VII.

A. Definition of Roles, Responsibilities, and Authority in the Decision Making Process

TAF issued a comprehensive memorandum which was subsequently discussed by the Board. The Board accepted the memo's primary definitions. TAF and USAID followed-on with drafting of a matrix of increased detail. MIDAS plans to finalize the detailed matrix to present to its Board for approval in the next scheduled Board meeting of February, 1982.

B. Modification in Personnel Contract Terminology to Increase Effectiveness for Successful Contract Negotiation

Fully implemented.... A provision for new MIDAS employees to have their contracts extended past the cooperative Agreement and date of September 15, 1982 is now included in their contracts. Extension is based on performance and the availability of funds.

AID's decision to provide only one year at a time of funding for MIDAS has made contracting of high quality staff more difficult. Contracts for only the duration of current year funding may be offered. This does not offer much security to potential employees, all of whom having grown up in a low security/high security consciousness environment. The above outlined contract provision is the best assurance of longer term employment which MIDAS can offer.

C. Design and Implementation of MIDAS Personnel/Contractor Evaluation System

Preliminary draft completed and undergoing finalization by MIDAS and Board Personnel Committee. This activity was given a lower priority because of limited immediate need. AID, TAF and other organizations' forms are being used as models.

D. Action Plan Designed & Implementation Begun to Facilitate Finalization of MIDAS Incorporation and Registration:

The plan was designed and implemented. Through the efforts of the MIDAS Director, TAF and AID, the written clearances of the Ministry of Industries and BSCIC were obtained. The Social Welfare Department with concurrence from the Registration Standing Committee is expected to grant MIDAS registration based on the clearances obtained. The MIDAS Board praised the combined effort which led to issue of the clearance letters.

As stated in the part I of the Project Evaluation Summary (Block 19), however, the non registration of MIDAS as a separate, legal entity is unsatisfactory in terms of compliance with the Grant Agreement. This problem is dealt with in depth in Section II . A.3. Below. Additional data on the registration and incorporation process is contained in Attachments B & C to the Start-up Phase Final Evaluation.

E. Monthly Activity Reporting System Designed and Implemented:

Action completed.... Monthly reports have been prepared and circulated to TAF, AID, and MIDAS Board Members since September, 1981.

F. Publicity/Information Handout Finalized and Sent to Printers

Action completed.... Handout has been printed. Publicity brochure is being printed. Distribution is expected by early February.

G. Increase Linkages and Institute Improved Potential Consultant Filing System

Emphasis has been placed on this activity by the MIDAS Director. Linkages have been substantially increased. However, because of the importance of an extensive potential consultant information data base, the evaluation team has again made the establishment of an increased number and variety of linkages a recommendation of the evaluation.

New Evaluation Recommendation 1

MIDAS should increase the pace of establishment of linkages to potential consultant groups and individuals. Experts should be identified and categorized, and availabilities and costs determined. A special effort should be made to establish linkages with Government commercial banks, experimental rural finance programs, Chambers of Commerce, and private sector experts and consulting firms. The "Request for Consultant Registration Data" which is currently being printed should be disseminated as widely as possible to all indigenous consulting agencies and individuals which MIDAS may identify. A crossreferenced filing and retrieval system should be designed and implemented by the MIDAS Information Officer. Procedures for periodic updates of filed information should be designed.

II. COMPLIANCE WITH GRANT AGREEMENT PLAN

(Refer to Grant Agreement Sections D,E, and F for compliance requirements)

A. Establishment of MIDAS

1. Personnel

Current MIDAS staffing is in line with the plans set forth in the Grant Agreement and follow-on Cooperative Agreement. On a minor point, and with AIB's agreement, no Business Manager was hired during the start-up period because of insufficient need for such a person. An Administrative Assistant who will supervise the office and support staff and be in charge of business management activities is currently being identified and will shortly be hired.

2. Office

Actions completed... The MIDAS office has been established in accordance with Grant Agreement requirements.

3. Legal Incorporation

Incorporation was changed to the Societies Act of 1860 rather than the Corporations Act of 1913. The Societies Act was chosen because of the greater flexibility it allows in designing the scope

of organization activities. Registration under the Voluntary Activities Foreign Donations Act of 1978 is being pursued per the attached TAF status report (TAF/DOC-51) Attachment B, and the above comments on Interim Evaluation Recommendations (I.D). The criteria for evaluation of MIDAS capacity for independent operation which was formulated and included in the AID Project Paper was accepted by TAF/MIDAS.

B. Registration under the voluntary Activities Act of 1978 was not recommended by the Standing Committee chaired by the BDG External Resources Division (ERD) in their once yearly meeting held last year in November. The reason given was lack of clearances from BSCIC and the Ministry of Industries (MOI). BSCIC provided written approval on November 25 and the MOI followed with a similar letter the next day. The MOI letter pointed out that it had previously cleared MIDAS in a letter to ERD in August of 1981.

The ERD representative to the registration Standing Committee was sent copies of the letters both by the MOI and MIDAS and registration was again requested. Normal bureaucratic delays in processing the papers have been blamed for the lack of finalization of the registration process since the end of November.

During this time, however, MIDAS, TAF, and USAID have requested BSCIC and the MOI to redraft their approval letters to eliminate certain registration conditions they were desirous of imposing on MIDAS. These included: a seat on the MIDAS Board for the Chairman of BSCIC; a 100 percent Bangladeshi Board membership; and a BSCIC role in the coordination of MIDAS activities. The MIDAS Board, TAF and AID felt that these conditions would hamper MIDAS performance as a private sector development agency and undermine the image of independence which it has been endeavoring to establish with its prospective client group. The Board felt, however, that the effort to register MIDAS, even under these conditions, should be continued since once MIDAS was registered, the Board itself would be capable under Bangladeshi law of establishing its own composition and all MIDAS procedures including those concerning coordination with the BDC/BSCIC.

BSCIC, because of its Chairman's close and amicable relationship with MIDAS project personnel, redrafted its clearance letter on February 4, 1982, eliminating all previously stated registration conditions. A copy of this letter was sent to ERD and the MOI. The MOI, however, has not responded to BSCIC's and MIDAS' request for a redraft.

To summarize, registration requirements imposed by the Standing Committee have been met and concerned BDG officials have continuously stated that the registration is being processed. MIDAS/TAF/AID informal attempts to remove imposed conditions on this registration have been successful with BSCIC, but not the MOI.

The MIDAS Board has therefore directed the MIDAS Director to pursue registration using available clearance documents while the Board Members and AFD continue their efforts to facilitate this registration and to obtain a revised NOI registration approval letter which imposes no registration conditions.

4. Management

Financial and management systems sufficient for start-up and Year I operations were designed and instituted. Formulation of detailed systems for use in post-TAF phases are currently being devised.

New Evaluation Recommendation 2:

MIDAS should utilize the Board Finance Committee and hire an Accounting and Finance Officer to set up complete financial system by the beginning of the third quarter of the Year I Cooperative Agreement period.

New Evaluation Recommendation 3:

MIDAS should utilize the Board Personnel Committee to finalize personnel service rules. These rules should be designed to be consistent with TAF rules, but also be applicable to operations during the MIDAS-independent follow on phase.

5. Monitoring and Evaluation

TAF, USSFD and Consultant Jason Brown determined that finalization of the monitoring and evaluation system was premature and would not be a priority activity until MIDAS began full scale program implementation. All necessary documents on model systems have been collected and Mr. Brown or Ken Ellison, Director of WFP Operations, is expected to provide assistance in the system's final design and implementation during its early CY 1982 visit.

New Evaluation Recommendation 4:

A plan for development and implementation of an activity evaluation and monitoring system should be drafted. The plan should outline what activities are to be included, when it will be finalized and who will assist, if anyone, in its drafting and finalization. Contact with WFP, Jason Brown or others should be made to confirm availabilities for consultancy with dates before the plan is submitted to TAF and AFD for approval.

New Evaluation Recommendation No. 5

As part of the evaluation process MIDAS should annually undertake an exercise of self-examination and image review.

The Director should have inputs from the heads of all departments and should present this report at the annual members meeting. It should candidly review and evaluate all projects and services funded, and/or provided by MIDAS looking at both progress and problems. MIDAS should reflect on the rural industry sector in Bangladesh as a whole and discuss how MIDAS objectives are working within that context and whether any significant national developments have occurred which might affect MIDAS. The attitude of the IUG toward MIDAS and any conditions imposed or other external factors affecting MIDAS ability to develop and execute programs should be examined.

Taking inputs from his staff into consideration, the MIDAS Director should write a brief but thoughtful, critical valuation on the extent to which MIDAS was able to work toward its program objectives; the extent to which it was able to work toward long-range goals; areas of greatest accomplishment or satisfaction; candid comments on disappointments and problems encountered; and what the results of the program year might suggest in the way of change and new directions for MIDAS programming and services in the future.

It should also include a summary description of MIDAS relations with client groups (PVO's), Chambers of Commerce, banks, donor agencies, and so on. The Director should think about how these external organizations view MIDAS: Do they view MIDAS as a viable organization? At his discretion, the Director may want to bring in an outside evaluator to help him determine the MIDAS image.

C. Program Planning

1. One Year Plan:

The Cooperative Agreement contains the approved first year plan with budget. In addition, the one year plan included with TAF's fifth quarter status report (attached) provides an implementation schedule for the planned activities.

2. Long Range Plan:

The AID Project Paper plan has been accepted to be sufficient for long range planning needs by all parties until MIDAS is further into implementation and the Project Paper plan is determined to be at variance with implementation experience.

3. Job Descriptions:

All necessary job descriptions have been prepared.

4. Plan Approval:

All plans have been approved by TAF, AID and the MIDAS Board.

D. Linkages

Grant Agreement requirements have been satisfied. Reference is, however, made to Evaluation Recommendation No.1 above (item I.G.).

E. End of Project Status

Satisfied, with exception of MIDAS registration and incorporation. This subject has been dealt with above.

F. Reporting

Satisfied, with exception of Final Fiscal and Accounting Report which is being prepared by JAF/San Francisco. The report has been requested by JAF/Bangladesh. An unobligated amount of perhaps \$10-20,000 is expected to undergo deobligation.

III. ADDITIONAL RECOMMENDATIONS

A. Formation of Expert Committee

New Evaluation Recommendation 6:

As stated also in the AED Project Paper and called for in the TAF/MIDAS Year 1 Cooperative Agreement (Section IV.A.3) MIDAS should identify from a list of ten individuals who are willing and qualified to serve on the MIDAS Expert Committee. Identification of individuals and formation of this committee should be given priority. Some experts from this committee should be available from the second quarter of the Cooperative Agreement to assist the MIDAS Director and Board to evaluate and refine client group project proposals. All eight to ten members of the committee should be identified and available by the fourth quarter of the Year 1 Cooperative Agreement.

B. Short-Term Consultant Contracting

New Evaluation Recommendation 7:

Concurrent with the expansion of MIDAS linkages and building of a potential consultant roster, MIDAS should institute a simple and standard short-term consultant contract procedure. This procedure should be utilized by MIDAS to quickly and efficiently arrange expert assistance via MIDAS staff in refining client project ideas to the point where they may be funded by the Director, Expert Committee and/or Board. Greater use of short-term consultants for refinement of MIDAS client preliminary proposals is also strongly recommended.

IV. FINAL APPRAISAL

As stated in the Project Evaluation Summary-Part I (Block 3), MIDAS program and potential were considered satisfactory or better by

the evaluation team. Team members agreed that MIDAS has the potential to be one of, if not the most, significant force in the promotion and development of small scale commercial/industrial enterprises in Bangladesh. Reasons for this judgement are numerous. Most significant are: MIDAS' unique (for Bangladesh) "business first" philosophy of development; its links with and position in the private sector; and, the quality and dedication of its Board and staff.

On another matter, the three party line-up combining TAF, MIDAS and AID in a close and flexible working relationship is proving to be a sound project implementation arrangement. No dissatisfactions with this arrangement or with the contributions of any of the parties was voiced.

Lastly, the MIDAS (Year 1) Cooperative Agreement calls for an interim evaluation in June or July of 1962. This evaluation, planned to be conducted again by TAF and AID, may instead be undertaken by Mr. James Brown (funded by AID/W PISCES Project) with TAF or AID assistance as necessary. Such an evaluation, performed by an outside expert who is completely familiar with MIDAS, should prove to be of great value at this stage of MIDAS development.

REPORT ON FIFTH QUARTER ACTIVITIES/FINAL REPORT ON START-UP PERIOD
UNDER GRANT NO: AID/ASIA 388-0045-03 AND AID/ASIA 388-0042-1
MICRO INDUSTRIES DEVELOPMENT ASSISTANT SOCIETY

This report covers the period September 15, 1981 to December 31, 1981, and supplements all earlier reports of first, second, third and fourth quarter activities submitted to USAID/Bangladesh. This should be considered the final report of the MIDAS Start-Up Phase and the first report of the first year of MIDAS operation under the Cooperative Agreement AID 388-0042-1.

1. SUMMARY

During this extended period of the start-up phase, progress was made toward fulfilling the goals and objectives of the MIDAS start-up period. Significant action was taken on each of the recommendations given in the USAID Project Evaluation Summary of September 1, 1981. In addition to this, a long-term consultant to the Director of MIDAS and an Asia Foundation project manager were hired. The Program Manager worked with MIDAS from October 15 to the end of the reporting period and subsequently resigned. The Consultant began work immediately after the reporting period on January 1, 1982.

II. INCORPORATION AND REGISTRATION

The effort to achieve an independent legal status for MIDAS through incorporation under the Societies Act of 1860 and registration with the Directorate of Social Welfare (DSW) continued this quarter. DSW Forms FD1-FD5 were reviewed and amended in September, so as to meet the relevant requirements of the registration procedure with the External Resources Division (ERD) of the Ministry of Finance. In October, Forms FD1-FD5 were forwarded to ERD from the Directorate of Social Welfare. The ERD Standing Committee met on November 12th and considered the case of MIDAS. Mr. Mamoon-al-Rasheed represented MIDAS to the Standing Committee. The result was a letter from the Department of Social Welfare dated December 4, 1981, requiring MIDAS to receive approval from the Ministry of Industries and BSCIC before DSW registration will be awarded. Approval from both government bodies has been given verbally and it is expected that written authorization will be forthcoming within the next several weeks. At the end of this quarter incorporation under the Societies Act of 1860 also remains pending.

III. OFFICE ORGANIZATION

The MIDAS office was enhanced this fall with the purchase of some new equipment and furnishings. Two new typewriters were purchased, one an IBM electric and the other a Bengali typewriter for use in the future work of the information service. A new bicycle was also purchased, in addition to carpets, curtains and some furniture for the library/reading room. Attention has been given to purchase products from small and cottage industries of Bangladesh.

IV. INFORMATION SERVICE

In September MIDAS distributed copies of USAID's Rural Industries Study Project reports to over 50 NGOs. Some new journal subscriptions were also ordered by the office to help build its library.

Mr. Md. Selim was hired as MIDAS' Information Officer. He began work in November. Mr. Selim has excellent credentials and a lot of experience with information services, book promotions and publishing. A new typist, Subhas Halder, was also hired by MIDAS and his initial tasks are to assist the Information Officer by transcribing library cards from various libraries throughout Dacca, as per recommendations from the report of the consultancy of Mrs. Phyllis Forman.

By the end of the year a publicity brochure for MIDAS and a form for soliciting applications for MIDAS' technical assistance were finalized and submitted for printing.

Contacts and discussions were held regarding MIDAS' potential for becoming a national resource center representing such international information services as NTIS, VITA (both of the U.S.), Technonet Asia, and the Intermediate Technology Development Group of England.

V. CONSULTANT SERVICES

In September, Mrs. Phyllis Forman completed her consultancy and submitted her report for the MIDAS Information Service, and a survey of potential MIDAS client groups. Her report has been sent previously to USAID. MIDAS referred Mr. Sengupta as an honorary consultant on sericulture to Karika, Dacca;

Dustha Kalyan Sangstha, Bogra; and the YWCA, Pabna. These organizations were quite satisfied with Mr. Sengupta's service and have requested follow-up action. Mr. Alam Mia completed his consultancy contract in October by submitting a substantial report on the handloom sector in Bangladesh which includes details which have not been documented before concerning this important economic sector. He returned to MIDAS on November 4 to review and discuss this report in a meeting with representatives of TAF, USAID and MIDAS. It is planned that Mr. Mia will return for another consultancy to MIDAS to work on a publication of abstracts from his report and possibly in the role of an adviser on two handloom projects which have been submitted to MIDAS by PVO's.

Dr. Clarence Maloney completed his contract with USAID during this quarter, and thus ended his work with MIDAS. He made a point to bring his old notes and papers on micro industries to MIDAS and leave them for the office. Dr. Ray Owens was hired during this period to serve as MIDAS' long-term technical consultant. His term begins in 1982.

Mr. Jason Brown, PISCES Consultant from Washington D.C., visited MIDAS for a week in late November. He had numerous meetings with the staff of MIDAS, TAF and USAID and several NGOs. He left behind a report outlining suggested future actions to be taken in the development of MIDAS. As an external evaluation exercise, Mr. Brown's visit was very useful and positive. He was able to focus on the progress MIDAS has made and to articulate specific needs MIDAS should address in the near future. TAF has taken his suggestions seriously and has begun follow-up action in this regard.

VI. PROGRAM DEVELOPMENT AND PROJECT IMPLEMENTATION

To aid in the development and implementation of MIDAS programs weekly coordination meetings were begun in early October. Representatives of MIDAS, TAF and USAID attend these Friday morning sessions.

Linkages with NGOs continued to develop during this quarter. Mr. Jason Brown's contacts with certain NGOs gave some publicity to MIDAS. Discussions held at the MIDAS office were also attended by numerous NGOs. In September, Mr. Richard Evans of the Intermediate Technology Development Group, U.K., and Mr. Andy Oerke of Partnership for Productivity (PPF), U.S.A., visited MIDAS and 21 NGOs met

at MIDAS for a discussion with Mr. Oerke regarding the role of PFP in Bangladesh. Mr. Barry Axtell, food processing/packaging advisor ITIS, also held a discussion for NGOs working with food processing at the MIDAS office, on November 20th.

Mr. Frank Post of the National Technical Information Service (NTIS) visited MIDAS in early November. He is interested in MIDAS' Information Service and would like MIDAS to become an agent for distributing NTIS literature in Bangladesh. Presently NTIS has no agent in Bangladesh. If the MIDAS Board approves of an NTIS affiliation, NTIS will train the Information Officer in Washington, D.C. and supply MIDAS with necessary equipment.

MIDAS gave a grant, through The Asia Foundation, to send Begum Sultana Islam, President National Women's Federation, to the "Second International Conference of Women Entrepreneurs" in New Delhi from November 27 - 29. Mrs. Islam submitted her report to MIDAS/TAF and plans to organize women entrepreneurs in Bangladesh beginning with a discussion group meeting at the MIDAS office.

MIDAS Director, Mamoon-al-Rasheed, spent three weeks in November and December visiting Indonesia and the Philippines. He attended a Workshop on Small Enterprise Development in Yogyakarta, Indonesia, in addition to visiting relevant small industry projects. He returned to Dacca with new ideas for possible MIDAS programs in exchange of technical information, expertise, and contacts. In addition, he returned with a greater awareness of the potential for Bangladesh resources in small-scale industrial development.

A number of project proposals from NGOs have been received at MIDAS this quarter. These proposals are all in the development stage and will be referred to the planned Board Project Review Committee for consideration and action. MIDAS is proceeding very carefully regarding these projects since they will be the organization's most important test in viability.

VII. BUDGET

The extended budget period for this MIDAS start-up year grant ended December 31. Approximately \$18,000 of the budget remained unused. The budget has not been extended further and Cooperative Agreement No. AID/ASIA 388-0042-1

which began on September 15 continues in effect. The Asia Foundation maintains a centralized accounting system in San Francisco requiring all financial reports to be compiled there. Final financial accounting is pending TAF/San Francisco submission to TAF/Dacca.

VIII. ACTION ON USAID/TAF JOINT EVALUATION

On September 1, 1981, USAID and TAF conducted a joint MIDAS Start-Up Phase Project Evaluation. The USAID Project Evaluation Summary which resulted from this listed seven recommendations for action. Those seven are listed below with the progress achieved on each:

1. "Definition of roles, responsibilities and authority in decision making process:" Doing. A draft document of such definitions has been submitted to USAID by TAF. Representatives of each plan now to sit together and organize this document into final form.
2. "Modification in personnel contract terminology to increase effectiveness for successful contract negotiation:" Done. Applicants for positions at MIDAS are now told that if employed their contracts will be renewed beyond September 15, 1982, for the life of the project pending satisfactory work and the availability of funds.
3. "Design and implementation of MIDAS personnel/contractor evaluation system:" Doing. Forms for such an evaluation system have been designed and need only to be implemented. Personnel policy will be drafted by the Board.
4. "Action plan designed and implementation begun to facilitate finalization of MIDAS incorporation and registration:" Doing. See section II of this report.
5. "Monthly activity reporting system designed and implemented:" Done. The Director of MIDAS now submits a monthly report to TAF and the MIDAS Board.
6. "Publicity/information handout finalized and sent to printers:" Done. See section IV of this report.
7. "Increase linkages and institute improved potential consultant filing system:" Doing. This is a continuing process.

IX. ONE YEAR PLAN

Work has continued during this past quarter to establish and finalize a one year plan for MIDAS' first year (September 15, 1981 - September 14, 1982) activities; see Attachment.

X. MIDAS Direction and Administration

MIDAS is a unique and innovative experiment which can play an important role in rural industry development in the coming years. It is unique in a number of ways and one area which needs to be given attention is the substantial involvement of both USAID and TAF in the implementation of this project - far more than usual. This is mainly due to MIDAS being a newborn organization and the strong involvement of USAID and TAF personnel in its conception and gestation. Like most new parents, USAID and TAF have tried to give the "newborn" security by being very protective.

The period covered by this report has been one of growth and self-identification for MIDAS. Its own role and limitations have been clarified and a consensus about this role has begun to emerge. It is time for MIDAS to begin its first steps alone.

At this time, MIDAS consists primarily of one person: the Director, Mr. Mamoon-al-Rasheed. It is felt that Mr. Rasheed needs at this time two types of support. First he needs more staff support in order to build up the organization and its absorptive capacity. An information officer has been hired and recruitment for an administrative officer has begun. It is also recommended that a program officer be hired. Such a position is not included in the grant agreement or cooperative agreement and has not been previously discussed. This recommendation is based on the number of potential projects which have been presented to MIDAS either in a formal proposal or as an idea.

As mentioned earlier, these projects must receive careful consideration and development, requiring a lot of time and effort. It is time now, as the decision making process begins, to hire staff to absorb this workload.

The second type of support needed by the Director, is assurance from USAID and TAF that we have faith in his abilities as a manager. The only way to demonstrate this type of support is to begin to relinquish our control and involvement in MIDAS. Final authority for all major decisions will rest with TAF until September 15, 1982 and during that same period USAID

maintains "substantial involvement" in those decisions, but the MIDAS Director with the MIDAS Board must begin to take responsibility for making more and more decisions. The Asia Foundation has hired a consultant to give guidance on all phases of organizational development including project development and PVO linkages to the Director. Once MIDAS is registered it will be easier for USAID and TAF to phase-out involvement as TAF gives direct grants to MIDAS for different components of its program beginning with personnel and eventually with projects. If the present rate of progress is managed carefully MIDAS will definitely be a viable organization by September 1982.

MIDAS WORK PLAN FOR SEPTEMBER 17, 1981 TO SEPTEMBER 14, 1982

QUARTERS				WORKS TO BE COMPLETED
1	2	3	4	
				1. <u>Recruitment</u>
				1. Personnel:
x				A. Job Descriptions.
				B. Recruitment:
x				i) Information Specialist
	x	x		ii) Chief of Accounts & Finance
	x	x		iii) Coordinator of Technical Services
	x	x		iv) Administrative Assistant
				11. Support Staff
x				A. Job Description
				B. Recruitment
x				i) Typist
x				ii) Driver
				2. <u>Office Organization</u>
x	x	x		i) Hiring of personnel
x				ii) Ordering of Office equipment
x				iii) Arranging Books of Accounts
		x	x	iv) Works relating to financial management
	x			v) Development of personnel policy
				3. <u>MIDAS Organization</u>
x				i) Incorporation and Registration
x	x	x	x	ii) Board Meetings
x	x	x	x	iii) Quarterly Reports - preparation and submission
x	x	x	x	iv) Monthly Reports
	x			v) <u>Board Development</u>
	x			a. Increase involvement and schedule monthly meetings
	x			b. Establish Finance, Personnel, and Project Review Committees to sit monthly
	x	x	x	c. Establish Committee of Technical Experts

QUARTERS				WORKS TO BE COMPLETED
1	2	3	4	
				4. <u>Linkages - PVOs/Organizations</u>
	x	x		i) Identify PVOs/Org. for possible product line involvement
	x	x		ii) Invite applications for offering services
		x	x	iii) Select possible PVOs/Org. and Services that could be extended
		x	x	iv) Service extension
				5. <u>MIDAS Information Unit</u>
				i) Information Specialist:
x				Job Description
x				Hiring
				ii) Furniture
x				Ordering
	x	x		Installation
		x	x	Library Operational
				iii) Central card cataloguing
x				Completion of Forman Report
x	x			Selection of material for card cataloguing
	x	x	x	Typing cards and building up the catalogue
x	x	x	x	iv) Ordering books and journals for Library
				v) Technical materials into Bengali
	x			Contracts for writing hand books
		x		Completion of 2-4 books
			x	Publication of books
		x	x	vi) System of Dissemination of MIDAS Technical Materials
				vii) Roster of Consultant - local
x				Organization of Roster Files
	x	x	x	Collection of 30 - 50 nominees
				viii) System for referral Technical Service File
x				Organization of Filing System
	x	x	x	Suppliers' File
	x	x		Textile Mills' File

QUARTERS				WORK TO BE COMPLETED
1	2	3	4	
				5.viii) cont'd.
	x	x		Ceramics Product/Factories' File
	x	x	x	Marketing/exporting/importing Files
				ix) News Letter
		x		Planning
			x	First edition Printing
				x) become agent for NTIS and other int'l and regional information resources
				xi) Directory of Small Industries
	x			Planning
	x	x		Work begin
			x	Publication
				6. <u>Programme Planning</u>
				A MIDAS Projects
	x			Identify Projects
	x	x		Planning of the Projects
		x	x	At least three projects implement
	x	x		B.Call for Project Proposal from PVOs
	x	x		Identify applicants, field of involvement and services required
	x	x	x	Extend Services
	x	x	x	C. Identify and contact PVOs/Org. for link up with funding agencies
	x	x	x	Identify and contact funding agencies
	x	x	x	Scrutinize proposals for Recommendation to Donors
			x	Operationalize Funding from other sources
	x	x	x	Establish a "networking" system per F.P.'s req
				7. <u>Long Term Programme</u>
		x	x	i) Preparation of 2nd Yr. Programme
			x	ii) Draft Programme: Long Term Plan
			x	iii) Discussion of the Programme by the Governing Body, TAF, USAID
			x	iv) Final Programmes

QUARTERS				WORK TO BE COMPLETED
1	2	3	4	
	x	x		8. <u>Establish Evaluation Procedure</u>
				9. <u>Linkage with Credit Organizations</u>
		x		i) Identify Organizations with credit Programme
			x	ii) Follow up with proposals

MICRO INDUSTRIES DEVELOPMENT ASSISTANCE SOCIETY (MIDAS)

REVIEW OF ACTIVITIES THROUGH JANUARY 21, 1982

ADVISORY BOARD MEETINGS have been held periodically beginning on 24 March, 1980.

Subsequently meeting have been held on 5 May 1980, 18 December 1980, 2 February 1981, 23 April 1981, 25 May 1981, 29 May 1981.

A MIDAS EVALUATION MEETING was held in September 1981 with USAID, The Asia Foundation (TAF) and MIDAS representatives present.

COORDINATION MEETINGS are held on every working Friday between USAID, TAF and MIDAS executive staff.

INCORPORATION AND REGISTRATION is underway.

External Resources Division (ERD) registration is expected by February 1st.

Joint Stock Company Registration will probably take another two months.

A Joint meeting was held with the USAID Legal Advisor to work out changes required in amendments of incorporation in preparation for independent status on mid September.

STAFF DEVELOPMENTS is now close to completion.

Director, Mamoon-al-Rasheed joined on 2 February 1981.

3 Guards have been appointed.

A Secretary joined in March, 1981 and resigned on 4 January 1982, and will be replaced.

A Steno Typist was appointed in October.

Information Officer, Mohammad Selim, joined us in November 1981.

We have made use of a large number of consultants. These include:

Mr. Rezaul Karim Bhuiya,

Mr. Shamsul Alam Mia,

Mrs. Phyllis Foreman,

Mr. Bruce McCartney, and

Dr. Clarence Maloney

Dr. Philip Gross has also served as a project manager from October 1981 until just prior to the arrival of Dr. Owens.

Recent and Pending Appointments

1. Dr. Raymond Lee Owens has joined MIDAS as consultant as of January 1, 1982, through September 15, 1982. He will work both as a consultant on project evaluation and development. There is discussion presently underway to use his skills also as a film maker.
2. A decision has been made to hire Mr. Noor (as mentioned above) as administrative secretary for MIDAS. He is a man of very extensive experience (the last five years with USAID) who can be expected to grow with MIDAS.
3. Mr. Alam Mia has been hired for a three month consultancy to prepare a portion of his report on handloom for publication, to work with World Vision in refining its project, and to develop a handloom project.
4. We are continuing to expand our roster of consultants. We are presently in search of a good engineering consultant to assist us with appropriate technology as it becomes project specific (see below).

Office organization is now fully operational, but we will be handling petty cash only until registration formalities are complete.

Our Information Services are becoming operational.

Rural Industries Study Project (RISP) Reports have been distributed to about 50 Private Voluntary Organizations (PVO's).

Mrs. Foreman's report on information services is being systematically implemented.

A file on the small and cottage industry related activities of 40 PVO's has been compiled.

Journals and information materials from India, the United States, the United Kingdom, and China are regularly acquisitioned.

We have almost completed a review of relevant information for MIDAS in the libraries of Dacca.

A card index of approximately 2500 books in the Bangladesh Small and Cottage Industries Corporation (BSCIC) library has been completed.

We have assembled the publications of 15 PVO's in Bangladesh, whose work is especially relevant to MIDAS.

We have begun a systematic newspaper clippings file on topics of MIDAS interest.

We are also beginning a cumulative index of topics covered in the journals and other publications in the MIDAS library.

MIDAS has held several meetings for PVO's, which included:

Discussions with 11 PVO's on the handloom industry,

Discussions with 22 PVO's and Andy Oerke of Partnership for Productivity (PFP)

Discussions with another 22 PVO's with Barie Axtell of Intermediate Technology International Services (ITIS) on food processing.

MIDAS has received a large number of visitors, which include:

Mr. Richard - Intermediate Technical Development Group, United Kingdom (ITDG,UK)

Mr. Andy Oerke - PFP, USA - Field visits were also arranged

Mr. M. Mansur-ul-Huda, Secretary/Director, Appropriate Technology Development Association (ATDA), Lucknow, India.

Mr. Frank Post - Foreign Affairs Officer, National Technical Information Service, United States Department of Commerce (NTIS), USA.

Mr. Barie Axtell, Food Processing Expert of ITIS, UK.

Mr. James S. Brown - Transition Technology Incorporated (TTI), USA.

Mr. James E. Hochschwender, Director of Programs, PFP.

MIDAS has arranged for a number of short-term, honorary consultancies:

Mrs. Meherunnessa Islam to advise the YMCA on food processing,

Mr. Sharaf gave additional advice to the YMCA on food processing,

Mr. Sengupta advised KARIKA, the Christian Health Care Project (CHCP), the YMCA and the Bogra Dustha Kalyan Sangstha on Seri culture,

Dr. Clarence Maloney has advised the Christian Committee for the Development of Bangladesh (CCDB) on their area development project.

Government linkages with MIDAS appear to be well established with BSCIC, Bangladesh Handloom Board (BHB), the Planning Ministry, the Ministry of Industries, and the Investment Corporation of Bangladesh. We are endeavouring to keep cooperation flowing in both directions.

MIDAS representatives have attended two international workshops:

Dr. Clarence Maloney attended the regional meeting of NTIS in Delhi,

Mr. Mamoon attended a workshop on small scale enterprise sponsored by USAID in Indonesia. His report on that visit is now being prepared for distribution.

Project under consideration by MIDAS:

Six projects have been independently submitted to MIDAS, which are under stages of development.

1. The most promising project received so far by MIDAS is from the Christian Commission for the Development of Bangladesh (CCDB), an experimental program to limit population along with small enterprise development. The highest quality of input from MIDAS has gone into this project, including direct input from Jason Brown and James Hochschwender. Requested modifications in the proposal are now underway. Mamoon-al-Rasheed and Ray Owens are jointly serving as consultants on this project.
2. A second project of some promise has been developed by World Vision to service handloom weavers in its Chanpara village camp. Mr. Alam Mia has been working with this project, which requires a considerable technical input. Mr. Mia will continue to serve as consultant to refine the proposal, hopefully into fundable shape.
3. A proposal has been received from the Village Education Resource Center (VERC) for the training of potters and other village extension work. There remain a number of important questions about the purpose and design of this project. Ray Owens will serve as consultant on this project and will be making a fact-finding visit in the next few days.
4. A letter of inquiry was submitted to MIDAS (through Péter Leifert) by Mr. Aslam of the Aarong Outreach Team about assisting Chakma craftsmen. Although the concerns he expresses are greatly appreciated, it was explained that his request would need to be channeled through an existing organization. He is exploring such a means of routing the proposal and will be back in touch with MIDAS. Ray Owens will serve as consultant should a promising project emerge.
5. An inquiry has been received from the Bangladesh-Swiss Agricultural Project in Satnala. This is another case of a request without a viable organization, and unfortunately prospects do not look bright that one can be reorganized (the previous organization, a weavers cooperative, disintegrated after its responsible officer decamped with its funds). However, as it does involve weavers and Alam Mia has consulted on this project previously, he will make one last effort to see what might be constructively achieved. His report will be submitted in the next few weeks.

6. A request has been received from Mirpur Multipurpose Cooperative Society (MICO) to continue funding recently discontinued by Radda Barnen (The Swedish Save the Children Federation). Investigation by Alam Mia of this organization (which is primarily a weaving operation) reveals an administratively top heavy organization running at a substantial loss. Although the organization in its present structure does not seem promising Mr. Mia has devoted considerable attention to it, and has requested a revised project proposal and budget. Mr. Mia will be responsible for followup on this project.

Project under development by MIDAS.

MIDAS possesses within its staff talents and interests which can appropriately go in search of viable projects and organizations, even though the role of MIDAS remains that of midwife, not parent. Several such initiatives are now underway.

1. Weaving Project. A proposal has been under development by Alam Mia, which is now in search of an institutional home. One of the activities of Mr. Mia in his consultancy will be completing the delivery of this project and the location of adoptive parents.
2. Appropriate Technology Project. A series of projects have come to the notice of MIDAS in a variety of ways which fall under the competence of our new consultant, Ray Owens. These also line up closely with interests of MIDAS Information Officer, Mohammad Selim, and he has requested that he be permitted to devote about ten percent of his time in serving as a consultant on these projects along with Dr. Owens. Permission has been given for him to do this, with the clear understanding that the pace and quality of his work as information officer must not suffer. As many of these projects require considerable bibliographic research his participation is particularly needed.
 - a. A letter has come to Peter Leifert from Intermediate Technology Industrial Services (London) about the supply of a consultant to assist in raising the quality of the indigenous production of shuttles, pirns, bobbins, reeds, etc. This follows upon our inquiry to ITIS, and we have indicated our interest in following it up (the copy of the MIDAS letter to ITIS is attached). Ray Owens, Mohammad Selim and Alam Mia will be visiting the Comilla Cooperative Workshop and perhaps other workshops as well to ascertain their interest in manufacturing handloom spares and also to assess market demand and other factors.
 - b. Low-head Turbines. ITIS has had an interest for some time in low head turbines which would be useful for electric power generation as well as irrigation from the slow moving alluvial rivers of Bangladesh. MIDAS feels that these may have considerable potential in Bangladesh and might be appropriately used or manufactured in PVO projects here. Therefore we are requesting more information about this project (see a proposal dated 14 December 1979), as well as other projects and proposals of ITIS for our evaluation.

- c. Evaluation of Promising Appropriate Technologies. MIDAS solicits the suggestions of its constituent bodies in locating, especially felicitous fabrications sympathetic to the needs of this verdant land. Two have recently been brought to our notice by Cyril McAleese, Chief Extension Advisor, Bangladesh Australia Sugar Industry Project, CEN-(C), Road 95, Gulshan, Dacca (tel. 303628). We have contacted Mr. McAleese and he will be bringing an improved plow to show us, along with data on the relative efficiency of the plow in comparison with the variety commonly used in Bangladesh. He also is testing a sub-surface fertilizer distributor and will discuss it with us when his current tests have been completed (in about ten months). We will be combing the literature for other equipments, especially those which have shown favourable results in tests here. MIDAS will be publishing a paper on some such technologies which we feel could very profitably be manufactured or used by PVO's in their development work in Bangladesh.
- d. 16 MM Film on Appropriate Technologies. A suggestion has come from Peter Leifert and Suzanne Wallen that the skills of Dr. Owens as a film-maker be used during the time he is here, especially as the other aspects of MIDAS begin to hum along. Because of present needs and because of the need^{to} arrange for rental of equipment, the time necessary to edit a film after it has been shot (about four times as long as the actual shooting) it does not seem wise to undertake such a project until after September 15, 1982, but he will be drafting treatments and budgets for such films. One of these could deal with appropriate technologies, including Merrick Lockwood's external combustion engine.

3. Marketing Project. Peter Leifert has recently received a Project Paper from AID/Washington, which he has routed to MIDAS. The paper in part states:

In particular, the Small Rural Enterprise Development Project will look at ways of facilitating the development of contract production or sub-contracting relationships between larger manufacturing and trading companies who serve national and international markets and smaller firms located outside major metropolitan centers. By focussing on the linkages and complementarities between small and large firms, this project should help to bridge the gap between efforts of the Agency which are aimed at creating business opportunities for U.S. enterprises and projects which seek to assist indigenous small-scale industrial development.

This project is also intended to augment the supply of technical assistance available to missions to assist them in addressing marketing problems in rural enterprise projects. (pp.4-5).

We have assigned Dr. Owens, our most slippery wordsmith, to see if he can pry loose some of this proffered cash and assistance for projects of interest to MIDAS. One such project, submitted to MIDAS early on, is for the development and international marketing of art-quality nokshi kanthas. Efforts have been underway in several sectors to develop high quality production. The Bangladesh Ethnic Arts Foundation Council has been getting encouraging results in Kotchandpur and in villages near Rajshahi. The Jamalpur Project of BRAC is doing well and A.H. Abed indicated in discussions with Dr. Owens on January 18, 1982 that production of high quality nokshi kantas by the end of this year will have saturated available markets within Bangladesh and will need to develop overseas markets in order to provide income to the skilled artisans that are being developed. He says about 120 women in Jamalpur now make nokshi kanthas and that of these about 30 are now able to make art-quality kanthas. Sister Mike in conjunction with Mrs. Patee of the MIDAS Board, has arranged production of some remarkably fine kanthas for the Sonargaon Hotel. Only the briefest discussion has so far been held with Sister Mike (she and Dr. Owens will be meeting again on 22 January), but it appears that she also is working with an expanding group of talented women who will soon need markets outside Bangladesh. There are still a number of technical problems in conjunction with nokshi kanthas. One of these is the development of color-fast indigenous dyes for thread; for the moment this has been handled by using imported thread; but an indigenous solution is possible and preferable. There are also matters of shipping arrangements, preparation of brochures, and genuine research on meanings inherent in kanthas. A first class 16 MM film could be of great assistance in penetrating international markets, and Dr. Owens has been asked to prepare a treatment and budget for such film.

Suggestions and proposals are solicited for other products which might fit under the guidelines of the Marketing Project. These can either be addressed to MIDAS or to Dr. Owens. However, it would be preferable to first discuss your ideas with Dr. Owens before putting them in written form.

4. Shrimp Project. Jason Brown in his recent review of MIDAS stressed that fish pond development and other fisheries enterprises, particularly involving weaker sections of the population, would be appropriate to the scope of MIDAS. The director of MIDAS hails from Hatia and cooperatives in that region, particularly on Char Jabbar have frequently sought his help. He and Dr. Owens have been exploring possibilities. There is adjacent to Char Jabbar a Land Reclamation Project. (See Mohiuddin Ahmed for Nijera Kori, Land Reclamation Project Technical Report 5, Land, People and Embankment - A socio-Economic Study in Char Jabbar And Comments on Proposed Polder, Kingdom of the Netherlands Ministry of Foreign Affairs Directorate General for International Co-operation and People's Republic of Bangladesh, Ministry of Flood Control, Water Resources and Power, Bangladesh Water Development Board, September 1981). The just cited document stresses:

The Land Reclamation Project feels that the profits of the new land should go to the people who need it most, the landless in particular, who lost their land because of debt, floods and erosion. These people should be given land, by providing them with means of production.

The Land Reclamation Project also feels that the selection of future of settlers should receive the highest attention. The necessity of involvement of future settlers in all stages of the pilot scheme has been emphasized. (pp. 1-2)

The project involves closing off the mouth of a small river and thereby reclaiming some 4,000 acres. The precise and best use of this land is not addressed in detail in the report, but other research (Robert R. Nathan Associates, Inc., Washington, D.C., Proposed Fisheries Components for An Agricultural Credit Project, Draft Final Report, Annex B for Bangladesh Bank Agricultural Credit Study Project, June 1979) suggests that shrimp cultivation in brackish waters, even before the sedimentation is completed, can bring income thirty times that achievable from rice cultivation. The just cited report also indicates the difficulties of shrimp farming in Bangladesh, to wit very poor integration of the steps from catch to export. Essentially ice, made from water with fecal matter in it, is used to ice the shrimp, usually in insufficient quality to keep the shrimp from beginning to spoil before they reach a cold storage unit. Then the polluted ice adversely affects the quality of the shrimp as it melts. In addition, the requirement to scald the shrimp to halt bacterial action in the heads prior to freezing is not consistently done. Unsanitary containers are also used to transport shrimp, etc. The consequence is that Bangladesh shrimp have poor reception in foreign markets and fetch prices 40 to 50 percent under the world price earned for Thai, Singapore, and other shrimp. This is despite the fact that the tiger shrimp (*Penaeus monodon*) grown in the warm waters of the Bay of Bengal are the largest in the world and inherently have superior market appeal. The solution is to integrate shrimp fisheries under control of fisheries cooperatives, keeping control of the operation and the profits right to the point of export. The Char Jabbar fisheries cooperatives of landless persons, well-known to Mr. Mamoon, and already being assisted by Nijera Kori, provide an excellent place to try this out. Dutch Aid is also very receptive to having such a genuinely ameliorative project given a try. Mr. Mamoon has contacts on the government side sufficient to assure that it gets a chance. We have been up-dating our information in many quarters. We have had discussions with Pascual A. Acosta (brackish Water Shrimp/fish Aquaculturalist) and Benjamin D. Tapiador, of the Aquaculture Development Project (ADB Funded) on technical matters and they are eager to consult with us formally or informally as needed. They are now installing a shrimp hatchery in Cox's Bazar and have been requested to explore the feasibility of installing another in Hatia (adjacent to Char Jabbar). We have had discussions with Shelly Feldman (20 January 1982) who has just completed a detailed socio-economic study of Bay area fisherman for FAO. Her study will not be out in published form for another month or so, but she synopsisized it for us. The most important finding of her study is to document the tremendous credit needs of fishermen. All of which underlines the necessity of building a credit component into the shrimp project. We had discussions with A.H. Abed, who originally (through his associate Andrew Jenkins) had suggested a project similar to that we envision. Abed is up to his ears in oral rehydration, village libraries, and literacy programs, but he was too interested to disassociate himself from the project (in which he expressed a keen interest in 1979). He has agreed to serve as an informal advisor. We are aware of intergroup rivalries here, but it is worth noting that Andrew Jenkins works both sides of the fence---he was also cited as a

major contributor by Nijera Kori: "the author is highly indebted to Mr. Andrew Jenkins whose incisive suggestions have meant much to him." (p.i.) We have a meeting scheduled on Saturday with Dee Deppert, one of the most sensitive and best informed fisheries experts in Bangladesh on the project. We will of course be meeting with Nijera Kori. As the project takes on more concrete shape will be making periodic reports. Mr. Mamoon and Mr. Ray Owens will serve as joint consultants on this project.

PROJECT EVALUATION SUMMARY (PES) - PART I

① *Handwritten notes*
 ② PCS
 AID/W

PVO Co-Financing
 Save the Children (US) - SCF

PROJECT NUMBER: 388-0045-05
 MISSION OR AID/W OFFICE: Bangladesh
 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):
 REGULAR EVALUATION SPECIAL EVALUATION

6. KEY PROJECT IMPLEMENTATION DATES			E. ESTIMATED PROJECT FUNDING		7. PERIOD COVERED BY EVALUATION	
A. Firm PRC-AG or Equivalent FY <u>80</u>	B. Final Obligation Expected FY <u>81</u>	C. Final Input Delivery FY <u>82</u>	A. Total \$ <u>586,800</u>	B. U.S. \$ <u>204,800</u>	From (month/yr.) <u>September 1980</u>	To (month/yr.) <u>August 1981</u>
					Date of Evaluation Review: <u>August 8, 1981</u>	

E. 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., airgram, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
1. Conduct indepth study of CBIRD methodology in Rangunia as input to phase-out from Kulkurmai village and one other village before end of Grant.	SCF/Westport	Nov.-Dec, '81
2. Provide USAID with a summary list of project target changes resulting from evaluation.	SCF/Dacca	November, '81
3. Correct tables II and IV of Evaluation Report.	SCF/Dacca	October, '81

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS

<input type="checkbox"/> Project Paper	<input checked="" type="checkbox"/> Implementation Plan &c., CPI Network	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PID/T	_____
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PID/C	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PID/P	_____

10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT

A. Continue Project Without Change

B. Change Project Design and/or Change Implementation Plan Targets

C. Discontinue Project

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

PRO: ITBuxell [Signature] PRO: LKCrاندall [Signature]
 PRO: HSPlunkett [Signature] SCF: KForman [Signature]

12. Mission/AID/W Office Director Approval

Signature: [Signature]

Typed Name: Frank B. Kimball

Date: September, 1981

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September, 1981

Save the Children (US) PES (cont.)

13. SUMMARY: The project evaluation review meeting focused on the self-evaluation SCF conducted of year one, Phase II activities. The project has had some difficulties in addressing the ambitious targets set for phase II. This past year SCF focused primarily on program planning, staffing and training, in addition to operating the ongoing village programs in the four impact areas of Mirzapur, Ghior, Nasiragar and Rangunia. Little progress was made in the task areas of phasing and outside relations. The following statement summarizes results and shortcomings.

The Program Trainee did not come on board until late January 1981, five months after phase II began. Hence, much of the data gathering and program planning was retarded and only now is beginning to take shape. Nevertheless, as part of the evaluation SCF has submitted statistical tables showing SCF project inputs, by sector, target groups and beneficiaries. The development of village project files for the Village Development Committees (VDCs), now almost finalized, will provide useful records for monitoring cost/benefits to village populations as well as data to assess SCF program impact next year for the in-depth Phase I and II evaluation. A concerted effort has been made to promote income earning projects for VDCs and village women as well as to increase replacing USAID/SCF funds for productivity projects. Two (Women's Programs and Health/Nutrition/FP) out of four sectoral strategies have been prepared; two out of four Advisory Committees have been established; but, area impact plans and village plans have not yet begun. Most planning activities related to training village workers (VDC Office assistants, H/N/FP counterparts, para development Workers). VDCs will later help prepare village and impact area plans. Villagers participated, as before, in preparing project plans. Occupational training was given to village women and youth; in-service training was provided to SCF women coordinators and the SCF Deputy Director.

As stated, phasing activities and outside relations received less attention than was planned. The result is that the targets for these activities have to be reduced and a summary list of revised targets needs to be submitted to USAID. Another evaluation follow-up activity is a study of Rangunia/SCF/Westport intends to carry out to identify what aspects of the Community-Based Integrated Rural Development (CBIRD) approach were most successful and replicable for phasing. The Program

Trainee will remain with the project for one more year, but funded from SCF sources.

METHODOLOGY: It was decided this year SCF would conduct an internal or self-evaluation of the project. This was carried out through (a) visits by the Program Trainee to the four impact areas, with special emphasis on Rangunia where SCF intends to phase-out from the village of Kulkumai, (b) discussions by SCF Field Staff on lessons learned from applying the CDIRD approach, and (c) assessment of progress made to date by SCF Program Staff. A first draft paper of the results of these reviews was presented at a SCF-USAID project evaluation review meeting. SCF then finalized the evaluation report and submitted it with statistical tables to USAID. This report provides details on progress to date as well as explanations on shortcomings and future changes. See attached.

EVALUATION (INTERNAL),
FIRST YEAR, PHASE II
of
USAID OPERATIONAL
PROGRAM GRANT
to
Save the Children (USA)

Save the Children (USA)
Dacca
August, 1981

EVALUATION (INTERNAL)
OPG, PHASE II, FIRST YEAR
August 1, 1980 - July 31, 1981

Introduction

In accordance with the terms and conditions specified in the agreement between USAID/Dacca and Save the Children (USA) when the Operational Program Grant (AID/ASIA 388-0045-05) was approved, a yearly evaluation of the status and progress of Save the Children's rural development program in Bangladesh is required. This year the evaluation was an internal one. However, the Grants Officer of USAID/Dacca, Ms. Ingrid Buxell, was involved in the preliminary discussions in which the design of the evaluation was determined, and also at the end when the first draft, presenting the outcome of the evaluation exercise, was shared and discussed between Ms. Buxell, the Director of the Bangladesh Field Office of Save the Children, Kenneth Forman, and the SCF Program Trainee, Miss Alexandra DuVal.

This year's evaluation was in three distinct parts. Although quite separate from each other these three parts were linked to the extent that they related to different aspects of SCF's program in Bangladesh, and all could justifiably be placed under the heading of Evaluation. The three parts are described below, along with a description of the methodology that was used for the evaluation.

Purpose

Part I: Look at Rangunia Impact Area, note the inputs SCF has made there during the past nine years, describe the CBIRD model as it has been applied in Rangunia, extract insights and lessons that can be useful for improving SCF's program in Bangladesh, and also for facilitating orderly phase-out by SCF from Rangunia when the time comes.

Part II: Applying the lessons learned and the insights gained from our past experience with CBIRD in Bangladesh consider what modifications (if any) should be made in SCF's approach in new villages, which will enable us to operate more effectively.

Part III: Assess progress made so far towards objectives given in OPG Phase II proposal. Decide whether targets specified are still achievable, or if they should be modified.

Methodology

Part I: Series of visits by Miss DuVal to Rangunia to gather information about the CBIRD approach as applied by SCF, past and present. Principal methods used will be informal interviews with individuals and small groups of villagers who have been involved in one way or another with SCF's activities, including VDC and Sub-committee members, village workers and project participants, as well as program records.

Part II: The following topic will be included in the next Field Staff Conference (scheduled to be held July 25-29): "What lessons have we learned from applying the CBIRD approach in Bangladesh, and what changes, if any, should we make to work more effectively in new villages?" The conference will be a good opportunity to obtain the Field Staffs' views, comments and suggestions on this. Since the CBIRD approach is complex and comprehensive, it will probably be necessary to take up one component of it at a time in successive field staff conferences.

Part III: Discussions in Dacca among Program Officers, Program Trainee, Director and Deputy Director, to assess the progress made towards the targets, specified in the OPG Phase II proposal.

Kenneth Forman
Director
August 1981

Introduction

As the first of the four impact areas in which Save the Children is working, Rangunia has many lessons to teach us, in terms of the nature of what one might call the 'early model' of CBIRD in Bangladesh, and how effective this early model has been. This annual OPG evaluation exercise seems an appropriate time to take a close look at the model, glean whatever lessons and insights we can from it, and then consider how we might utilize these lessons and insights to make mid-course corrections and improvements in our programs in all four impact areas.

A related issue is the matter of phasing-out. Save the Children as an agency is giving increasing attention to the question of phasing out of older communities in which we have been working for a long time, and which are clearly able to stand on their own feet. Planned phase-out from older villages that have reached the stage of self-reliance, and simultaneous commencement of work in new villages is seen as a natural and essential part of the community development programs in which SCF is engaged in different countries. In Bangladesh, it is likely that phasing out within SCF's program will begin in the villages of Rangunia area.

Objectives

SCF's purpose in selecting Rangunia as an area for investigation and data gathering is two-fold:

1. As mentioned earlier, to study this early model of SCF's approach to rural development in Bangladesh, and extract lessons and insights from it that will help us modify and improve our programs in all four SCF impact areas.
2. To collect data which will give a clear idea of the background, nature and achievements of SCF's program in Rangunia, from the inception of the program to the present time. This, along with information concerning the programs of other development agencies working in the same area, government and private, will provide us with the information we need in order to present both a rationale and a plan for orderly phase-out from the area, village by village.

Methodology

In line with the stated objectives, SCF's Program Trainee, Alexandra DuVal, made two visits to Rangunia area in May and June, 1981. Her assignment was to start collecting information relating to program and financial inputs made by SCF and the villagers over the years, in the context of the CBIRD approach. The information sources the Program Trainee used included project records in the VDC offices, informal interviews (using a standard questionnaire format) with subcommittee members, project participants, VDC Secretaries, and SCF's Field Coordinator in Rangunia, Md. Saifuzzaman. One of the side benefits of these visits was that they gave the Program Trainee and the rest of the Dacca program staff a clearer idea of the practical difficulties one faces in trying to collect sound data on the multiple dimensions of an integrated rural development program such as SCF is involved in. The task is even more difficult in that there has been no systematic collection and recording of project performance data from the inception of the program, which is one of the weaknesses in Rangunia.

Data gathering by SCF staff relating to the CBIRD approach in Rangunia will continue in Rangunia during the coming months. It is anticipated that, in the process, we will gain insights and learn lessons that will help us to perfect a simple, practical system for collecting and recording data relating to project performance and impact, which can be maintained by staff at village level.

Arrangements are being made through Save the Children headquarter to bring a short-term consultant to Bangladesh, probably in September or October of this year, to help in task of data collection particularly with respect to data on SCF's program in Rangunia, past and present. This will be used for preparing a rationale and plan for SCF phase-out in Rangunia. Also, during the month or so that this consultant will be in Bangladesh, it is expected that his assignment will enable him to devote some time to helping our staff develop suitable techniques and procedures for measuring program impact. Such techniques and procedure will be helpful next year, the fifth and final year of the OPG, when it comes time to evaluate the impact that SCF's program has had so far on the groups and communities with which we have been working in our four impact areas.

PART 11

ANALYSIS OF PAST EXPERIENCE WITH THE CBIRD APPROACH IN BANGLADESH

Introduction

The OPG annual evaluation, in addition to enabling us to assess our progress towards the objectives and targets specified in the OPG Phase 11 proposal, has provided an opportunity for us to analyse our approach to community development, which Save the Children refers to as Community-Based Integrated Rural Development (CBIRD), in the light of our past experience in applying this approach in Bangladesh. The time seems ripe for discussing this topic, with the addition of some new field staff, reorganization of Dacca program staff, and consideration of issues relating to our intention to phase-out of old villages and take new ones in their place.

Methodology

The method we have chosen for conducting this self-examination is to focus on each of the essential components of the CBIRD approach in turn, and to do this in successive field staff training conferences, so that our field staff can be involved in the process. The first of these essential components, the community committee, was examined and discussed by field staff and Dacca staff during our most recent **Field Staff Training Conference**, which was held in Dacca July 25-29. Other essential CBIRD components, which will be taken up one at a time in future field staff conferences, are:

- Self-help and community participation
- Field Office support (funds, training, technical support)
- Field staff
- Village staff
- Planned development (needs assessment, planning, implementation, evaluation)
- Linkages (with government and other outside institutions)

One whole day of the recent field staff conference was devoted to analysis and discussion of the role of the community committee, which in Bangladesh we refer to as the Village Development Committee (VDC). Several questions relating to this institution were posed to the staff, who were then organised into small discussion groups according to impact area. At the end of the day all the groups met and presented their conclusions, which were then discussed and summarized.

Some of the questions asked were:

1. What are the strengths and weaknesses of the VDC, as an institution, its present form?
2. Should the VDC be modified? If so, how?
3. What mistakes have we made in the past in relation to VDC formation that we should try to avoid in the future?

Results

A common theme running through the responses of all of the four discussion groups was 'decentralization'. In this case decentralization referred to giving more importance and authority to the various subcommittees of the VDC, thus reducing what most of the staff regarded as too much power and control concentrated in the Village Development Committee itself. The field staff presented the following ideas for consideration:

1. Control of funds for productivity projects should be in the hands of the sectoral subcommittees instead of the VDC.
2. The main committee (VDC) should be responsible for infrastructure projects only (i.e., projects such as roads, bridges and schools, which benefit the whole village).
3. The VDC should not have the power to veto a project which has already been approved by a subcommittee.
4. Subcommittees should be responsible for supervising implementation of sectoral/productivity projects.
5. Consideration should be given to the idea of forming project committees, composed of the participants of each project. These project committees should be responsible for planning, financial management and implementation of specific projects.

Conclusions

Judging from the results of the recent field staff conference, the method we have chosen for examining the CBIRD model in the light of our past experience in Bangladesh seems to be a good one. There was free sharing of ideas and experiences. Field staff exhibited a high level of interest and participation, and a number of insights and ideas emerged which will be helpful to us as we consider possible modifications in our approach to community development, modifications which will make our program in Bangladesh more effective.

PART 111
PROGRESS REPORT

Introduction

Phase 11 of the OPG, approved in September 1980 and made retro-active to August 1980, is designed as the final two years of a five-year program. The project purpose, which is somewhat modified from that of Phase 1 (as a result of the official evaluation conducted in May 1980) is: "To strengthen and improve the major components of the project wherever necessary, and also to give attention to better integration of the different components, so that the project can be brought closer to the ideal of community-based integrated rural development". The proposal specifies targets, under the general headings of Program Planning, Phasing, Use of Outside Resources, and Training. An attachment to the OPG Phase 11 proposal, in the form of a letter to USAID/Dacca from the Director of the Bangladesh Field Office of SCF, targets, (The CBIRD Model in Relation to the Government's Rural Development Program), specifies additional targets, which are included in this evaluation paper.

An assessment was made of progress towards the specified targets up to July 1981 in meetings held in Dacca during the week of July 10th, which were attended by members of the Save the Children staff in Dacca (Director, Deputy Director, Program Officers and Program Trainee). Discussions included a judgement as to whether a given target could be achieved by the end of Phase 11 of the OPG, in August 1982. In cases where the group felt that the target was unrealistically high modification was recommended.

A. PROGRAM PLANNING

1. With respect to program planning, establish/prepare the following:
 - a. Strategies and implementation plan for each major development sector.

Strategies and implementation plans have been fully developed for our Women's Program (May 1980), and a draft strategy for health, nutrition and family planning (H/N/FP) has been prepared by our H/N/FP program officer in Dacca, Dr. Afzal Hossain, and a consultant from Westport, Nancy Terreri.

After the draft has been discussed by the Program Staff and finalized, the proposed strategy will be shared with the H/N/FP Advisory Committee, for their review and comments. The other sectoral strategies (Food Production and Education-Literacy) will be developed before the end of the grant.

b. Sectoral Advisory Committee for each of these sectors

Discussion with Program Staff centered on the purpose of these Advisory Committees, which are to consist of 3-5 qualified members involved in or knowledgeable about applied development. These committees will serve as resources, not for developing sectoral strategies, but rather for critical analysis and comment on the drafts prepared and presented by SCF. It is expected that these advisory committees will share their expertise and help us to identify successful programs of other agencies in Bangladesh, from which we may borrow ideas and learn lessons.

The major obstacle we have faced in the past year is time. Often, the busy professionals that we want feel that there is too much of a commitment involved in serving on an "Advisory Committee". Therefore, we are thinking of changing the name, but maintaining the function. A group of professionals would be invited simply to attend a meeting, at which various subjects relating to particular SCF sectoral program would be discussed. This informal approach will hopefully ensure greater participation.

Progress: The Women's Advisory Committee has been formed; the H/N/FP members identified; and the remaining two committees will be formed by the end of FY 1982.

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c. Impact Area Plans

No impact area plans have been developed to date for any area. Following our recent Field Staff Training Conference in July, in which considerable attention was devoted to the subject of village plans, it appears that there is a natural progression in a program such as ours, starting with project planning (the stage at which most of our field staff and village programs are now) to village planning (which we are moving towards rapidly) to impact area planning. It's unlikely that we will have detailed, formal area plans ready for all our four impact areas before the end of FY'82. However, the natural progression from project to village to area planning has already begun, and we expect that the first step towards impact area planning will be taken within the next six months. This first step will most likely consist of analysis and discussion of impact area planning at a future Field Staff Training Conference, including identification of needs and problems; resources and potential; constraints; and sectoral priorities based on need.

d. Individual Village Plans, including sectoral targets

To date, most of the planning undertaken at the field level has been project or sector-oriented. However, the field office sees village level planning, involving the villagers themselves, as an important component of bottom-up development planning. Our ultimate goal is to increase and expand the villager's understanding of integrated development of the village as a whole, development which is multi-sectoral as well as beneficial to all socio-economic groups in the village.

As a first step in this regard a two-day workshop for SCF Field Staff was held in Dacca, August 10-11. SCF's Director of Training, Mr. Jairo Arboleda, and the Asia/Pacific Regional Training Coordinator, Mr. J.H. Kim, organized and facilitated the sessions which included discussion about the importance of integrated development planning at the village level.

Small group discussions centered on 1) identification of existing methods of village level planning 2) advantages and disadvantages of village plans; 3) methods of introducing and establishing village plans.

The discussions during the workshop revealed that the field staff, although none of them have participated in the development of village plans in the formal sense, have nevertheless been applying many of the same principles and steps to project planning (with which they are all familiar) that should be followed in the preparation of integrated development plans for the whole village; specifically: 1) information gathering and needs assessment; 2) analysis of the information collected; 3) fixing objectives; 4) preparing a plan; 5) implementation of the plan; 6) evaluation of performance; and 7) re-planning. The field staffs' familiarity with project planning provides a solid, practical foundation on which they can build as they move towards the next stage, which is village plan preparation.

Field staff will be expected to transmit to VDCs and villagers in their respective impact areas what they have learned about the preparation of a village development plan. This activity is scheduled to begin around November this year. The proposed method of implementation is described in the section Orientation of VDCs (C.I).

With regard to program planning overall, one of the responsibilities of the Program Trainee, who arrived in late January 1981, is "To help develop project monitoring and data collecting procedures, simple enough to be handled by SCF Field Staff and Village Workers". After reviewing the existing forms developed last year, it was decided to start afresh, but preserving the idea of 'village project files'. Prototype forms were developed and shared with field staff during the recent Staff Conference (July 25-29).

While the forms are still in draft form, the basic components of this file (one per project, to be maintained at the village level by the VDC Office Assistant with the help of field staff) are as follows:

- 1) Project Application Form (part of SCF's Field Office Reporting System)
- 2) Project Monitoring Form (one type for productivity projects and one for non-productivity projects)
- 3) Project Participant Form (s/e class, para, repayment status, etc.)
- 4) Comment Sheet (current status of project, as seen by Dacca support staff and other visitors)
- 5) End of Project Status

This system will be introduced beginning with the FY 1982 Projects. Mr. Mashud, Assistant Accountant, is now spending approximately half of his time in the field training VDC Office Assistants in financial matters and checking VDC financial records. He will also help to introducing the new system at village level.

2. Encourage a balanced program, with Landed Farmers, Landless and Marginal Farmers, Non-Agricultural villagers, Women, and Children and Youth having knowledge of and some benefits from SCF:

SCF tries to work with all groups in the village, and not any specific groups. Landed farmers, landless and marginal farmers and non-agricultural villagers continue to benefit from projects such as loans to small traders, loans for rickshaws, joint farming projects, and so forth. These projects and groups are identified in Table 1 accompanying.

Our women's program and activities for children have been strengthened in the past year. Children's recreational projects have been 'standardized' for all villages, and include sports, picnic and cultural activities. As an additional step, to ensure more equitable distribution of resources, we follow a system of a random selection of children in each village who will benefit (approximately 200 per year). In this way we will eventually cover the whole child population in a given village.

The women's program has been emphasized and strengthened in the past year through conscientious implementation of the program plan. Three new Social Development Coordinators (SDCs) have been hired, bringing the total to seven for three impact areas. Counterparts have been hired in all four villages of Mirzapur, four in Ghior, and two in Nasirnagar. All received a one-week orientation course in March. Finally, Para Development Workers (PDWs) are presently working in Mirzapur, after receiving their orientation in the same area, and candidates have been identified in the Ghior area.

As regards a "balanced program", SCF is aware of the problems we face in trying to reach all sections in a village. Therefore, as a component of the recently developed Standard Base-line Survey Form (to be conducted in Ghior soon), a questionnaire has been developed to assess the extent of villagers' awareness of SCF as an organization. The results will give us a better idea of who we are reaching (directly and indirectly) by socio-economic group and para. We see this as an important device for feedback at the present, as well as data for future evaluations.

3. One or more income-producing projects for the Village Development in each village

This is a relatively new idea for SCF, and represents a serious attempt both to free our field staff from the time-consuming task of supervising loan collection, as well as to decrease the sometimes excessive balances in the Village Development Fund (VDF). This large fund often attracts local powerful and unscrupulous individuals, who try to control it and turn it to their own advantage. Therefore, we are encouraging the use of bank loans for individual productivity projects, and village income-producing projects (such as village grain storage, village fish ponds, rental of agricultural implements, etc.) as guaranteed income for the VDF. Examples of projects which have been designed primarily to generate income for the VDF are:

Nasirnagar:

Village fish pond

Handweeder and pesticide sprayer rental

Ghior:

Handweeder and sprayer rental	2
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Rangunia:

Village fish pond	1
Village grain storage	2

Mirzapur:

Fruit orchard (Primary Health Center)	1
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TOTAL	<u>10</u>
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In addition to the above mentioned projects, plans are underway to introduce community fruit orchards in Ichamoti and Minagajir-tila villages (Rangunia) this year on an experimental basis. Initial discussions have taken place regarding construction of low-cost village grain storage structures in Rashiddeohata and Syedbari villages.

4. Comparatively more projects, with greater variety and a larger number of project beneficiaries at the end of Phase II.

(SEE TABLES 2, 3, 4)

B. PHASING

1. Classify all 17 SCF villages into one of four development stages:

For convenience in classification, the four stages of development for SCF-supported villages have been specified in the Phase II Proposal as: 1) Entry 2) Active 3) Advanced 4) Self-Reliant (phased-out villages). While tentative phase-out criteria were prepared by SCF Bangladesh at the end of Phase I, criteria for determining the development stage in which each village presently belongs have not yet been developed. This is a relatively simple job, and the evaluation review team agreed to give this high priority.

The end of September has been set as a target date for this step. Criteria will include process as well as development indicators.

2. Complete phase-out in four or more villages

Kulkurmai village in Rangunia, the first village to be taken up by SCF in Bangladesh, is being considered for phase-out in FY'82. However, because SCF agency policy relating to phase-out is still to be clarified, no action can be taken with regard to Kulkurmai, or any other SCF village, until this Field Office and SCF headquarters agree on phase-out criteria and other aspects of the phasing-out process. Meanwhile, tentative plans have been drawn up to deal with anticipated phase-out needs. For example, some sort of a 'watch-dog' body, above village level, will probably be needed to watch and see how development funds are being utilized in any phased-out village, and how projects are being managed. A thana-level advisory committee, composed of respected leaders from government and local institutions, is one possible answer to this perceived need. The Rangunia Thana Circle Officer, Union Parishad Chairman, and the manager of a local bank in Rangunia have already been approached in this regard and have indicated their willingness to **serve** on such an advisory committee. In addition, the SCF Bangladesh Director and staff have had preliminary talks with VDC members and village leaders in Kulkurmai to explain what phasing out means, and have discussed such practical matters as how the present village staff can be supported after SCF withdraws its financial support from the village.

Regarding our target of phase-out from four or more villages by the end of FY'82, progress towards the targets depends mainly upon how soon SCF headquarters and the Bangladesh Field Office can work out acceptable phasing out criteria, as well as other important aspects of the phasing out process. It seems unlikely that we will be able to achieve our target of four villages by August 1982. Two villages, we feel, is a more realistic estimate under the circumstances. So we recommend reducing the target from four villages to two.

Responsibility has not been turned over to the Gram Sarkar in any SCF village yet. The future of the Gram Sarkar program in the country is uncertain at present. Not until after October 1981, when the national presidential election takes place, will anybody be in a position to predict whether Gram Sarkar stays or goes.

Expansion of SCF's program to 22 villages by the end of FY'82

The evaluation team agreed that expanding our program to cover a total of 22 villages within the next year (two new villages to replace phased-out villages, plus five expansion villages) was too ambitious a target. The possibility of expansion beyond the present 17 SCF villages does exist, but we would prefer not to commit ourselves to any precise number. We feel that a commitment to improving our programs in existing villages, supervising phase-out in two villages and starting up programs in two replacement villages will keep us thoroughly occupied in the coming year. Entry into new villages requires a lot of attention and effort from both the field staff and Dacca staff. Agreement on the method of entry must also be considered.

C. TRAINING

1. Orientation of VDCs

No orientation of VDCs has been conducted to date. However the first step in this direction has been taken, with the introduction to village plans that was given to field staff in the recent Field Staff Conference. Field staff will be actively involved later in orienting VDCs and introducing them to the concept of integrated rural development, including preparation of village plans. So it's essential that they understand the concept and process themselves first.

VERC was identified by the evaluation review team as a possible resource for the development of VDC orientation materials. After preparation of materials the next step will be visits by 'orientation teams' composed of two or three SCF staff members, and possibly someone from VERC, to each impact area. The teams will visit each VDC in turn, until all the villages have been covered. We plan to have an orientation plan and materials ready by November, and begin field visits in early 1982.

2. Occupational skills training for selected villagers:

Nasirnagar: Twenty village women were trained by the Spinning and Cottage Industry Organization (Chorka Kutir Shilpa) of Brahmanbaria. This organization provided 20 spinning wheels free of cost, and two women trainers were sent to Kunda. The training continued for four weeks, during which time the women received a free supply of cotton for spinning. Of the original group, nine are still actively involved in the project. These women receive the raw materials from Chorka Kutir Shilpa and spin in their spare time at home. The finished product is then "traded" back to Chorka Kutir Shilpa in return for food subsidies of wheat and powdered milk, in addition to Tk.1.50 to 2., according to quality.

Mirzapur: In January, four youths received training in fish cultivation in Tangail from the Government Fish Department. The training was held in January 1981, lasted three weeks and was funded by UNICEF. These youths will, in turn, get involved in fish cultivation at village levels each supervising the management of community fish pond. Two such ponds are already in operation in Mirzapur area.

In Dherua village, a group of women from^a/poor para received training in May in bamboo crafts. The training was conducted for one month by a woman from a neighboring village. A similar course was conducted in July for a group of 13 women from Rashiddeohata village. Loan projects have been planned this year for both groups of women. The crafts will be marketed locally.

3. In-service and institutional training for village workers

- a. Training for VDC Office Assistants on financial management and sponsorship was held in Dacca, July 29-31, 1980. All 17 VDC Office Assistants attended.
- b. An orientation workshop for village women leaders in the newly created position of SDC Counterpart was held from February 15-20, 1981. TARC, Savar (BRACs Training Center) provided the facilities for training, food and lodging for the eight Counterparts who attended. Phyllis Lorman was the overall coordinator, and four SDCs served as resource persons. Our Women's Program Officer, Mrs. Hasina Khan, was the workshop facilitator.
- c. Counterpart Training, Ghior impact area, on health/nutrition/family planning program, April 1-3, 1981, conducted by Dr. Afzal Hossain, H/N/FP Program Officer. Discussion focussed on identification of health and nutritional problems and on family planning methods.
- d. PDI Training, Mirzapur impact area. Seven Para Development Workers (PDWs) were hired in Mirzapur, where the consolidation of health, nutrition and family planning with the women's program has taken place for the first time. To provide an appropriate village setting, we selected the house of the SDC Counterpart in Rashiddeohata village, Rabeya Begum, for the workshop.

4. In-service training for SCF staff

- a. Nurul Alam, Deputy Director, participated in a three-week staff training and orientation course arranged by SCF at

SCF headquarters in Westport, Connecticut, May 26 - June 12, 1981. On his return journey Nurul Alam visited the Intermediate Technology Development Group's (ITDG) Building Training Center near Birmingham, England. The main purpose of this visit was to follow up on the low-cost building techniques (jute-reinforced cement roofing sheets, grain storage structures, etc.) introduced by the ITDG team when they visited Bangladesh in February, 1981.

- b. Hosne Ara Khan, our SDC in Mirzapur, has been selected by Canadian World Youth Exchange Program to travel to Canada and study rural development there for three months.

D. OUTSIDE RELATIONS AND RESOURCES

1. Replace SCF/USAID Funds with bank loans for productivity projects wherever possible.

Nasirnagar and Rangunia areas are currently replacing SCF/USAID funds with bank funds from the Bangladesh Krishi Bank (BKB) for joint farming projects. The Nasirnagar SCF-BKB project in Kunda village has completed its second successful year. Repayment and harvests have both been excellent. The project was expanded this year to cover 650 acres and benefit 400 small and marginal farmers. In Minagazirtilla village, Rangunia, 150 farmers covering 301 acres are involved. In both schemes, BKB provides a loan to the project participants in the form of cash to the VDC and credit vouchers to the Bangladesh Agricultural Development Corp. (BADC). The VDC cash loan is distributed to farmers for drainage costs, pump house construction, transportation costs for diesel fuel, and incidental irrigation costs. The credit vouchers to BADC covers the provision of low-lift pumps, diesel fuel and a mechanic. Discussions are underway with BKB to extend this type of loan to other areas and sectors.

2. Maintain informal contacts with officials of different ministries, at thana, district and national level

Maintaining informal contacts with government officials at all levels is an ongoing process. Negotiations are under way with the Health Ministry for official sanction for our Primary Health Center (PHC) in Mirzapur. We also worked closely with the Government's Housing and Building Research Institute (HBRI) during the three-week training and research visit of the ITDG team in February.

3. Use of Government services in different sectors, at thana level

H/N/FP: All our impact areas use the Government's family planning services at the thana level (Mirzapur also uses the union level facilities). Use of these facilities compensates for those family planning services which our village workers are not qualified to carry out. Cooperation takes the form of visits by the Government teams to our villages, or conversely, visits by villagers to nearby Government clinics, for depoprevera injections or sterilizations. In addition, the the Government provides contraceptive supplies to all our family planning programs.

In the Ghior area, the Government Union Sub-Centre Clinic, is located in Jabra, an SCF village. We provide the medicine for the villagers from our four villages in the area, and the Government provides the services of a doctor and other clinic staff.

As regards sanitation, SCF works in cooperation with the Government's Department of Public Health Engineering (DPHE) and UNICEF in the procurement of sanitary latrines for our villages. In this program, UNICEF provides the materials to DPHE, who in turn operates local production centers. SCF negotiates orders with the Government, motivates the villagers, and provides loans to the villagers where necessary on an individual basis.

In a similar scheme, SCF works with UNICEF and DPHE in all our impact areas to secure safe drinking water supplies at the village level through installation of tubewells.

Use of Government services has also included BADC irrigation facilities for the Nasirnagar and Rangunia joint farming projects. Discussions are in progress with Water Board officials regarding feasibility of a large roadside canal in Nasirnagar, for irrigation, fish cultivation and transport. Another joint Government-SCF enterprise was the inauguration of a canal-digging project in Mirzapur, as part of the national canal construction program. President Ziaur Rahman ceremoniously opened the program in Dherua village, with our VDCs taking a leading role in providing local voluntary labor.

Education: The government launched its nation-wide mass education and literacy campaign on February 21, 1980 (National Language Day). In Rangunia, our VDCs played an active role in the program's implementation. VDCs and field staff both were involved in motivating and teaching the villagers. Classes were held outdoors, at night, once a fortnight for a year. There was one center in Syedbari, three in Ninagazirtila and two in Ichamoti.

4. Inclusion of representatives from Government in SCF's advisory committees

Only one sectoral advisory committee has been formed so far (women's program) and it does not include any Government official. However it's likely that, as advisory committees are formed for other sectors during the coming months a few Government officials will be included.

5. Study visits by SCF staff to other agencies and projects

A schedule for periodic study visits by field staff to the development projects of other voluntary agencies is under preparation.

The visits will begin in September or October, and will probably start with one FC and one SDC visiting Gono Unnayan Prochesta's program in Faridpur district.

Our Acting Program Chief, Mr. Aminul Islam, visited the following organizations as the SCFs' representative to INTERCHANGE, a private organization which arranges occasional workshops for national and international voluntary organizations and local ^{Government officials} to share ideas and experiences on different aspects of development. Mr. Islam attended three such workshops during the past year, organised by Proshika, Jagoroni Chakra, and Gono Unnayan Prochesta respectively.

One day of the SDC Counterpart training for village women leaders held in March was devoted to a field trip to BRAC, Manikganj, to see the women's sericulture program there.

6. Participation by Subject matter specialists from Government and other agencies in SCF's regular in-service training.

Only two Field Staff Training Conferences have been held during the period August 1980 to August 1981. Since technical training relating to sectoral programs was not included in either of these training conferences no resource persons from Government or from other private development agencies were invited to participate.

E. CBIRD MODEL IN RELATION TO BANGLADESH GOVERNMENTS RURAL DEVELOPMENT PROGRAM

1. Organizing visits to SCF impact areas by key Government officials from the Ministry of LGRD & C and the Planning Ministry

So far, no such visits to SCF impact areas have been organized. However, plans are being made to do so, possibly during the coming winter season.

2. Provide Government with a steady flow of information about the progress of SCF's program

The Government receives copies of our Semi-Annual Report. In addition, HBRI has received the full set of documents relating to the ITDG visit to Bangladesh last February. We are in the process of introducing an additional type of report, which we refer to as 'project profiles'. These projects profiles will be prepared giving full details about noteworthy projects, such as the SCF-3KB joint farming project in Nasirnagar. The principal value of such project profiles is as information hand-out, for Government departments as well as for public relation purpose.

3. Integrate SCF's program more closely with that of Government by making more use of Government resources

This point is covered in an earlier section relating to "Use of Government services in different sectors".

4. Seek ways to effectively transfer to Gram Sarkars operating in our villages practical experience and expertise which SCF has gained in planning, implementing and monitoring integrated development programs

Gram Sarkar committees exist in all our SCF villages, and we are informally sharing our experience and expertise with them. SCF community centers/VDC offices in several villages are being shared with Gram Sarkars, and important decisions which affect the whole village are usually taken jointly with Gram Sarkars. When phasing-out commences in Rangunia existing VDCs will most likely hand over charge to Gram Sarkar committees.

Since November, 1980 groups of Gram Pradons (Chairman of Gram Sarkar committees) from different parts of the country are being sent to Rangunia area for in-service training, to observe SCF's development program.

Our VDCs and Field Staff were actively involved as resources in this process. So far, two groups of Gram Sarkar trainees have visited Rangunia.

- have
5. If Government approves, an SCF field staff member serve on the Gram Sarkar Thana Advisory Committees

The status of the Gram Sarkar Thana Level Advisory Committee is unknown to us at the present. However, our phase out plan proposes formation of a similar committee at thana level, to include the Thana Circle Officer, Union Parishad Chairman, Gram Prodhan, and SCF Field Coordinator.

6. Organise informal seminars involving key Government officials, to discuss different approaches to rural development

So far, no such seminars have been organized by SCF. After October, if the outcome of the presidential elections make it appear that the Gram Sarkar program will continue, such a seminar may be organized. Its focus might well be the knowledge and experience that SCF has acquired during the nine years or so that we have been involved with community committees (VDCs) in our rural development program, and ways that this knowledge and experience might be transmitted to Gram Sarkar.

Table I
NUMBER OF PROJECTS BY GROUP
FY 1981

<u>Group</u>	<u>Rangunia</u>	<u>Nasirnagar</u>	<u>Ghior</u>	<u>Mirzapur</u>	<u>Total</u>
Landed farmers	6	2	0	5	13
Landless & marginal farmers	2	4	0	4	10
Non-agricultural villagers	3	3	3	0	9
Women	2	2	2	4	10
Children & youth	8	5	11	12	36
Total:	<u>21</u>	<u>16</u>	<u>16</u>	<u>25</u>	<u>78</u>

Note: These numbers reflect only those projects planned for specific target groups, and exclude projects that benefit the whole community, such as H/N/FP, public works, etc.

*where is comparison with
 FY 1980? to determine if the
 program was any more balanced
 than before?
 - to provide - D.A./P.*

*Note
 9/18/81*

Table II

PROJECTS AND (BENEFICIARIES) BY SECTOR
FY 1980

<u>Impact Area</u>	<u>Public Works</u>	<u>Agriculture</u>	<u>Education</u>	<u>H/N/FP</u>	<u>Social Welfare</u>	<u>Industry Commerce</u>	<u>Total</u>
Rançunia (Pop: 8,019)	1 (1,290 beneficiaries)	6(687)	5(862)	5(8,319)	2(3,800)	7(108)	26(15,066)
Nasirnagar (Pop:17,081)	5(21,756)	15(16,947)	11(2,558)	7(26,034)	6(245)	12(9,815)	56(77,355)
Ghior (Pop: 11,500)	-	7(553)	9(1,941)	9(11,505)	6(2,320)	6(184)	37(16,503)
Mirzapur (Pop: 6,210)	2(4,896)	24(1,564)	6(1,260)	4(6,210)	1(250)	9(121)	46(14,301)
Total:	8(27,942)	52(19,751)	31(6,621)	25(52,068)	15(6,615)	44(10,228) 34	165(1,23,225) 175

Note: The beneficiary figures shown in Tables 2, 3 and 4 include a number of 'multiple' beneficiaries, i.e., villagers who directly benefit from more than one project. This is the reason why the total beneficiaries figures, in tables 2 and 3, exceed the total population figures.

Table IIIPROJECTS AND BENEFICIARIES, BY SECTOR
FY 1981

<u>Impact Area</u>	<u>Public Works</u>	<u>Agriculture</u>	<u>Education</u>	<u>H/N/FP</u>	<u>Social Welfare</u>	<u>Industry Commerce</u>	<u>Total</u>
Rangunia (Pop: 8,019)	3(15519 beneficiaries)	9(872)	4(902)	8(11,128)	6(1,614)	2(17)	32(20,052)
Basirnagar (Pop: 17,081)	5(13,700)	16(14,272)	14(2,906)	7(10,411)	9(1,987)	3(1,824)	54(45,100)
Ghior (Pop: 11,500)		2(18)	8(836)	6(15,505)	12(1,476)	3(8)	31(17,843)
Firzapur (Pop: 6,210)	2(3,292)	21(4,024)	7(973)	4(10,607)	9(1,184)	6(94)	49(20,174)
Total:	10(22,511)	48(19,186)	33(5,617)	25(47,651)	36(6261)	14(1,943)	166(103,16)

Do not insert
Social Welfare
figure in Col. 4
Table 4

Table IV

COMPARISON OF PROJECTS BY SECTOR, FY'80 AND FY'81

<u>Sector</u>	<u>FY 1980</u>	<u>% of Total</u>	<u>FY 1981</u>	<u>% of Total</u>
Public Works	8(27,942)	4%	10(22,511)	5%
Agriculture	52(19,751)	25%	48(19,185)	25%
Education	31(6,621)	15%	33(5,617)	18%
H/I/FP	25(52,069)	13%	25(47,651)	13%
Social Welfare	15(6,615)	8%	36(<u>7,799</u>)	19%
Industry/Commerce	44(10,228)	21%	14(1,943)	7%
Total:	204(123,943)	86%	166(103,159)	87%

175(103,225)

104,707

- Note:
1. While the number of individual projects has slightly decreased (by 11) during the past year, the total number of beneficiaries has increased, which we consider to be a more important indicator of performance.
 2. Percentages do not total 100% because certain activities which are normally listed as projects in our reports, such as VDC administrative expenses, have not been included.

9/8/81 Note: SCF corrected by 30/1/81

pp/ks/PES

APP EN, Ch 5, HB ? 388-0045
(7/3/26) 8-3-78

CLASSIFICATION
PROJECT EVALUATION SUMMARY (PES) - PART I

Report Symbol LI-447

1. PROJECT TITLE PVO Co-Financing The Asia Foundation/Population (TAF/Pop)	2. PROJECT NUMBER 388-0010-04	3. MISSION/AID/W OFFICE Bangladesh
	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) <input 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 <u>79</u>	B. Final Obligation Expected FY <u>79</u>	C. Final Input Delivery FY <u>82</u>	A. Total \$ <u>500,000</u>	B. U.S. \$ <u>500,000</u>	From (month/yr.) <u>September 1979</u>	To (month/yr.) <u>September 1981</u>
					Date of Evaluation Review <u>September 4, 1981</u>	

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., airgram, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
1. Prepare a "modus operandi" statement on USAID-TAF sub-project relations.	USAID: Conly TAF: Wallen	Oct. 1981
2. Submit Second Annual Report incorporating more statistical data on family planning acceptors and continuation rates in sub-project programs.	TAF: Wallen	Oct.-Nov. 1981

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS			10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT	
<input type="checkbox"/> Project Paper	<input type="checkbox"/> Implementation Plan e.g., CPI Network	<input type="checkbox"/> Other (Specify) _____	A. <input type="checkbox"/> Continue Project Without Change	
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	_____	B. <input type="checkbox"/> Change Project Design and/or	
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify) _____	<input checked="" type="checkbox"/> Change Implementation Plan	
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	_____	C. <input type="checkbox"/> Discontinue Project	

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)		12. Mission/AID/W Office Director Approval	
PRO: ITBuxell <u>[Signature]</u>	PRO: LKCrاندall <u>[Signature]</u>	Signature <u>[Signature]</u>	
PHAW: SConly <u>[Signature]</u>	TAF: SWallen <u>[Signature]</u>	Typed Name <u>Frank B. Kimball</u>	
PHAW: CGurney <u>[Signature]</u>		Date _____	

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September 1981

The Asia Foundation/Population PES (cont.)

13. **SUMMARY:** The evaluation review focused on the past two years of project implementation. The overall results of the evaluation are that although the project had a slow start in the first year of operation the programming of sub-activities has picked up and the sub-grants have become more diverse. Sub-project implementation is generally satisfactory. The following is a summary of the evaluation's specific conclusions/recommendations.

GRANT MANAGEMENT

Implementation of subgrant activities under the Grant got off to a slow start. Only three projects have been operating for a significant period of time. Another three subgrants were recently made, and one proposal approved by USAID has been pending BDG approval for over a year. Delays in obtaining BDG approvals for subgrant activities and vacancies in TAF's Dacca office have been the major factors in slow start-up of Grant activities. However, if third year allocations are included, all funds provided under the Grant have now been programmed, if not actually obligated by TAF. TAF is presently identifying new projects for these third-year funds in anticipation of follow-on funding from AID.

PROJECT DESIGN

The review of TAF's present portfolio of subgrants indicates an increasing emphasis on funding integrated projects with rural organizations. TAF has been willing to innovate and to utilize the flexibility in the Grant Agreement. At the same time, it is important for TAF to bear in mind that the primary purpose of the Grant, i.e., family planning services delivery, should not be de-emphasized. TAF was encouraged to attempt to involve local BDG officials more closely in the planning process of rural projects, so as to ensure coordination of service activities as well as BDG cooperation in contraceptive supply. It was noted that TAF had incorporated into recent proposals AID's previous recommendation that more attention be given to establishment of quantitative service delivery targets.

For those projects with income generation components, it was agreed that the design of such components encourage establishment of economic activities on a profit-oriented basis as soon as feasible, and that ways be sought to minimize subsidies for such activities.

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IMPLEMENTATION AND MONITORING

TAF has monitored ongoing subgrants closely and satisfactorily.

EVALUATION

The discussion of sub-grants revealed the need to incorporate in the annual assessments whatever quantitative data are available on subgrant accomplishments. The second annual report, presently under preparation, should also attempt to incorporate quantitative measures of how subgrants that do not actually provide family planning services contribute to acceptability of family planning and to contraceptive prevalence (for example, the CWFP Mothers' Clubs and MCH Centers Project).

The evaluation concluded that since income generation components were being introduced largely on an experimental basis, projects such as Dedicated Women for Family Planning, Comilla, should be closely examined at the end of the Grant period to assess whether this concept is appropriate to social service projects and if self-sufficiency is indeed a realistic objective for most subgrantees.

NEW PROJECT DEVELOPMENT

AID requested and TAF agreed that prior to AID's site visits to proposed TAF-subgrantees, TAF would provide some documentation on planned project activities to AID; AID felt this was necessary to assess the capability of the proposed subgrantee as well as the viability of the proposed activity. However, AID agreed with TAF that site visits could be made prior to formal submission of a proposal, in order to expedite the approval process.

14. METHODOLOGY

USAID and TAF held a joint evaluation meeting to assess progress during the first two years of funding under this Grant for family planning activities. The methodology used for the evaluation was a review of the present portfolio of approved subgrants, and identification of broad areas of strength and weakness through mutual discussion. The detailed description of project and subgrant performance is to be found in the second annual progress report, considered a part of this PES.