

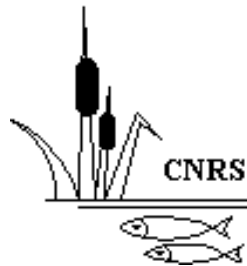
# Social Investment Program Project (SIPP)

## Process Monitoring Consultancy Services for SIPP

### Inception Report



in association with



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## Glossary of Abbreviations and Acronyms

CAP	Community Action Plan
CDD	Community-driven development
CF	Community Facilitator (of CSO)
CG	Community Group
CIW	Community Infrastructure Works
CSO	Community Support Organisation
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation and Learning
OM	Operational Manual (of SIPP)
PAME	Participatory Monitoring and Evaluation
PAST	Project Appraisal and Supervision Team
PDO	Project Development Objective
PM	Process Monitoring
PMA	Process Monitoring Agency
PMC	Project Management Committee
PO	Participating Organisation
SAP	Social Assistance Program
SDF	Social Development Foundation
SIPP	Social Investment Program Project
TOR	Terms of Reference
VDC	Village Development Committee

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## 1. Background to SIPP

The Social Investment Program Project's (SIPP) Project Development Objective (PDO) is stated to be:

*“to develop effective and efficient financing and institutional arrangements for improving access to local infrastructure and basic services through the implementation of community-driven small-scale infrastructure works and social assistance programs.”*

The Government of Bangladesh, has established the Social Development Foundation (SDF) as a not-for-profit company to promote community-driven initiatives through decentralized planning and management of development programs. SDF is the executing agency for SIPP, and its apex organisation. SDF is not directly involved in implementation, and has sub-contracted the responsibility for information and communications, community mobilisation and support, technical supervision of infrastructure works, implementation of social assistance programmes, development of pilot public utility initiatives, development of a management information system, impact evaluation and process monitoring to other organisations. The project has four main components:

- a. **Strengthening SDF:** There are four sub-components to this component: (i) information and communication (IC); (ii) capacity building of SDF; (iii) monitoring, evaluation and learning (MEL); and (iv) project management support (including environmental assessment and tribal development).
- b. **Institutional development at the community-level:** This component will provide support to the community in terms of raising awareness, motivating and engaging the rural poor to participate in community-driven initiatives, changing attitudes and behaviour among local stakeholders, development of village-level organisations, and preparation of Community Action Plans (CAP). This component will have two sub-components: (i) information and communication campaign; (ii) formation and strengthening of Village Development Committees (VDCs), Community Groups (CGs), and the project management committees of CGs, and developing a demand-led CAP.
- c. **Implementation of Community Action Plans:** The CAP will prioritize communities' needs for small-scale infrastructure and social assistance based on informed choice and eligibility criteria. The project will finance: (i) 85 percent of the costs of the expenditures of the approved community infrastructure sub-projects; (ii) costs of NGO services to implement the social assistance programs, including one-time seed capital and cost of legal assistance for the very poorest and vulnerable groups, and the implementation of the tribal development plan; and (iii) costs of services for appraisal and supervision of sub-projects.
- d. **Pilot Private Financing in Community Utilities:** Under this component, the project will finance technical assistance and a maximum of 70 percent of the approved costs of sub-projects. The technical assistance will help SDF to identify, develop, appraise, and supervise pilot sub-projects in piped water supply and off-grid electricity.

## 2. Process Monitoring

### 2.1. What is a 'process'?

'Process' is one of those everyday words, like 'system', that has many meanings in many different contexts. Thus a process may be defined as:

- a procedure
- a method
- a *modus operandi*
- a course of action
- an approach
- a manner or way in which something is done
- a style of doing

‘Procedure’ and ‘method’ infer a fixed way of doing. What is of more concern in this context is how the parts of procedure interrelate to achieve an outcome. In particular, the concern is for the way in which the procedure is done and thence the *quality<sup>1</sup> of the process*. Therefore, in the context of projects, processes are sets of actions that produce particular outputs and outcomes. Processes are essentially ‘activities’, but the perspective of process monitoring is in examining *the way in which the activities are done*, i.e. it’s task is to assess the quality of doing. A process is a thus series of actions or changes that lead to a certain result. Within a process there is a dynamic relationship between the components. In the context of rural development, such as SIPP, a process approach entails an evolving pattern of interactions that lead to a desired set of capabilities (such as VDCs that can effectively ensure access to basic services and improved infrastructure.) Process monitoring studies the evolving pattern to inform management about improving the process.

## 2.2. What is process monitoring?

Process monitoring (PM) is one part of an overall monitoring and evaluation (M&E), or monitoring, evaluation and learning (MEL), system. By providing a means by which to assess the quality of implementation, it compliments traditional, quantitative, input-output monitoring of project progress. SIPP has explicitly established a MEL unit, rather than an M&E unit, indicating its focus on learning. Continuous reflection and learning to improve action in a project is a vital part of an MEL system.

PM is designed to investigate project process, both internally and where the project interfaces with and the wider socio-economic context, and provide timely feedback to project managers for change in implementation, and for other stakeholders on change in the way they operate (their quality of process implementation). A process approach to MEL examines the internal dynamics and internal operations of a project – what is actually happening – the successes, failures and changes to plans – and why they are occurring<sup>2</sup>. PM is dynamic and interactive, and thus a sound basis for an open and transparent learning platform.

The core of Process Monitoring is therefore the identification of key project process and the problems and bottlenecks that result from them, and communicating this to management to take action on them. It is the practice of continuous observation of implementation, interpretation and institutional learning. Therefore, PM has been defined as:

*“A management tool to generate information for institutional learning and taking corrective action in innovative and adaptive projects that involve a high level of community participation”<sup>3</sup>*

However, the question remains as to what is being monitored – i.e. which processes. Development projects are very complex institutions, and it is neither practical nor possible to monitor all the process involved. It is necessary to be selective about the processes – choosing those that are most critical to the implementation success of the project, and monitoring them regularly against a set of defined criteria. Thus, PM has also been defined as:

*“the activity of consciously selecting processes, systematically observing them, comparing them with others, and communicating that in order to learn how to better steer and shape the processes”<sup>4</sup>*

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<sup>1</sup> Having first defined the criteria for what constitutes a high quality process.

<sup>2</sup> Patton, M. Q. (1997). Utilization-Focused Evaluation. 3rd Edition. Sage Publications, Thousand Oaks.

<sup>3</sup> Hosain, M., Pendley, C., Pervaiz, A.N., Samina, T. and Md. Akbar (1999). Process Monitoring for Improving Sustainability. A Manual for Project Managers and Staff. UNDP-World Bank Water & Sanitation Program-South Asia in collaboration with the Community Infrastructure Project and Swiss Agency for Development & Cooperation.

<sup>4</sup> Zimmermann, A. and Engler, M. (1996). Process Monitoring (ProM): Work Document for Project Staff. Dept. 402, GATE, GTZ, Eschborn, Germany.

### 2.2.1 *What process monitoring is NOT*

Purely quantitative input-output monitoring can be abused. It is possible to generate spurious data or to hide much in tables of figures. PM is a useful compliment to enable management to look beyond the figures and look forward to impact. However PM is not a substitute for good quantitative input-output monitoring. Furthermore, PM is a tool for use by learning organizations, thus PM can *only* work where a reflection and learning culture has been fostered in and by the project organizations. It is thus critical that SDF actively promotes, both internally and with its partner organizations (CSO, PAST, PO, VDC, PMC, CG, etc), an ethos of open, positive and constructive reflection. An atmosphere that is characterized by accusations and recriminations between parties will entirely devalue process monitoring.

It is important that before PM rounds start in earnest in July, that all the partner organizations understand the purpose and mechanism of process monitoring, and the project culture that is needed for it to succeed. The PMA will be looking to SDF to take a strong lead in this. To promote reflection, SDF should consider how it will make PM reports available to the partners. It should be made clear to them that PM is NOT:

- spying
- a mechanism for making secret reports
- a dispute resolution mechanism
- a service for refereeing, umpiring or arbitration
- an audit agency
- quantitative input/output monitoring

## 2.3. Why monitor processes?

Having examined the nature of process monitoring, it is worth clarifying its value.

### 2.3.1 *Why monitor project processes in general?*

In traditional M&E systems, monitoring focuses on tracking the timeliness of inputs and whether outputs specified in the project design (usually in the logframe) have been achieved – this commonly uses sets of quantitative indicators (number of farmers trained, etc). This does not provide clear learning opportunities. These commonly occur during evaluation, which may occur halfway through the project, and then again after the end of the project. What is missing is a component of the M&E system that provides learning within the course of the project about *how* the project is being implemented – what are the most effective approaches to this type of development, and how this development is affecting *attitudes* in communities to this type of development? This is key information for SDF and SIPP, which are trying out new approaches to CDD in Bangladesh.

This approach to on-going learning is also important as beneficiaries' needs change over time. Project design can take a long time (the PAD shows SIPP design started in 1997), and there is thus a tendency for M&E to measure the extent to which interventions deliver on historical needs and demands and how, in turn, this translates into developmental impact. Often, therefore, '*M&E is used to justify past, not inform future, decisions*<sup>5</sup>'. Thus M&E systems that include a component of process monitoring have a mechanism whereby institutional level learning can be systemized, shortening the feedback loop, resulting in M&E not simply being as a way to '*measure outcomes in order to justify prior investment in planning and implementation*<sup>5</sup>'.

Process monitoring therefore generates continuous information about key project processes for use by project management, communities and institutional stakeholders.

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<sup>5</sup> Ticehurst, D. and Cameron, C. (2000). Performance and Impact Assessment: Emerging Systems Among Development Agencies. Policy Series 8. Natural Resources Institute, University Of Greenwich, U.K.

Process Monitoring	Progress Monitoring
Concerned with key processes for project success	Primarily concerned with physical inputs and outputs
Measures results against project objectives	Measures results against project targets
Flexible and adaptive	Relatively inflexible
Looks at broader socio-economic context in which the project operates, and which affects project outcome	Focuses on project activities/outcomes
Continuous testing of key processes	Indicators usually identified up front and remain relatively static
Selection of activities and processes to be monitored is iterative, i.e., evolves during process of investigation	Monitoring of pre-selected indicators/activities
Measures both quantitative and qualitative indicators, but main focus is on qualitative indicators.	Measures both qualitative and quantitative indicators, but main focus is on quantitative indicators.
A two-way process where information flows back and forth between field staff and management	A one-way process where information flows in one direction, from field to management
People-oriented and interactive	Paper-oriented (use of standard formats)
Identifies reasons for problems	Tends to focus on effects of problems
Post-action review and follow-up	No post-action review
Includes effectiveness of communication between stakeholders at different levels as a key indicator	Takes communication between stakeholders for granted
Is self-evaluating and correcting	Is not usually self-evaluating and correcting

after Hosain et al (1999)

Theoretically, an institutional learning platform, founded on a Process Monitoring system, draws on the established principles of Schön’s reflective practice<sup>6</sup>, wherein there is a continuous cycle of action, reflection, adaptation, and further action. The objective is to support the project management team (in particular SDF, but also all other tiers of project management) and the key partners in entering into double loop learning<sup>7</sup> in these reflective learning loops:

**Single-loop learning** When a problem arises, the individual/ group attempts to fix the problem within the system. Analysis is limited to problems within the defined programme parameters, and answering questions of how to fix the problem.

**Double-loop learning** When a problem arises the individual/ group reflects on the whole system. Analysing the problem and the systems in which it operates, answering questions about why the problems occurs in the system and asking critical questions of whether the structure needs to be changed. It is here whether SIPP implementation modalities need to be reflected upon to develop more effective ways of achieving project aims.

### 2.3.2 Why does SIPP need to monitor its project processes?

SIPP is explicitly a pilot project. It has been designed to adopt a cautious approach of “learning-by-doing”<sup>8</sup>. Thus during the four-year project period, SDF will operate on a small scale in two districts (Gaibandha and Jamalpur), where it will cautiously develop procedures, test different products and approaches, and demonstrate impact. There is a need to monitor these procedures and approaches in order to learn what works and what does not. This is the role for Process Monitoring. As stated in the PAD<sup>9</sup>, one of the project’s implementation arrangements concerns action learning:

<sup>6</sup> Schon, D. A. (1983). *The Reflective Practitioner: How Professionals Think in Action*. Basic Books Inc. New York.

<sup>7</sup> Argyris, C. and Schön, D.A. (1996). *Organizational Learning II. Theory, Method & Practice*. Addison-Wesley Publishing Company, New York.

<sup>8</sup> Paragraph 1.15. SDF. (2002). *Social Investment Program Project: Operations Manual*. Dhaka.

<sup>9</sup> World Bank. (2003). *Project Appraisal Document on a Proposed Credit ... to The People's Republic of Bangladesh for a Social Investment Program Project*. Bangladesh Country Unit, South Asia Regional Office.



*“Process of Action Learning: The project will have in place process monitoring which will help SDF establish a regular action-learning mechanism among all stakeholders to scale up or influence other agencies to adapt successful methods and principles. The process monitoring system will allow SDF, along with key stakeholders, to carefully analyze implementation experiences after completion of the rounds of community mobilization, institutional development, and community project implementation. This will help refine the process itself and update the OM accordingly, as well as assess the performance of implementing partners.”*

SDF therefore needs to take a systematic approach to learning-by-doing, so that by its end of Year Two external evaluation, it is able to identify the specific approaches and financing modalities that merit being taken to larger scale.

In its logframe, SIPP has espoused its theory of action<sup>10</sup>, and it has developed a plan of how it will put that theory into action to have impact. SIPP accepts that the plan, as specified in the Operations Manual, will need review and revision<sup>11</sup>. Process Monitoring is a means to provide the project with information and lessons that can be used to help modify the theory of action, and improve implementation planning. Therefore, PM will identify which processes work well and which need modification, so SDF can revise the project implementation procedures, and it will investigate how well project process are being implemented.

### 2.3.3 SIPP's expectations from PM

Discussions to date with SDF shows that it expects the PM system to help it find out how well the project is running and identify ways to improve the implementation of SIPP. The details of on which process the PM system focuses, what indicators it uses for the quality of different processes and how the learning from the system will feedback into SIPP to improve its management and implementation are not entirely clear. These will be elaborated in the design phase. Nonetheless the project Operational Manual (OM) does provide some detail on what is expected of the PM system. Section 5 of this report comments on the relevant parts of the OM, and highlights where discussions with SDF on the MEL system generally and the PM system more specifically need to concentrate.

## 3. Inception phase activities

The inception phase was planned to undertake the following activities:

- Mobilise Project Team
- Inception meeting with SDF
- Review project documents
- Preliminary field scoping of CSO
- Consult with SDF regarding their needs from the PM system
- Finalise PM plan (methodologies, monitoring strategy, etc)
- Prepare Inception Report

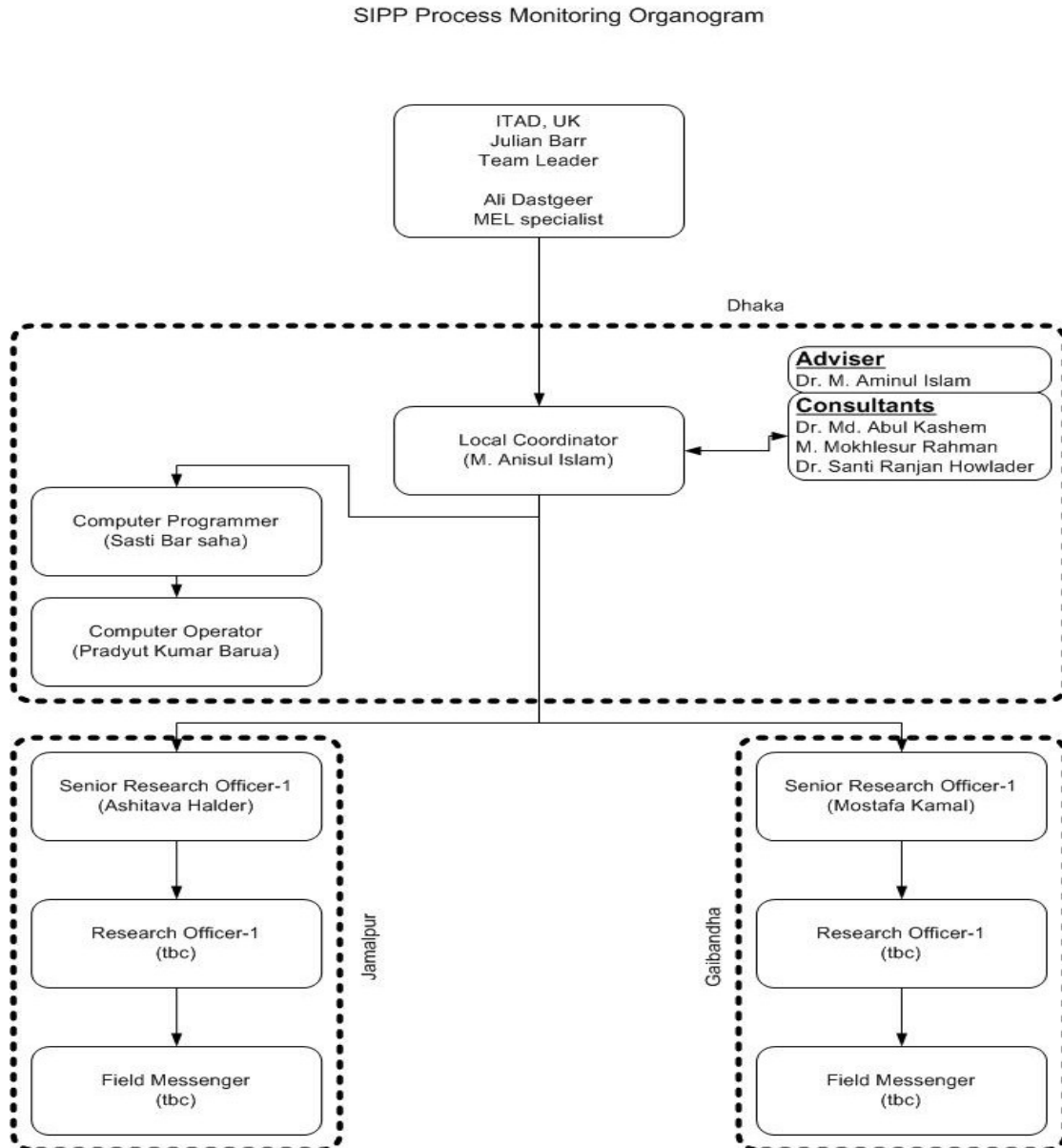
This has largely occurred as planned. The team mobilized on 15 January as specified by the contract, and an inception meeting was held with SDF. The team as mobilised to date includes Julian Barr (Project Director), Anisul Islam (Community Development Specialist/Sociologist and in-country lead), Ali Dastgeer (MEL Specialist), Ashitava Halder (Monitoring Supervisor – Jamalpur) and Mustafa Kamal (Monitoring Supervisor – Gaibandha). Further team members will be mobilised during the design and piloting phases. The PM organogram is presented in Figure 1.

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<sup>10</sup> Argyris, C. & Schön, D. (1978). *Organisational Learning*. Addison-Wesley, Reading MA.

<sup>11</sup> OM para 1.26 (page 7) states that: “SDF will organize annual/periodic workshops/discussion meetings, formally and informally, in collaboration with partner organizations and participating donors to revisit the on-going management and implementation practices/mechanism. Better suggestions and feedback for improvement of the performance will be appreciated and welcome.”

Figure 1.



During meetings with SDF in January, it became clear that since CSOs had started field work in April 2003, SDF was concerned that learning from the first year would be lost. Therefore it was agreed that at SDF's request, the inception phase would be expanded to include some case studies of CSO work from the first year.

Therefore, in addition to the planned scoping visits to the two SIPP Districts in late January 2004, the Process Monitoring Agency (PMA) undertook case studies of four VDCs in each District in mid-February 2004, and observed/participated in a number of other SIPP activities in the Districts including monthly District progress meetings and IC material development workshops. This field work is reported in Annexes 1 & 2 to this report. These additional activities in the field have resulted in the PM workplan being behind schedule. A revised workplan is present in Table 1.

On inspection, it has not been possible to finalise the PM methodologies and monitoring strategy during the inception phase. Indeed it was probably ambitious to consider that this would be possible in advance of identifying key process to monitor and associated indicators (the initial steps of the design phase). Methodologies and monitoring instruments will be developed, tailored to the indicators selected, and the monitoring strategy will be evolved once the resources needed to apply the instruments has been assessed.

#### 4. Review of SIPP documents

The key SIPP document is the project Operational Manual (OM). This is clearly written and spells out the intended sequence of implementation steps. The PMA has viewed this as the key document in regard to specifying the SIPP processes, and has accordingly focused on this as the principle, if not only, place where guidance on project implementation processes is given and should be sought by project partners.

In respect of MEL, a number of points are raised by the OM. These will be explored with SDF during the design phase:

- Small scale infrastructure sub-projects: **Monitoring** (para 5.42): the OM correctly states that the SIPP's bottom-up approach provides the foundation for a participatory M&E (PAME) system. However the specified implementation of this in the OM raises some doubts – it specifies PMCs as representing beneficiaries and thus an important part of the PAME system, however PMCs are ephemeral organisations, weakening a PAME system built on their involvement. Further, it is not clear from the OM what the PAME system will comprise; the PM system will have some self-monitoring, but for the purposes of designing the PM system, it would be useful to know what else is envisaged in the PAME system. This is particularly relevant given the concern that the PMA has over the high transaction cost for communities in much of SIPP's implementation.
- Small scale infrastructure sub-projects: **Evaluation** (para 5.49): the OM describes the evaluation criteria that PAST should use in its sub-project completion report. These include a beneficiary satisfaction rating. There is a need to clarify the extent to which this overlaps with tasks expected of the PMA.
- Small scale infrastructure sub-projects: **Lessons Learned** (para 5.52): the OM indicates that the results of PAST's sub-project completion evaluation will be communicated to communities and to support organisations/ donors. SDF will communicate upwards to donors. It is not stated who will feedback to communities. There also appears to be a missing middle in relation to communicating to CSOs and to the PAST in the other District, so that better sub-projects are designed and implemented. There is a need to clarify this lesson learning mechanism.
- Social Assistance Programme: **Social Advocacy**, etc (para 6.9): the OM states that communities will be trained to monitor public services using a report cards methodology. It is not clear who will provide this training, nor who will supervise this monitoring, nor who will use this information and how it will be used. There is a need to clarify the extent to which this monitoring overlaps with tasks expected of the PMA.



- Social Assistance Programme: **Monitoring and Evaluation** (paras 6.22 & 6.23): Para 6.22 describes the general M&E arrangement for the SAP. It states that an external evaluation team will undertake part of the SAP evaluation and will use instruments including beneficiary consultation, review and reflections. It would be useful to explore how this will interrelate with the PM activities.

Para 6.23 then goes on to state that “these evaluation studies will point out problems and bottlenecks of management and implementation and reasons for success or failure”. This is the role of PM. There is a need to establish how the external evaluation will relate to the PM in this area, and vice versa.

It is further stated that the external evaluation team will propose solutions to the ‘problems and bottlenecks’; this highlights the need for SDF and the PMA to agree the extent to which PM is the monitoring of process and generation of information for lesson learning, and how much it is intended that the PMA proposes solutions also. We see some problems with the PMA being expected to have expertise in all the subject areas in which SIPP is operating, which would be needed for it to make across-the-board suggestions of solutions.

- Pilot Private Financing of Community Utilities: **Scope of the Pilot** (para 7.1): the OM makes only one reference to MEL in relation to the Pilot Utilities program, wherein it states that the approaches will be subject to independent evaluation two years after implementation. This program is very explicitly designed as a pilot, testing approaches. There is a need to clarify with SDF the extent of PM that is expected within this program, over and above the specified evaluation.
- Key Support Organisations of SDF: **CSO Performance Review** (para 8.11): the OM states that the performance of the CSO will be assessed by the PAST and PMA against a set of seven indicator groups that are specified in the OM. There is a need to clarify which indicators will be assessed by PAST, and which will form part of the PM.
- Key Support Organisations of SDF: **PAST** (paras 8.14 – 8.18): how PAST’s performance will be assessed is not specified. Given the importance of sub-projects, PM will nonetheless inevitably monitor processes for which PAST is responsible.
- Key Support Organisations of SDF: **NGOs for implementing SAP** (para 8.22): the OM states that the activities and results of SAP will be monitored by VDC, SDF and specifically by the PMA. It is envisaged that the PMA will focus on the activities and SDF on outputs. The PMA will work with the VDCs to develop village-level monitoring tools that they can use.
- Key Support Organisations of SDF: **NGOs for implementing SAP – performance-based contracts for POs** (para 8.31): the OM describes a system for performance-based contracting of the POs. An indicative performance assessment table is provided. It is stated that measuring/ auditing performance against indicators in this table will form an important part of the overall M&E undertaken by SDF management. The PMA believes this is the correct assignment of this responsibility; it would be difficult for the PMA to be simultaneously a learning-oriented and support-focused agency and an audit agency.
- Monitoring, Evaluation and Learning: **Major Functions of the MEL Division** (para 9.2): the OM provides a fairly comprehensive set of functions and responsibilities for the MEL Division. A number of the functions of the PMA have the potential to merge into those of the MEL Division, in particular:
  - Develop tools and mechanisms for beneficiary consultations from local (Bangladesh) context
  - Record and report on the process of identifying, appraising and funding of sub-projects

The PMA will welcome the input of the MEL Division to these areas, and looks forward to working in collaboration with it on developing these tools and mechanisms.

The stated functions and responsibilities for the MEL Division also includes to “establish feedback mechanisms and help utilize information at all concerned levels”. With particular reference to the

information generated by PM, the PMA considers the establishment of a systematic feedback mechanism to be absolutely critical to the success of the MEL system as a whole. We look forward to receiving a description of the feedback system to enable us to plan how our outputs can best feed into it.

- Monitoring, Evaluation and Learning: **Process Monitoring and Performance Indicators** (paras 9.4 – 9.6 and 9.8): This section relates to key performance indicators as specified in the project logframe in the PAD, and the role of PM in performance assessment. Currently, the logframe indicators at the level of the PDO are as follows:
  - Minimum 50 percent of community infrastructure sub-projects effectively managed and maintained by community groups by EOP.
  - At least 50 percent of communities continue to prioritize needs using participatory processes at least one year beyond sub-project completion.
  - At least 50 percent VDC formed continue to manage activities in inclusive manner by EOP.
  - At least 10 percent of the community groups mobilized under the project are able to leverage external resources to support additional needs by EOP.
  - Increased awareness and opportunities to reduce vulnerability (such as, 50-60 percent of participants in the SAP are aware of their basic rights; use health services, such as immunization, pregnancy related care; access to wage/self employment).
  - Community-driven development principles adopted as a policy, local planning, and implementation of small-scale infrastructure by EOP.

Two points emerge from these indicators in relation to PM:

- i. PDOs should theoretically describe a behavioural change by a specific group of people – it is clear from all but the last indicator, that this group people is at the community level (from the final indicator, it is not clear who is meant to be adopting CDD principles). Thus the focus of the performance assessment, and thence PM, should be at the community level.
  - ii. best practice states that indicators should contain elements of quantity, quality and time (QQT). The qualitative dimensions of these indicators are easier to identify in some rather others, e.g. VDCs continue to manage activities in *inclusive* manner. PM can focus on the inclusiveness of VDCs' management. The OM states that these indicators will evolve over the life of the project. PM will be able to contribute to this indicator refinement, ensuring that appropriate and measurable qualitative dimensions are included in the indicators.
- Monitoring, Evaluation and Learning: **Process Monitoring and Performance Indicators** (para 9.7): in Section 2.2.1 of this report, we have outlined the project environment and culture that is prerequisite to the success of PM. This is supported in this paragraph, where it states that “it is essential that the purpose and roles of process monitoring are explained clearly to all stakeholders at an early stage so that they can both channel information and benefit from its value.” The PMA would welcome assisting SDF in a small communication campaign to the project partners about PM, but will be looking to SDF to take the lead.
  - Monitoring, Evaluation and Learning: **Process Monitoring and Performance Indicators** (para 9.9): the list of the types of indicators for which PM is relevant is broad; there will have to be some caution that PM does not become a panacea for all the M&E issues in SIPP. One specific point is that input monitoring by SDF, combined with the MIS, will be the most practical method for monitoring timeliness.
  - Monitoring, Evaluation and Learning: **Process Monitoring and Performance Indicators** (para 9.10): this paragraph indicates the need for an iterative process to refine project inputs and objectives based on on-going learning within the project. The PMA looks forward to discussing with SDF how this iterative refinement of project inputs and objectives will work in practice.

- Monitoring, Evaluation and Learning: **Output Indicators** (para 9.11): this paragraph introduces paragraph 9.12 wherein an indicative set of indicators for performance-based CSO and PAST contracts and for SDF itself are provided. These are described as ‘process monitoring indicators at the output level’. This is a concern to the PMA. As stated above under ‘NGOs for implementing SAP – performance-based contracts for POs (para 8.31)’, it undermines PM as a learning function if it is simultaneously serving an audit function. OM paragraph 8.31 states that measuring/ auditing performance against indicators is an important part of the overall M&E undertaken by SDF management. Paragraph 9.11 seems to contradict this.
- Monitoring, Evaluation and Learning: **Output Indicators – performance of the CSO** (para 9.12): performance based contracting means that the implementing organisations’ payments will be tied to a certain standard of achievement against specified indicators. The performance indicators for CSOs are specified in OM paragraph 8.13. This appears to be a different set of performance indicators, and it is not clear how they relate to the payment schedule.
- A strength of para 9.12 is that the CSO performance indicators specified are all good qualitative indicators, amenable to process monitoring. If SDF wants to use these indicators for performance assessment, what will be more difficult, though not impossible, will be placing some threshold values on these indicators that can be used to relate to a payment schedule. For example, what level of community strength in decision-making would indicate sufficient CSO performance? This area needs to be explored with SDF once process indicators are identified in the design stage.
- As indicated above (CSO Performance Review (para 8.11), there is a need to clarify which CSO performance indicators will be assessed by PAST, and which will form part of the PM system.
- Monitoring, Evaluation and Learning: **Output Indicators – service providers...** (para 9.13): three indicators are given as ‘process monitoring indicators at output level’ for PAST performance. Only the third would seem to be best incorporated in the PM system – ‘communities feel sub-project rules are fair and help build capacity’. The first, relating to technical standards, is most appropriate to monitoring by SDF’s technical staff, and the second, relating to timeliness of sub-project appraisal, is best tracked through SDF’s MIS.
- Monitoring, Evaluation and Learning: **Output Indicators – service providers...** (para 9.14): it is assumed that process indicators of SDF’s performance will come under the auspices of both external evaluation and the PM system. The PMA can explore these indicators in more depth with SDF.
- One specific indicator which of particular concern to the PMA is “clear channels of feedback on changes to rules”. This is where management decisions based on PM information are manifest, and to a great extent this is where SDF’s use of the PM system will be most clearly demonstrated.
- Monitoring, Evaluation and Learning: **Performance Indicators - Process Indicators** (para 9.18): the OM lists five ‘process indicators’ that can be reported on by SDF’s MIS. The first three of these relate to timeliness of project implementation, and will easily be generated by the MIS. The PM system will not work on timeliness. The final two process indicators are input/output indicators.

**OM Annex 3** outlines the manual for forming VDCs. This has been supplemented by ‘*Guidelines for forming a VDC*’, issued by SDF (n.d.). Once formally approved, the recent<sup>12</sup> decision to not form PMCs for sub-project preparation and implementation will need to be incorporated into revisions of the OM and this Guideline.

The PMA has been privileged by SDF to have sight of the terms of reference (**TORs**) for the project partners. This was considered necessary so that the PMA could be aware of the processes for which the contracted partners are responsible. In general these TORs mirror the OM and give no particular cause for concern. However, the TORs for the Impact Evaluation of SIPP do highlight areas that need

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<sup>12</sup> 11<sup>th</sup> March 2004

to be explored and clarified with SDF and the Impact Evaluation consultants during the design phase. In particular, Section 2.0 lists the specific objectives of the impact evaluation study as including:

- “to identify the shortcomings and hindrances those [*sic*] affect the smooth implementation of the project and suggest ways and means of improving project performance
- to evaluate the process of project implementation”

These two objectives would appear to map very closely on to what the PM system is meant to be achieving. It is not clear whether this apparent duplication is intentional. Other objectives of the impact evaluation also have qualitative and process dimensions that it would be useful to discuss with the concerned parties. Section 3.0 states that of the five different levels of the impact evaluation survey, one is process evaluation. We have noted that this is distinct from process monitoring, however it would be helpful to have clarification from SDF how they perceive this distinction in practice.

#### **4.1. Living documents in SIPP – capturing lessons**

As stated above, the PMA has assumed that the OM is the key document in regard to specifying the SIPP processes, and has accordingly focused on this as the principle, if not only, place where guidance on project implementation processes is given and should be sought by project partners. The OM correctly foresees that it cannot predict all situations and it includes a mechanism for changing the OM. This involves:

- A written demand on the proposed change and a justification
- A written approval by the SDF governing body
- Agreement for the change from the World Bank

This process has been used for the proposed abolition of PMCs. SDF has indicated that this process would be applied on an as-and-when-necessary basis. From discussion with SDF it is apparent that once the World Bank approves changes, these will be written into a revised manual. A first revision of the OM is apparently in hand.

Three elements of SIPP process revision are of concern to the PMA:

- i) how approved changes are fed back to project partners. OM revisions will do this, but revisions will lag behind. There is a need for a clear fed-back mechanism, and the PMA needs to be part of that loop so that the PM system can be modified as necessary.
- ii) how the information about process problems and processes lessons produced from the PM system will catalyse formal changes in SIPP operations. The main reporting by the PMA to SDF will be in quarterly PM reports. However the OM indicates that SDF will organize periodic formal and informal meetings/ workshops to revisit the on-going management and implementation practices<sup>13</sup>. It would be useful to discuss with SDF how this will operate.
- iii) project partners raise process issues at their monthly District meetings with SDF. These may be resolved at the meeting. There is a need for a mechanism whereby there small changes to process are documented and collated.

### **5. Initial process observations**

The Inception Report was not originally envisaged as providing any insights to project processes, as the inception phase was planned as essentially a start-up and mobilisation period. However, due to internal delays within SDF, there were consequent delays in letting the PM contract. The PM team eventually commenced work in mid-January 2004, some 8½ months after CSOs had started in the field. SDF was thus rightly concerned that since the PM design and testing is not due to complete until June 2004, one whole annual cycle would be missed by the PM, and hence the opportunity to learn

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<sup>13</sup> OM para 1.26



lessons through PM from the first year's experiences would also be lost. Therefore it was agreed that the inception phase would be expanded to include some case studies of CSO work from the first year.

These observations have been mainly focused on VDC formation. Discussions with project communities and CSOs have also covered CAP production, and sub-project proposal production and approval processes, amongst others. But in the course of doing this work, the PMA has also made observations more widely on SIPP processes. Selected observations are given below. As stated, these are observations on SIPP processes; the PMA does not offer solutions to process problems. It is willing to offer advice where so consulted, but it is not considered appropriate to the PM role to provide instant solutions to process bottlenecks – solutions are more likely to sustain where the SIPP partners can evolve solutions between them.

**A footnote** to these process observations is that the PMA learnt on 18<sup>th</sup> March that a meeting was held on 11<sup>th</sup> March between SDF and the two CSOs, to examine the role and sustainability of VDCs, CGs and PMCs<sup>14</sup>. This meeting concluded by recommending that *“the practice of forming CG and PMC should be abolished and the VDC should be entrusted with all their activities on the principle of a single organisation, which would be effective and sustainable.”* This recommendation has gone to the World Bank for approval. Once it is approved, it will be a major change in the project implementation and community engagement processes. This is seen as a very positive process modification<sup>15</sup>, and will obviate some of the process observations below.

## 5.1. Observations from initial scoping and case studies in the field

SIPP involves many partners, from the multiple implementing agencies (ICC, CSO, PAST, PO, etc) to the village groups (VDC, CG, PMC, etc). It has been observed that the situation of **overlapping project partners** has lead to some problems with the way the project is being done:

- **Two parallel sets of organisations.** At the core of this problem, during Year 1 activities is that the project design essentially defines a set of processes that result in the creation of two parallel sets of organisations. There is a 'social and institutional' stream in which the CSO and VDC are located, and a 'technical' stream in which the PAST and PMC sit. The project funding is primarily controlled by and channelled through this latter, technical, stream. The institutional sustainability of SIPP is dependent on the CSO/ VDC stream, but this risks being undermined by the primacy of the funds.<sup>16</sup>
- **CSO payment schedule.** The CSO-PAST relationship also risks being biased by the way in which the CSO's payment schedule is dependent on the PAST. Paragraph 8.13 of the OM specifies the nature of this relationship. In each year, CSO payment iv), which is 20% of the annual contract amount, depends on having 1 sub-project approved in every village. This requires each sub-project to have been certified by PAST. Thus, this is in turn directly dependent on PAST's performance in carrying out timely certification. Similarly, in each year, CSO payment v), which is 30% of the annual contract amount, depends satisfactory completion of all sub-projects in the selected villages. This requires the completion of each sub-project to be certified by PAST. This again is dependent on PAST's performance in timely certification.
- **Village groups.** The multiple layers of ad hoc committee, general body, VDC, CG, and PMC look sound on paper. The reality from the field is that many villagers are confused about these overlapping organisations, and even are not sure of which they are or are not a member. This problem has been solved by the new resolution abolishing PMCs and CGs.

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<sup>14</sup> From discussion with SDF, the PMA is aware of at least three other revisions of SIPP operational procedures, and is awaiting the documentation on these.

<sup>15</sup> By the PMA, but our findings indicate that it will also be well received in the project villages. One VDC President claims that the formation of the PMC in his village made the VDC 'a toy' or 'a doll'.

<sup>16</sup> The PMA consultants have direct experience of a similar situation in a USAID funded project in Bangladesh, where several years careful building of institutions to manage public goods were undermined by the creation of a sister institution to manage the infrastructure component (where most of the hard funding was available).

- **Transaction costs.** Analysis of transaction costs is an approach used in New Institutional Economics<sup>17</sup>, that examines the economic efficiency of institutional processes. In its simplest terms, a transaction costs approach looks at the number of person-days consumed in different processes in an institution and assesses whether this is efficient functioning. In the context of social development, the approach can be usefully augmented to examine *who* is putting in the person-days from across the social spectrum. The transaction costs resulting from having multiple layers of village groups (VDC, CG, PMC) are high, meaning this is probably an inefficient approach. It has now been modified.
- The transaction costs of the community mobilisation, situation analysis and CAP formulation are also high. The preparation of the CAP, including the intensive PRA-based situation analysis, was valued by some villagers consulted by the PMA, and seen as a waste of time by others. However a common feature was the time involved. Calculations from our field visits estimate that it runs into several hundred person-days in formal meetings alone. Feedback from communities was that they thought the amount of their time required was high (and this is now a source of unease since they had yet to see any sub-projects commence). Given that these processes are meant to have 50% representation from the poor there is an additional incentive to use efficient processes as it is the poor, many of whom have to earn to eat on a daily basis, who have the least time to dedicate to non-remunerative activities.
- An additional factor in transaction costs is that processes with high transaction costs are more likely to be captured by the local elite who, because they have more time to 'spare', can and do commit their superior personal resources into creating and maintaining successful local management institutions<sup>18</sup>. Efficient processes are more likely to be inclusive of the poorest in the community.
- Therefore, while the dedication of the CSOs are not in doubt, it is questionable whether there are not ways in which the situation analysis and CAP production could be made more efficient, or individuals' time counted against the cost of a sub-project as contribution in kind.
- **Prioritisation in CAP.** Consultations with communities raised questions about the process of prioritising problems in CAP formulation. Particularly whether and how the problems of the poor are represented, and why roads are so predominantly prioritised. In regard to the later, the scoring process, wherein weighting is given according to the likelihood of obtaining funding seems to be one possible cause for this skewness in the sub-projects, as the message that SIPP will fund roads seems to be coming across loud and clear.
- **IC Campaign.** Communities have placed high value on the IC Campaign as being an effective means of informing a large section of the village about SIPP. They have found the CFs' explanations of all aspects of SIPP and CSO activities open and transparent.
- The formal and informal meetings in the IC Campaign appear to have been much more effective at mobilising the community than the written (poster and leaflet) materials. Communities, including VDCs, consulted by the PMA placed little value on these written materials. It appears that Year 2 IC efforts should concentrate on face-to-face communication processes.
- **Process Biases.** The CAP and VDC/ CG/ PMC formation processes do not contain steps to avoid bias by a minority of influential villagers (who may or may not have benign intent).
- The PRA process appears to exclude some of the poorest due to holding meetings in the day time, when they are labouring.
- **Use of PRA outputs.** It is not clear to participating villagers the processes by which the outputs from the PRA tools in the situation analysis are later used – the link with the CAP was not obvious to them. One VDC officer saw them as a time-consuming game.

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<sup>17</sup> North, D.C. (1990). *Institutions, institutional change and economic performance*. Cambridge University Press, Cambridge.

<sup>18</sup> Blair, H.W. (1996). *Democracy, Equity and Common Property Resource Management in the Indian Subcontinent*. *Development and Change*, 27, 475-499.

- **Bank accounts.** For communities, the most important part of the CIW process bar none is the creation of their own bank account in which their money is kept. It is this one step alone that leads the community to trust the CSO/ SIPP. A very large number of communities appear to have been defrauded of their contributions to various previous projects by unscrupulous NGOs, and there is a need for a mechanism to overcome this distrust. The bank account appears to achieve this.
- **CGs.** The guidance for formation of CGs appears to be interpreted, at least in Gaibandha, as there having to be two CGs per village. This process would appear to lead to creating unnecessary division in the village. The abolition of CGs and PMCs will obviate this.
- There has been some re-ordering of the CAP/ VDC/ PMC/ CIW process steps in some locations. This is less critical given the abolition of CGs and PMCs.
- **VDCs.** A number of VDCs questioned are already considering their future and issues of sustainability. This is a positive sign (an qualitative indicator of a good VDC formation and training process), and a trend that should be reinforced by the abolition of CGs and PMCs. An additional process step that VDCs mentioned that would support their sustainability is assisting them in attaining registration<sup>19</sup>.
- However, other VDCs consulted are sceptical that VDCs will sustain. These VDCs tend to have failed to establish norms for operation – regular meetings, minute keeping, etc. This is partly attributable to lack of training or poor quality training (it was not possible to ascertain which was the weak process at the moment).
- As the project is designed, CSOs are directed towards applying more effort in VDCs formation processes and rather less in processes that will increase the likelihood of VDCs sustaining. The CSO in Jamalpur has asked for the process to be modified so that it can extend its engagement with villages by 8 months with CFs covering twice as many villages each during that period. The CSO will then still disengage from these VDCs. In relation to CIW, VDCs will interact with PASTs until sub-projects are complete. They will then manage now sub-project proposals alone. In relation to SAP, POs are meant to pick-up the engagement with VDCs. It is not clear at present how much of the CIW and SAP processes will centre of improving VDCs' ability to sustain<sup>20</sup>.
- **CIW.** There appear to be a number of operational bottlenecks in the sub-project preparation and approval set of processes. VDCs/ PMCs do not have, and are not given, the skills to accurately complete sub-project proposals. PASTs do not have good community participation skills. With these two groups working separately, the process inevitably leads to two different views on the details of the infrastructure required, and opens the potential for dispute. The CIW process pathway is complex and because of the procurement aspect, necessarily includes checks and balances. Nonetheless, the process might be streamlined<sup>21</sup> and the in-built opportunity for conflict reduced. For example, with road sub-projects, VDCs and PASTs could measure the road together and agree the measurement before submitting the proposal. SDF could still operate a random audit process on the measurements.
- **Dispute mechanism.** Current disputes on road sub-projects highlight that there is a need for a clear dispute resolution process in SIPP.
- **Timeliness and feedback.** Communities are highly frustrated that sub-project implementation is not progressing. They are concerned that the time spent in formulating the CAP and sub-project proposals have been wasted. There is a need to establish norms for the duration of key steps in the sub-project appraisal and approval process. VDCs need to know how long these processes take, and there needs to be a process to keep VDCs informed of where their proposal is in the system.

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<sup>19</sup> For which purpose they would have to be constituted as a society or organization, rather than a committee.

<sup>20</sup> Experience of the PMA consultants in working with communities institutions in Bangladesh, and from DFID-funded research on factors affecting institutional sustainability, is that 1 to 2 years is a very short time to expect to achieve institutional sustainability. 5 – 7 years support appears to be necessary. This is hardly surprising considering that most communities' experiences are of traditional patron-client systems in rural life, and of the dependency culture that many NGOs foster.

<sup>21</sup> This could include a simpler form for VDCs to complete. Currently forms are completed by CFs on behalf of VDC; again an issue in institutional sustainability.

- **Institutional learning.** A concern for the PMA is how institutional learning will feed-forward in the implementation process. There is some interaction with the CSO and PAST through the CIW sub-projects. However the temporal overlap with the PO is negligible as SIPP is designed. CFs will have accumulated a body of knowledge about the communities they have worked with – what processes exist for that to be passed on to the PO staff? How will the rapport and social capital that CFs has accumulated with communities and in particular with VDCs be absorbed into the PO? At present there appears to be a major break in the feed-forward loop and thus in continuity. This threatens to dilute some of the community work of the CSO.

## 6. Annexes

### 6.1. Process Monitoring of SIPP – inception phase field report on scoping and case studies – Jamalpur

#### 6.1.1 Scoping Study

##### Introduction

Government has prepared Poverty Reduction Strategy Paper (PRSP) where people’s participation in the planning process has been given importance. Social Development Foundation (SDF) and its program are aimed to address the PRSP to reduce the human poverty along with income poverty by implementation of SIPP. SDF has appointed two CSOs, two PASTs, two POs and Process Monitoring Consultants to carry out the project activities in two districts. Development Organization of the Rural Poor (DORP) Associates has been selected as CSO, BCL as PAST, Dhaka Ahshania Mission (DAM) as PO. ITAD in association with CNRS has been appointed later in February’04 for conducting Process Monitoring of SIPP. A visit has been paid from 21 to 24 January 04 to know the present status of the process so far taken place under SIPP activities.

##### Objectives of the field visit:

The objectives of the visit are to know:

- the activities so far undertaken by the CSO, PAST and PO
- the present status or progress,
- opinion of VDC members about the project
- future plan of action of the VDCs

##### Field Work Methodology

A discussion was made with officials of DORP Associates of Jamalpur (Sadar) and Dewangonj upzila of Jamalpur district. Two villages of Jamalpur (Sadar) namely Purba Kutamani and Kendua Station Purba Para were visited with the assistance of concerned Field Supervisor, Jamalpur (s) and discussed with the members of VDC, CG and PMC. In Dewangonj upazila, discussions were held in Mondal bazaar with the villagers of Bowlatali, Naya gram and Khan para villages.

##### Project area and 4 years plan

Jamalpur is one of the two districts where SIPP activities are being piloted. There are 1,362 villages in 7 upzilas of Jamalpur district. The project is going to cover 700 villages of all upzillas giving the priority to the poorer villages over the next 4 years. DORP-Associates are implementing SIPP activities in two upzilas namely Jamalpur Sadar and Dewangonj in the 1<sup>st</sup> year. Table1 presents the planned yearly coverage of upzilas.

Table1: Number of villages of different upzilas under 4 years plan

Year	Name of Upzila	No. of villages	Total
Year-1	Jamalpur (s) (1)	20	60
	Dewangonj (2)	40	
Year-2	Jamalpur (s) (1)	30	190
	Dewangonj (2)	60	
	Bokshigonj (3)	100	
Year-3	Jamalpur (s) (1)	25	225
	Islampur (4)	100	
	Melandoha (5)	100	
Year-4	Jamalpur (s) (1)	25	225
	Mthergonj (6)	100	
	Sorishabari (7)	100	
<b>Total</b>			<b>700</b>

### Communication

During dry season, about 80% and 70 % of project villages are suitable for 4 wheel drive car in Jamalpur (Sadar) and Dewangonj upazilas respectively. In monsoon, 60% and 40% VDC village are suitable for 4 wheel drive car in Jamalpur (Sadar) and Dewangonj respectively. Road communication about half of the VDC villages with Jamalpur district town are subject to availability of ferry in the Brahmaputra River. Motorcycle, cycle and rickshaws are found suitable means for communication compared to other transports.

### Activities

Activities so far done and are on going by the DORP-Associate in Jamalpur district can be summarized as under:

Sl. No.	Activities	Status (in quantitative aspect)
1.	Information and Communication (IC) campaign	Done
2.	Upzila, union and village selection	Done
3.	PRA exercise	Done
4.	VDC, CG and PMC formation	Done
5.	Subproject preparation and implementation	On going
6.	Reporting	On going

### Upazila selection

As planned, DROP-Associates will work in all the upazilas of Jamalpur district. Dewangonj and Jamalpur (Sadar) were selected purposively for the activities in year-1. It is noted that Jamalpur (s) has been allocated due to convenience of accomplish the work.

### Primary Village selection

Initially the officials visited all villages in two upazilas and collected data on various relevant issues viz. physical conditions of road, health situation, water facilities and had a discussion with the local people. They also collected information on different parameters as population, number of households, literacy rate, and number of school from secondary sources. The level of poverty of the surveyed villages was assessed based on data collected from primary & secondary sources. Primarily, 96 comparatively under developed villages were identified for information communication (IC) campaign.

### Linkage between two Upzilas

The CSO and DORP at Jamalpur maintain two modes of links viz. horizontal and vertical. Horizontal linkage is maintained between the two field level offices through the monthly progress meeting. Besides, telephone is another media which is used whenever necessary. Field Supervisors of Dewangonj visit Jamalpur Sadar in times or Team Leader also visits Dewangonj as and when required. They sit together in either by the places and discuss about targets, achievements, progress of activities and others actions whenever or wherever it is needed.

The General Manager (program) and other concerned Manager of SDF visit DORP-Associate, Jamalpur once in a month to talk about work plan, progress report and other activities. During this meeting all staffs of DORP-Associate attend.

### Working status

In the 1<sup>st</sup> year, DORP associates performed different types of activities as per as work plans. Some of activities are on going and would continue over the years. Various activities are under processing. Different steps have been followed to achieve the goals of project-

**A. Information and Communication (IC) Campaign:** IC campaign has been done from July'03 to August'03 in 96 villages under 6 unions (each union comprise 16 villages) in Jamalpur (Sadar) (2 unions in Jamalpur Sadar and 4 unions in Dewangonj upazila. The key conductors were Community Facilitator (CF) and 8 villages were allocated for each CF. In addition CF, Field Supervisor and community also helped for IC campaign. **Finally, 60 villages have been selected from 6 unions and 5 villages allocated for each CF.** Different tools and methods were used for IC campaign which include viz. i) Mass meeting ii) Group discussion iii) Uthan baithak iv) Informal discussions v) Community level meetings vi) Leaflet and poster distribution. General information scenario on different tools so far taken place in a village are as follows:

- About 4 formal mass meeting were conducted in each village to assess the level of interests of the people of communities;
- Approximately 12 Group Discussions (GDs) were carried out to generate awareness and motivate them about SIPP;
- Eight informal discussion sessions were conducted with the villagers to motivate them to actively participate in the project;
- About 10 *Uthan Boythak* were organized as a measure to motivate the villagers;
- Village level 96 mass meetings were conducted in 96 villages;
- A set of leaflets were distributed among the villagers while different discussions meetings;
- For visual presentation, various posters were stick/ fixed in different important public places.

**B. Ultimate village selection:** After completing IC campaign, the interest levels of 96 villages were measured through conducting a household survey. A prescribed questionnaire was used for measuring the level of community enthusiasm. Six criteria were set for measuring the level, which are i) Male attendance ii) Female attendance iii) Active participation iv) Interest level v) Willingness level vi) Awareness level.

Each criterion carrying 5 scores and hence the highest possible is 30. The measure of enthusiasm has been ranked into 3 level viz. i) Very high (above 25) ii) High (20 < and <=25) iii) Moderately high (<= 20)

Different level of percentage (%) of measuring level was considered for scoring. Finally, a total of 60 villages were selected where 44 belong to very high followed by 16 villages ranked as high. Highest ranked villages was Dewani para (28.84 score) at Jamalpur (s) and Jhalor char (22.26 score) was the lowest. If any village is dropped out from the list, would be replaced by other villages from the remaining 36 villages.

**C. Community Action Plan (CAP) (September to October 03):** DORP-Associates conducted the Participatory Rural Appraisal (PRA) for the preparation of CAP, these are-

- CF conducted mass meetings in each village to inform the procedure of CAP preparation;
- All classes of participants (farmer, labor, fisher, service holder and women) were gathered and sit together in the session;
- Different PRA tools were used for CAP preparation which include - Mapping; Venn diagram; Need identification; Need prioritisation, Resource identification and CAP preparation. CAP includes two decisions about - i) infrastructure and ii) Social Assistance Program (SAP);

**Mapping:** Showed the present situation of settlement, road, madrasha, school, sanitation drinking water facilities etc. **Time:** Four hours from 10 am to 2 pm

**Venn diagram:** Three types of shape were used for venn diagram. Round shape indicates elite; Triangle indicates skilled resource and; Rectangular indicates institutions. Closeness pointed out the strength of helpful for society **Time:** Four hours from 10 am to 2 pm

**Need Identification:** Identified their need, obstacles/barriers from the society, why did not they do anything, solution **Time:** Five hours starting from 10 am to 3 pm

**Prioritization:** Identified the most valuable urgent demand of the community **Time:** Four hours from 10 am to 2 pm

**Resource opportunity and wealth ranking:** Identified the mechanism and resources to perform the activities; Contribution of the community and SDF

- In most cases, schools **premier** or open field or courtyard were used as PRA venue
- Days and time allocation for CAP
  - It took 3 days for CAP preparation for each village. The work did not perform at a time i.e., facilitator gave interval after one working day. During interval, CAP preparation conducted another village. For example, Mapping & Venn diagram conducted in one day (say 14 September'03); need identification in another day (18 September'03); prioritisation, resource identification and CAP preparation in another day (26 September 03). Apparently, the activities started from 14 September'03 and continued on 26 September'03; but during interval days were used for CAP preparation in other villages.
  - About 3/ 4 hours were allocated for conducting each PRA session in a day. Generally, the session was started at 10:00am and it was shifted afternoon depends on villagers view.

**Output of PRA:** Villagers identified various needs for development of their community. However, finally they reached into a consensus to select the first priority for infrastructure and the first priority for SAP. In view of infrastructure, rural road became prominent in the priority followed by sanitation, drinking water and school repairing.

**D. VDC formation:** A six member ad hoc Committee was formed before formation VDC. The committee was responsible for the preparation of by-laws, VDC formation. The ad hoc committee melted after VDC formation. Each of the 57 VDC's have 11 members in two project areas and only three VDCs, each consists of 13 members at Dewangonj upazila. FS and CF assisted in the formation of those bodies.

Criteria followed to form VDC as follows:

- One VDC has been formed in a village where the village comprising of 50 to 500 households. In special case, two VDC would be formed if village comprising of more than 500 households
- There are two bodies in each VDC viz. the General Body and Executive Body
  - General body: 10% household's representative made general body
  - Executive body: It has been generated from the general body. If any member of VDC is not able to continue his/her duties then the position would be replaced by the member of general body
- VDC ensured representatives of all classes of villagers
- 50% member came from very poor class and are members of small groups organized by NGOs. Out of 50%, 30% members are women.
- The rest 50% member came from other classes of the same village as social worker, village leader, members of UP, imam or member of mosque committee, teacher, doctor, literate youth,



representative of school/ college/ madrasha/ club/ cultural society or the representative of bazaar committee and skilled resource professionals i.e., mechanic, mason of tube-well and sanitary latrine, etc.

Table2: Shows the male and female member in VDC

Upazila	Union	Number of VDC	Total number of VDC	No. of female member in VDC	Remarks
Jamalpur (s)	1) Kendua	10	220 (11 members for each VDC)	82 (Each of 5 VDC have 3 members, 4 members in each of 9 VDCs, 5 in each of 5 VDCs and 6 in 1 VDC)	Female members-37%
	2)Lakshmir char	10			
Dewangonj	1) Chikajani	10	220 (11 members for each VDC)	78 (3 members in each of 2 VDC & 4 in each of 18 VDCs)	Female members-35%
	2)Bhadurabad	10			
	1) Hatibhanga	10	223 (Each of 17 VDCs have 11 members, Each of 3 VDCs have 11memebers	88 (4 members in each of 15 VDCs, 5 in each of 2 VDCs and 6 in 3 VDCs)	Female members-37%
	2) Par ramram pur	10			

Responsibilities of VDC include:

- A list of small sub-projects and other social interest will be made for one year
- A working plan will be made to perform the mentioned interest
- Form Community Group (CG) comprising by 30-50 members. Women members should be 30% in each CG.
- PMC formation
- Preparation of monthly work plan in the light of work plan
- Assist PMC to implement the sub-projects
- Assess the progress of work during the end of year and make a work plan for the next year
- The member of VDC receive training when necessary
- Prepare social, financial and cultural activities in addition to regular work
- Project proposal be submitted to other organization if necessary
- Keeping record of progress of work, accounts keeping and preserving other related documents

**F. Community Group (CG) Formation:** CG has been formed with the members who contributed in cash and kind for the interest of project. If all the villagers participate with both contributions then CG members would be selected by measuring the enthusiasm regarding the project. It is found that about 30 or 40 or 50 number villagers belong to a CG. Villager who is the general member of VDC can also the member of CG.

**G. Project Management Committee (PMC):** This committee comprising of 9 members whether they are male or female. The member is selected with the support of the member of CG and VDC. The general member of VDC would also be the member of PMC. VDC has right to cancel PMC member or dismiss the body whenever necessary.

**H. Social Action Plan (SAP):** Though the SAP yet not to start in the project area, villagers prioritised Income Generating Activities (IGA) for SAP followed by dowry, health and mother & child care in their society.

## Other information

### A. Accounting system

The member of PMC has opened a joint account. Three key persons, operate bank account (president, secretary and cashier) as the signatories.

A regulation system has been developed for accounts management, which are as under:

- At least two signatures are needed to draw money from the bank
- Money can be drawn with consent of other members of PMC
- PMC assigned accountability to VDC on 2<sup>nd</sup> day in each month

### B. Status of Sub-Project

Villagers opened bank account as per contribution to implement sub project (Table 3) in Jamalpur district. The villagers contribute 15% of total budget of sub-project of which 10% financially and 5% in kind. Rest 85% would be contributed by SDF.

Table 3: Status of Sub-project at Jamalpur district

Status	Jamalpur Sadar	Dewangonj	Total
Sub-project Measurement	8	15	23
Sub-project Submission	5 (3 yet to finalize)	7	12
Account open by VDC (100% paid)	12	20	32
Account open by VDC (partially)	8	20	28

### C. Report submission

Following various reports has been submitted to the SDF. These are -

- Monthly progress report
- Quarterly report (only 1<sup>st</sup> quarter)
- Six monthly report
- Other reports as per requirement of SDF

### D. Other NGOs

Different NGOs namely a) BRAC, b) Grameen Bank, c) Proshika, d) Unnyan Shanga 5) ASA have been working in Jamalpur Sadar upazila. Besides these, a number of local NGOs have been working in the area. Their main activities are credit and health.

### E. Next activities of CSO

CSO will perform following various activities:

- I) Implementation of sub-projects
- II) Organization's trainings on Motivation, Leadership building, Record keeping system, Group management
- v) Accounting

### F. Views of Team Leader about the progress of project activities

Although the activities relevant to villages selection and sensitisation of communities (viz. IC Campaign, PRA, etc.) have been accomplished satisfactorily, development activities viz. implementation of sub-projects (rural road improvement) is lagging behind. This results frustration these acceptances of the whole process to the communities become debatable. Villagers are facing problem in farming in the lands adjacent to alignments.

**G. Stream of IC campaign**

The news of community-based activities and its benefit have reached other villages. Now, the villagers are more interested about this project though they showed less interest at the out set.

**H. Activities of other partner organizations**

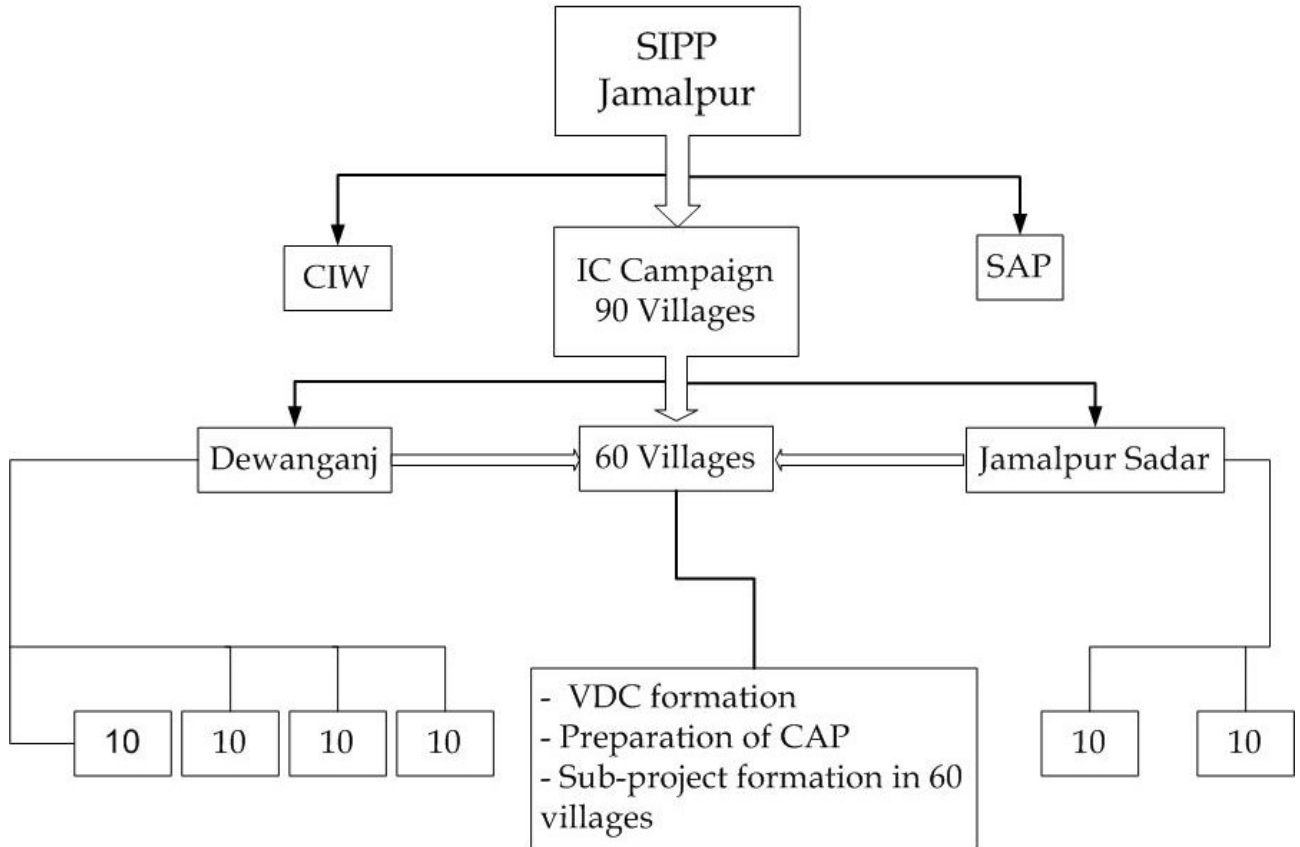
**Project Appraisal and Supervision Team (PAST)**

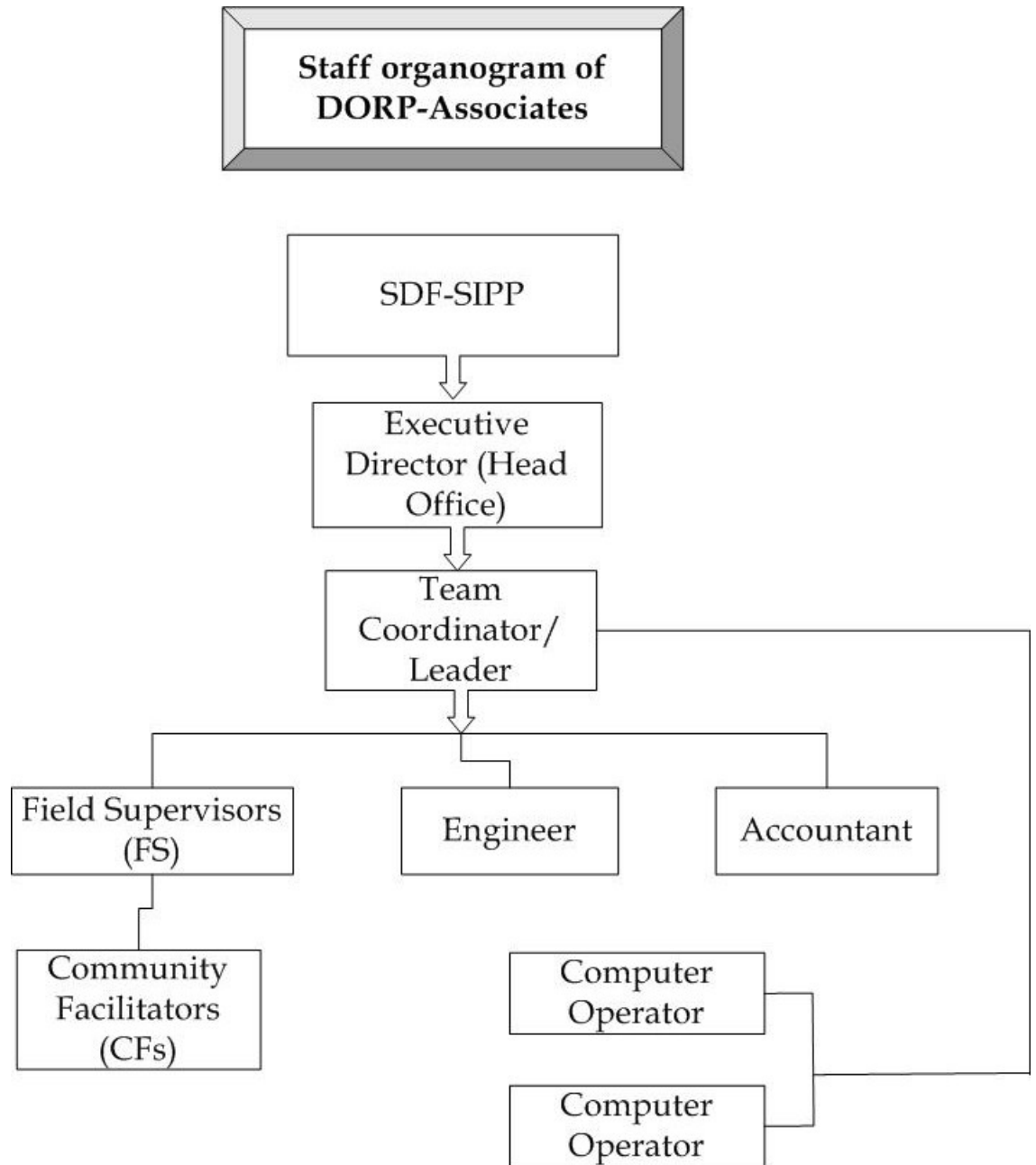
BCL is to provide technical support for the infrastructure aspects, paid an informal visit during 13-15 January'04 and physically observed the rural road improvement schemes in 2 villages of Jamalpur Sadar and 1 in Dewangonj.

**Participation Organization (PO)**

Dhaka Ashania Mission (DAM) is to provide the technical support for Social Assistance Program (SAP). DAM will visit the area in April 04.

**PROGRAM SCHEDULE**





**Responsibilities of the project staff**

SL. No.	Designation	Core responsibilities	Working Methodologies
1.	Team Leader	<ul style="list-style-type: none"> <li>Supervise the activities of Field Supervisors and Accountant and give instructions</li> <li>Meeting with communities, local elites and local members</li> <li>Maintain liaison with DC, UNO and other GO &amp; NGO officials</li> <li>Make contacts with the management</li> <li>Make coordination with concerned officials of SDF</li> <li>Report writing</li> </ul>	Formal & informal discussions, letter, visits, individual contacts and other forms of contacts & monitoring
2.	Field Supervisor	<ul style="list-style-type: none"> <li>Collect information from primary and secondary sources</li> <li>Meeting with communities, local elite and local members</li> <li>CAP preparation</li> <li>Sub-project Implementation and other field level activities</li> <li>Supervision of CF's activities</li> <li>Conduct training and workshop</li> <li>Documentation of activities with hard and soft copy</li> <li>Work plan and monthly progress reporting</li> </ul>	Frequent field visits, IC campaigns, conduct PRAs, leaflet and poster distribution, Individual contacts, Conducting participatory training and workshops, prepare training materials and report writing
3.	Community Facilitators	<ul style="list-style-type: none"> <li>Collect information from primary and secondary sources</li> <li>Meeting with community, local elite and local member</li> <li>CAP preparation</li> <li>Sub-project Implementation and other field level activities</li> <li>Facilitate in VDC, CG and PMC formation</li> <li>Cooperation with those bodies</li> <li>Facilitation of activities (sub-project preparation, record keeping and bank account open) to be done by VDC, PMC and CG</li> <li>Organize and assist in training and workshops</li> </ul>	Frequent field visits, IC campaigns, conduct PRAs, leaflet and poster distribution, Individual contact, Conducting participatory training and workshops
4.	Engineer	<ul style="list-style-type: none"> <li>Measuring, preparing and implementing sub-projects by the PMC with the help of CFs.</li> </ul>	Field visit and measuring tools use
5.	Accountant	<ul style="list-style-type: none"> <li>Keep accounts of the project finance and expenditure</li> </ul>	In the office
6.	Computer Operator	<ul style="list-style-type: none"> <li>Drafting letter, typing report and other documents as per requirement</li> </ul>	In the office
7.	Peon / cook	<ul style="list-style-type: none"> <li>Supporting people working in the office</li> </ul>	Dispatch and cooking

### Activities of CSO

Completed so far and presently ongoing activities, objectives, methodologies and other details have been shown below.

SL. No.	Activities	Objectives	Steps involved	Methodologies	Resources involved	Date of accomplishment
1.	Setting up of office and staff deployment	<ul style="list-style-type: none"> <li>Smooth implementation of project activities</li> </ul>	<ul style="list-style-type: none"> <li>The office is newly set up as office cum residence for SIPP in Jamalpur (s) and Dewangonj</li> <li>Setting up two union level residence for CFs</li> <li>Purchasing of furniture, equipment and stationeries</li> <li>Recruitment of staff</li> <li>Providing vehicles (3 motorcycles and 12 bicycles)</li> </ul>	<ul style="list-style-type: none"> <li>Legal deed with the house owner</li> <li>Direct purchase</li> <li>Qualified staffs as per requirement</li> <li>Total target of staff quantity was fulfilled through new recruitment</li> <li>Local candidates are preferred</li> </ul>	<ul style="list-style-type: none"> <li>Director and Team Leader and staffs</li> </ul>	April'03
2.	Training of the project staff	<ul style="list-style-type: none"> <li>Train about the project activities implementation approaches</li> </ul>	<ul style="list-style-type: none"> <li>02 days field staff training on IC campaign (planning grid, tactic and implementation), in the SDF office</li> </ul>	<ul style="list-style-type: none"> <li>Training</li> <li>Materials used- poster, leaflets and enthusiasm formats</li> </ul>	<b>Trainee:</b> CC, TC/TL and FS, <b>Trainer:</b> SDF resource, IC consultants	7-8 June'03
			<ul style="list-style-type: none"> <li>Field staff training for 02 days in the DORP Associate office, Jamalpur</li> </ul>	<ul style="list-style-type: none"> <li>Training and orientation</li> </ul>	<b>Trainee:</b> CF, <b>Trainer:</b> TL and assist FS,	11-12 June'03
			<ul style="list-style-type: none"> <li>06 days training on implementation process as of SIPP at DORP Associate office, Jamalpur</li> </ul>	<ul style="list-style-type: none"> <li>Theoretical lecture and practical exercise</li> </ul>	<b>Trainee:</b> TC/TL ,FS and CF <b>Trainer:</b> GM (Program), Managers from program and M.E & L of SDF	14-19 June'03

SL. No.	Activities	Objectives	Steps involved	Methodologies	Resources involved	Date of accomplishment
3.	Post training assessment	<ul style="list-style-type: none"> <li>Assess the level of field staff and villagers have been trained</li> </ul>	<ul style="list-style-type: none"> <li>Observe and the status of IC campaign</li> <li>Measure the awareness and enthusiasm level of villagers</li> <li>Assess the level of skills of field staff</li> </ul>	<ul style="list-style-type: none"> <li>Field visits</li> <li>Meetings</li> </ul>	GM (Program); Manager, CDP and Manager, SAP; Manager, M.E & L of SDF; IC consultants, DORP Associate	14-16 and 23-25 and July'03; 8-11 August, 03
4.	Pre-launch planning, Project launching workshop	<ul style="list-style-type: none"> <li>Collect primary data and information</li> <li>Inception of project</li> </ul>	<ul style="list-style-type: none"> <li>Reconnaissance survey</li> <li>Village selection for IC campaign</li> </ul>	<ul style="list-style-type: none"> <li>Format design</li> <li>Field visits</li> </ul>	FS and CF	August-September'03
5.	Workshops	<ul style="list-style-type: none"> <li>Project inception and IC strategy</li> </ul>	<ul style="list-style-type: none"> <li>One day project launching/inception workshop at Jamalpur (s)</li> <li>One day upazila level IC workshop at Dewangonj</li> </ul>	<ul style="list-style-type: none"> <li>Workshop, discussion</li> </ul>	<ul style="list-style-type: none"> <li>Govt. officials, Dewangonj, local NGO representatives, reporters, local elite and social worker, community representatives and all staff of DORP Associates, Jamalpur</li> </ul>	9 August 03
6.	Upazila selection	<ul style="list-style-type: none"> <li>Start project activities as per requirement</li> </ul>	<ul style="list-style-type: none"> <li>Analysis of selection criterion</li> </ul>	<ul style="list-style-type: none"> <li>Purposive selection method</li> </ul>	<ul style="list-style-type: none"> <li>TL, FS and CF</li> </ul>	July' 03
7.	Union selection	<ul style="list-style-type: none"> <li>Vulnerable unions identification</li> </ul>	<ul style="list-style-type: none"> <li>Visit, observation</li> <li>Discussions</li> </ul>	<ul style="list-style-type: none"> <li>Field visits and discussions with villagers</li> </ul>	<ul style="list-style-type: none"> <li>TL, FS and CF</li> </ul>	July, August'03
8.	Village selection	<ul style="list-style-type: none"> <li>Select poor villages (96)</li> <li>Select Sub-project implementation villages (60) for first year</li> </ul>	<ul style="list-style-type: none"> <li>Physical visit observe the roads, health situation, water facilities and discussions</li> <li>Primary and secondary data collection &amp; analysis</li> <li>Village survey</li> <li>IC campaign</li> </ul>	<ul style="list-style-type: none"> <li>Use of checklist</li> <li>Questionnaire use</li> <li>Selection of indicator and scoring for enthusiasm</li> <li>Participatory</li> </ul>	TL, FS, CF and villagers	August'03



SL. No.	Activities	Objectives	Steps involved	Methodologies	Resources involved	Date of accomplishment
			<ul style="list-style-type: none"> <li>• Enthusiasm evaluation</li> </ul>	methods		
9.	IC Campaign	<ul style="list-style-type: none"> <li>• Disseminate project objectives and mobilize local people</li> </ul>	<ul style="list-style-type: none"> <li>• Individual contacts</li> <li>• Formal &amp; informal meetings</li> <li>• Materials distribution</li> </ul>	<ul style="list-style-type: none"> <li>• Mass meetings</li> <li>• Group discussions</li> <li>• Community level meetings</li> <li>• Uthan Baithaks</li> <li>• Poster and leaflet distribution</li> </ul>	FS, CF and villagers	July, August, September'03
10.	Preparation of community action plan (CAP)	<ul style="list-style-type: none"> <li>• Sub-project identification</li> <li>• Social Action Plan Development</li> <li>• Awareness develop and capacity building</li> </ul>	<ul style="list-style-type: none"> <li>• Inform villagers</li> <li>• Fix date, time and venue</li> <li>• Ensure participation of people from all social classes</li> </ul>	<ul style="list-style-type: none"> <li>• Publicity by Miking</li> <li>• Use of PRA tools -mapping -Venn diagram</li> <li>-Need identification</li> <li>-Need prioritisation, resource identification, settle CIW and SAP</li> </ul>	Villagers, CF and FS	September and October'03
11.	Formation of VDC	<ul style="list-style-type: none"> <li>• Make list of sub-projects and other social interests</li> <li>• Develop work plan</li> <li>• Formation CG and PMC</li> <li>• Assess working progress</li> <li>• Submission of project proposals to other organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Ad hoc committee formation (6 members)</li> <li>• Voting</li> <li>• Constitution preparation</li> <li>• General committee formation (1 members from each 10 families)</li> <li>• Executive committee formation (11 members selected by GC)</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct PRA</li> <li>• Voting in open discussion</li> </ul>	Villagers (Assist DORP staff)	September and October'03
12.	Formation PMC	<ul style="list-style-type: none"> <li>• Implement sub-projects properly</li> <li>• Maintain accounts</li> </ul>	<ul style="list-style-type: none"> <li>• CAP preparation</li> <li>• VDC formation</li> <li>• Bank account opening</li> </ul>	<ul style="list-style-type: none"> <li>• Opinion from VDC</li> <li>• Support</li> </ul>	VDC member and villagers	September and October'03

SL. No.	Activities	Objectives	Steps involved	Methodologies	Resources involved	Date of accomplishment
		properly		villagers • Bank account open		
13.	Formation of CG	<ul style="list-style-type: none"> <li>• Ensure contribution in financial and in kinds</li> </ul>	<ul style="list-style-type: none"> <li>• Collect contribution from the interested villagers</li> </ul>	<ul style="list-style-type: none"> <li>• Use PRA tools</li> <li>• Contribution with money and kinds</li> </ul>	VDC and PMC members	September and October'03
14.	Collection of contribution	<ul style="list-style-type: none"> <li>• To collect 10% cost for sub-project implementation</li> <li>• Ensure kind resources</li> </ul>	<ul style="list-style-type: none"> <li>• Contribution collection form the villagers</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting</li> <li>• Paid by contributors</li> </ul>	PMC and VDC member	October'03 and on going process
15.	Preparation of sub-projects	<ul style="list-style-type: none"> <li>• Getting fund from SDF for infrastructure development</li> </ul>	<ul style="list-style-type: none"> <li>• Measurement of infrastructure</li> <li>• Collect prescribed forms from SDF through CSO</li> <li>• Fill up the forms and enclose design, estimate, meeting regulation and other documents</li> </ul>	<ul style="list-style-type: none"> <li>• Field visit</li> <li>• Meeting with PMC and VDC member</li> </ul> Collect documents from the villagers as per requirement	PMC, FS, CF and engineer	November-December'03 and on going process
16.	Capacity building training to VDC, and PMC leaders	<ul style="list-style-type: none"> <li>• Capacity building of VDC and PMC</li> </ul>	<ul style="list-style-type: none"> <li>• Organize the training</li> <li>• Facilitate the training</li> </ul>	Participatory training	PMC and VDC leaders, facilitated by FS, organized by CF	Not yet fix

### 6.1.2 Case Studies

#### Introduction

An extensive field visit was made in four villages of Jamalpur area from 8- 11 February' 04 under SIPP project of SDF. Officials of DORP-Associates and villagers were the key respondents while collecting information from the field. Four villages have been selected randomly out of 60 villages where VDC has been formed in the first year to implement the sub-project.

#### Methodologies

Informal discussions have been carried out with the officials of DORP-Associates, Jamalpur and with the members of VDC, CG and PMC of 4 selected villages. Nine separate discussions (1 with Team Leader, 4 with community facilitators and 4 with VDC members) were held to gather relevant information.

#### Village selection

Criteria considered before village selection for case studies. These are-

- Covered two upzilas
- Whether sub-project proposal submitted
- Bank account open
- Deposited in PMC or VDC or both
- Contributed totally and partially whether deposition of villager's contribution in the bank

#### Status of VDC & PMC activities

Sub-project submission		Bank account open		Deposited in Bank Accounts	
Yes	No	Yes	No	PMC	VDC & PMC
22	38	35	25	30	5 (in Dewangonj)

Two villages have been selected from each upazila. Stratification for sample village selection-

1. Deposited in PMC bank account, contributed totally as per project budget, deposited in PMC and submitted sub-projects, - 1 village from Jamalpur (s)
2. Deposited in PMC bank account, contributed partially as per project budget and submitted sub-project - 1 village from Dewangonj
3. Deposited in PMC and VDC bank account, contributed totally as per project budget and submitted sub-project - 1 village from Dewangonj
4. Do not open bank account, contributed partially and deposited to PMC member and do not submitted project proposal -1 village from Jamalpur (s)

#### Bank account open

SDF (Sub-project cycle)	DORP-Associates	Causes of time change
- Bank account would be opened after approval of sub-projects	- Villagers opened bank account before sub-project approval (after VDC/PMC formation)	- Villagers are poor, not able to pay in full and at a time. - Financial contribution of communities took more time than assumed

### Why did villagers open bank account in both VDC and PMC?

Community of five villages of Dewangonj upazila opened bank account in both VDC and PMC. Villagers had contributed money before PMC formation and resulted opening of account under VDC to deposit money. Villagers also considered that PMC would be withdrawn after sub-project implementation and so, it would be better in future if they open bank account under VDC. After formation of PMC, they also opened bank account as VDC would send money to PMC accounts when the implementation activities would be started. In future, VDC would be active and maintain different activities directly in the respective villages. To facilitate this, bank account will have to be opened by each VDC.

### Regulation of Accounts

Signatories of bank account are president, secretary and treasurer of PMC. Different conditions are imposed in maintaining accounts system of sub-projects are:

- Need two signature to draw money from the account
- Need approval from the member of PMC
- PMC will be responsible to provide the information of financial activities to VDC on the 2<sup>nd</sup> day of each month and VDC will check all accounts

### Feedback on different processes

Officials of DORP-Associates and Villagers drew comments on present process and what would be future form is presented in the following table -

Respondent	Present	Future
DORP Officials	<ul style="list-style-type: none"> <li>- 02 months for IC campaign</li> <li>- Govt. officials are not informed formally before by SDF</li> <li>- Initially SDF are interested for road sub-projects</li> <li>- Insufficient IGA support</li> <li>- Three groups (VDC, CG &amp; PMC) are formed for implementing sub-project</li> </ul>	<ul style="list-style-type: none"> <li>- Need 3 months for IC campaign</li> <li>- Government officials of district, upzila and UP members should be informed formally before implementing the programs</li> <li>- Sub-projects would be developed &amp; implemented in participatory approach</li> <li>- Increase IGA support</li> <li>- VDC is competent to implement sub-project</li> </ul>
Villagers	<ul style="list-style-type: none"> <li>- 15-20 Meeting are held before VDC formation</li> <li>- 10% financial &amp; 5% kind contribution</li> <li>- VDC, CG &amp; PMC formed to implement sub-project</li> <li>- Commitment is flexible</li> </ul>	<ul style="list-style-type: none"> <li>- 5/6 meetings would be sufficient</li> <li>- 5% financial &amp; 3% kind contribution</li> <li>- VDC &amp; CG is sufficient for sub-project</li> <li>- Commitment should be rigid</li> </ul>

### Criteria for selection of poor

To identify four social classes of people, some criteria have been set by SDF. In practical situation, CSOs gave priority to villager's opinion apart the social classes. SDF criteria are-

Attributes	SDF	Community
Very poor	<ul style="list-style-type: none"> <li>-Landless either have homestead or cultivable land</li> <li>-Unemployed up to six months</li> <li>-Monthly income &lt;= Tk. 600</li> <li>-Illiterate</li> <li>-Not involved with any organization</li> <li>-Distressed women</li> </ul>	<ul style="list-style-type: none"> <li>-Having no homestead and cultivable land</li> <li>-Housing condition not good</li> <li>-Food intake not sufficient</li> <li>-Living hand to mouth</li> <li>-Not well dressed</li> <li>-Unemployed most of the time (not</li> </ul>

Attributes	SDF	Community
	<ul style="list-style-type: none"> <li>-Tribal people</li> <li>-Child laborers</li> <li>-Jobless garments worker</li> </ul>	<ul style="list-style-type: none"> <li>mentioned) and daily laborer</li> <li>-Begging</li> </ul>
Poor	<ul style="list-style-type: none"> <li>-Have only the homestead land</li> <li>-Unemployed for 6 months</li> <li>-Monthly income is more than Tk. 600 and less than Tk. 1500</li> <li>-Skills in reading and writing in little</li> <li>-Involved with organization</li> <li>-Unemployed female headed families</li> <li>-Disable</li> <li>-Drop out from the schools</li> </ul>	<ul style="list-style-type: none"> <li>-Land including homestead less than 50 decimals</li> <li>-Housing condition not good</li> <li>-Food intake usually 3 or 2 times (1 in times).</li> <li>Day laborers</li> </ul>
Middle class	<ul style="list-style-type: none"> <li>-Have cultivable land less than 10 decimals and also have cattle</li> <li>-Employed more than 6 months</li> <li>-Monthly income is more than Tk. 1500 but less than 3000</li> <li>-Literate (reading &amp; writhing)</li> <li>-Involved with local organization and maintain - social activities</li> <li>-Having little income of female member</li> </ul>	<ul style="list-style-type: none"> <li>-Having land more than 50 decimals</li> <li>-Housing condition moderately good</li> <li>-Sufficient food intake</li> <li>-Well dressed</li> <li>-Have capacity to give loan/help the poor</li> </ul>
Rich	<ul style="list-style-type: none"> <li>-Have cultivable land more than 10 decimals and other assets</li> <li>-Employed round the year</li> <li>-Monthly income is more than Tk. 3000</li> <li>-Literate and service</li> <li>-Leader</li> <li>-Economically solvent</li> </ul>	<ul style="list-style-type: none"> <li>-Have sufficient cultivable land</li> <li>-Housing condition is good</li> <li>-Well dressed</li> <li>-Have capacity to give loan/help the poor</li> <li>-Have influence to the community</li> </ul>

**Stream of activities:** In the meantime, the activities have been spread over different upzilas. People of Sharisha Bari upzila came to the officials of DORP-Associates to start the activities in their respective unions. Chairman, Dicpai union, JamalpurSadar visited DORP-Associates office and asked for starting development activities immediately in his union.

Adjacent villages of VDC villages showing interests about the activities that are being implemented by SDF. It is also noticed that a few people either in or out of VDC villages are sceptical about project implementation.

### **Purba Kutamoni Village Development Committee**

***Date of formation: 27 October 03***

Purba Kutamoni village is located in the south-west side of Jamalpur Sadar Upazila under No. 1 Kendua union, Jamalpur Sadar. The village is located about 10 km far from Sadar upazila. The link road is of mettled type, herringbone and katcha and can be reached by Rickshaw, Cycle, Motorcycle and four-wheel cars during monsoon and dry seasons. DORP-Associates started its activities on April'03 and held 15-20 meetings with the villagers through IC campaign and PRA exercises. Most of the meeting (not mentioned) held in the courtyard of Afser Ali Member, President VDC.

### Composition of villagers in Purba Kutamoni village

Different occupational groups were found in the village and categorized as under-

- 2) Farmers - 60%
- 3) Laborers - 25%
- 4) Fishers - 5%
- 5) Others (service, business etc.) -10%

### Participants in the meeting

In different PRA gatherings, 50-70 participants were present and their composition were-

- 1) Female - 60%
- 2) Farmer - 20%
- 3) Labor - 10 %
- 4) Fisher - 2%
- 5) Others - 8%

### Distribution of Members of VDC

There are 11 members in the VDC. Poor-rich and gender distribution of VDC is-

Poor: 5            Male : 7  
Rich: 6            Female: 4

### Record keeping system

Villagers noticed that they maintain four types of recording system viz. regulation, notice, cash and register.

### Monthly meeting status

They sat 3 times after VDC formation. Villagers opined that member of VDC have to sit together in each month. VDC use to inform the date of meetings to Community Facilitator. Although they have been sitting in each month but number of participants and their level of enthusiasm is reducing, as the villagers are involved in agricultural activities as well as due to delay in sub-project implementation.

### Occupation of VDC member

President – Business (Paddy, Chilli etc. stock business)  
Vice president - Farmer  
Secretary – Housewife  
Asst. secretary - Farmer  
Treasurer – Student  
Member (6) – Driver, farmer, housewife and petty traders

### Steps of VDC formation

Initially, Information Communication (IC) campaign was done over villages to inform the local people about the objectives of the project (SIPP). Ad hoc Committee was made through Participatory Rural Appraisal.

Resources	Step -1	Step -2	Step-3
VDC members	-Formed ad hoc committee with 6 members	- General Committee (One villagers comes from each 10 household in this committee)	- Executive committee
CF of CSOs	-Formed ad hoc committee with 6 members	- General committee (At least 20 members will make this committee)	- Executive committee which is generated from general committee

### Objectives of different steps

VDC formed to perform different objectives of the activities under SIPP.

Steps	Objectives of different steps	
	VDC Member	CF of CSO's
Ad hoc Committee	-To organize all villagers -To make GC -To form EC	- To gather community people
General Committee (GC)	- To form EC	- To form EC of 11 members - To appraise the activities of VDC through annual general meeting - To null and void the membership and recruit the new member of VDC
Executive Committee (EC)	- Supervise & monitor the subprojects - To make list for ongoing sub-project - CG and PME formation - Organize the monthly meeting	- To make annual development plan and other social interest - To make list for ongoing subproject - CG and PME formation - To organize the monthly meeting - To assess the annual achievement - To submit project proposals to other organisation

### Future of VDC

Community Facilitator of DORP and villagers gave their opinion about the future of VDC-

VDC members	- VDC will sustain whether SDF work in the village - If villagers contribute own self with financial & kind for the village development, other organizations will offer them for further development
CF of CSO	- VDC will carry on whether SDF continue their activities in the village - They will responsible to watch out present sub-project and submit the project proposals

### Sub-Project status

Apparently, PMC is responsible for implementation of sub-projects but VDC would also have greater role to perform the activities properly. About 1.6 km kacha road from the house of Azizur Rahman to house of Saize uddin , would be repaired under this project. Tentative estimation of the subproject is Tk. 320,004.2988 Various documents were provided with sub-project proposals included 1) Application form 2) Meeting minutes of CG 3) Environmental assessment report 4) Location map of the sub-project 5) Design of Sub-project 6) Estimated of sub-project 7) Analysis of rate for sub-project to SDF.

**Activities of sub-project:** Different activities as clearing of road, earth work, dressing, manual compaction and tarfing (grass)

**Contribution of villagers for the sub-project:** Villagers will contribute 10% in cash and 5% in Kind for the sub-project, which is going to be implemented by SDF.

Cash- Tk. 32,000.

Kind- Tk. 16,000.

SDF - Tk. 27,2004.

### **Vangar gram Village Development Committee**

***Date of formation: November 2003***

Vangar gram village is situated at the north side of Dewangonj Sadar upazila under Bahadurabad union, Jamalpur District and the distance from upazila is about 8 km. The road is partially mettle covered and partially katch to reach the village. It needs to cross the River Mora Brahmaputra by boat to the village. Van, rickshaw, cycle, motor cycle and four wheel cars move during monsoon and dry season by using boat and locally managed manual ferry.

Villagers opined that about 10-12 meetings were held through IC campaign and PRA. Generally, the time of meeting was 3-6 pm depending on the suitability of the villagers. They used lamp if meeting continued up to till night.

### **Composition of villagers in Purba Kutamoni village**

There are about 250 households comprising 1,000 people in this village. Different occupational groups were found in this village. The percentage distributions of different occupational groups are:

- 1) Farmers - 6%
- 2) Laborers - 90%
- 3) Fishers - 2%
- 4) Others (service, business etc.) -2%

### **Participant combination in different meetings**

In different PRA gatherings, about 50-70 participants were present and their composition was:

- 1) Female - 75%
- 2) Farmer - 5%
- 3) Labor - 15 %
- 4) Fisher - 2%
- 5) Others - 3%

### **Member distribution of VDC**

VDC has been formed with 11 members. Poor-rich and gender distribution is-

Poor: 6            Male    : 7 (farmer-2, daily laborer-2, service-3)  
Rich: 5            Female : 4 (Daily laborer)

### **Record keeping system**

Villagers are maintaining four types of recording systems viz. regulation, notice, cash and register.

### **Monthly meeting status**

They sit 3 times after formation VDC till to date (two with PMC & one with CG). Besides these, informal discussions/ meeting was made with the member of mentioned three bodies. Villagers opined that member of VDC have to sit together in each month. VDC informed the date of meeting earlier to Community Facilitator. Villagers are engaged in the agriculture activities so, the number of participants is not sufficient to make a quorum (51% member make a quorum). The level of enthusiasm is not same like earlier due to delay sub-projects implementing.

### **Occupation of VDC member**

President - Teacher (Reg. Primary School)/Farmer  
Vice president - Farmer



Secretary – Farmer  
Asst. secretary - Day laborer  
Treasurer – Farmer  
Member (6) – Day laborer, service

### Steps of VDC formation

To know about the objectives of this project to the local people, IC campaign was conducted in the villages. Ad hoc Committee was made through participatory approach.

Resources	Step -1	Step -2	Step-3
VDC members	-Formed ad hoc committee with 6 members	- General Committee	- Executive Committee
CF of CSOs	-Ad hoc committee is formatted with 6 members	- General committee (1 member from 10 member)	- Executive committee which is generated from general committee

### Objectives of different steps

Different steps are followed before VDC formation to perform different objectives of the activities.

Steps	Objectives of different steps	
	VDC Member	CF of CSO's
Ad hoc Committee	- To make GC - To form EC	- To gather community people - To make GC - To form EC
General Committee (GC)	- To form EC	- To form EC of 11 members - To appraise the activities of VDC through annual general meeting - To null and void the membership and recruit the new member of VDC
Executive Committee (EC)	- CG and PMC formation - To make list for ongoing subproject - To organize the monthly meeting - Subproject repair in future	- To make annual development plan and other social interest - To make list for ongoing subproject and SAP - CG and PMC formation - To organize the monthly meeting - To submit project proposal to other organisation

### Future of VDC

VDC members	- VDC will continue road management, collect money form the villagers, contribute financially in the marriage, tube-well repair, culvert repair though SDF withdraw their activities in future - Manage other work from different organizations
CF of CSO	- VDC will carry on whether SDF continue their activities in the village - They will responsible to watch out present sub-project and submit the project proposal

### **Sub-Project status**

Community demanded road and bazaar repair. The road is divided into 3 parts as

- 1) From Muslim (Bazaar road) to Ismail house (about 255m)
- 2) From Bazaar to Bahaduraba riverbank (250m)
- 3) From Gafur bari to Abdul Mozid (200m).

Tentative estimation of the subproject is Tk. 153550.79

For sub-project proposal, villagers provided different documents namely 1) Application form 2) Minutes for meeting of CG 3) Environmental assessment report 4) Location map of sub-project 5) Design of Sub-project 6) Estimate of sub-project 7) Analysis of rate for sub-project to SDF.

**Activities of sub-project:** Different activities as clear of road, earthwork, dressing, manual compaction, tarfing (grass)

Villager's contribution in the sub-project: Villagers will contribute 10% as cash and 5% as Kind for sub-project, which is going to be implemented by SDF.

Cash- 15355 Tk.

Kind- 7678 Tk.

SDF- 130518 Tk.

### **West Amkhawa Village Development Committee**

***Date of formation: October 03***

West Amkhawa village is situated in the north position of Dewangonj Sadar Upazila under Bahadurabad Union, Jamalpur District and the distance from upazila is about 15 km. Comparatively, it is remote char area. Total way covered metal, and katch road to reach the village. It needs to cross the river, Mora Brahmaputra, by boat way to the village. Van, rickshaw, cycle and motorcycle move during monsoon and dry season by using boat and locally managed ferry. Four-wheel cars can go up to Amkhawa Bazaar. The area is also suitable to visit from Jamalpur with out any hustle if people go away via Baxigong Upazila.

During discussion it was found that about 20 meetings were carried out through IC campaign and PRA. The time of meeting depends on villagers. Generally, they chose 3-6 pm. They used lamp also during night.

### **Composition of villagers in Paschim Amkhawa village**

About 400 household and 1400 populations under this village were found while discussion was carried out. People of this village involved with different occupations. The percentage distribution of different occupations are-

- 1) Farmer - 8%
- 2) Labor - 75%
- 3) Fisher - 15%
- 4) Others (service, business, tailoring etc.) -2%

### **Participant combination in different meeting**

Usually, about 100 participants were presented in the gathering. Highest 500-600 villagers were participated in the first gathering. Percentages of female participation were comparatively higher (60%) than male (40%) because of male were involved in other work to earn. Participant status in the meeting-

- 1) Female - 60%
- 2) Farmer - 5%
- 3) Labor - 15 %
- 4) Fisher - 15%
- 5) Others - 5%

### Member distribution of VDC

VDC has been formed with 11 members. Poor-rich and gender distribution are-

Poor: 6                      Male : 7 (Farmer-2, daily labor-4, Business-3)

Rich: 5                      Female : 4 (Village doctor-1, Tailor-1, Daily labor-2)

### Record keeping system

Villagers are maintaining four types of recording system these are regulation, notice, cash and register.

### Monthly meeting status

They sit 4 times after formation VDC till to date (with PMC & CG). Besides these, informal discussions/ meeting was made with the member of mentioned three bodies. VDC members noticed that they have been sitting together regularly. Community Facilitator has also been presented in the discussion. They show their optimum interest about the project while discussion was carried out.

### Occupation of VDC member

President – Farmer

Vice president- Farmer

Secretary - Farmer

Asst. secretary - Business

Treasurer - Student

Member (6) – (Day labor-2, Tailor-1, Village Doctor-1)

### Steps of VDC formation

To know about the objectives of this project to the local people, IC campaign was conducted over villages. Ad hoc Committee was made through participatory approach.

Resources	Step -1	Step -2	Step-3
VDC members	-Ad hoc committee is generated with 6 members	- General Committee is made	- Executive Committee formed from GC
CF of CSOs	-Ad hoc committee is generated with 6 members	- General committee is made (1 member from 10 households)	- Executive committee

### Objectives of different steps

Different steps are followed before VDC formation owing to perform different objectives of the project.

Steps	Objectives of different steps	
	VDC Member	CF of CSO's
Ad hoc Committee	- To assemble community people - To generate GC - To form EC	- To gather community people - To make GC - To form EC
General Committee (GC)	- To form EC - To organize the local people	- To make EC of 11 members - To assess the activities of VDC through annual general meeting - To null and void the membership and recruit the new member of VDC
Executive Committee (EC)	- CG and PMC formation - To make list for ongoing subproject - To organize the monthly meeting - Subproject repair in future	- To establish annual development plan and other social interest - To make list for ongoing subproject and SAP - CG and PMC formation - To organize the monthly meeting - To submit project proposal to other organization

**Future of VDC**

VDC members	- VDC will responsible for road, tube-well etc maintenance - Collect donation from the community - Linkage maintain with other communities
CF of CSO	- VDC will sustain in future to maintain sub-project properly - Submit proposal to other organization to manage development work

**Sub-Project status**

Four roads (partially) were selected to implement sub-project. The measurement of roads were  
1) Chalk para to Azgor Ali Bari (about 500m) 2) Chalk para to Gingiram Nadi (800m) 3) Chalk para to Gaziur Rahmaner Bari (500m) 4) Gayerduba (Beribadh) to Habir Bari (1250m)  
Budget submitted for subproject - 421683.07 Tk.

For sub-project proposal, villagers provided different documents namely 1) Application form 2) Minutes for meeting of CG 3) Environmental assessment report 4) Location map of sub-project 5) Design of Sub-project 6) Estimate of sub-project 7) Analysis of rate for sub-project to SDF.

**Activities of sub-project:** Different activities as clear of road, earthwork, dressing, manual compaction, tarfing (grass) would be done by the indirect supervision of VDC.

**Contribution of villagers for the sub-project:** 10% as cash and 5% as Kind will be contributed for sub-project, which is going to be implemented by SDF.

Cash- Tk. 42171                      Kind- 21081 Tk.                      SDF- 358425 Tk.

**Purba Char Para Village Development Committee**

*Date of formation: November 03*

Purba Char Para village is located in the east side of Jamalpur (S) under Luxmir char union. It is about 15 km far from Sadar Upazila. Total way covered with metal road to reach the village. Votvhoti, van, rickshaw, cycle, motorcycle and four-wheel cars can easily move during monsoon and dry season. A ferry has to cross on the way. DORP-Associates started its activities on May'03 and conducted about 20 formal and informal meetings with the villagers.

**Composition of villagers in Purba Kutamoni village**

A total of 140 households are having 700 populations in this VDC village. Different occupations were found there. Four types of occupation are categorized in the village -

- 1) Farmer - 34%
- 2) Labor - 58% (Out of labor 32% households head are widow. Earthwork is main earning source)
- 3) Fisher - 2%
- 4) Others (service, business etc.) - 6%

**Participants in the meeting**

In different participatory gathering, about 50-70 participants were present there. Participant's composition were-

- 1) Female - 65%

- 2) Farmer - 15%
- 3) Labor - 20 %
- 4) Fisher - 1%
- 5) Others - 4%

**Member distribution of VDC**

There are 11 members in the VDC. Poor-rich and gender distribution is-

Poor: 8            Male : 7  
Rich: 3            Female : 4

**Record keeping system**

Four types of record keeping system viz. regulation, notice, cash and register have been being maintained by the VDC member.

**Monthly meeting status**

They sit 3 times after formation VDC. Villagers opined that member of VDC have to sit together in each month including Community Facilitator. In this month they yet not sit together. In fact, the enthusiasm level is reducing gradually due to long implementation process.

**Occupation of VDC member**

- President - Business (Cloth)
- Vice President- House wife (Crop share in)
- Secretary - Teacher (Private)/Farmer
- Asst. secretary - Student
- Treasurer - Service (Nutrition)
- Member (6) -House wife-1, farmer-1, Day labor- 2, Carpenter-2

**Steps of VDC formation**

Initially, Information Communication (IC) campaign was done over villages to inform the local people about the objectives of the project, SIPP. Ad hoc Committee was made through Participatory Rural Appraisal.

Resources	Step -1	Step -2	Step-3
VDC members	-Ad hoc committee	- General Committee	- Executive committee
CF of CSOs	- Ad hoc committee	- General committee	- Executive committee

**Objectives of different steps**

Different steps are followed before VDC formation to perform different objectives of the activities.

Steps	Objectives of different steps	
	VDC Member	CF of CSO's
Ad hoc Committee	- To organize all villagers - To form EC	CF has not clear idea about the objectives because he is recruited newly.
General Committee (GC)	- To form EC	
Executive Committee (EC)	- Sub-project maintenance - CG and PMC formation - To organize the monthly meeting	

**Future of VDC**

Community facilitator of DORP and villagers gave their opinion about the future of VDC-

VDC members	- VDC will sustain and repair road and tube-well - VDC will watch out the use of IGA money whether it is going well
CF of CSO	- VDC will responsible to look out present sub-project and submit the project proposal

**Sub-Project status**

Community listed 4 roads partially - 1) School to Shorab Ali Bari- 150m 2) Wahad Ali to Kala Begum Bari- 200m, Hanufa to Eakub Ali Bari - 87m and 4) Mozamel to Jinnat Ali Bari- 65m will have to be repaired under this project. The cost estimation for repairing of 502m long road is 48000, which are measured by the engineer of DORP-Associates. Villagers fail to understand about the measurement of roads and they rejected it.

Community did yet not open any bank account. Initially, 75 households paid 11000 Tk to the cashier of PMC. At present 16 households withdrew money from cashier because they are not happy about the measurement of road. Money would be repaid after correct measurement of road.

6.1.3 Detail information on the activities of CSO's

Village: East Kutamoni  
Union: Kendua  
Upazila: Jamalpur Sadar  
District: Jamalpur

A discussion was held with the communities and the officials of CSO to get an insight of different steps in submitting sub-projects. A sub-project on road repairing has been submitted to SDF with an estimated cost of Tk. 320,004 where 15% has already been paid (10% in cash and 5% in kind) as contribution by the community. About 288 beneficiaries of this village contributed in cash. The following matrix shows activities-

Attributes	IC campaign	Village mapping	Venn diagram	Demand Mapping & Problem analysis	Problem Prioritisation	Annual work plan (CIW)	Annual work plan (SAP)
Objectives	<ul style="list-style-type: none"> <li>- To inform the community about project</li> <li>- To organize and mobilize the local people</li> <li>- To appraise the level of interest of the villagers</li> </ul>	<ul style="list-style-type: none"> <li>- To locate the geographical attributes as road, culvert, school, mosque, latrine, tube-well, bazaar, land use, homestead, wetland, water flow and its use, etc.</li> </ul>	<ul style="list-style-type: none"> <li>- To identify the skilled and helpful resource persons, elite and organizations</li> <li>- To explain the importance, influence and participation in development activities of local people</li> </ul>	<ul style="list-style-type: none"> <li>- To show the present &amp; future conditions of the village</li> <li>- To identify the problem and barrier in the society</li> <li>- To settle the way of solution</li> </ul>	<ul style="list-style-type: none"> <li>- To make priority list of the problem which would be implemented on priority basis</li> </ul>	<ul style="list-style-type: none"> <li>- To ensure the community participation</li> <li>- To ensure the share of villagers</li> <li>- To list the work plan.</li> <li>- To implement the project in time</li> </ul>	<ul style="list-style-type: none"> <li>- To identify the income generating activities &amp; training facilities</li> <li>- To recognize the other social problems like education especially female education, dowry, child marriage, lack of nutrition, treatment facilities especially for pregnant women</li> </ul>

Attributes	IC campaign	Village mapping	Venn diagram	Demand Mapping & Problem analysis	Problem Prioritisation	Annual work plan (CIW)	Annual work plan (SAP)
Method	<ul style="list-style-type: none"> <li>- Individual Contacts</li> <li>- Formal and informal discussion</li> <li>- Leaflet distribution</li> <li>- Mass meeting, group discussion, uthan baithak (courtyard meeting etc.)</li> </ul>	<ul style="list-style-type: none"> <li>- Followed participating approach</li> <li>- Skilled and knowledgeable persons took initiative</li> <li>- Used brown paper, marker sine and pen</li> </ul>	<ul style="list-style-type: none"> <li>- Followed participating approach</li> <li>-PRA tools used (brown paper, poster paper)</li> <li>- Volume and distance of the venn means importance and access/ distance of the actors/stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- A pre-designed matrix has been supplied with following column head namely present condition, barrier, way of solution and future condition</li> <li>- Present &amp; future problem showed in visualized form.</li> <li>- Listed the constrains and solution by using brown/color paper, signature pen etc.</li> </ul>	<ul style="list-style-type: none"> <li>- Made a matrix with the issues in the column head</li> <li>- Range of score is 0 to 10</li> <li>- As per the agreement of audience, provision has been kept to score for 3 issues only</li> <li>- Maximum 10 point for each issue (Total 30)</li> <li>- Prioritise the issue through ranking</li> </ul>	<ul style="list-style-type: none"> <li>- Provided brown paper with matrix mentioning the issues as column heading</li> <li>- Local people sit together and made a list of activities, target, resource utilization, time and results</li> </ul>	<ul style="list-style-type: none"> <li>- Open floor</li> <li>- Listing on brown/color paper considering the opinion of the community</li> <li>- Prioritise the social demand by supporting of villagers</li> </ul>
Number of Participants by sex	Who are available during campaign	Female: 70 Male: 50 (Age: 18 – 70 yrs)	Female: 47 Male 30 (Age: 15 – 75 yrs)	Female: 70 Male: 60 (Age: 15 – 65 yrs)	Female: 50 Male: 35 (Age: 15 – 72 yrs)	Female: 50 Male: 40 (Age: 18 – 75 yrs)	About Female: 60 Male: 40
Output	<ul style="list-style-type: none"> <li>- Level of understanding of the villagers has been increased</li> <li>- Consensus has been made</li> </ul>	<ul style="list-style-type: none"> <li>- All physical features in the village have been visualized in a paper</li> <li>- Villagers</li> </ul>	<ul style="list-style-type: none"> <li>- Identified key actors and stakeholders in the village</li> <li>- Level and extent of importance and</li> </ul>	<ul style="list-style-type: none"> <li>- Identified the sectors where services are less or absent</li> <li>- Understand, how do they</li> </ul>	<ul style="list-style-type: none"> <li>- Identified the problems</li> <li>- Scored and prioritised the problems</li> </ul>	<ul style="list-style-type: none"> <li>- Target fixed up</li> <li>- Local people’s contribution and other sources of fund</li> </ul>	<ul style="list-style-type: none"> <li>- Found different social problems which are making an unrest situation in the villagers</li> </ul>



Attributes	IC campaign	Village mapping	Venn diagram	Demand Mapping & Problem analysis	Problem Prioritisation	Annual work plan (CIW)	Annual work plan (SAP)
	among the villagers	reached in a common understanding regarding the problems relating to the infrastructures	acceptance of the stakeholders to the community	reduce the risk of child and mother mortality - Showed the improvement of road and other infrastructure - Identified alternative livelihood option		- Found out the skilled resource group	
Use of the output (present and future)	- Village selection by enthusiasm level test	- Supportive for problem identification - Would be helpful for post project comparison	- Given an indication to make leader for next CAP preparation and for further actions in future	- Given the idea for CAP (CIW & SAP) preparation	- Preparation of sub-projects	- To implement the sub-project in time - Contribution collection	- Made a way and fixed up the subject to work for the society under SAP in future
Comments of participants	- Villagers are happy about this new approach	- Have enjoyed on mapping - Nobody did not apply this participatory tool before -Female participants contributed for development of the village.	- Got a pictorial idea about the stakeholders and key actors - Understood who are helpful to the community - Reorganization process are cordially accepted	- Villagers were cheerful about this participatory approach - Identified the problem and made solution	- Villagers identified and prioritised their own problems	- Villagers are happy about new approach - Participatory approach increased enthusiasm level of community	- Community made a problem list in order to importance
Comments of	- Initially	- Enthusiasm	- This process	- Villagers	- New methods	Villagers were	- Participatory

Attributes	IC campaign	Village mapping	Venn diagram	Demand Mapping & Problem analysis	Problem Prioritisation	Annual work plan (CIW)	Annual work plan (SAP)
CF	villagers were doubtful about the activities - Acceptance of CSO was increased while community understood the project	level of male-female was high to locate the infrastructure - Negative idea regarding NGO was removed gradually	helped to analyze the society - Identified the desire person who can help to solve their problem - Process was well accepted by the community	participation were found active - Peoples voice has been considered during identification of Problem and solution	has been received with interest by the community	involved in development activities before but this way of participatory planning activities have given more importance and value to community	approach helped to explore all types of problem
Involvement	Time: Day long	Time: 9am-12am Date: 24/10/03	Time: 9am-12am Date: 25/10/03	Time: 9am-2pm These activities has been done in a day in one sitting Date: 27/10/03	Time: 9am-1pm Date: 27/10/03	Time: 9am-3pm Date: 29/10/03	Time: 10am-12am Date: 30/10/03

Attributes	Ad hoc committee formation	Formation General Committee (GC) of VDC	Formation Executive committee of the VDC	Community Group (CG) Formation	Project Management Committee Formation
Objectives	- to arrange meetings - to prepare draft constitution -to form General committee (GC) - to form VDC	- To form EC of VDC	- Constitution finalization - Make list of sub-project and other social requirement -Develop working plan -Formation CG and PMC -Assess work progress -Submission of project proposal to the other	- to ensure community contribution (10% cash and 5% kind) - To collect money form the beneficiaries	- Implement sub-project properly - Maintain accounts

Attributes	Ad hoc committee formation	Formation General Committee (GC) of VDC	Formation Executive committee of the VDC	Community Group (CG) Formation	Project Management Committee Formation
			organization		
Method	<ul style="list-style-type: none"> <li>- CF described the importance of ad hoc committee earlier</li> <li>- Convenor and other members have been selected by the participants.</li> </ul>	<ul style="list-style-type: none"> <li>- Selected 1 member from every 10 households</li> <li>- Considered 50% very poor and 40% female in the committee</li> </ul>	<ul style="list-style-type: none"> <li>- Importance of VDC has been discussed by the convenor of ad hoc committee</li> <li>-Inclusion of 50% poor and 30% women was mandatory as a member of VDC</li> <li>- Name of the member was proposed by a participant and audience supported by raising their hand</li> </ul>	<ul style="list-style-type: none"> <li>- Villagers who HAVE very much interested about project were included in the committee</li> <li>- Ensured 30% female contributor</li> </ul>	<ul style="list-style-type: none"> <li>- President of VDC discuss about the importance of PMC</li> <li>- The member of VDC and CG finalized the member of PMC through consensus</li> <li>- Committee endorsed by the villagers</li> </ul>
Approximate number of Participants by sex	<ul style="list-style-type: none"> <li>-Female: 65</li> <li>Male: 55</li> <li>- In the committee: Male - 4</li> <li>Female-2</li> <li>Poor - 2</li> </ul>	<ul style="list-style-type: none"> <li>Female: 65</li> <li>Male: 60</li> </ul>	<ul style="list-style-type: none"> <li>Female: 75</li> <li>Male: 55</li> </ul>	<ul style="list-style-type: none"> <li>Female: 75</li> <li>Male: 55</li> </ul>	<ul style="list-style-type: none"> <li>About</li> <li>Female: 45</li> <li>Male: 35</li> </ul>
Output	<ul style="list-style-type: none"> <li>- Made constitution and different committees</li> </ul>	<ul style="list-style-type: none"> <li>- Formed GC with 33 members</li> </ul>	<ul style="list-style-type: none"> <li>- Formed VDC</li> <li>In the committee: Female: 4</li> <li>Male: 7 &amp; Poor: 5</li> </ul>	<ul style="list-style-type: none"> <li>-Formed CG</li> <li>Member: 45</li> <li>Age range of member: 20-60</li> </ul>	<ul style="list-style-type: none"> <li>- Formed PMC with 9 members where- Male: 6</li> <li>Female: 3 &amp; Poor: 4</li> </ul>
Use of the output (present and future)	<ul style="list-style-type: none"> <li>- Helped for fixing up CIW &amp; SAP plans</li> </ul>	<ul style="list-style-type: none"> <li>- Supportive to make VDC at present</li> <li>- VDC will be accountable to GC</li> </ul>	<ul style="list-style-type: none"> <li>- Finalized CAP (CIW and SAP)</li> </ul>	<ul style="list-style-type: none"> <li>- Collected financial contribution</li> <li>- Listed the beneficiaries for kind contribution</li> </ul>	<ul style="list-style-type: none"> <li>- Implement sub-project</li> <li>- Bank account operation</li> <li>- Fund management</li> </ul>
Comments of	<ul style="list-style-type: none"> <li>- Villagers supported</li> </ul>	<ul style="list-style-type: none"> <li>- Community is happy</li> </ul>	<ul style="list-style-type: none"> <li>- People participated actively</li> </ul>	<ul style="list-style-type: none"> <li>- People participated</li> </ul>	<ul style="list-style-type: none"> <li>- Community is</li> </ul>

Attributes	Ad hoc committee formation	Formation General Committee (GC) of VDC	Formation Executive committee of the VDC	Community Group (CG) Formation	Project Management Committee Formation
participants	willingly and acceptance was high	about the new approach - Democratic process was followed	and given their opinion	actively and given their opinion	happy about the new approach
Comments of CF	- Selection process was democratic and it was well accepted	- Participation of the villagers was active - Acceptance of project has been increased to the community	- Enthusiasm level of villagers has been increased	- Enthusiasm level of villagers has been increased - Contributed for CIW	- selection of the member was perfect and villagers agreed with it.
Involvement	Time: 2pm-5pm Date: 27/10/03	Time: 3pm-6pm Date: 28/10/03	Time: 9am-2pm Date: 28/10/03	Date 16/11/03	Date 17/11/03

*6.1.4 Support required for the VDC after completion of activities in year-1*

CSO, in Jamalpur has started their activities under SIPP since April 2003. CSO will continue their activities in the 60 VDC developed in year-1 villages till March 2004. They will start their activities in another 190 villages from April 2004 and would be continued March 2005. It has been noticed by the concerned agencies and discussed in many informal forums that what support is required for VDC, while CSO will be phased out from the villages where they worked in year-1

**Activities of CSOs:**

In the mean time, CSO has completed different activities and some other activities are going on. Brood activities so far undertaken by the CSO are as follows:

<b>Sl.No.</b>	<b>Activities of CSO</b>	<b>Status (as on 20/02/04)</b>
1.	IC campaign	Done
2.	PRA Exercise	Done
3.	CAP preparation	Done
4.	VDC formation	Done
5.	CG formation	Done
6.	PMC formation	Done
7.	Opening of bank account	Partially completed (Open: 35; Rest: 25)
8.	Sub-project preparation & submission	Partially completed (Completed: 22; Rest: 38)
9.	Road measurement by CSO	Partially completed
10.	Sub-project implementation	Not yet started

It is found in the operational manual that

- Sub-project proposal formulation will be initiated by the CSO.
- CSO will help the community to formulate projects proposals acceptable to SDF, and they will be taken part in the decision making process
- CSO will provide training to CG and PMC on project cycle, preparation of project concepts and proposals, sub-project management and supervision
- The proposal is submitted to SDF, the sub-project will enter the appraisal phase. Organizing site visits will be the responsibility of the PAST officer with guidance of the PMC and the CSO

**Rational for the extra support to VDC**

Some rational is considered in favor of extra support to VDC-

- Considering the present status of bank account, sub-project preparation & submission, road measurement and finally sub-project implementation, it is impossible to undertake the mentioned activities within March 2004 by the CSO with existing resources.
- The level acceptance of CSO to the villagers is higher than that of other partner organization, working under SIPP project
- Villagers are confused to seeing the new faces with new responsibilities. They have found inconsistent in chronology and sequence to some extent which in making them frustrated. Ratan master, President PMC, claimed that one team conducted meeting, another team measuring the road and told they are key persons here so, he lost interest and was absent in the PMC sub-project implementation training.

- It has experienced in the monthly progress meeting, February 04, that earth work would be continued up to next dry season
- Linkage among the committees, implementing agencies and communities should be maintained in a regular basis until implementation of sub-project

**Few remarks for future considerations:**

Village level committees have to be gradually changed as local level institution/organization. Further support is required to build capacity of the VDCs in future.

- Bangladesh has about 10 years experience in the community based resources management and institutionalisation of the CBOs (Community Based Organization). This experience could be shared in order to assess the challenges and threats towards sustainability of the CBOs (here the VDCs)
- Initial sensitisation, formation of VDCs, development of CAP and other start up activities are very important task in the process. It could be further critically assessed whether the resource allocation for start up activities is adequate or not.

*6.1.5 IC message and material development workshop*

**VENUE: Auditorium of Deputy Commissioner, Jamalpur**

**Date: 16-17 February 04**

**Organized by Social Development Foundation (SDF)**

To develop information and communication messages and materials, a two-day long workshop was organized first time by SDF in Jamalpur district. Messages have been developed considering the different level of audience. Participants attended from different corner such as GO, NGO, School, Community and Local Press Club. Active contribution of the participants made the workshop successful.

**Objectives of the workshop**

Organizers owed that the workshop would achieve following objectives:

- Information and Communication (IC) messages and subject matter would be developed more effectively and efficiently according to the principles of project;
- Suitable IC Messages and materials would be prepared and provided for target audience through appropriate media;
- The ongoing usual communication would be appraised;
- Work plan will be developed based on field oriented information and communication for a specific duration

**Methodology**

IC workshop was conducted by a hired IC consultant. Participants were informed by a letter. GM (program), SDF chaired and inaugurated the workshop. IC consultant facilitated the workshop with the help of SDF staff. Different tools, viz. PRA, small group exercise, lecture, discussions, etc. were used in the workshop. Detailed steps of the workshop are stated below.

**Materials**

Different types of material were used during workshop-

- a) OH Projector, b) Brown paper, c) Signature pen, d) Marker, e) VIPP card, f) Paper, g) Scotch tap, h) Speaker and k) Manual

**Number of participants**

Types of participants are stated below:

Sl. No.	Name of Area	Participants (No.)	Remarks
1.	Dhaka Ashania Mission	2	PO
2.	DORP-Associates	2	CSO
3.	Local NGO	3	
4.	Govt. Officials	4	
5.	High school teacher	1	
6.	VDC chairman	1	
7.	Journalist	2	
8.	SDF	6	
9.	CNRS	1	PM
<b>Total</b>		<b>22</b>	

**Steps followed in the workshop**

**First day, 16<sup>th</sup> February 04**

**Registration:**

Registration of the participants was held at 9am and manager, CDP, SDF facilitated the registration process.

**Inauguration**

GM (Program) inaugurated the session with vote of thanks to the audience and described about SDF and SIPP. IC Manager (SDF) explained the objectives of the workshop and requested to participate in the session seriously.

**Introducing/Ice breaking**

Formed pairs from the participants of the session. All participants introduced his pair to the audience with his name, address, family information and hobby etc.

**Expectation appraised from the workshop**

Facilitator provided one VIPP card to each of the participant to write one expectation from the workshop. Therefore cards were displayed and displayed and described by the facilitator.

**What is Information and communication?**

In this session facilitator explained about information and communication in different aspects.

The explanation covered the following areas:

- Steps of communication
- What is information
- Media of information
- Channel of information
- Information to whom
- Information topic about SDF & SIPP
- Information topic about SAP & CIW
- Stakeholders of the communication program of SDF

This presentation was provided to give an idea about means of information and communication, which developing concepts of participants to contribute in the next sessions.

**Refresh by game:**

After launch, a game was organized as an energizer where all participants were involved.

**Participatory Reflection and Action (PRA)**

The Manager of Community Development Program, SDF presented on PRA by using OH projector. Process of IC campaign, tools used for CAP preparation were shown in this session.

**Message and materials selection**

Message and materials selection to maintain communication in different levels was undertaken through open discussion. A brown paper was hanged on the board with a matrix and participants have given their opinion and facilitator has recorded the opinions.

**Information for SDF and SIPP**

Participants were divided into five groups. Brown paper was provided to each of the five groups (each group was formed with 4 members) with a matrix mentioning the subject of information subject of information, message, materials and channel as column head. The time was allocated 20 minutes for their exercise.

**Second day, 17<sup>th</sup> February 04**

**Develop methods**

The topic of the session was to develop the methods for ensuring the participation of local people in the PRA and IC campaign of a selected village. The duties and responsibilities for the community were also explored. A process for conducting the brainstorming session, five small groups has been formed containing 4 members in each group. In the group exercise, one attributes out of five namely advocacy, professional capacity developing, health care for pregnant women, financial support and support on law was assigned for each group separately. Time for the exercise was 30 minutes.

**Message for SAP and CIW**

Various messages for SAP and CIW were explored by conducting a group discussion. Participants from the audience gave their opinion and facilitator noted it on the brown paper after discussion and agreement on opinion.

**Information for Tribal**

At the end of workshop, open discussions were held where participation was found high. Most of the participants agreed that the messages for tribal community would be developed after discussing with them. Tribal communities know well what messages would be appropriate for them.

Mr. Salim, Journalist & representative of Unnayan Songha, informed to the audience that there are about 4 tribal communities viz. Kuch, Hajonj, Garo and Baida. Livelihood of tribal communities mainly dependent on handicrafts e.g., cane and bamboo works. A tribal day labourer gets half wages than that of a Bangali, he mentioned.

Message media for tribal: Bioscope and the drama of their community

Message media for mainstream, Bengali: Leaflet, Poster and intra communication

**Closing Session**

At the end of the second day, workshop was closed after reviewing the comments on two days activities. UP Chairman, Kendua, acquainted with the activities of SDF told that it is an excellent initiative. Few participants criticized on few aspects of the workshop viz. minimum participation of female in the workshop.



GM, Program, SDF chairman of the workshop, gave vote of thanks to the audience for their active contribution in the workshop and also answered the questions.

#### 6.1.6 Monthly Progress Meeting

**Dewangonj, Jamalpur**  
**Date: 15 February'2004**

Monthly progress meeting was conducted in Dewangonj upazila, Site office of DORP-Associates, Jamalpur on 15 February'04. Many issues were discussed in the meeting in a congenial atmosphere.. Debate was held seriously on different issues and solution was also founding the meeting. Many suggestions were come and actions were finalized for future implementation.

**Venue:** Bajitpur Multi-technical High School, Dewangonj, Jamalpur

**Participants:** The levels of participants were different. General Manager (Program) & Manager of SDF and Team Leader, Field Supervisor, Community Facilitator of CSO attended the meeting. Participants are as follows:

<u>Attendant</u>	<u>Number</u>
General Manager, Program, SDF	1
Manager, CDP, SDF	1
Manager, SAP, SDF	1
Manager, Monitoring, SDF	1
Team Leader, DORP	1
Field Supervisor, DORP	3
Technical Support Engineer, DORP	1
Community Facilitator	7
Representative of CNRS	1

Issues discussed in the meeting: Various issues were discussed during the meeting. Particularly the Target and achievement of the project was discussed on:

- Sub-project preparation and submission
- Sub-project measurement
- Villagers present attitude towards project
- Activities of VDC
- Problem facing in the community (by the partners)
- Activities of PAST

#### **Findings and Discussions**

##### **Target and Achievement**

**Sub-project preparation:** For the last month, the Target of the last month was to prepare and submit at least by the community with the assistance of DORP-Associates. A total of 16 sub-projects have been submitted where 3 from Jamalpur (s) and 13 from Dewangonj. Villagers of rest 4 villages are not interested and opined that they did not find any evidence of implementation of sub-project.

A total of 34 sub-projects have been submitted and rest 26 are under process. Out of 26, measurement of roads in 5 villages has been taken and measurement of 21 sub-projects is under process.

**Bank account open:** The target was to open 24 bank accounts in last month. A total of 14 bank accounts have been opened by this time and rest 10 are under process

**Other Information:**

- 12 PMC has been formed for tube-well sub-project;
- One sub-project implementation training for VDC and PMC completed;

**FS (Field Supervisor), Dewangonj:**

- FS noticed that among 20 villages (he is responsible for) 10 sub-projects have been submitted to SDF and measurement of 5 sub-projects has already been completed. Out of 20, 5 sub-projects preparation depend on whether the earthwork over other villages would be possible this year.
- Villagers are doubtful on earthwork whether really it will take place. Cultivation of Boro crop has been started and most of the land became under cultivation. After 10-15 days, total land would be covered with cultivation. So, we should start earthwork immediately in at least 1 or 2 villages. the level of acceptance would be increased. In addition, community of 2 or 3 villages asked that they have land for earthwork though they have started cultivation.
- Villagers of Baniapara showed curiosity about 2<sup>nd</sup> priority action, tube-well, for delay earthwork.
- Community of Naygram noticed that UP had completed earthwork in this village in 1.5 month ago but SIPP failed to do it yet.
- Earth work should be started at least in one road in each union immediately otherwise the enthusiasm level would be reduced rapidly

**FS, Jamlpur Sadar**

- Sub-project implementation would be possible partially in Purba Kutamoni village. Baruamari village is also suitable for earthwork and the Engineer of CSO, DORP-Associates, supported the proposal.
- Member of PMC did not show any interest on sub-project implementation training due to impediment process of the project and cultivation started in the field

**CF (Community Facilitator), Dewangonj**

- Villagers of Shahadatpur & Kalakanda gave an ultimatum that they will withdraw money from bank if earthwork will not start by 29 February, 04.
- The daily quantity of measurement of PAST is very poor (400 yard in a day).

**Voice of All staff of DORP-Associates**

- One partner organization is claiming in the community that they are the key actors in the project, which is found very much detrimental for the project
- It has been experienced in few cases that staff of a partner organization has taken undue facilities from the community
- According to the opinion of villagers, PAST notified that they have the capacity to change the budget of sub-project
- Villagers reported that earthwork is possible at this point of time though they transplanted crop in the field. It would be impossible for earthwork few days due to requirement of extra labor.

**Team Coordinator, DORP**

- CSO will complete their activities with in March'04. What would be the responsibilities of DORP if the sub-project is not being completed in time?

GM, Program asked to know the opinion of Team Coordinator, DORP solves the problem he mentioned. Team coordinator assured that CSO would pay extra effort for this and a reduced number

of manpower support should be paid to the VDCs developed in the year-1 in 2<sup>nd</sup> year. He also mentioned that it could be helped to transfer the institutional learning to other partner organizations.

- Villagers of Laxmirchar would like to get credit from SDF for cow fattening

There is no credit system under SIPP program. SDF will try to develop a linkage with SAP, said GM (Program) and Manager, SAP, SDF.

#### **Suitable time for earthwork**

- Earth work for sub-project implementation could be started after harvesting of winter rice if monsoon come later – GM, Program, SDF
- The activities could be launched where *boro* cultivation not yet started – CF, Omar Faruque. GM Program agreed with this proposal
- Probably implementation will inaugurate during the end of this month – GM, Program; Manager, CDP
- Luxmirchar in Jamalpur (s) will be given the 1<sup>st</sup> priority for implementing the sub-project.- Audience

#### **Inauguration of sub-project implementation**

Mass meeting should be organized in order to inform the villagers about activities and budget of sub-project.

#### **Monthly meeting status**

Officials of DORP-Associates informed that-

- The members of different committee did not sit regularly from January and record-keeping system does not function properly;
- Participants in the meeting are reducing gradually due to late implementation of sub-projects.
- PMC will be responsible for sub-project implementation, so, why VDC will sit regularly- Villagers of different villages raised this question.

#### **Suggestions of SDF officials**

- Identify the sub-project where cultivation yet to be started and earth work is possible immediately
- Make visit in each VDCs and discuss the reasons of late implementation of sub-projects.

## 6.2. Process Monitoring of SIPP - inception phase field report on scoping and case studies - Gaibandha

SIPP site in Gaibandha district has been visited three times for getting the preliminary concept about the activities. The observation findings have been stated below.

### 6.2.1 Scoping study

#### Introduction

A field visit to the Sundargonj and Shadullapur upazila, Gaibandha district has been paid during 21 to 25 January 2004 for the appraisal of the status of SIPP related bodies and activities. Gaibandha is situated on the inter-fluvial of the Jamuna, Tista and Ghagot River. The higher production from the land is barred by long duration of waterlogging and sand deposition during flood in many areas. Very low economic activity is found in the area. Livelihood of people is very hard. However, the observation of existing processes of SIPP has been detailed below.

#### CSO (Community Support Organization)

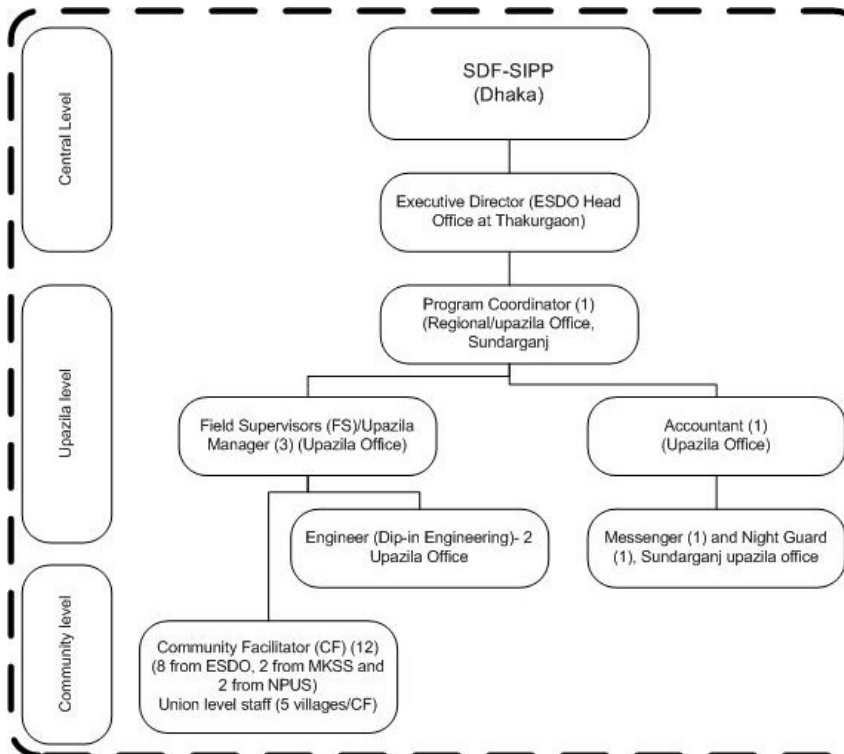
The Community Support Organization involved in SIPP area of Gaibandha district is Eco Social Development Organization (ESDO) and its partners, Manob Kollyan Swabolombi Songstha (MKSS) and Nabin Polli Unnayan Sangstha (NPUS).

#### Organogram of CSO

ESDO is the leading CSO for implementation of SIPP activities. It's organogram at the site level found to be effective is as follows:

#### Horizontal and vertical links:

Community people are communicated by the Community Facilitators (CF). CFs both of ESDO and its PNGOs (MKSS and NPUS) are supervised by the Field Supervisors (FS). Field Supervisors facilitate



the training/ orientation and other important programs to the community people with the help of CFs. The Program Coordinator conveys information and instruction between ED and Field Supervisors. He also maintains the horizontal links between upazila GO/ NGO Offices of Sundargonj and Shadullapur. Both the ED and Program Coordinator maintain communication with the SDF.

The PNGOs of ESDO are communicated by the Field Supervisors directly with the CF of the PNGOs. ED of

ESDO and PNGOs meet in a monthly meeting. Issues are discussed in the meeting and meeting minutes are maintained.

**Responsibilities of the CSO staff**

SL. No	Designation/ (Posted at)	Core responsibilities (according to CSO staff)	Working Methodologies (according to CSO staff)
	ED (Thakurgaon Head Office)	Maintain coordination with SDF, PNGOs and Program Coordinator	Meeting, letter, visit etc.
	Program Coordinator (Sundargonj Regional/Upazila office)	Conveys information and instruction between ED and Field Supervisors Coordinate with UNO, DC, UP and local elite Coordination with SDF Supervise Field Supervisors	Meeting, letter, visit, individual contact and others
	Field Supervisor (Upazila Offices of Sundargonj and Shadullapur)	Implementation of field level activities through CF. Field Office Staff management Supervision of CF's activities Documentation by using the computer Facilitation of Union level training and workshop	Oral instruction, physically visit, individual contact, Participatory training and workshop
	Community Facilitators (Union level residence)	Cooperation with Village Development Committee (VDC), Community group (CG) and Project Management Committee (PMC) Information-communication with VDC, CG and PMC leaders Facilitation of activities to be done by VDC, PMC and CG Organization of training and workshops	Oral communication, physically visit to the village
	Engineer (Dip-in-engineering) (Upazila office)	Facilitation of sub-project preparation by PMC with the help of CF.	Deskwork and field visit
	Accountant (Upazila office)	Keep accounts of the project finance and expenditure	Deskwork

**SIPP working area and duration of ESDO**

The project will cover 7 upazilas of the district of Gaibandha namely, Sundargonj, Shadullapur, Gaibandha Sadar, Shaghata, Fulchari, Gobindagonj and Palashbari upazila.

According to the inception report, area coverage in different year is as follows.

Project period	upazila	Union	Village
Year-1	1*	8*	60
Year-2	2	22	190
Year-3	2	26	225
Year-4	2	26	225
Total	7	82	700

\*But the first year activities are being implemented in 60 villages under 11 unions (another union has been excluded according to the results of enthusiasm test after IC campaign) of 2 upazilas.

### Activities of CSO

Activities completed so far and presently ongoing activities, objectives, methodologies and other details have been mentioned below.

SL. No.	Name of activity	Objective	Steps involved	Methodologies	People involved	Period of commencement
1.	Setting up Office and staff deployment	- Enabling working environment	<ul style="list-style-type: none"> <li>- The office was set up previously for other projects in Sunadargonj and Shadullapur which has been decorated further</li> <li>- Setting up two union level residence for CF</li> <li>- Purchasing furniture &amp; fixture, equipment and stationeries</li> <li>- Recruitment of staff</li> <li>- Providing vehicles (3 motorcycle and 12 bicycle)</li> </ul>	<ul style="list-style-type: none"> <li>- Legal deed with the house owner</li> <li>- Direct purchase</li> <li>- Qualified old staffs are employed along with new</li> <li>- New recruitment</li> <li>- Local candidates are preferred</li> </ul>	ED and Program Coordinator	April 2003
2.	Area selection	- To select the upazilas for 1 <sup>st</sup> year intervention	<ul style="list-style-type: none"> <li>- Selection of upazila</li> <li>- Selection of union</li> </ul>	<ul style="list-style-type: none"> <li>- CSO has the previous set up for other projects in these upazilas</li> <li>- These two upazilas are situated at the northeast border of the district. They will proceed towards south and west in future.</li> <li>- Based on criteria (viz. massive poverty, unemployment of people, low literacy, poor communication, inadequate development services, no river erosion)</li> </ul>	CSO and SDF	April -May, 2003

SL. No.	Name of activity	Objective	Steps involved	Methodologies	People involved	Period of commencement
3.	Orientation of the project staff	- To aware the project staff regarding SIPP	- Field staff orientation for one day in the ESDO head office	- Orientation	PC, FS and CF, facilitated by ED	10 April 2003
			- Field staff orientation for two days in the SDF office	- Orientation	PC, FS and CF, facilitated by SDF official	3-4 May 2003
			- Training on project approach and PRA	- Participatory training	PC, FS and CF, facilitated by SDF official	25-30 May 2003
			- Orientation on IC strategy	- Participatory training	PC and FS facilitated by IC Consultant, SDF	7 June 2003
			- Orientation on IC strategy for project staff	- Participatory training	FS and CF, facilitated by PC	10 June 2003
4.	Workshops	- To involve and aware people from different sections regarding SIPP approach	- Inception workshop (Venue: Sundargonj upazila auditorium) - Union level workshop (Venue: Union Council Office or nearby high schools)	- Workshop, speech and discussion	Principal Secretary to the Prime Minister, Secretary, MP, SDF and WB Officials, UC Chairmen,	3 June 2003

SL. No.	Name of activity	Objective	Steps involved	Methodologies	People involved	Period of commencement
					local elite	
5.	Selection of villages	- To select intervention villages primarily for first year intervention	- Eye survey for preliminary selection of villages <sup>22</sup>	- Using previous idea - Through field visit	FS, CF and villagers	August 2003
6.	Village survey	- To collect data on primarily selected villages	- Checklist development - Orientation to the staff - FGD and interviewing	- FGD using checklist - Interviewing - Collection of secondary data from local govt. and administration	FS and CF of CSO, villagers, Union Parishad officials, Upazila administration	September, 2003
7.	IC Campaign	- Delivering project messages to the local people - To involve people of all level	- Individual contact - Household visit (door to door) - Formal meeting - Small group meeting - Union orientation	- Meeting - Physical visit, discussion - Poster and leaflet distribution	FS, CF and villagers	August – September 2003
8.	Enthusiasm test	- To select the villages finally for intervention those who have more enthusiasm	- Selection of indicators - Survey to households	- Household level survey for scoring against 6 indicators <sup>23</sup>	CF and FS of the CSO	September, 2003

<sup>22</sup> The CSO named ESDO is familiar with the community of two upazilas by its other ongoing projects. They selected the villages primarily based on observation and used the following criteria: a) 60% HHs of the village is hard core poor; b) poor communication, remote and inaccessible; c) higher rate unemployment and underemployment; d) low literacy rate; e) profound social capital in the village; f) inadequate access to health services; g) ignored to provide development services by both GO and NGO; h) no threat of river erosion (the staff primarily has avoided to select villages that are vulnerable to river erosion); i) lower participation of women in family affairs and social activities;

<sup>23</sup> a) Participation of adult male in the meeting; b) Participation of women in the meetings; c) Active participants in the meeting; d) Level of willingness for participation in the project; e) Awareness level for infrastructure improvement; f) Level of willingness to work in group.



SL. No.	Name of activity	Objective	Steps involved	Methodologies	People involved	Period of commencement
9.	PRA exercise	<ul style="list-style-type: none"> <li>- To identify the need of infrastructure and social assistance</li> <li>- Building capacity to prepare development plan by their own</li> </ul>	<ul style="list-style-type: none"> <li>- Village mapping</li> <li>- Stakeholder analysis</li> <li>- Need assessment</li> <li>- Vulnerable people identification</li> </ul>	<ul style="list-style-type: none"> <li>- Participatory Mapping, Venn diagram, Discussion in groups</li> </ul>	Villagers and CF	September-October 2003
10.	Formation of VDC	<ul style="list-style-type: none"> <li>- To build up capacity of the beneficiaries to implement the activities by their own and development of Community Based Organization (CBO)</li> </ul>	<ul style="list-style-type: none"> <li>- Ad hoc/ convening committee formation comprised with around 6-9 members</li> <li>- Constitution preparation</li> <li>- General committee (GC) formation (selection of 1 members from each 10 HHs)</li> <li>- Formation of VDC (11 members selected by GC)</li> </ul>	<ul style="list-style-type: none"> <li>- Meeting and discussion</li> </ul>	Villagers	October, 2003
11.	Preparation of community action plan (CAP)	<ul style="list-style-type: none"> <li>- To facilitate the beneficiaries to identify their common problems and prepare their own plan of action through mobilizing their resource</li> </ul>	<ul style="list-style-type: none"> <li>- Prioritization and ranking of needs</li> <li>- Vulnerable people identification</li> <li>- Identification of resource and opportunities for addressing the identified needs</li> <li>- Preparation of yearly plan for Community Infrastructure Works (CIW) and Social Assistance Program (SAP) and endorsement</li> </ul>	<ul style="list-style-type: none"> <li>- Arranged sitting for discussion with GC, VDC members and other villagers</li> <li>- Used the prioritized need for Community Infrastructure Works (CIW) and Social Assistance Program (SAP)</li> <li>- Filled up the form supplied by SDF</li> </ul>	CF, GC and VDC members, other villagers	November, 2003

SL. No.	Name of activity	Objective	Steps involved	Methodologies	People involved	Period of commencement
			<ul style="list-style-type: none"> <li>by the VDC</li> <li>- At last the prepared CAP is endorsed by VDC</li> </ul>			
12.	Formation of CG and PMC	<ul style="list-style-type: none"> <li>- To collect contribution of PMC</li> <li>- Formation of PMC</li> <li>- To prepare and implement subprojects</li> </ul>	<ul style="list-style-type: none"> <li>- Dividing one village in to two parts</li> <li>- Formation of two CG in a village with interested people (around 25-35 members)</li> <li>- Formation of 9 member PMC</li> </ul>	<ul style="list-style-type: none"> <li>- Meeting and discussion</li> </ul>	VDC and CG members, other villagers and CF	November 2003
13.	Collection of contribution	<ul style="list-style-type: none"> <li>- To collect 10% cost of infrastructure development</li> </ul>	<ul style="list-style-type: none"> <li>- Open an account in the name of PMC</li> <li>- Collection of contribution of the amount whatever anyone can afford (mainly from CG members).</li> </ul>	<ul style="list-style-type: none"> <li>- PMC leaders collected the contribution from CG members and deposited to the B/A</li> </ul>	PMC and CG members and CF	December 2003
14.	Preparation of subprojects	<ul style="list-style-type: none"> <li>- To address the prioritized physical problems with the fund supply</li> </ul>	<ul style="list-style-type: none"> <li>- Collect prescribed form from SDF through CSO</li> <li>- Fill up the form and enclose design, estimate, meeting resolution and other documents</li> <li>- Submission to CSO</li> </ul>	<ul style="list-style-type: none"> <li>- Documentation and designing is facilitated by CF and field engineer of CSO</li> </ul>	PMC, CF and engineer	Continuing
15.	Capacity building training to VDC, and PMC leaders	<ul style="list-style-type: none"> <li>- To build up capacity of the VDC and PMC</li> </ul>	<ul style="list-style-type: none"> <li>- Organize the training</li> <li>- Facilitate the training</li> </ul>	<ul style="list-style-type: none"> <li>- The trainees tells their expectation from the training, discuss freely the opinions, pertain exercises; the facilitator guide the discussion and document the findings</li> </ul>	PMC and VDC leaders, facilitated by FS, organized by CF of CSO	Continuing

The CSO activities have been started from April 2003. PRA exercise for CAP has been taken place for two months completed in October 2003. The preparation of subproject proposals was partially completed only for earthworks (subproject proposal for culverts, tube wells etc. are yet to prepare) and is being in the process of submission to the SDF. The PMC has started collection of contribution for earthwork but didn't deposited all in the account yet due to their confusion about the development work whether these would actually be done or not.

#### **Formation of VDC**

Firstly, the people in a village has been found capable, responsible and cooperative for rural development are organized for an ad hoc committee to

- prepare a constitution for the VDC,
- form a General Committee (GC) for the VDC/village,
- submit the constitution to the GC for approval,
- form an 11-member Executive Committee of the VDC from the GC members.

#### **Criteria of GC member selection:**

- 1 Representative from each 10 HH
- 50% from poor community
- 30% from women

#### **Formation of CG and PMC**

Interested (direct beneficiary), knowledgeable and key persons of a village have been chosen to form Community Group (CG) of 25-35 members among whose 30% is women (the total number of CG member can be more than 35 according to community desire).

Two Project Management Committees (PMC) in each village have been formed with the members of CG for preparation and implementation of subprojects and collection of required cash contribution. The cash collection has been deposited in the bank account jointly opened by the president, secretary and cashier of the PMC. Any two of them including the president can draw money from the account.

#### **PRA**

After final selection of villages for the project activities PRA tools have been used for preparation of Community Action Plan (CAP). Following steps were involved in the process.

- Mapping ( for geographical identification of resources)
- Venn diagram (for stakeholder analysis)
- Open drawing need assessment
- Prioritization and ranking of needs
- Identification of resource and opportunities for addressing the selected needs

#### **Reporting system**

The monthly and quarterly progress report, report of important activities are prepared and submitted to SDF. These contain name of activities, targets, objectives and achievement.

#### **Meeting**

Monthly staff meeting for reviewing the progress and preparation of work plan for next month is held every last week of the month. ED coordination meeting are held monthly for coordination between PNGOs of CSO.

#### **PAST (Project Appraisal and Supervision Team)**

Development Design Consultants Ltd. (DDC) established an office in the Sundargonj for performing their part on 11 January 2004. There are presently one team leader, two SAE (Sub Assistant Engineer).

### **Impact Evaluation**

BIDS has visited Sundargonj on November 2003 but yet to be set up any office.

### **Social Assistance Program (SAP)**

TMSS has an office at Shadullapur working for their ongoing micro-credit help to the people but no office at Sunadargonj. They did not start any activities of SIPP at the field level.

### **Other NGOs in the area**

Various national and local level NGOs are working in the SIPP area. Most of them are providing micro-credit supports to poor and some are involved in education, health and sanitation. The NGOs are namely BRAC, ASA, TMSS, NPUS, MKSS, Gonounnayan Prochesta, Shownirvor Bangladesh, BEES and GKSS.

### **List of documents collected**

#### **A. Documents from ESDO**

- i) Inception report
- ii) Community Action Plan (CAP)
- iii) Six monthly report
- iv) Information and Communication (IC) campaign report
- v) Enthusiasm Evaluation Format (EEF)
- vi) List of selected villages (in descending order of EEF score)
- vii) A sample copy of 'Subproject proposal' submitted to SDF'
- viii) Sample copy of quarterly work-plan, monthly work plan and monthly progress report
- ix) SIPP Gaibandha at a glance (in Bangla)
- x) List of union, villages and responsible facilitators where PRA was conducted for preparation of CAP.
- xi) Map of the working area
- xii) Organizational profile of ESDO, MKSS and NPUS
- xiii) Resolution of Coordination meeting of ESDO and it's partners.
- xiv) Copy of the constitution of VDC (in Bangla)
- xv) List of leadership development training participants in Regional Office, Sunadargonj
- xvi) List of VDC, CG and PMC members (of villages of 11 union)

#### **B. Documents from PAST organization DDC**

- i) ToR of DDC's work

### *6.2.2 A case study on CSO activities in a village*

#### **Introduction**

For an in depth understanding of the completed and ongoing activities of SIPP a 6 daylong field visit in Gaibandha has been paid by a one member team. During this visit the beneficiary, community organizations of different level and project staffs have been interviewed, various guidelines and reports have been studied and a staff meeting and a workshop have been practically observed.

#### **All CSO activities in a village**

Name of the village: Kishamat Bagchi

Union: Kamarpara

Upazila: Shadullapur

Manob Kollyan Swabolombi Shangstha (MKSS) is the partner organization working with Eco Social Development Organization (ESDO)- lead CSO for Gaibandha district. Community Facilitator (CF) responsible for the village Kishamat Bagchi is an employee of MKSS. The CF is under direct supervision of Field Supervisor (FS) of ESDO.

Name of the FS working: Mr. Maruf Hossain

Name of the CF working: Omar Faruk

**About the community people interviewed:**

Name	Father's name	Occupation	Age	Designation in the GC/VDC/CG/PMC
Yakub Ali	Year Mohmood	Business	45	GC Member, Treasurer of PMC-2
Alomgir Hossain	Khobir Hossain	Farmer	45	GC Member, VDC President, Treasurer of PMC-1
Abul Hossain	Abbas Uddin	Farmer	48	GC member
Rohim Uddin	Saheb uddin	Farmer	32	GC member

**Name of the VDC: Kishamat Bagchi Chand-tara Village Development Committee.**

Among a total of about 695 HHs in the village there are about 65 HHs Hindus and rest of them are Muslims. According to the interviewee, the occupational class composition of the village is as follows:

Occupational class	Total number of HH (approx.)
Farmer	240
Farm-laborer	325
Small trader	40
Rickshaw/Van puller	40
Service	20
Others (bagger, fisher and barber)	30

**Steps of SIPP up to VDC formation in this village (according to the interviewee)**

<b>Attributes</b>	<b>IC campaign</b>	<b>Village mapping</b>	<b>Venn diagram</b>	<b>Problem analysis</b>	<b>Ad hoc committee formation</b>	<b>GC formation</b>	<b>Formation of Executive committee of the VDC</b>
Objective	<ul style="list-style-type: none"> <li>- Disseminating information of SIPP project messages to the local people</li> <li>- To involve local people of all level with the project activities</li> </ul>	<ul style="list-style-type: none"> <li>- To acquaint the people to the location of physical features (viz. roads etc.) in a map drawn by the villagers themselves.</li> <li>- To have a pictorial output of the physical status of developments in this village</li> </ul>	<ul style="list-style-type: none"> <li>- To identify the influential person, endeavouring person, key person, skilled person and organizations working in the village</li> <li>- To prioritize and to learn the level of importance/access.</li> <li>- To have an idea of the villagers about different actors /stakeholders in the village</li> </ul>	<ul style="list-style-type: none"> <li>- To identify the problems of the village Kishamat Bagchi, causes, ways to solve the problems and possible solution.</li> </ul>	<p>Ad hoc/convener committee was formed for a short duration to form the VDC assigning the following duties</p> <ol style="list-style-type: none"> <li>1. Preparation of draft constitution (a written constitution was supplied)</li> <li>2. Formation of General committee (GC)</li> <li>3. Formation of VDC</li> </ol>	<p>To select a general body for the VDC for approving the constitution and formation of executive committee for VDC.</p>	<p>To lead and perform the development activities of the village. (VDC itself is not a body. It has two separate bodies namely GC (General Committee) and EC (Executive Committee).</p>
Method	<ul style="list-style-type: none"> <li>- Individual contact</li> <li>- Household visit (door to door)</li> <li>- Formal/</li> </ul>	<ul style="list-style-type: none"> <li>- All adult member of the village were invited, most of them came and formed 20</li> </ul>	<p>Interested peoples took the paper and other instrument, about 12/13 person sit around and others</p>	<p>A brown colored large sheet of paper was used to note opinion of the people. CF supplied the</p>	<p>The convener of the ad hoc committee was firstly proposed and supported by the meeting</p>	<p>The ad hoc committee collected the name of the interested and interested people form their</p>	<p>President, Secretary, Treasurer (honest person), Vice president, Assistant</p>

Attributes	IC campaign	Village mapping	Venn diagram	Problem analysis	Ad hoc committee formation	GC formation	Formation of Executive committee of the VDC
	<p>informal meeting and discussion</p> <ul style="list-style-type: none"> <li>- Union level orientation</li> <li>- Dissemination of posters and leaflets</li> </ul>	<p>groups (male, female and mixed group)</p> <ul style="list-style-type: none"> <li>- All groups drawn maps, compiled, triangulated, further developed and finally endorsed</li> </ul>	<p>standing around the place. All people attended had the scope to share opinion during preparation of the diagram. The CF facilitated the activity.</p>	<p>structure of the table and attributes in the column. People's opinion was noted in the sheet by one of the villagers</p>	<p>participants. Then other five members (including a female member) were proposed and supported by the participants. There was unanimous support to all the members proposed. Members of ad hoc committee were come from six different parts of the village.</p>	<p>part. Firstly, villagers selected 185 members for the General Committee. But the project staff told to reduce the number of members in the committee. Then the numbers were reduced to 62. During doing this they kept in mind the condition that 50% members should come from very poor and 30% from poor women.</p>	<p>Secretary, and other 6 members were selected by the meeting participants. The condition was mandatory that 30% should be women and poor</p>
Limitations of the method	<ul style="list-style-type: none"> <li>- Potential indigenous methods/materials weren't used for the campaign</li> <li>- The posters and leaflets were useful only</li> </ul>	<ul style="list-style-type: none"> <li>- Whether the facilitator was at standard level?</li> <li>- Insufficient number of facilitators</li> <li>- Drawing on the floor is barred to keep</li> </ul>	<ul style="list-style-type: none"> <li>- Whether poor's voice was considered?</li> <li>- The parameters used (e.g. importance, access/distance)</li> </ul>	<ul style="list-style-type: none"> <li>- Poor's problem could be excluded while problems were extracted from a mixed group</li> <li>- The process</li> </ul>	<p>-The process took very minimum time to form an effective committee.</p>	<ul style="list-style-type: none"> <li>- Poor was not identified (as per criterion) prior to implementation of this process.</li> <li>- Person who was interested to be a GC member and the</li> </ul>	<ul style="list-style-type: none"> <li>- Poor was not identified (as per criterion) prior to implementation of this process.</li> <li>- Person who was interested to be a EC member</li> </ul>

Attributes	IC campaign	Village mapping	Venn diagram	Problem analysis	Ad hoc committee formation	GC formation	Formation of Executive committee of the VDC
	for the literate persons - Output is supportive only to those who are normally well communicated villagers, not the under-communicated villagers	all the output and also humiliated the importance of the exercise	, conflict) were not clearly visualized in the output (drawing sheet)	involved too few time to exercise a good problem analysis		preference of ad hoc committee played the key role	and the preference ad hoc committee played the key role
Number of Participants by sex	Most of the adult person in the villages and FSs	- Male- 60 - Female- 65	- Male- 90 - Female- 80	- Male- 80 - Female- 70	- Male- 80 - Female- 70	- Male- 125 - Female- 116	125 villagers attended including GC members
Output	- Villagers are informed about the SIPP objectives	- A map - Acquainted with the location of roads, streets, latrines, tube-well, culverts, schools, mosque, temples, markets etc.	- Have the clear picture about different actors of this village - Drawn on a sheet of paper	- Identified the problems that can be supported by SIPP - Written on a sheet in a table	- The ad hoc committee was formed	- The General committee of the VDC was formed	The VDC (Executive Committee) has been formed
Use of the output (present and future)	- Villagers interest raised - It was assessed through	- Helped the people in problem analysis - The output	- Useful for formation of various committees - The drawn	- Used for preparation of the Community Action Plan	- The ad hoc committee prepared the constitution and the General	The General Committee approved the constitution and formed the	The VDC prepared and finalized the CAP with facilitation of the CF



Attributes	IC campaign	Village mapping	Venn diagram	Problem analysis	Ad hoc committee formation	GC formation	Formation of Executive committee of the VDC
	'enthusiasm test' for village selection in comparison to other villages	actually was not used in preparation of subproject proposal	output is not descriptive enough for further use	(CAP) - The written sheet was also used for preparation of CAP	Committee of the VDC and dissolved after formation of executive committee of the VDC	Executive Committee of the VDC	
Level of participation by social group	- IC campaign was done to the available villagers without considering any social groups in the villages	- Poor were not specially considered - Mixed group work undertaken only	- Participation of different social groups was not ensured. - No clearly defined role of participation of poor in this process	- Participation of different social groups was not ensured. - No clearly defined role of participation of poor in this process	- Constitution was written prior to the formation of ad hoc committee, - There is a confusion whether people's voice was reflected by the ad hoc committee	- It was not mandatory to consider different social groups - Women and poor (selected robustly) participation was ensured	- It was not mandatory to consider different social groups - Women and poor (selected robustly) participation was ensured
Involvement (time and resource), cost-benefit	- 10- 11 visit was made by One CF, - Printed posters and leaflets were supplied	- One CF and 125 villagers spent one day	- One CF and 170 villagers spent one day for this activity	- One CF and 150 villagers spent one day for two important activities 1. Problem analysis 2. Formation of ad hoc	- One CF and 150 villagers spent one day for two important activities 1. Problem analysis 2. Formation of ad hoc	- FS, CF and 241 villagers spent one evening for formation of the GC.	- FS, CF and 125 villagers (including GC members) spent one evening for formation of the GC.

Attributes	IC campaign	Village mapping	Venn diagram	Problem analysis	Ad hoc committee formation	GC formation	Formation of Executive committee of the VDC
				committee	committee		
Vertical and horizontal links of this output	<ul style="list-style-type: none"> <li>- The activities and problems involved are discussed in monthly coordination meeting among the staffs</li> <li>- Union level workshop for horizontal community linkage</li> </ul>	<ul style="list-style-type: none"> <li>- The activities and problems involved are discussed in monthly coordination meeting among the staffs</li> <li>- The exercise and output was not discussed with other villages</li> </ul>	<ul style="list-style-type: none"> <li>- The activities and problems involved are discussed in monthly coordination meeting among the staffs</li> <li>- The exercise and output was not discussed with other villages</li> </ul>	<ul style="list-style-type: none"> <li>- The activities and problems involved are discussed in monthly coordination meeting among the staffs</li> <li>- The exercise and output was not discussed with other villages</li> </ul>	<ul style="list-style-type: none"> <li>- The activities and problems involved are discussed in monthly coordination meeting among the staffs</li> <li>- The ad hoc committee reviewed constitution of two cooperative: one in their village and another in their neighbouring village</li> </ul>	<ul style="list-style-type: none"> <li>- The activities and problems involved are discussed in monthly coordination meeting among the staffs</li> <li>- The GC member selection process was not discussed with other villages</li> <li>- The Guidelines are same for all villages</li> </ul>	<ul style="list-style-type: none"> <li>- The activities and problems involved are discussed in monthly coordination meeting among the staffs</li> <li>- The formation of executive committee was not discussed with other GC.</li> <li>- The Guidelines are same for all villages</li> </ul>

### **Community Action Plan (CAP)**

The VDC and villagers were informed well about the process and opportunities in the SIPP project. According to the interviewee CAP included two steps. These are -

- i) Need assessment
- ii) Prioritization of need
- iii) CAP finalization

#### **i) Need assessment**

It has found a little modified output of the 'problem analysis'.

#### **ii) Prioritization of need**

CF provided with a format and explained the parameters for scoring against each problem to the villagers. Then in presence of GC, VDC and other villagers altogether about 60 people, they scored against the needs.

#### **iii) CAP finalization**

Villagers were informed that they would be provided with 475,000 to 550,000 taka for implementing various subprojects. The items under infrastructure development were also informed. In presence of about 70 people, the CAP has been finalized and approved.

### **Effectiveness and efficiency of PRA and developing the CAP**

The village could have been effective as the villagers can easily visualize the road network and can identify the problems. But the problems were not well identified in the map (output). The output was not further used to locate the objects selected for development (through subproject of SIPP).

The venn diagram preparation helped the participants to have an insight of the local power structure, key persons, resource persons and skilled persons of the village. But the utilization of venn diagram in formation of various committees was not distinct. The committees included the skilled persons very occasionally but it was not mandatory. Moreover, the social classification/ stratification of the community has been done after formation of the committees.

Scoring method was used to prepare the CAP. Project staff facilitated this process. Prioritization of needs were highly influenced and biased by a condition, viz. possibility of getting outside fund, which means the fund from SIPP. Furthermore, the first priority was not always considered first by the project. People are confused whether this will be addressed later or not.

### **Social Stratification of the Villagers**

Social stratification of Kishamat Bagchi village was taken place on 19 October 2003. A total of 75 male and 45 female villagers attended the process and they divided the villagers into 4 different social strata. It is to note that the committees have been formed prior to the stratification.

The criteria for identification of different social strata were set by the CF (SDF formulated criteria).

According to interviewee, the criteria set by the CF were used successfully. The criteria are-

#### **a) Very poor**

- Landless/homesteadless
- Unemployed for more than six months
- Not involved with any group (NGO)
- Unemployed female headed HH
- Illiterate
- Tribal/disabled/child laborer

#### **b) Poor**

- Have only the homestead
- Have 10 decimal of cultivable land
- Unemployed for 3 months
- Monthly income is more than TK. 600 and less than TK. 1500
- A little literate

- Destitute, oppressed, under privileged women
- Dropped out from the school
- c) **Middleclass**
  - Have cultivable land more than 10 decimal and also have cattle
  - Employed at least for 6 months
  - Monthly income is more than Tk. 3000 but less than TK. 6000
  - Literate
  - Economically solvent (able to carry on household expense)
  - Children of the family goes to school
- d) **Rich**
  - Have cultivable land more than 20 decimal
  - Employed for more than 10 months
  - Monthly income is more than Tk. 6000
  - Can save money in every month
  - Literate
  - Economically solvent
  - Descendents goes to college and university

**According to the interviewees (VDC and PMC members) the classification and criteria of poverty are-**

- a. **Very poor**
  - They are hand to mouth (according to the villagers) and have to starve in scarcity of earning
  - Labor sale is the only occupation
  - Begging is the earning source
- b. **Poor**
  - Always needy
  - Have a little land and work as laborer
- c. **Middleclass**
  - Can afford family food from cultivation in own land
  - In any disastrous condition must go for selling permanent asset (e.g. land)
  - Take loan in interest and sell the crop in advance
- d. **Rich**
  - Can withstand in any disaster or problem
  - Have plenty of land
  - Other villagers go to them for help in any problem

**Regular activities of this VDC**

The following activities are done by the VDC of Kishamat Bagchi:

- Regular monthly meeting (agendas are e.g., how the activities of the project can be performed, how the cash contribution and labor can be allocated and collected)
- Keeping the resolution for every meeting
- Calling general meeting and negotiating with villagers
- Helping SIPP staff in various activities
- Participating in the meeting, training and workshops organized by the SIPP
- Helping in formation of Community Groups (CG) and Project Management Committee (PMC)

**Other activities done by the VDC**

The VDC, with the help of other villagers collected contribution from the solvent people for fund raising to distribute warm cloths to the poor in the last winter.

**Formation of Community Group (CG)**

CF informed the VDC and the villagers to prepare the CG and described objective and criteria for formation of CG.

### **Objectives of CG formation**

According to the interviewee, the main objective of CG formation was to collect cash contribution for subprojects and formation of PMC.

### **Criteria for CG formation**

- Two CG in a village (more than two where necessary)
- Total number of member should be in between 25-35 (the total number may deviate according to community's desire).
- Interested and active people of the village
- At least 30% of the members should be come from women and poor HHs.

### **Method of CG formation**

There is a clause in the VDC constitution that the GC can appoint a 3 member Election Commission (EC) for formation of other committees. According to the interviewee they formed a three member EC for formation of CGs. They firstly considered their village into two parts (geographically). EC president and members called for submitting names for CG to the villagers and got more than 30 names. Then through discussion in a meeting the number of members reduced to 30, in the same meeting PMC has been formed. CF attended the meeting and facilitated as per requirement.

### **Formation of PMC**

After selection of CG members, the PMC was formed in the same meeting. The criteria and objective was previously explained by the CF.

### **Objective of PMC formation**

According to the interviewee, the main objectives of PMC formation are-

- To collect and deposit the contribution money;
- To prepare and implement the subprojects.

### **Method of PMC formation**

Participants were called to propose a name of candidate for different position in the PMC. In the most cases single proposal for a position was come and therefore accepted by the people. In case of the post of treasurer they searched for an honest person and unanimously nominated the person who is renowned for his honesty. In case of two or more proposal for a position they discussed and came to a consensus at last.

### **Collection of contribution and deposition by PMC**

They deposited Tk. 5000/- in each of two PMC's account. But few of the villagers are confused about the implementation of subprojects whether the subprojects will be provided from SIPP or not. Because, in the past there was an occurrence of fraudulence by an NGO who embezzled/misappropriated the deposited money of poor people so, local contributors afraid to pay their contribution. But, if the infrastructure works starts anywhere of the area, they will pay all the required money as contribution.

### **Deviation between guideline and actual activities**

There is a little deviation in the order of steps between the guideline and actual activities. The causes of deviations in the order could not be reviewed/discussed during the field visit. Deviations are stated below:

**Deviation in steps of VDC formation and other activities:**

Steps recommended in the guideline			Steps actually practiced in the field		
Ref. No. of the step	Steps	Responsible body	Ref. No. of the step	Steps	Responsible body
1	IC campaign	By the project staff	1	IC campaign	By the project staff
2	Formation of ad hoc committee by villagers, facilitated by CSO	By villagers, facilitated by CSO	9	Village mapping, Preparation of Venn diagram, Problem analysis	By villagers, facilitated by CSO
3	Preparation of constitution	By the ad hoc committee facilitated by CSO	2	Formation of ad hoc committee	By villagers, facilitated by CSO
4	Meeting for approval of constitution	By the ad hoc committee, facilitated by CSO	3	Preparation of constitution	By the ad hoc committee facilitated by CSO
5	Meeting for VDC formation	By the ad hoc committee, facilitated by CSO	4,5	GC formation meeting, GC formation, restitution and approval of the constitution	By the ad hoc committee facilitated by CSO
6	Meeting for approval of VDC members and dissolution of the ad hoc committee	By the ad hoc committee, facilitated by CSO	4	Formation of Executive Committee of the VDC	By the GC facilitated by CSO
7	1 <sup>st</sup> meeting of the VDC	By the VDC facilitated by CSO	10	Preparation and finalization of CAP	By the VDC facilitated by CSO
8	Raising fund for VDC and opening an account	By the VDC facilitated by CSO	7	1 <sup>st</sup> meeting of the VDC	By the VDC facilitated by CSO
9	Village mapping by the VDC	By the VDC facilitated by CSO	11,12	Formation of CG and PMC	By the VDC facilitated by CSO
10	Preparation of Working plan for one year	By the VDC facilitated by CSO	8	Raising fund for PMC and opening account in the name of PMC	By the PMC facilitated by CSO
11	Formation of CG	By the VDC facilitated by CSO	13	Regular monthly meeting	By the VDC

Steps recommended in the guideline			Steps actually practiced in the field		
Ref. No. of the step	Steps	Responsible body	Ref. No. of the step	Steps	Responsible body
12	Formation of PMC	By the VDC facilitated by CSO	14	Training to PMC and VDC leaders and members focusing the PMC	
13	Regular monthly meeting for review and preparation of monthly work plan	By the VDC			
14	Training to VDC leaders and members	By the VDC facilitated by CSO			

#### Other features observed

- VDC is keeping the resolution of all their meeting;
- They have kept the PRA and CAP outputs
- They have kept the copy of constitution
- The PMCs have the bank account in the name of the president, secretary and the treasurer

#### Accountability

According to the interviewee

- The PMCs are more accountable to CF than to the VDC and GC.
- The GC has the power of dissolution of the VDC, CG and PMC according to the constitution

#### Transparency

According to the interviewee-

The CF and the committees explained everything in the open meeting, even the meetings allow non-member participants in the meetings. Villagers are well known about the activities.

#### Participation

According to interviewee-

It is hard to measure the level of participation in the meeting however, was satisfactory. But day laborers and very poor people hardly can attend the meeting due to selling labor is the only source of their livelihood. Very rich people are not interested about the activity because they are busy with their own business. This is the participatory process that they experienced first time in their life. So, they cannot think any suggestion for better process or for greater participation.

#### Feedback and future plan

- The VDC president claimed that the VDC became a toy/ doll due to formation and activating PMC.
- PMC treasurer agreed with the claim but proclaimed the necessity of PMC.
- They all expressed the necessity of registration of the VDC
- They like to see an empowered VDC but they are afraid that the VDC activity will be stopped after termination of the project due to lack of registration and fund.
- Infrastructure is not the only way to develop the village because a huge number of people have to take loan in high interest. They require- employment, income source, protection from high interest of loan.

- Villagers had an expectation to start earthwork in the roads before the plantation of paddy but the work was not started in time.

#### **Phase out strategy of CSO**

The PC of ESDO was interviewed in this issue. CSO is not well informed about the process of shifting the duties to other partners yet. The project phase out strategies is not clear to him.

He told that their activity is going to be completed immediately in the present working areas. But the PAST is late to start. The PC has included an activity in his next months work plan to introduce DDC staffs with the VDC and villagers. This activity then has been consulted with the SDF officials in the next coordination meeting.

#### *6.2.3 Case studies on VDCs*

Four VDCs were visited for in depth analysis of formation processes based on following criteria.

<b>SL. No.</b>	<b>Name of the VDC</b>	<b>Cash contribution (% of target)</b>	<b>CSO</b>	<b>Upazila</b>
1.	Kishamat Bagchi Chandtara Village Development Committee	18	MKSS, ESDO	Shadullapur
2.	Chikni Village Development Committee	72	NPUS, ESDO	Shadullapur
3.	Chachia Mirgonj Shapla Village Development Committee	40	ESDO	Sundargonj
4.	Ghogoal Lal Golap Village Development Committee	58	ESDO	Sundargonj

#### **Case study-1**

##### **Kishamat Bagchi Chandtara Village Development Committee**

The village Kishamat Bagchi is situated in Kamarpara union under Shadullapur upazila of Gaibandha district. The most of the road from the upazilla headquarter to this village is metalloid and the link roads inside the village is earthen and prone to monsoon floodwater damage/disconnection. Total number of households of this village is 695. There is a Village Development Committee (VDC) formed under SIPP in this village.

**The features observed in this VDC are as follows.**

##### **Preparation for VDC formation**

During IC campaign the villagers were informed about the project objectives, future plan, and how the project will be implemented. They are supplied posters and leaflets and discussed through 10-12 informal meetings and a lot of individual contact. During this activity, villagers were informed about the structure, duties and importance of the VDC to be formed later. The CF, Mr. Omar Faruk performed these duties under supervision of FS, Mr. Maruf Hossain.

##### **Formation of ad hoc committee**

**Date of formation:** 17/09/03

**Place of the meeting:** *Mather tol* of the village Kishamat Bagchi



**Participants in the meeting:** Number of participants was least at the beginning, highest at the middle and moderate at the before the ending. The number of participants at different stages of the meeting were as follows (according to CSO’s report).

Stages of the meeting	No. of Male	No. of Female
Starting	50	65
Middle	85	73
Ending	71	40

**Composition of the ad hoc committee**

A six member ad hoc committee headed by a convener was formed. The ad hoc committee was formed for preparation of constitution and formation of VDC. The composition of the ad hoc committee was:

**Gender:**

Male: 5

Female: 1

**Occupation:**

Farmer: 4

Businessman: 1

Housewife: 1

**General Committee (GC)**

**Date of formation:** 20/09/03

**Place of the meeting:** *Mather tol* of the village Kishamat Bagchi

**Participants in the meeting:** Number of participants was least at the beginning, highest at the middle and moderate at the before the ending. The number of participants at different stages of the meeting were as follows (according to CSO’s report):

Stages of the meeting	No. of Male	No. of Female
Starting	120	90
Middle	125	116
Ending	80	65

**Composition of the GC**

A sixty-two member GC was formed as a general body of the Village Development Committee (VDC). The composition of the GC was:

**Gender:**

Male: 15

Female: 47

**Occupation:**

Farmer: 33

Businessman: 10

Housewife: 15

Teacher: 1

Rickshaw/ Van puller: 3

**Village Development Committee (VDC)**

An eleven member Executive Committee of the VDC was formed with one Vice President, one Secretary, one Vice Secretary, one treasurer and 6 members headed by a president. There is no descriptive report found describing the process. According to the interviewee, a meeting was held with villagers. About 125 people including the GC members attended the meeting. Interested people

were selected as member of the Executive Committee of the VDC. The CF and FS facilitated the meeting. Issues are considered to select:

- Poor
- Women
- Honest treasurer
- Endeavouring persons
- Representative from every parts (para) of the village

**Gender:**

Male: 8

Female: 3

**Occupation:**

Farmer: 3

Businessman: 5

Housewife: 3

**The president, secretary and the treasurer of the VDC are farmers.**

**Monthly meeting**

The monthly meeting of the Executive Committee of the VDC is held in every month. But delay of the subproject implementation making people frustrated to attend the meeting. Due to agricultural activity monthly meeting is done with reduced number of participants.

**Record keeping**

VDC keeps the resolution of monthly meeting the CF facilitates them in this regard.

**Case study -2**

**Chikni Village Development Committee**

The village Chikni is situated in Jamalpur union under Shadullapur upazilla of Gaibandha district. The most of the road from the upazilla headquarter to this village is metalloid and the link roads inside the village are earthen. Total number of households of this village is 422. There is one Village Development Committee (VDC) formed under SIPP in this village.

The features observed in this VDC are as stated below.

**Preparation for VDC formation**

During IC campaign, the villagers were informed about the project objective, future plan, and how the project will be implemented. They are supplied posters and leaflets and discussed through 10-12 informal meetings and a lot of individual contact. During this activity villagers were informed about the structure, duties and importance of the VDC to be formed later. The CF, Mr. Rashedul Hasan (of NPUS) performed these duties under supervision of FS, Mr. Maruf Hossain.

**Formation of ad hoc committee**

**Date of formation:** 22/09/03

**Place of the meeting:** In the house of Mr. Saiyod Ali at Chikni.

**Participants in the meeting:** Number of participants was least at the beginning, moderate at the middle and highest at the before the ending. The number of participants at different stages of the meeting (according to CSO's report).

Stages of the meeting	No. of Male	No. of Female
Starting	65	57
Middle	70	60
Ending	75	65

**Composition of the ad hoc committee**

An eleven member ad hoc committee headed by a convenor was formed the ad hoc committee for preparation of constitution and formation of VDC. The composition of the ad hoc committee was-

**Gender:**

Male: 8

Female: 3

**Occupation:**

Farmer: 3

Businessman: 5

Housewife: 3

**General Committee (GC)**

**Date of formation:** 29/09/03

**Place of the meeting:** In the house of Mr. Saiyod Ali at Chikni.

**Participants in the meeting:** Actual number of participants was not obtained because the report on GC formation is not descriptive enough. According to the interviewee, about 70 male and 80 female attended the GC and VDC formation meetings.

**Composition of the GC**

A thirty two member GC was formed as a general body of the Village Development Committee (VDC). The composition of the GC was-

**Gender:**

Male: 26

Female: 6

**Occupation:**

Farmer: 17

Businessman: 7

Housewife: 6

Teacher: 1

Student: 1

**Village Development Committee (VDC)**

An eleven member Executive Committee of the VDC was formed with one Vice President, one Secretary, one Vice Secretary, one treasurer and 6 members headed by a president. There is no descriptive report found describing process. According to the interviewee, a meeting was held with GC members and villagers (participation of about 100 male and 100 female). Interested people were selected as member of in the Executive Committee of VDC. Issues are considered to select:

- Poor
- Women
- Endeavouring persons
- Representative from every part, (para) of the village

**Gender:**

Male: 7

Female: 4

**Occupation:**

Farmer: 2

Businessman: 3

Housewife: 4

Student: 1

Teacher: 1

The president of the VDC is a businessman, Secretary is a teacher and the treasurer is a student.

**Monthly meeting**

The monthly meeting of the Executive Committee of the VDC is held in every month. But delay of the subproject implementation making people frustrated to attend the meeting.

**Record keeping**

VDC keeps the resolution of monthly meeting and CF facilitates them.

**Case study-3**

Chachia Mirgonj Shapla Village Development Committee

The village Chachia Mirgonj is situated in Tarapur union under Sunadargonj upazilla of Gaibandha district. The most of the road from the upazilla headquarter to this village is metalloid and the link roads inside the village is earthen. Total number of households of this village is 1410. There is a Village Development Committee (VDC) formed under SIPP in this village.

**The features that observed in this VDC are the following.**

Preparation for VDC formation

During IC campaign, the villagers were informed about the project objectives, future plan, and how the project will be implemented. They are supplied posters and leaflets and discussed through 10-12 informal meetings and a lot of individual contact. During this activity villagers were informed about the structure, duties and importance of the VDC to be formed later. The CF, Mr. Shafiqul Islam performed these duties under supervision of FS, Mr. Samir Uddin.

**Formation of ad hoc committee****Date of formation**

The actual date cannot be obtained from the report but according to the interviewee this have been formed 5-6 days before formation of General Committee.

**Place of the meeting**

In the house of Mr. Rafiqul Islam at Chachia Mirgonj.

**Participants in the meeting**

According to the interviewee the number of participants in the ad hoc committee formation meeting was about 50 male and 30 women.

**Composition of the ad hoc committee**

A nine member ad hoc committee headed by a convener was formed. The ad hoc committee was formed for preparation of constitution and formation of VDC. The composition of the ad hoc committee was-

**Gender:**

Male: 6

Female: 3

**Occupation:**

The actual occupation was not mentioned in the report. According to the interviewer the occupational class composition is following.

Farmer: 5

Businessman: 1

Housewife: 3

**General Committee (GC)**

**Date of formation:** The actual date could not be found from the report. According to the interviewee GC has been formed 5-6 days after formation of the ad hoc committee.

**Place of the meeting:** In the house of Mr. Saiyod Ali at Chikni.

**Participants in the meeting:** Actual number of participants was not obtained because the report on GC formation is not descriptive enough. According to the interviewee about 100 male and 50 female were present during the GC and VDC formation meeting.

**Composition of the GC**

A 148 member GC was formed the ad hoc committee as a general body of the Village Development Committee (VDC). The composition of the GC was-

**Gender:**

Male: 107

Female: 41

**Occupation:**

The actual occupation was not mentioned in the report. According to the interviewer the occupational class composition is following.

Farmer: 80

Businessman: 13

Housewife: 41

Rickshaw/van puller: 3

Fisher: 5

Teacher: 2

Student: 4

**Village Development Committee (VDC)**

An eleven member Executive Committee of the VDC was formed with one Vice President, one Secretary, one Vice Secretary, one treasurer and 6 members headed by a president. There is no descriptive report describing the actual process. According to the interviewee a meeting was held with GC members and villagers (participation of about 100 male and 50 female). Interested people were selected as member of the Executive Committee of VDC. Issues are considered to select:

- Poor
- Women
- Endeavouring person
- Representative from every part, (para) of the village

**Gender:**

Male: 7

Female: 4

**Occupation:**

Farmer: 4

Housewife: 4

Student: 1

Teacher: 1

UP Chairman: 1 (member of the committee)

**President is a farmer, secretary is a teacher and the treasurer is a student.**

**Monthly meeting**

The monthly meeting of the Executive Committee of the VDC is held in every month. But delay of the subproject implementation making people frustrated to attend the meeting.

**Record keeping**

VDC keeps the resolution of monthly meeting and the CF facilitates them in this regard.

**Case study –4**

**Ghogoal Lal Golap Village Development Committee**

The village Ghoga is situated in Tarapur union under Sunadargonj upazila of Gaibandha district. The most of the road from the upazila headquarter to this village is metalloid and the link roads inside the village are earthen and become submerged during monsoon flood. Total number of households of this village is 1521. There is one Village Development Committee (VDC) formed under SIPP in this village. The features that observed in this VDC are as stated below:

**Preparation for VDC formation**

During IC campaign the villagers were informed about the project objective, future plan, and how the project will be implemented. They are supplied posters and leaflets and discussed through 10-12 informal meetings and a lot of individual contact. During this activity villagers were informed about the structure, duties and importance of the VDC to be formed later. The CF, Mr. Shafiqul Islam performed these duties under supervision of FS, Mr. Samir Uddin.

**Formation of ad hoc committee**

**Date of formation:** 23/10/2003

**Place of the meeting**

In the house of Masuma Khan at Ghogoa.

**Participants in the meeting**

According to the interviewee the number of participants in the ad hoc committee formation meeting was about 50 male and 30 women.

**Composition of the ad hoc committee**

A seven member ad hoc committee headed by a convener was formed the ad hoc committee for preparation of constitution and formation of VDC. The composition of the ad hoc committee was-

**Gender:**

Male: 5

Female: 2

**Occupation:**

The actual occupation was not mentioned in the report. According to the interviewer the occupational class composition is following.

Farmer: 4

Businessman: 1

Housewife: 2

**General Committee (GC)**

**Date of formation:** 28/10/03.

**Participants in the meeting:** Actual number of participants was not obtained because the report on GC formation is not descriptive enough. According to the interviewee, about 100 male and 50 female attended the GC and VDC formation meetings.

**Composition of the GC**

A 153 member GC was formed the ad hoc committee as a general body of the Village Development Committee (VDC). The actual occupational class composition of the GC is not found from the report. According to the interviewee the composition is following.

**Gender:**

Male: 101

Female: 52

**Occupation:**

The actual occupation was not mentioned in the report. According to the interviewer the occupational class composition is following.

Farmer: 75

Businessman: 10

Housewife: 52

Rickshaw/van puller: 5  
Fisher: 5  
Teacher: 2  
Student: 3  
Tailor: 1

**Village Development Committee (VDC)**

An eleven-member Executive Committee of the VDC was formed with one Vice President, one Secretary, one Vice Secretary, one treasurer and 6 members headed by a president. There is no descriptive report found describing the process. According to the interviewee a meeting was held with GC members and villagers (participation of about 100 male and 50 female). Interested people were selected as member of the Executive Committee of VDC. Issues are considered to select:

- Poor
- Women
- Endeavoring person
- Representative from every part, (para) of the village

**Gender:**

Male: 7  
Female: 4

**Occupation:**

Farmer: 7  
Housewife: 2  
VDP member: 1  
Tailor: 1

The President, secretary and the treasurer of the VDC are a farmers.

**Monthly meeting**

The monthly meeting of the Executive Committee of the VDC is held in every month.

**Record keeping**

VDC members said that they keep the resolution of monthly meeting and the CF facilitates them in this regard. The resolution book cannot be investigated because; this was belonging to VDC secretary who was not available then.

**Other SIPP activities observed**

**Monthly coordination meeting**

A monthly coordination meeting was held in ESDO regional office on 09/02/04. Participants of the meeting were the SDF officials, DDC officials, CSO staffs with CFs. The meeting was very open and everybody expressed their opinion freely. Progress and work plan of the respective month are discussed in the meeting.

**IC message and material development workshop**

A two-days long workshop on IC message and material development was held at Deputy Commissioner's Auditorium in Gaibandha on 11-12 February 2004. The workshop was organized by Social Development Foundation (SDF) attended by GOB Officials, NGO workers, Mass media workers, Union Parishad (UP) Chairman, VDC President and Others.

**Objectives of the workshop**

- The Information and Communication (IC) messages will be more effective and efficient according to the principle of the project;
- The information and communication messages and materials suitable for the targeted people will be prepared and appropriate media for delivering these will be selected (In this case the demand

of the targeted people will be given priority and the most suitable media to deliver these to them will be selected. For different group of people different materials and media should be selected, by which the messages can be reached efficiently to them).

- The ongoing communication activities will be reviewed.
- The field based IC work plan for specific duration will be prepared.

#### **Participants of the workshop**

The workshop was attended by SDF officials, CSO staffs, VDC presidents, UP chairmen, district level GOB officials, CNRS representative, TMSS representatives and journalists. A total of 26 participants participated in the workshop.

#### **Steps of the workshop participated by the reporter**

The following steps of the workshop was observed and participated by the reporter.

##### **Inauguration and Introduction**

Participants made their registration and asked to be introduced with the person sitting beside.

##### **Describing the SDF, SIPP and Objectives of SIPP**

This session was started by the speech of Mr. Abu Taher Khan, General Manager, SDF. He described about SDF and SIPP. Then Mr. Masud Al Mamun, IC Manager described the SIPP objectives.

##### **Objective of the workshop and expectation assessment**

The objectives of the workshop were described by Mr. Masud Al Mamun, IC Manager first. Then the other facilitators supplied cards to every participants for writing the expectation from the workshop. The cards are then collected and the expectations are described by the facilitator.

##### **Remarks on laps and gaps in village organizations**

- Formation of VDCs followed steps required to form a village development organization but these have yet been termed as 'committee' not the 'organization'. Actually the General Committee (GC) and the Executive Committee together can be termed as a Village Development Organization (VDO). The laps and gaps observed in the preconditions that are required for sustainability of an organization are mentioned below -

##### **Capacity of village organizations formed**

Based on the case situation, capacity of VDCs can be described as capacity of the following broader areas viz. a) Situation assessment, b) Mobilization of resource, c) Financial resource Management, d) Access to technical resources, e) Negotiation and f) Advocacy. Each of the broader areas are assessed by considering the following aspects: 1) Start-up, 2) Community mobilization, 3) Collective community project and 4) Institutionalization.

##### **a) Situation assessment**

###### **i) Start-up**

- Most of the villagers, General Committee (GC) members are aware that the VDC and PMCs are formed only for implementation of the SIPP subprojects. Only a few of the VDC and PMC leaders are informed that the VDC will be a sustainable organization but actually they don't believe this.
- Structure, role and activities are previously selected but, most of the GC members are not oriented about these and only a few are practiced (e. g. one out of four VDCs leaders mentioned about the provision of election commission in the constitution and none of them actually practiced this).
- Most of the documents and exercised during the process were mainly for addressing the CSOs need rather considering the VDCs need (e.g. subproject preparation)

###### **ii) Community mobilization**



- Some of the endeavouring persons have a little idea of problem analysis based on information but according to the community they require more knowledge and skills about it.

**iii) Collective community project**

- This is the first time that they have practiced the knowledge and skills for participatory planning so, they require more practice and yet have no experience of implementation.

**iv) Institutionalization**

- The constitution includes overall but no specific principle for regular discussion, review and verification.
- The members of GC and VDC yet have no skills of verification, addition-deletion and documentation of these.
- Although some of the VDCs keep the meeting resolution regularly the importance for regular meeting yet to materialize to them.

**b) Mobilization of resources**

i) Start-up

- VDC members do not have adequate skills to find out the right person for a specific job.

ii) Community mobilization

- Few community members do not have belief on participatory planning.
- Among VDC and GC few members have only a little the knowledge and skills about the process of participatory planning.

iii) Collective community project

- Not yet initiated

iv) Institutionalization

- The members of the VDC seem to be possessed the quality to be resource- person and also have the worth to engage outside resource-person but yet to practice.

**b) Financial resource management**

i) Start-up

- They are able to keep preliminary account of the financial transaction for themselves only. According to VDC they require more knowledge and skills for verifiable keeping of financial account.

ii) Community mobilization

- The executive committee is not yet trained in accounting and formal account keeping and sharing with others not yet initiated.

iii) Collective community project

- They did not obtained any IGP training and did not participated in income generation but providing cash contribution for the subproject
- They have no financial system, ledger but the subcommittee (PMC) possess the Bank Account

iv) Institutionalization

- None of the organizations has permanent source of income and has no financial management system

**c) Access to technical resources**

i) Start-up

- Capacity building did not start yet in these regard and no clear activities assigned in the project plan
- The VDC has no ability for identification and minimum utilization the existing technical resources

ii) Community mobilization

- No effective communication system for utilization of affordable resources

iii) Collective community project

- The VDCs lack the knowledge and skills for community development planning involving the technical resources affordable to them
- They lack the quality and skills of project implementation according to agreement but have the potentiality

iv) Institutionalization

- The VDC lacks the skills of communication with various technical organization
- The VDC kept the documents of various training obtained

**d) Negotiation**

i) Start-up

- The VDC members have some concept about the sensible necessity and demand have the capability to identify the necessity only when facilitated

ii) Community mobilization

- Can identify the appropriate counterpart and opportunity only upon facilitation

iii) Collective community project

- The VDC have no capability to deal with others through forming coalition

iv) Institutionalization

- No established regular communication and coordination among all the VDCs of that area except that through the CSO.
- Never practiced collectively to change the power-centered-understanding to the human-welfare-centered understanding

**d) Advocacy**

i) Start-up

- The VDCs lack the capability to uphold their common benefit issue to others of the locality other than the personal benefit only (like advocacy for personal tube-well, latrines etc. to the authorities)
- Most of the VDCs have the potentiality but there is no initiative to build up the capacity of advocacy to various authorities.

ii) Community mobilization

- The members are not aware enough about the importance of linkages between small and greater issues in livelihood development
- The VDC lacks the ability to express the demand and to apply for joint benefit to the NGO, government and private service provider

iii) Collective community project

- Most of the private service provider, GO and NGO are not able to consider their application (of joint benefit) in planning and budget preparation due to top down approach of planning

iv) Institutionalization

- Existing legal policy is not in favor for consideration of VDCs opinion but there are opportunity of policy changes

**e) Alliance building**

- The VDCs are not yet in a position of building any alliance
- Have no clear idea about the linkage and their role with other organization
- CSOs are assigned only for formation of VDOs (GC+VDC) but does not have enough time to build up the VDO's capacity for self-reliance.
- After formation of VDO, according to changed decision (as CSO informed), Project Management Committees (PMCs) are more emphasized to implement the subprojects.
- There are bank account of the PMCs not of the VDCs and direct contact to PMC by the project making the VDCs inactive gradually.
- In this situation the PAST organization is providing technical person may not have adequate experience of community driven project, are introduced to PMCs and villagers for follow up activities of the project. They are dealing with PMCs and VDC, become frustrated.
- Sustainability of a VDO requires clear manifesto, a long-term nursing and exercises. Such activities are not included under SAP.

So, for sustainability of VDOs, there is a clear gap that lends urgency to assign particular agency for facilitating VDO nursing and exercising a long-term manifesto.

#### 6.2.4 Progress review meeting visit to two VDCs

The monthly progress review meeting was started at 9:00 am at ESDO office, Sundargonj, Gaibandha on 08 March 2004. The progress of project activities, work-plan, problems and possible remedies were discussed in the meeting.

Following persons attended the meeting:

- General Manager, SDF
- Manager (MEL), SDF
- Manager (Community Development), SDF
- Manager (Technical), SDF
- Manager (Finance), SDF
- Team Leader, PAST
- Social Development Specialists, PAST
- Environmental Specialist, PAST
- Project Coordinator, CSO
- Field Supervisor, CSO
- CFs (CSO)
- Project Coordinator, PO
- IC Officer, PO
- CNRS Representative, PM

#### **Review of last monthly activities**

Representative from SDF, DDC (PAST), TMSS (PO), CNRS (PM) and almost all the staff of ESDO (CSO) attended the meeting. They all present their progress of activity and work-plan in the meeting.

#### **PAST**

- A total of 40 subprojects belonging to 20 VDCs have been surveyed in the field by Field Engineers of Development Design Consultants (DDC) Ltd., (PAST organization).
- 14 subprojects has been appraised and finalized for agreement between SDF and PMCs.
- According to DDC the subproject proposals submitted to them are not well readable and in some cases few enclosed documents are absent.
- The subproject costs estimated by the PMCs are always lower than that of DDC's estimation (e. g. a PMC's estimated cost of subproject is Tk. 90,000 whereas DDC estimated this to be Tk. 1,90,000).
- The data and information are analyzed by using the LGED model and software for re-designing the subprojects.
- Suggestions: The total subproject costs of a VDC even if exceeds a little beyond TK. 5.5 lac should be appraised. These surpluses will be replenished from other VDCs where the total costs are less than TK 5.5 lac.
- Rate of earthwork has been verified with local rates.
- Due to lack of sufficient time, DDC is confused whether they can visit all the villages for field verification of all the subprojects.

#### **CSO**

- 65 subprojects have been submitted to DDC from Shadullapur Upazila. Subprojects from all the VDCs will be submitted by this month.
- A total of 72 subprojects have been submitted to DDC from Sundargonj Upazila. Other 90 subprojects will be submitted by this month.
- 50 PMCs will be provided simple book keeping training by this month.
- There are 10 VDCs where PMCs wanted to merge themselves to form a single PMC under a VDC (at least 2 PMCs are formed under a VDC).
- CSO started to set up their office at Gaibandha sadar upazila.
- Day and night video show on safe drinking water, sanitation is continuing.

*Question by PC CSO: Where do the VDCs will be handed over after shifting their project area to the other site?*

Answer: General Manager (operation) answered that “CSO should keep a little relation with the VDCs during working in the other site. There is no body actually for taking care of the VDCs.”

**SDF**

- 14 subprojects have been finalized for agreement. Agreements are being done between the PMC and SDF.
- Despite mentioned in the guideline to avoid the local govt. and administration, the decision has been taken to cooperate with them. Committees at national, district and upazila level have been formed to include them in the SIPP.

**Thengamara Mahila Shabuj Shangha (TMSS) as PO**

- They set up their office at Sunadargonj upazila
- They called a meeting for introduction with staffs of other organizations working in SIPP.
- The GM (operation) of SDF suggested TMSS to monitor the VDC meetings.

**Training on Book Keeping Management**

Date: March 9, 2004

Venue: Madhyo Belka Primary School

Starting time: 09:30 am.

Organized by: ESDO (CSO)

Assisted by: SDF

**Facilitators:**

- Manager-Finance (SDF)
- Technical manager (SDF)
- Community Facilitator (CSO)
- Field Engineer (SDF)

**Attended by:**

- Manager- Community Development (SDF)
- Manager- MEL (SDF)
- CNRS Representative

**Materials used:**

- Documents
- Register book (PMC)
- Banner
- Board and marker pen
- Tape
- Camera

**Participants:**

Total: 24 (male- 17, female- 9)

Participants were PMC members from the village of Purba Belka and Pashchim Belka, President, secretary and treasurers from PMCs of both Purba Belka and Pashchim Belka. Among the females 3 were member of PMCs and others are villagers.

**Description:**

Facilitators explained the financial principles and methods related to subproject implementation. The methods of book keeping related to this are also explained. The training became easier because of the PMC leaders have the previous experience of project implementation. Some technical issues of earthwork have been explained by the Technical manager (SDF) and a Field Engineer of DDC. At last the General Manager (operation) SDF attended and concluded the session at 13:30.

**A visit to the VDC of Modhaya Belka, Sundargonj ( visited on 09/03/2004)**

The VDC leaders of the village Modhaya Belka were interviewed in their office (in a abandoned Community Clinic Office). They were informed previously to attend for the interview.

**VDC**

There are 7 male and 4 female members in the VDC. VDC secretary and treasurer are also leaders of the PMCs. The VDC leaders and members are aged 18 to 40 (age of a women member is 40). Among the leaders the President, Secretary, Assistant Secretary are businessman, the treasurer is a student. Among others, there are two farmers, one rickshaw puller, 3 poor women and one well off women.

**Micro-credit activity of the VDC**

The VDC started a micro-credit program among the shopkeepers of a nearby market. The VDC leaders contributed to raise the fund. They keep the accounts of credit disbursement and refund in a register book daily.

**Monthly meeting of VDC:**

They do not sit in formal monthly VDC meeting but the regular informal meeting. The VDC meeting resolution register was not available.

**PMC activities:**

PMC sit for formal meeting and keep meeting resolution. They don't keep any account keeping register because according to them the income and expenditure is not started yet.

**Feedback from PMC leaders:**

- All the subproject proposal that they prepared have not granted by the SIPP. They granted only the repair of existing road that is repaired usually by the Union Parishad (not regularly). But the new road has not taken for construction.
- The finalized proposal is in English that they cannot understand.
- Training sessions are insufficient. They require training on micro credit, cottage industry, cane works, fish culture, poultry, dairy etc.

**VDC of Uttar Hat Bamoni, Shadullapur (visited on 09/03/2004)**

The VDC leaders of the village Uttar Hat Bamoni were interviewed in their office (in a shop in the nearby market). The treasurer and a member of PMC-2 were found to interview. No VDC member was available.

**VDC**

According to the interviewee, there are 8 male and 3 female members in the VDC. The members are 3 businessman, 4 farmers, 1 student, 3 poor in the VDC and age between 25-45. There was no document available in this regard.

**Monthly meeting of VDC:**

They do not sit in formal monthly VDC meeting. The VDC meeting resolution register was not available. According to them, the VDC meeting was not held during last two months. They have no account keeping register.

**PMC activities:**

According to them, they sit for discussion about the subprojects and contribution collection. But only one documented meeting resolution was found that was held on 30/12/03. The last formal meeting of PMC was held on 30/01/04 but having no document about it. According to them the PMCs keep their accounts in lose paper not in any register. But no such document was available.

**Subproject appraisal:**

A field engineer from DDC has visited their village but no subproject was finalized yet.

**Feedback from PMC leaders:**

- All the subproject proposals that they prepared have not granted by the SIPP. They granted only the repair of existing road that are recorded as road. No new road has taken for construction.

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