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Annual Report of Action Research 2019-20

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1. Introduction

Action Research is an innovative component of rural development evolved by BARD in the early sixties. The main feature of the action research is to experiment the new thoughts and ideas of development in a smaller scale to get more insights on the practical utility of the concepts before replicating those ideas in a wider scale. The purpose of the action research was to understand the different aspects of a problem or problems to discover visible and efficient solutions and ultimately to present a model which could be duplicated easily by the respective departments. Dr. Khan advocated that the research work of BARD should have practical orientation through collaboration with other departments. BARD conducted several action researches in collaboration with the Planning Commission and evolves the much acclaimed **“Cumilla Model for Rural Development”**. Subsequently, the model was replicated all over the country. Responding to the need of time and local people, BARD experimented two other projects, namely *Small Farmers & Landless Labourers Development Programme (SFDP)* and *Comprehensive Village Development Programme (CVDP)* in mid seventies and early eighties. The later one is now being implemented by four organisations in one Upazila of each Sixty Four Districts while SFDP is transformed as “Small Farmers Development Foundation (SFDF)”, a self sustaining organisation. BARD believes that development is a continuous process and it has continued its efforts to develop new models for rural development considering the need of local people and changed policies. However, the newly approved BARD Act, 2018 states that BARD can now undertake both experimental and larger development projects and programmes related to rural development across the whole country. The report narrates some performance of action research activities of BARD conducted during 2019-20, work plan of ongoing and new projects on 2020-21.

2. Project Initiation and Approval Process at BARD

The project initiation process of BARD consists of several steps. At first, the Faculty members of BARD generate new ideas through conducting research, carrying out observation studies and consulting different policy documents. Subsequently, the concept paper is presented in the Annual Planning Conference (APC). After getting approval from the APC, the project proposal is prepared following the standard formats. Project Division of BARD facilitates their initiatives by providing technical, administrative support and making liaison with the concerned Ministries/Divisions; Planning Commission; Implementation, Monitoring and Evaluation Division (IMED); Economic Relations Division (ERD) and other relevant organisations. Considering the funding opportunities, generally three types of proposals can be formulated for conducting action research. The common funding opportunities are: i) Annual Development Program (ADP), ii) Research Grant of BARD’s Revenue Budget, and

iii) External Supported Project at home and abroad. Some projects are experimented through signing a MoU with different academic institutes and professional bodies. Experimental projects under BARD revenue budget got approval from the Director General of BARD.

3. Performance of Project Activities during 2019-20

Since inception in 1959, BARD has experimented 56 new ideas on different issues of rural development in order to develop models for improved institutions, administrative structures and methods of production. According to its mandated functions, BARD constantly attempts to generate new ideas for improvement of rural community. BARD has implemented 17 projects during 2019-20. A list of the projects has been presented in **Table-1**.

Table 01: Projects undertaken by BARD during 2019-2020

Category & Name of the Projects	Duration	Total Project Cost (in Lakh Tk.)		Project Personnel
		GOB	Total	
A. Projects Under ADP				
1. Improving Livelihood of Rural People of Lalmai-Mainamati Hill Areas of Cumilla through Integrated Agricultural Farming (BARD part of <i>Amar Bari Amar Khamar</i> Project)	July 2016 – June 2020	5055.00	5055.00	DPD: Dr. Md. Shafiqul Islam APD: Dr. Md. Anowar Hossain Bhuyan <u>Component In-charge:</u> Mr. Salah Uddin Ibne Syed Dr. Bimal Chandra Karmakar Mr. Anas Al Islam Mr. Md. Babu Hossain Mr. Md. Saleh Ahmed Mr. Md. Zamil Uddin
2. Development of BARD Physical Facilities	January 2017 – December 2020	4264.20	4264.20	PD: Mr. Ranjan Kumar Guha DPD: Mr. Salah Uddin Ibne Syed APD: Engr. Nazmul Kabir
3. Comprehensive Village Development Programme (CVDP)	July 2018 – June 2021	1,690.26	1,690.26	DPD: Dr. Md. Kamrul Hasan
4. Modernization of BARD Physical Facilities	July 2019- June 2022	4855.00	4855.00	PD: Dr. Abdul Karim DPD: Mr. Md. Abu Taleb APD: Engr. Nazmul Kabir

Category & Name of the Projects	Duration	Total Project Cost (in Lakh Tk.)		Project Personnel
		GOB	Total	
B. Supported under BARD Revenue Budget				
1. Agricultural Mechanization and Collective Farming through Community Enterprise	July 2018-June 2020	68.80	68.80	PD: Mr. Abul Kalam Azad DPD: Mr. Abdullah Al Hussain APD: Mr. Babu Hossain APD: Mr. Zamil Uddin
2. Rural Livelihood Improvement through Village Based Organizations and Union Parishad	July 2017-June 2021	12.00	12.00	PD: Mr. Abdullah Al Mamun DPD: Ms. Afrin Khan APD: Ms. Azma Mahmuda APD: Mr. Junaed Rahim
3. Floodplain Aquaculture and Safe Food Production through Community Enterprise	July 2018-June 2020	4.90	4.90	PD: Mr. Abdullah Al Mamun DPD: Mr. Anas Al Islam
4. Women’s Education, Income & Nutrition Improvement Project (WEINIP)	July 2014 to June 2021	10.00	10.00	PD: Ms. Nasima Akhter APD: Ms. Farida Yeasmin
5. Development of Rural Poultry Sector and Participation of Women in Income Generating Activities through <i>Kallayan</i> Incubator	July 2019-June 2020	3.50	3.50	PD: Dr. Mashudul Haq Chowdhury DPD: Mr. Md. Abdul Mannan APD: Mr. Md. Anwar Hossain
6. E-Parishad for Better Service Delivery in Rural Areas	July 2012 - June 2020	5.00	5.00	PD: Ms. Fauzia Nasreen Sultana DPD: Mr. Junaed Rahim
7. Creating Employment Opportunities and Entrepreneurship for Orphan and Vulnerable Qawmi Madrasa Students at Home and Abroad through Vocational and Skills Development Training	July 2019-June 2022	-	-	PD: Mr. Abdullah Al Hussain DPD: Mr. Kamrul Hasan
8. Mushroom Development and Cultivation Centre	July 2018-June 2020	4.50	4.50	PD: Mr. Reaz Mahmud DPD: Mr. Babu Hossain

Category & Name of the Projects	Duration	Total Project Cost (in Lakh Tk.)		Project Personnel
		GOB	Total	
9. Livelihood Improvement of Char Lands' People through Climate Change Adaptation Practices	July 2019-June 2020	11.50	11.50	PD: Mr. Md. Reaz Mahmud APD: Mr. Md. Mosharrof Hossain
10. Management and Extension of Dairy, Poultry and Goat Demonstration Farm	July 2018-June 2020	29.34	29.34	PD: Dr. Bimal Chandra Karmakar APD: Mr. Md. Anowar Hossain
11. BARD Germplasm Center (Plant Museum)	July 2019-June 2020	5.00	5.00	PD: Mr. Kamrul Hasan DPD: Mr. Md. Saleh Ahmed
12. Fish Farm Demonstration at BARD Campus	July 2018-June 2020	17.84	17.84	PD: Mr. Anas Al Islam DPD: Mr. Faruk Hossain
13. Demonstration of Year-Round Organic Vegetables Production at BARD Campus	July 2019-June 2020	02.00	02.00	PD: Babu Hossain

Major features and achievement of projects undertaken during 2019-2020 have been presented in the following sections.

3.1 Projects Under Annual Development Programme (ADP)

3.1.1 Improving Livelihood of Rural People of Lalmai-Mainamati Hill Areas of Cumilla through Integrated Agricultural Farming (BARD part of *Amar Bari Amar Khamar* Project)

The main focus of the project is to improve livelihood of poor community of Lalmai-Mainamati Hill areas of Cumilla. In 2015, BARD proposed the project to the government under the title of Improving Livelihood of Rural People of Lalmai-Mainamati Hill Areas of Cumilla through Integrated Agricultural Farming and it was approved finally in 21 November, 2016 as a part of national flagship project, *Amar Bari Amar Khamar*. The main features of the project are to familiarize new technologies to rural agrarian community with regard to agriculture practices and skill development on income generation activities. Details of the project have been presented in **Annexure –1**.

3.1.2 Development of BARD Physical Facilities

Most of the physical infrastructure of BARD was constructed during early sixties. Recently, government has approved the project in order to improve its age-old facilities. The main activities of the project include construction of a modern hostel, conference hall, swimming pool, school building, vehicles and full automation of BARD operation. Details of the project have been presented in **Annexure -2**.

3.1.3 Comprehensive Village Development Programme (CVDP) – 3rd Phase

Under Annual Development Program, BARD experimented 3rd phase of *Comprehensive Village Development Program (CVDP)* along with three other organizations. In the 2nd phase, BARD involved in implementing the project in sixteen Upazilas of 15 districts of 05 Divisions. Under this project, one organization in one village is formed to cater all socio-economic need of its members. Irrespective of age, sex and socio-economic condition, village people can be a member of a CVDP society. A total of 1020 comprehensive village development cooperative societies with the participation of 1.58 lakh members were formed till December 2015. Recently, 1140 new villages were selected in 19 new upazilas for intervention. More than 1,77,629 villagers from about 1,15,349 households took the membership in the society. Cooperators include both male, female, youth, poor, landless, distressed women and so on. They used to practice cooperative principles & practices. Members of the cooperative societies are provided both skill and management development training on cooperative management, leadership development, livestock development, gender development, entrepreneurship development, vermi-compost and so on. So far, more than 50,000 members received a variety of training. A total of 1,680 youth (male and female) received income generating training on tailoring, electrical house wiring, basic electronics, plumbing, solar panel. Now they have been engaged in self -employment. The 3rd phase (four years long) of the project is being implementing by BARD since October 2018. Details of the project have been presented in **Annexure -3**.

3.1.4 Modernization of BARD Physical Facilities

Bangladesh Academy for Rural Development (BARD) is one of the pioneering institutes delivering a wide range of training services to a variety of clientele groups who are attending from home and abroad. Since inception in 1959, huge number of local and foreign participants have been utilizing its facilities for multiple purposes, such as short and long-term training, seminars, workshops etc. Many international organizations such as JICA, KOICA, DFID, Commonwealth Secretariat, World Bank, FAO, Asia Foundation, WFP, and UNDP have received supports in many ways. To fulfill expected demands of different stakeholders as well as to improve its existing facilities, BARD has undertaken government-funded a new development project namely Bangladesh Academy for rural Development

(BARD) Modernization Project. The main purpose of the project is to improve existing infrastructure and to enhance some new facilities to BARD in order to increase its capacity and facilities. Details of the project have been presented in **Annexure -4**.

3.2 Projects under BARD Revenue Budget

3.2.1 Agricultural Mechanization and Collective Farming through Community Enterprise

The agriculture sector contributes a lot to the country's GDP, provides employment for nearly half of the labour force and supplies raw materials to the agro-based industries. For a country like Bangladesh, a sustainable and farmers-friendly agriculture is one of the prerequisites for graduating from a developing to a developed country. Agriculture sector has been given highest priority in the government's policies such as the 7th Five Year Plan (2016-2020), National Agricultural Policy, Vision 2021 and the Sustainable Development Goals (SDGS). Poor price of the produce, particularly rice, is another challenge for farmers producing food grain in Bangladesh. At the backdrop of high input prices such as seed, pesticides, fertilizer, irrigation and labour farmers cannot make profit despite subsidy from the government. Therefore, next to increasing production, reducing input prices has become a serious concern for the agriculture researchers. Most of the inputs in agriculture sector are already subsidized except human inputs (i.e., manual labour). In addition, a large number of agricultural laborers are shifting to the industrial and transport sectors. Therefore, mechanization of the activities done by manual labour was the only option left. In the context of Bangladesh, where agriculture is already half-mechanized, further mechanization remained possible in plantation and harvesting (including threshing). However, very small farm sizes put hurdles to further mechanization of agriculture. Since mechanization of these inputs has a potential for adverse effect on the sharecroppers and agricultural wage labourers, involving them in the production system is also another concern.

In the above context, Bangladesh Academy for Rural Development (BARD) undertook an action research project in FY 2019-2020 titled “**Agricultural Mechanization and Collective Farming through Community Enterprise**” in order to ensure fair price of the crops as well as food security for the vast majority of the population. The action research project has been seeking to develop a farming model based on community participation and modern mechanized cultivation to meet the challenges of rice production. Details of the project have been presented in **Annexure -5**.

3.2.2 Rural Livelihood Improvement through Village Based organizations and Union Parishad

This project aims to strengthen the capacity of local government and village organizations to provide support services from the government and other sources according to the need of rural people. Through this project a total of 13 village organizations were formed in South Khosbash Union of Barura Upazila under Cumilla District and the follow up activities were being done smoothly by the Union Parishad itself. The major activities of the village based organizations includes the accumulation of own capital, engagement of members in income generating activities and development of social awareness development and so on. In 2019-20,818 members in 13 organizations accumulated a total of Tk. 61,92,010 as savings and provided Tk. 39,68,291 as micro-credit from its own capital for different types of income generating activities. The accumulated profit for the micro-credit is deposited in organization's own bank account and then distributed among members of the organizations as yearly earning or profit of the respective society in collaboration with the representatives of Union Parishad. A number of training courses were organized for the members of the society. Detailed performance of the project has been presented in **Annexure -6**.

3.2.3 Floodplain Aquaculture and Safe Food Production through Community Enterprise

Floodplain water-bodies are one of the major common-pool resources of Bangladesh. It constitute more than 55% of the land and on annual basis from 26,000 km² to 82,000 km² of them get inundated in the monsoon and remain so for the next few months. Laksam and Monoharganj upazila are located in the south-western part of Cumilla district. Dakatia river, a tributary of the river Meghna is the source of water for seasonal inundation of around 6,875 ha and 3,234 ha floodplain areas under Monoharganj and Laksam upazila respectively. Agricultural activities are limited with only one crop per year and average floodplain fish production in this region is nearly 0.12 ton/ha. But, in Daudkandi (another upazila of Cumilla) under floodplain aquaculture around 7,500 tons/ha of fish are now produced from an area that traditionally produced around 750 tons/ha through conventional capture fisheries. However, this common pool resource management of floodplain aquaculture had started in early 90s, but due to lack of demonstration rural people of Laksam and Monoharganj upazila do not get the benefits of this community enterprise approach. The general objective of the action research project is to promote community based fish culture in seasonal floodplains may thus be a useful tool to bring about dramatic positive changes in trends of overall productivity and livelihood improvement of the rural people in floodplain areas. Detailed performance of the project has been presented in **Annexure -7**.

3.2.4 Women's Education, Income and Nutrition Improvement Project (WEINIP)

Females constitute about a half of the total population in Bangladesh. A nation can never progress if its female folk remain in backward position. It is therefore, essential that women should participate in and be integrated into the development progress of the country. Mainstreaming gender issues in the development process is a major concern of the day. The need for integrating rural women in development was felt by Bangladesh Academy for Rural Development (BARD) in early sixties. BARD undertook a number of projects to eliminate massive suffering of the females and to emancipate them to uphold their position in the society since 1961. Women's Education, Income and Nutrition Improvement Project (WEINIP) was started in 1993 as a part of such efforts of BARD to improve status and empower females and evolve a replicable model for the development of females in Bangladesh. This project is comprehensive in nature; provides a package programme to all socio-economic categories of females under the village societies. The main objective of the project is to create opportunities for rural women especially among disadvantaged and poor families to participate actively in the mainstream of social and economic development activities; and to increase income, productivity as well as social values and rights in order to alleviate poverty through women's education, skills training and entrepreneurship development aiming to alleviate poverty, improve the overall quality of life and empower them through integrated implementation of basic and human rights, including legal protection, health and nutrition development. Detailed performance of the project has been presented in **Annexure-8**.

3.2.5 Development of Rural Poultry Sector and Participation of Women in Income Generating Activities through *Kallayan* Incubator

The poultry sub-sector is an important avenue in fostering agricultural growth and reduce malnutrition for the people in Bangladesh. It is an integral part of farming system in Bangladesh and has created direct, indirect employment opportunities including support services for about 6 million people. This sub-sector has proved as an attractive economic activity, thereby, indicating its importance for the entire economy. The sector accounts for 14% of the total value of livestock output and is growing rapidly. It is find out that poultry meat alone contributes 37% of the total meat production in Bangladesh. Poultry contributes about 22-27% of the total animal protein supply in the country (DLS 2019). It is stated that in Asia, poultry manure is used as feed for fish where poultry are raised on top of the ponds as part of an integrated system for example, fish-cum-duck farming. Development of poultry has generated considerable employment through the production and marketing of poultry and poultry products in Bangladesh. Scavenging system of poultry rearing is a century old traditional production system of the country. Indigenous chicken serve as an investment and

source of security for households in addition to their use as sources of meat and eggs for consumption and of income (Muchadeyi et al. 2007). Villagers who cannot afford to maintain the stock of cattle or goat can presumably maintain a few stocks of chicken, duck and/or pigeon. However, the rural farmers do not have much knowledge on different aspects of poultry management. Despite their importance indigenous breeds are under threat due to various factors such as changing production systems and indiscriminate crossbreeding (Besbes 2009). In spite of having huge potentiality backyard poultry did not flourish in its own way due to natural incubation, disease outbreak, predation, accident etc. In natural incubation only 15-20 eggs can be hatched whereas using Kallayan incubator 200 eggs can be incubated at a time. It is very much easy to operate this incubator and need not too much fuel to run it. Village women can easily adopt it and their contribution in national economy will be augmented through this project. Detailed performance of the project has been presented in **Annexure-9**.

3.2.6 E-Parishad for Better Service Delivery in Rural Areas

E-parishad was initiated to introduce e-governance at the local government level for improving the service delivery system. The aim of the project is to introduce Government-to-Government (G2G) connectivity for sharing data and conducting electronic exchanges between governmental actors, and introduce Government-to-Citizen (G2C) to facilitate people's interaction with government as consumers of public services and as citizens. Accordingly, E-Parishad project initiated two activities in 2019-2020 financial year:

- a) Develop khana profile software with GIS coding: This software will help to develop citizen database for local government institute. This will act as a citizen registration database with all relevant information of individual citizen. This will help the local authorities to provide services efficiently, identify the citizenship of an individual, use data for development plan and track SDGs targets, and provide information to higher authorities when necessary.
- b) Install Union Parishad Management Software: The aim of this software is to back office automation for Union parishad including installation of personnel management system, account management, tax assessment and tax collection etc. This will reduce manual activities in the Union Parishad.

The project was initiated to support Digital Bangladesh vision of the govt. from the bellow. Particularly it was focused on service innovation and creating pro-citizen environment at the grass root level. Local Government Institutes in Bangladesh are criticized for inefficiency, lack of citizen friendliness, lack of citizen participation in the decision making process, nepotism and corrupt practices. Therefore, as a part of governance innovation government

asked the local government institutions to introduce e-governance and included it in the Local Government Act (Union Parishad) through 2011 amendment.

Both government and local government institutes are interested to introduce e-governance at the local level. But this is not an easy task for local government institutions. They lack knowledge, and skill on e-governance. We must understand that using computer is not e-governance, it is more than that. According to UNESCO, “E-governance is the public sector’s use of information and communication technologies with the aim of improving information and service delivery, encouraging citizen participation in the decision-making process and making government more accountable, transparent and effective. E-governance is generally considered as a wider concept than e-government, since it can bring about a change in the way citizens relate to governments and to each other. Here at least two issues are important for e-governance: (1) introduce e-government for improving service delivery process, and (2) engaging citizen in the decision making process.

For improving service delivery, it was found from BARD research that local institutions such as Union Parishad need citizen profile database, online service delivery platform and back office automation. Citizen profile database is important for immediate access to citizen information for providing different services. Otherwise, service providers need to write down the information for each service delivery. In that case database integration is also an important task for e-government.

Citizen engagement is an important task for Union Parishad. This is a requirement of the local government act. Now citizen can be engaged through ward meetings, open budget meetings etc. But these are not in practice the way it supposed to be. Local government officials always tried to avoid this kind of citizen meetings or they engage small number of citizen for these meetings. Now a days, people are using social media platform like Facebook to discuss development issues. This is an important change in people’s behavior. Local government institute can utilize this kind of social media platform for citizen participation in the planning process, development discussion and budget making process.

BARD initiated this project to support the union parishad to introduce e-governance for improving the service delivery system and create environment for citizen participation in decision making process. This project will also support the union parishad to develop the five year plan and tracking SDGs with true data. Details of the project can be seen in **Annexure - 10.**

3.2.7 Creating Employment Opportunities and Entrepreneurship for Orphan and Vulnerable Qawmi Madrasa Students at Home and Abroad through Vocational and Skills Development Training

Qawmi madrasas were evolved in the Indian subcontinent more than 150 years ago by the conservative part of the Muslim community as a rejection to the British education policy. Instead of taking funding from the state, these madrasas took community support as their basis for survival. Keeping the curricula almost unchanged, these madrasas have been providing fundamental Islamic religious education since that time. Even after more than 70 years of the end of the colonial rule and many subsequent historical upheavals, the madrasas have still been maintaining almost the same conservativeness with the government. Even today the madrasas solely rely on people's donation. Studies say that there are at least 1.4 million children in about 15,000 qawmi madrasas in Bangladesh. Studies also say that the madrasas have a concentration of children from very poor households, including orphans and vulnerable children, who cannot afford education in the mainstream secular institutes. Although the children in qawmi madrasas are the most deserving children, historically they have remained excluded from almost all state provided facilities meant for children.

In addition to education, qawmi madrasa provides same food and similar accommodation to all the students and teachers. The orphan and vulnerable children get these free of cost. Books and treatment are also provided based on their needs. Sometimes they also get clothing free of cost.

Following the recognition of the highest degree of qawmi madrasas in 2017, it is now a very relevant debate whether the other degrees, for instance, primary, secondary and tertiary, of qawmi madrasas will remain unrecognized. Recognition of the highest degree without any reform in the curricula logically recognizes the previous degrees. If so, then for the sake of debate the qawmi madrasa education, as it today, is part of the education policy. Therefore, special initiative should be taken for the qawmi madrasas, particularly for the orphan and vulnerable children studying in qawmi madrasas. The poor children in qawmi madrasas should be given state benefits without any condition. If they are included under the umbrella of the state in any form, a feeling of belongingness could be created among them. This sense of belongingness may decrease their conservativeness towards the state. At the same time, this huge unproductive population can be turned into productive assets.

The qawmi madrasas have aspiration about vocational/skills training although they cannot afford them within their limited resources. State can intervene here through vocational and skills development training. The growth of madrasas cannot be stopped, nor can the state prevent the families and their children from going to madrasas. Therefore, it will be wise to try to make this population skilled and productive. In the given context, there is scope for

supporting the children with/without any change and modification of the curricula. If skills development trainings are provided to qawmi madrasa students/graduates, they can be engaged in productive activities and become good entrepreneurs. Another advantage with the qawmi madrasa students is their Arabic language proficiency. If we can provide them some vocational/skills development training in some basic trades, they have a huge potential market in the Arabic speaking countries (Middle East) as skilled and semi-skilled manpower. The objective of the project is to create employment opportunities and entrepreneurship for orphan and vulnerable qawmi madrasa students/graduates/dropouts through providing vocational and skills development training. Detailed performance of the project has been presented in **Annexure -11**.

3.2.8 Mushroom Production and Development Centre

Since inception BARD has been working to develop the socio-economic condition and livelihoods for rural people of the country by involving them into various types of income generating activities. In Bangladesh, every year 1% of cultivable land is decreasing and that threaten our agricultural production. Hence, we need to think about alternative way to income the production. Mushroom is a kind of crop which can be cultivated without any agricultural land and it has very high nutritive as well as economic value. Recently, BARD has started “Mushroom Production and Development Centre” in its campus with the following objectives;

1. Commercial cultivation and selling of mushroom;
2. Producing mushroom seed;
3. Distributing mushroom seed among the farmers; and
4. Orienting the participants of various training courses with the mushroom production techniques.

Detail of the project activities has been presented in **Annexure-12**

3.2.9 Livelihood Improvement of Char Lands’ People through Climate Change Adaptation Practices

Bangladesh is an agriculture-dependent country and about sixty-two percent people of it involve in agriculture directly and indirectly. But climate change appears as a big challenge in the agricultural sector. The agricultural production system in the char lands of Bangladesh is characterized by rainfed cultivation, low nutrient levels in the soil, the raising of traditional crop varieties with conventional management practices, poor access to agricultural technologies and services, poor linkage to markets, low cropping system intensification and diversification. Besides, the char lands’ agriculture system is highly prone to climatic stresses (flood, river erosion, high temperature, erratic rainfall, moisture stress and tropical cyclone) and the local farmers suffer every year. The changing climate will amplify these problems in the future and

make char lands livelihoods precarious. The adoption and adaptation of climate-smart agriculture options (for example different crops or varieties, cropping systems and management practices) can significantly reduce the negative effects and build resilience to changing environmental conditions. The general objective of the project is to improve the livelihood status of char lands people through adaptive agricultural practices and off-farm activities. Detailed performance of the project has been presented in **Annexure-13**.

3.2.10 Management and Extension of Dairy, Poultry and Goat Demonstration Farm at BARD Campus

Livestock is an integral component of the complex farming system in Bangladesh as it not only a source of animal protein but also a major source of employment. Bangladesh has one of the highest densities of livestock in the world, 145 large ruminants/km² compared with 90 for India, 30 for Ethiopia and 20 for Brazil. Despite the highest density of cattle population in Bangladesh the productivity of all the species is far below the world average, Milk yield per head per lactation is 206kg against the Asia average of 1220kg, India-1014kg and Pakistan 1179kg. Presently the production of animal protein has maintained an upward-trend where per capita availability of animal protein presently stands at around 123 gm meat/day, 167 ml milk/day and 103 eggs/year against the recommended intakes of 120 gm meat/day, 250ml milk/day and 104 eggs/year (DLS 2019).

A project named Dairy, Poultry and Goat Demonstration farm is being implemented by BARD since 2015. It was established by the joint venture of KOICA Bangladesh and BARD. Training on Dairy cattle production, Beef fattening, Poultry rearing and Goat farming were regularly arranged for *Lalmoi-Moynamoti* and *Amar Bari Amar Khamar* project beneficiaries. Researchers, university scholars, project personnel and participants of BARD training programmes are the main clientele groups. In 2019-2020 financial year about 1200 farmers received practical training on Dairy, Poultry and goat farm management. Moreover, students from different universities, beneficiaries from different projects, national and international delegates visited the farm. Recently semi-intensive duck rearing system has added a new dimension to this farm that is appreciated by the Ministry of Local Government, Rural Development and Co-operatives. Detailed performance of the project has been presented in **Annexure-14**.

3.2.11 BARD Germplasm Centre (Plant Museum)

Bangladesh is an abode of 5,000 plant species and is the secondary centre of origin of many plant species, including a large number of cultivated plants. In the past, Bangladesh did not accord enough emphasis on conservation of its plant genetic wealth. “The access to abundant plant genetic diversity will be the key to human survival. If diversity goes, we will soon

follow” - this is more applicable to Bangladesh where genetic erosion is occurring rather fast and conservation efforts are weak. Three institutions in Bangladesh maintain genebanks: the Bangladesh Rice research Institute (BRRI); the Bangladesh Jute Research Institute (BJRI); and the Bangladesh Agricultural Research Institute (BARI). Activities of these genebanks are confined to crop plants, these institutes are mandated to deal with. There is a large number of plant species that are ‘uncared for’ and are subject to extinction due to rapid population increase, urbanization, deforestation and various ‘development’ projects. We have already lost some of our valuable ‘landraces’. Already 45 plant species of the country are on the verge of extinction. There is only about 5 per cent forest cover left. Ecological risks will multiply if we cannot improve forest covers; foods from plants will be scarce if we cannot develop improved varieties using genetic diversity. All these warrant conservation and utilization of our plant genetic resources (PGR) before they become extinct. Even the activities of the existing, narrow focused genebanks suffer due to a host of problems. It is time that an integrated approach be taken to conserve the nation’s wealth of PGR - field crops, horticultural crops (including fruit trees), forest species, forage crops, medicinal and floricultural plants. An integrated approach for PGR conservation is an urgent need for developing improved varieties of plants to meet the increased demand in future. Once the project site was full of bamboo bushes and unproductive trees. This project was taken to make plant museum cum germplasm center especially for fruit and medicinal plants. The project started during 2019-20 financial year under the revenue budget of BARD. Detailed performance of the project has been presented in **Annexure-15**.

3.2.12 Fish Farm Demonstration at BARD Campus

BARD has been recognized as a fostering ground of green revolution in Bangladesh for its activities in the early 70’s. As an academy, BARD always comes out with new models and technologies for rural development, provides training on the agriculture technologies along with real life demonstration. Consequently, establishment of a demonstration fish farm at BARD campus through this project has intended to facilitate the scientific fish farming and to disseminate advanced fisheries technology to the rural aquaculturist and entrepreneurs. Detailed performance of the project has been presented in **Annexure-16**.

3.2.13 Demonstration of Year-Round Organic Vegetables Production at BARD Campus

The cultivation of vegetables in our country is increasing day by day. In Bangladesh, vegetables are grown in 2.63 percent of cultivable land. Recently BARD has started “Demonstration of Year-Round Organic Vegetables Production Project” in its campus with the following objectives;

- i) to demonstrate model of vegetable production plots for year-round vegetable production;
- ii) to produce non-toxic vegetables through organic fertilizers (earthworm fertilizers) instead of chemical fertilizers;
- iii) to meet up the demand of safe vegetables at BARD Campus; and
- iv) to train the beneficiaries of different training courses about vegetables cultivation.

Detailed performance of the project has been presented in **Annexure 17**.

4. Project Related Training Activities during 2019-20

As responsibility of project division, two training courses were organized on **Development Project Planning and Management** and **Project Monitoring and Evaluation**. Moreover, the division also organises special training courses on request of different sponsoring agencies. Officials of government and non-government organisations participated in those training courses. During 21-25 July 2019, project division organised a training course on **Project Management** for the officials of Bangladesh Bank. In 2019-20, 5 days long self-initiated training course on **Development Project Planning and Management** had been conducted. Two self initiated courses were scheduled to be organised at March and April 2020 respectively. But, due to Covid-19 pandemic these courses could not be organised.

5. Status of Proposed Projects in 2019-20

5.1 Proposed Projects for ADP Funding

During the financial year 2019-20, a total of 5 project proposals were formulated for ADP funding and sent to Ministry for approval. Four out of five were included in the RADP list of 2019-20 as unapproved projects. Initiatives have been taken for approval from the government of those four important projects. Brief summary of these projects have been presented below:

5.1.1 Ecological Farming for Sustainable Agriculture

The main focus of the project is to expand practices of ecological farming and adopt appropriate strategies to institutionalize for creating healthy environment and achieving sustainable agricultural development. The main activities of the project include expansion of ecological farming practices, improvement of utilization of surface and ground water, preservation of land and environment, increase agricultural productivity, installation of solar base irrigation system, production of organic manure, marketing of organic products and so on. The details of the project have been presented in the **Annexure –18**.

5.1.2 Livelihood Development through Promotion of Rural Micro Enterprise

The general objective of the project is to increase the contribution of micro enterprise to the household income of the entrepreneurs through developing human, social capital & ensuring access to formal financial institutions, market and reducing the vulnerability related to technological change, changed demand of market and idiosyncratic shocks. The main activities of the project include training on organizational management for entrepreneurs, financial support from formal or informal financial institute, risk cover through insurance, training on marketing strategy and product design, website development for introducing products of micro enterprises, and organize Union/Upazila based business group and so on. Details of the project are presented in **Annexure-19**.

5.1.3 Promoting Livelihood of Marginalized Communities in Cumilla District

The proposed project will be implemented in three Upazilas of Cumilla district. The main focus of the project is to mainstreaming the disadvantaged groups through social inclusion. Already, two Rapid Rural Appraisals (RRA) have conducted in two selected Upazilas to identify different occupational groups. About 20 ethnic occupational groups are exists in the proposed project areas. These are *Kamar* (potter), *Kumar* (blacksmith), *Tati* (weaver), *Jele* (fisherman), *Majhi* (boatman), *Maira* (misti maker), *Sutar* (Carpenter), *Napit* (barbar) etc. The general objective of the action research project is to upgrade the standard of livelihood of marginalized people of Cumilla district through package interventions of economic and social development.

The specific objectives are to;

- enhance occupational skills of marginalized groups in the project area;
- give appropriate occupational skills to ethnic people and socially neglected groups like third gender and physically handicapped people;
- create a capital base for IGA promotion through savings generation, micro finance and seed capital support;
- introduce alternative IGAs for marginalized groups where necessary;
- facilitate greater access to institutional supports and services through establishing linkage between target groups and service providing institutions;
- create and expand marketing opportunities for the products of target beneficiaries; and
- create entrepreneurs among the target beneficiaries.

The important components of the proposed project are formation of society, baseline survey, need assessment, technology improvement and transfer, market survey, product quality improvement, occupation specific skills development, managerial skills development, financial support and capital formation etc. Details of the project are presented in **Annexure-20**.

6. Actions Taken Responding the Suggestion of APC 2019-2020

Suggestions	Actions Taken
The GoB funded project titled “Improving Livelihood of Rural People of Lalmai-Mainamati Hill Areas of Cumilla through Integrated Agricultural Farming” would expand its operation and reach higher number of beneficiaries during 2019-20.	In 2019-20, 3687 new members were included in the Village Development Organizations (VDOs) and total number of members become 12,071. During that time, 66 new VDOs have been created throughout the project areas.
“Comprehensive Village Development Programme (CVDP)” would continue its activities in a wider form.	CVDP is continuing its journey in a wider form. A total of 458 new organizations have been created and 7946 new families were included in 2019-20.
Women’s Education, Income & Nutrition Improvement Project (WEINIP) would be extended its coverage in more villages.	DPP formulation is going on for ADP funding to expand the project experience countrywide.
Scope of work would be increased in case of E-Parishad for Better Service Delivery in Rural Areas project.	Actions have been taken for increasing the efficiency of UPMS software at field level.
Management and Extension of Dairy, Poultry, and Goat Demonstration Farm would add some innovative components.	Innovative technologies like duck farming in cistern in hilly areas, fodder production with advanced irrigation technologies were successfully experimented under this project.
Rural Livelihood Improvement through Village Based Organizations would also continue its activities.	The project activities have been running in 13 different villages. As of June 2020, total member of the village-based organizations are 818 and number of shares become 3,337.
Mushroom Development and Cultivation Centre would continue its activities in a wider form.	Necessary actions have already been taken for wider operation of Mushroom Production and Development Centre.
Fish Farm Demonstration Project would add some innovative components.	Due to high demand in the field level, a demonstration unit of Biofloc fish culture has been added to fish farm instead of aquaponics unit. Advanced aquaculture technologies like aerator for oxygenation and improved natural feed enriched diet have been experimented successfully.

7. Conclusion

BARD has received its name and fame in home and abroad for its innovative efforts for rural development through conducting action research. The uniqueness of the BARD action research is to involve local organizations at the village level, local government and nation building departments. Earlier Planning Commission requested BARD for experimenting new ideas before replicating the idea on a wider scale. However, the action research environment has changed a lot over the years. Some projects of previous years are now in different stage of approval process. For the upcoming year, Faculty Members proposed some ideas as project proposal. BARD is concentrating more on preparing action research proposal to create new ideas or models for rural development.

**Improving Livelihood of Rural People of Lalmai-Mainamati Hill Areas of
Cumilla through Integrated Agricultural Farming
(BARD part of Amar Bari Amar Khamar Project)**

PD (BARD Part): Dr. Md. Shafiqul Islam, Director, BARD
DPD (BARD Part): Dr. Anowar Hossain Bhuyan, Joint Director, BARD

Introduction

Lalmai-Mainamati hill range is about 17 km long, 1 to 2.4 km wide and about 8 km westward from Cumilla Township. The northern part of the hill range is locally known as Mainamati, while the southern part is known as Lalmai. It covers an area of about 33 sq. km.

The present context of agriculture in this area is not so sustainable due to the aftermath of unsustainable farming practices. Therefore, it was deemed necessary to conduct an Action Research in this hill area with modern agricultural technologies for improving their livelihood situation. There are many modern agricultural technologies that have been evolved in different agricultural research organizations but most of them have remained in some confined areas. Massive dissemination of these technologies through Action Research is needed for sustainable agricultural development in Bangladesh.

Bangladesh Academy for Rural Development (BARD) since its inception in 1959 has been working in the field of rural development for evolving successful models of rural development through Action Research. Some of the successful models evolved by this Academy have already taken by the Government and replicated throughout the country. Thana Irrigation Programme (TIP) is one of them. Many of the research and action research activities of this Academy are mainly related to agriculture. BARD is always aware of the present problems of agriculture and rural development and willing to undertake Action Research to cope with defined problems. Complying with the national development priorities emanated from NADP and PRSP, BARD has attempted to undertake an Action Research for improvement of livelihood of the people of Lalmai-Mainamati Hill area through integrated agricultural farming.

Project Area: 68 villages of Adarsha Sadar, Sadar South and Burichang *Upazilas* of Cumilla District.

Project Cost: 5055.00 Lakhs

Objectives of the Project

The general objective of the project is to improve the standard of living of the people of Lalmai-Mainamati hill areas of Cumilla through comprehensive interventions in the field of agriculture.

The specific objectives of the project are as follows:

- (i) Increase organic agricultural production and conserve agricultural land productivity;
- (ii) Enhancement of agricultural farming practices;
- (iii) Augmentation of improved cattle/dairy/poultry rearing;
- (iv) Enrichment of scientific fish culture;
- (v) Improve ground water distribution and utilization system;
- (vi) Develop marketing linkage and facilities for agricultural products; and
- (vii) Evaluation of livelihood improvement of the people of Action Research areas.

Progress of the Project during 2019-2020

1. **Fund Released** : 982.16 lakhs
2. **Fund Utilized** : 903.72 lakhs

Sl. No.	Activities	Total Target	Target 2019-20	Progress 2019-20	Cumulative Progress (2017-20)	Target for 2020-21
1.	Baseline survey and creation of "Village Information Book".	In 68 villages, total 18,000 household survey and village information books will be prepared	-	-	Baseline survey of 19,300 households in 68 villages of the project areas has been completed and 68 "Village Information Books" have been prepared and distributed to the VDOs (Achievement: 100%).	-
2.	Creation of VDOs	A total of 300 Village Development Organizations will be created.	50 VDOs	A total of 65 Village Development Organizations have been created throughout the project areas (Achievement: 120%).	A total of 289 Village Development Organizations have been created throughout the project areas (Achievement: 96%).	Total 11 village development organizations will be created.
3.	Enrollment of beneficiaries in VDOs	A total of 13,000 beneficiaries will be enrolled	3,600	A total of 3,672 beneficiaries have been enrolled in 65 VDOs (Achievement: 104%).	A total of 12,071 beneficiaries have been enrolled in 289 VDOs (Achievement: 92%).	Total 1,000 new beneficiaries will be included.
4.	Collection of Monthly savings	Collection of Monthly savings from every member will be 200 taka only	1,50,000 00.00 taka	Tk.1,56,54,450.00 (Achievement 104%).	Total Collection of Monthly savings Tk.3,50,60,050.00 (Achievement 95%).	Collection of Monthly savings will be 2,00,00000.00 taka

Sl. No.	Activities	Total Target	Target 2019-20	Progress 2019-20	Cumulative Progress (2017-20)	Target for 2020-21
5.	Micro savings support	Total micro savings support will be 6,24,00,000 taka	1,50,000 00.00 taka	Micro savings support has been given to 3,365 beneficiaries (Tk.1,56,54,450.00) (Achievement: 104%) .	Micro savings support has been given to 8,384 beneficiaries (Tk. 3,50,60,050.00) (Achievement 92%) .	Micro savings support will be given to 40,000 beneficiaries and amount of 2,00,00000.00 taka.
6.	Loan activity	7,64,00,000 taka	2000,00, 00.00 taka	A total 2,93,45,0000 taka were distributed among the beneficiaries (Achievement: 147%) .	A total 3,05,25,000 taka were distributed among 2,203 beneficiaries and A total 1,24,22398 taka were collected from beneficiaries.	Credit distribution will be 30000000.00 taka and Credit collection will be 35000000.00 taka
7.	Revolving fund for VDOs	7,80,00,000 taka	3,00,00,0 00	Revolving fund (Tk. 3,71,50,000) has been given to all the VDOs (Achievement: 128%) .	Revolving fund (Tk. 6,21,25,000) has been given to all the VDOs (Achievement: 85%) .	Revolving fund (Tk. 15875000.00) will be given to 300 VDOs.
8.	Special Grant for ultra poor beneficiaries .	7,50,00,000 taka	4,00,00,0 00 taka	4,12,50,000 were distributed among poor beneficiaries (103%)	4,12,50,000 taka were distributed among 2050 poor beneficiaries (103%) and refunded taka 59,44,200.00 taka	Special Grant will be given to 1000 ultra poor beneficiaries and amount of taka will be given 2,50,00000.0 0
10.	Input distribution 10.1 Rice seed	33,000 kg among 6,600	15,000 kg	10.1 In winter session, a total of 6,000 kg of boro rice seeds (BRRI Dhan-58 & 74) were distributed among 1,200 beneficiaries, in aus season a total of 4,000 kg rice seeds (BRRI Dhan 48) were distributed among 800 beneficiaries and in amon season a total of 4,000 kg rice seeds (BRRI Dhan 49) were distributed among 800 beneficiaries Total amount of rice seeds 14000 kg (Achievement: 93%) .	A total 32,120 kg rice seed were distributed among 6,424 beneficiaries (81%)	10.1 Ten (10) MT seeds will be procured and distributed among 1600 Farmers

Sl. No.	Activities	Total Target	Target 2019-20	Progress 2019-20	Cumulative Progress (2017-20)	Target for 2020-21
	10.2 Bee keeping box with honey colony	Total distribution target was 1,750 beneficiaries	-	-	10.2. Five Hundred Fifty (550) Honey Bee Box were distributed among 550 beneficiaries (Achievement: 80%).	-
	10.3 Vegetable seeds	Total 5,000 beneficiaries	3000 beneficiaries	4125 beneficiaries (Achievement: 137%).	10.3. -A total of 12,000 kg potato seeds were distributed among 300 beneficiaries of the project (Achievement: 100%). -A total of 800 kg summer vegetable seeds were distributed among 500 beneficiaries of the project (Achievement: 100%). -A total of 10,000 Packet mushroom spoon were distributed among 400 beneficiaries of the project (Achievement: 100%). - A total of 20,000 tomato saplings were distributed among 200 beneficiaries of the project (Achievement: 100%) - A total of 10,000 brinjal saplings were distributed among 500 beneficiaries of the project (Achievement: 100%). Total 5845 beneficiaries were received vegetable seeds (Achievement: 117%).	10.3. Vegetable seeds will be distributed among 1000 beneficiaries
	10.4 Poultry birds	Total 2,00,00 chicken among 8,000 beneficiaries	Total number of chicken 70,000	A total of 66,630 “Faumi” and “Sonali” chicken of 42 days old were distributed among 2665 beneficiaries of the project (Achievement: 95%).	A total of 1,13,310 “Faumi” and “Sonali” chicken of 42 days old were distributed among 4,679 beneficiaries and a total of 23,660 Khaki kambel & Zinding duck were distributed among 5660 beneficiaries of the project (Achievement: 68%).	10.4. Total 50000 chickens will be distributed among 2000 beneficiaries.

Sl. No.	Activities	Total Target	Target 2019-20	Progress 2019-20	Cumulative Progress (2017-20)	Target for 2020-21
	10.5 Establishment of Vermi-compost unit	Total Establishment of Vermi-compost unit was 6,000	Establishment of Vermi-compost unit 1500	A total of 1499 vermi-compost units have been established in projected area (Achievement: 100%).	A total of 4,280 vermi-compost units have been established in projected area (Achievement: 71%). And a total 986 kg warm & 1,63,989 kg vermicompost were sold.	10.5 Total 2000 vermi-compost units will be established.
	10.6. Fingerlings	2,00,000 Fingerlings between 4000 beneficiaries	1000 beneficiaries	A total of 1,290 kg fingerlings were distributed among the 1614 beneficiaries (Achievement: 45%).	A total of 8,423 kg fingerlings were distributed among the 2396 beneficiaries (Achievement: 60%).	10.8. 1300 kg finger links will be distributed among 1700 beneficiaries.
	10.7.Fruit sapling	Total establishment of 500 fruit orchard	200 fruit orchard	<ul style="list-style-type: none"> A number of total 15,380 fruit plants were distributed among 208 beneficiaries for establishment fruits garden Total 5,375 fruit plants were distributed where each beneficiaries where get 5-7 fruit plants. 	<ul style="list-style-type: none"> A number of total 46,791 fruit plants were distributed and 422 fruit orchard were established. 	10.7 20,000 fruit saplings will be distributed among 250 beneficiaries.
	10.8 Distribution of Mustard seed	Total target of distribution of mustard seed was 2,400 kg	1000kg	A total of 1,000 kg Mustard Seed were distributed among the beneficiaries of the project (Achievement: 100%).	A total of 2,200 kg Mustard Seed were distributed among 1,844 beneficiaries of the project (Achievement: 91%).	10.13. Mustard seeds 2400 kg will be distributed among beneficiaries.
	10.9 Establishment of Nursery	Establishment total number of nursery was 10	Establishment total number of nursery was 10	06 nursery was establishment (Achievement: 60%).	<ul style="list-style-type: none"> A number of total 864 fruits plant were distributed for nursery established. 	10.9. Four (04) Nursery will be established.
	10..10 Procurement of Rice planter and Reapers	Total target were 30 Reapers & 15 Rice Trans planters distributed among the beneficiaries	Total were 30 Reapers distributed among the beneficiaries	30 Reapers and 15 transplanter were purchase (Achievement: 100%).	A total 30 Reapers & 15 Trans planters were purchase (Achievement: 44%).	10.10 All rice planters and reapers will be distributed among the beneficiaries.

Sl. No.	Activities	Total Target	Target 2019-20	Progress 2019-20	Cumulative Progress (2017-20)	Target for 2020-21
	10.11 Procurement of Solar panel	Total 10 STW was established among the beneficiaries	-	-	Procurement process is ongoing.	10.11. Ten (10) solar panel based STW will be established to the beneficiaries farmers.
11.	Preparation of training manuals	-	Total number of manual 2,000	1,850	A total 11 training manual (12900 copies) were prepared and printed. (Achievement: 100%) .	-
12.	Training	Total 300 batch among the beneficiaries were 9000	100 batch among the beneficiaries were 3000	A total of 88 batches of training courses were organized and 2,628 beneficiaries were participated in the training courses.	A total of 271 batches of training courses were organized and 7,912 beneficiaries were participated in the training courses.	Total 120 training courses of different trades will be organized
13	Research and Development	Total Research and Development were 10	3 Research and Development	<p>Three researches reports has been submitted. The following research draft reports are</p> <ul style="list-style-type: none"> • Potentiality of Bee Keeping in Lalmai-Hill areas of Cumilla. • Performance and Economic Viability of Recently Released Rice Varieties in Lalmai-Hill Areas of Cumilla. • Comparative Assessment of Vermi-compost and other Organic Manures in Improving and Productivity of Boro Rice and Cabbage with Sustainable Soil Fertility Management. 	<p>Three researches reports has been submitted. The following research draft reports are</p> <ul style="list-style-type: none"> • Potentiality of Bee Keeping in Lalmai-Hill areas of Cumilla. • Performance and Economic Viability of Recently Released Rice Varieties in Lalmai-Hill Areas of Cumilla. • Comparative Assessment of Vermi-compost and other Organic Manures in Improving and Productivity of Boro Rice and Cabbage with Sustainable Soil Fertility Management. 	-

Lesson Learnt:

1. As a result of the completion of village information book of 68 villages, now the beneficiaries could be selected appropriately which in the long run would motivate the villagers to become beneficiaries of the project.
2. The villagers felt motivated to form village based organizations as various farming inputs like rice seeds, vegetable seeds, fruit saplings, poultry/chickens, vermicompost, fish fingerlings etc. have been distributed through the project. Already 289 VDOs have been formed as a result of project interventions.
3. Following the project interventions, the beneficiaries have become interested to make savings and it was seen that they accumulated a total of Tk. 35.03 million savings in the reporting period. It indicates that the beneficiaries have gained financial affluence to make savings.
4. The beneficiaries of the project have gained skills to produce vermicompost that has increased their income. Almost 4000 beneficiaries are actively involved in producing 400 tons of vermicompost every month. Besides, mushroom production from mushroom spawns has become very popular in the project villages. This indicates that the project has opened different avenues of income generation among the beneficiaries through enhancing their skills.
5. The beneficiaries are also given different varieties of fruit plants in the reporting period that has added value to fruit production in the Lalmai-Maynamati hill areas. Moreover, ducklings and chicken are also distributed among the beneficiaries in the reporting period. This has promoted self sufficiency of the beneficiaries through producing meat and eggs.
6. Distribution of good quality fish fingerlings encourages the beneficiaries towards adoption of scientific aquaculture techniques in the project area.
7. During the reporting period, 15 rice planting machine and 30 rice harvesters were distributed among the beneficiaries following PPP model. As a result the beneficiaries are greatly encouraged to use modern technology of agriculture. At the same time the beneficiaries have learnt how to produce rice easily and spending less time. Moreover, the beneficiaries have gained knowledge to avoid high cost of rice production.

Conclusion

The project is running smoothly. The baseline survey and preparation of 'Village Information Book' & Establishment of vermicompost unit in the project area have got tremendous appreciation from all levels. It is expected that after successful implementation of this action research project an effective rural development model will be evolved. It is also expected that in near future BARD will be able to handover a special rural development model to the government of Bangladesh.

Title of the Project: Development of Physical Facilities of BARD (1st Revision)

PD : Mr. Ranjan Kumar Guha
DPD : Mr. Salahuddin Ibne Syed
APD : Engr. Nazmul Kabir

Most of the physical infrastructure of BARD was constructed during early sixties. A limited renovation and construction works were carried out in mid-nineties. To meet the growing need for organizing national and international trainings, seminars, conferences the existing facilities are not adequate. The demand for organizing national and international training courses is increasing day by day. On an average BARD conducts about 100 training courses including seminars and workshops in a year where about 5000 participants from home and abroad attend.

Moreover, various organizations i.e. Government, Non-government, private, socio-cultural organisations also use the physical facilities of BARD for organizing their programme which create scope for earning revenue. The existing physical facilities of the Academy are not adequate to meet such increased demands of training and conducting other academic functions. So, expansion of the physical facilities and improving logistic support of the Academy is significantly important in the present context. The development of physical facilities of BARD project is to enhance the institutional capacity of BARD with regard to conduct more courses, workshops and seminars effectively. Initially, the project was approved for January 2017-Dec. 2019 with an estimated cost of Tk. 3439.65 lakh. The project was revised for January 2017-Dec. 2020 with an estimated cost of Tk. 4264.20 lakh on 05.11.2018. During 2019-20 an amount of Tk. 1600 and 1650 lakhs was allocated under ADP and Revised ADP respectively.

Objectives of the project:

The main objective of the project is to strengthen the physical facilities of Bangladesh Academy for Rural Development (BARD) to increase its capacity to perform training, research and action research activities more efficiently.

The specific objectives of the project are to:

- i) expand and modernize physical facilities of BARD to meet up the requirements of professionals and trainees/participants of home and abroad;
- ii) develop support-services related to training, research and action researches of BARD ;
and
- iii) expand accommodation facilities for trainees, venue users of BARD.

Major Components of the Project

- ✓ Automation of Research, Training, Project and Different Sections of BARD
- ✓ Construction of one 5 storied conference hall cum classroom
- ✓ Construction of Three Storied School Building
- ✓ Construction of 5 Storied Hostel with Modern Facilities
- ✓ Construction of swimming pool

Total Cost of the Project: 4264.20 lakh Tk.

Project Period: January 2017-December 2020

Financial and Physical Progress (2019-20)

The project is being implemented with an estimated cost of Tk. 4264.20 lakhs from the January 2017 to December 2020. Cumulative allocation for the project was Tk. 3435.74 lakhs upto June, 2020 and cumulative expenditure was Tk.2605.29 lakh which is 61 % of the total project cost. The cumulative physical progress is 68%. In the year 2019-20, revised allocation of an amount of Tk. 1189.74 lakhs was approved. The total expenditure was Tk.1030.75 lakh which is 86.63% of revised allocation. Major progress of different components is furnished below:

- ✓ Construction works of school building, 5 storied hostel building, 5 storied conference hall building and swimming pool is going on. The cumulative financial progress of those components is 83%, 60%, 73% and 99% respectively. However, the physical progress of those components is 95%, 72%, 95% and 100%. In the year 2019 -20 the financial progress of school building, hostel building, conference hall building and swimming pool is 88.01%,79%, 84% and 100%.
- ✓ The software for hostel booking, research, project, school management, library management, inventory management, accounts, and human resource management is developed and testing on those activities at user levels is going on.

Lesson learnt from the project:

Different committees have been playing a significant role in quality control of project works under the project. Engineering section headed by Assistant Engineer in collaboration with consulting firm take care of technical issues of construction. These sorts of interaction have created opportunities for maintaining quality of works.

Problems encountered during project implementation:

Covid-19 pandemic has created a problem of labour and material supply of construction works. As a result the progress of construction works was slow in the last quarter of financial year 2019-20.

Plan for FY 2020-2021:

I.External Works: Construction of approach road, installation of water supply and electrical connectivity to the establishments under the project. Installing solar system at hostel building.

II. Construction Works: Completion of School Building, Conference Building and Hostel Building.

III. Automation : Handover ERP to BARD, and procures hardware and network materials.

Title of the Project: Comprehensive Village Development Programme (CVDP) –3rd Phase

Dr. Md. Kamrul Hasan

Introduction

Bangladesh has a long experience in the field of rural development. A series of rural development efforts like Co-operative Movement (1904), Rural Reconstruction Programme (1938), Village Agricultural and Industrial Development (V-Aid, 1952), Cumilla Model of Rural Development (1959) etc. were made in different phases of time. Bangladesh Academy for Rural Development (BARD), Cumilla in the mid'70s took an endeavor to develop the socio-economic conditions of different professions, age, sex and economic standing-based rural population who earlier remained left out. With a view to developing a package programme for an integrated and total development of the villages by bringing all classes of people within one institutional framework, a new programme called the "Total Village Development Programme" (TVDP) was introduced by BARD in the mid nineteen seventies. It was renamed as "Comprehensive Village Development Programme (CVDP)" in the early nineteen eighties remained only as effort by BARD itself till 1988. In 1989 the project was included in the Annual Development Plan of the Government of Bangladesh and the Rural Development Academy (RDA), Bogra was chosen as a partner of BARD, Cumilla to implement the project in 40 villages each in 1991-92.

The main thrust of CVDP is to promote overall development of all segments of population of a village by organizing them into a more innovative and effective co-operative based organizational framework. It is a modest effort of experimentation that would pursue increase in production, employment, income, social development and equitable distribution of benefits based on local level planning within a common and single cooperative institution of all villagers. Another objective of the project is to evolve a replicable model for rural development. With this end in view, 40 Comprehensive Village Development Co-operative Societies (CVDCS) were formed in 1992-93 by BARD, Cumilla in four Upazilas of Dhaka, Chittagong and Sylhet divisions. The demonstrative phase (July 1999 – June 2004) of the project completed in June 2004.

At the experimental phase CVDP was able to create some positive impact for the betterment of the rural people under the project. With the intention of extending its results throughout the country a series of discussions and seminars on the results, problems and potentials of CVDP were held in the Ministry of LGRD and Co-operatives and Planning Commission. Finally, the government was convinced to adopt CVDP as a model concept for rural development. Hence,

it was decided for further implementation in 21 Upazilas of 19 districts for more four years on pilot basis before wider replication throughout the country.

The pilot phase of the project was started in July 2005 and supposed to close by June 2008. It is, indeed, extended up to June 2009. After completion, the government approved its 2nd phase with duration of six years including two years extension between July 2009 and December 2015. The project was sponsored by the Rural Development and Co-operative Division of the Ministry of LGRD & Co-operatives. BARD, RDA, BRDB and Co-operative Department are working as implementing agencies in a total of 66 Upazilas of 64 districts. BARD covers 1020 villages of 16 Upazilas under Chittagong, Sylhet, Dhaka, Barishal, and Khulna divisions. Accordingly there is a Comprehensive Village Development Co-operative Society in each village. These organizations are characterized by self-motivated, self-managed and self-financed.

Objectives of CVDP 3rd Phase

The main objective of the CVDP is to organize the village people irrespective of male-female, poor-non poor, occupations, and classes in respect of total socio-economic development and poverty reduction.

Specific objectives of the Project

- Organize a village based Comprehensive Village Development Co-operative Society for total development of each village;
- Create self-employment opportunity and enhance income in planned way according to the ability and potentiality of the youths, adolescents, women and men of all families in each village; and
- Improve standard of living and reduce poverty of the villagers through comprehensive development.

List of Upazila of CVDP-3rd Phase (BARD part)

Sl. Number	Division	District	Name of Upazila	Number of Villages
1	Dhaka	Narayangonj	Sonargaoun	75
2		Munshigonj	Gozaria	60
3			Sirajdikhan	60
4		Gopalgonj	Tungipara	60
5			Kotalipara	60
6			Moksudpur	60
7		Rajbari	Pangsha	60
8	Barishal	Barishal	Agailzara	60
9			Hizla	60
10			Uzirpur	60
11	Chattagram	Cumilla	Cumilla Adarsha Sadar	75
12			Burichang	75
13			Cumilla Sadar Dakhin	60
14			Chouddagram	60
15			Homna	60
16		Chandpur	Saharashti	60
17			Matlab uttar	60
18			Hiemchar	60
19.		Brahmanbaria	Nabinagar	60
20.			Bancharampur	60
21		Nohakhali	Begumgonj	60
22			Subarnachar	60
23		Laksmipur	Ramgoti	60
24		Feni	Chagalnaiya	60
25			Sonagazi	60
26		Chattagram	Anowara	60
27		Cox’s Bazar	Chokoria	60
28			Ukhia	60
29		Khagrashari	Matiranga	60
30	Khulna	Narail	Lohagarha	60
31	Sylhet	Sylhet	Sylhet Sadar	75
32			Dhakhin (South) Surma	60
33		Moulibazar	Komolgonj	60
34		Hobigonj	Madabpur	60
35			Chunarughat	60
Total =				2160 Villages

Progress of the Project of CVDP 3rd Phase, BARD part (July 2019 to June 2020)

- A total of 1671 cooperative societies (included during 1st and 2nd phase) from 35 Upazilas were carried out their monthly meetings.
- Among 19 new upazilas included in the 3rd phase, village-wise baseline surveys have completed in 9 upazilas.
- Training on income generating activities (IGAs) of three different trades for a duration of thirty days were carried out at Technical Training Centre (TTC), Kotbari, Cumilla. Already 220 participants have completed their training.
- Budget allocation for 2019-20 fiscal year is BDT. 1,690.26 lacs and total expenditure up to reporting period is estimated BDT 436.42 lakhs.

Future Plan

- Completing the village survey and village information book
- Conducting training on technical skill
- Conducting training on cooperative management and other social issues
- Conducting training on agriculture, poultry, fishery, and livestock
- Conducting joint meeting and e-learning at each Upazila

Lessons Learnt

- ✚ Although breakdown the continuity of the project substantial numbers of Comprehensive Village Development Cooperative Society or Samity successfully sustained without the assistance from the project. It is success of the theme of the project.
- ✚ The Comprehensive Village Development Cooperative Societies at Cumilla and other Upazila demonstrates unique example of sustain the societies through strong leadership, participatory planning and network with service providers. This is success story of CVDP which were initial societies evolved by BARD. Through this programme, an institutional structure following all cooperative laws has been established at each village ensuring the spontaneous participation of all people irrespective of class, sex, religion, profession, etc.
- ✚ CVDCS at the village level acts as a workable platform for the delivery of services of different Nation Building Departments and NGOs.
- ✚ Through CVDP programme, optimum use of local resources, own capital investment and assistance from different government and non-government organizations have made the ‘village cooperative’ a ‘focal point of village development’.

Modernization of BARD Physical Facilities

PD: Dr. Abdul Karim
DPD: Mr. Md. Abu Taleb
APD: Engr. Nazmul Kabir

Bangladesh Academy for Rural Development (BARD) is one of the pioneering institutes delivering a wide range of training services to a variety of clientele groups who are attending from home and abroad. Since inception in 1959, huge number of local and foreign participants have been utilizing its facilities for multiple purposes, such as short and long-term training, seminars, workshops etc. Many international organizations such as JICA, KOICA, DFID, Commonwealth Secretariat, World Bank, FAO, Asia Foundation, WFP, UNDP have received supports in many ways. To fulfill expected demands of different stakeholders as well as to improve its existing facilities, BARD has undertaken government-funded a new development project namely Bangladesh Academy for rural Development (BARD) Modernization Project. The main purpose of the project is to improve existing infrastructure and to add some new facilities to BARD in order to its increase capacity and facilities.

The specific objectives of the projects are

1. to increase and modernization of physical facilities of BARD for fulfillment of demand of local and international trainees and professionals;
2. to improve the support service of training, research and action research; and
3. to modernize the residential facilities of trainees and staff of BARD.

Major Components of the Project

- ✓ Landscaping and master plan of BARD
- ✓ Construction of Indoor sports complex
- ✓ Construction of Low tennis court
- ✓ Construction of modern washroom for BARD Cafeteria
- ✓ Construction of reception of BARD hostel
- ✓ Construction of modern kitchen for BARD Cafeteria
- ✓ Modernization of Office and residential building
- ✓ Excavating of existing ponds and construction of permanent embankment.
- ✓ Modernization of BARD Hostel
- ✓ Construction of circular road and approach road
- ✓ Reconstruction of boundary wall
- ✓ Repair/Improvement of BARD drainage system
- ✓ Construction of spouting fountain

Total Cost of the Project: BDT 4855.00 lakh .

Project Period: July 2019 to June 2022

Financial and Physical Progress (2019-2020)

Five construction firm have been selected through eGP for five components of the project (Modernization of Office and residential building, Modernization of BARD Hostel, Construction of circular road and approach road, Construction of Walkway, Reconstruction of boundary wall). Construction of circular road and approach road has been started. The primary selection of consulting firm for Drawing, Design, Supervision and quality Control has been completed. The selection process of another consulting firm for Landscaping and Master Plan of BARD has been started. In 2019-2020, total allocation was TK. 557 lakh of which Tk.9, 43,333 was spent. The physical progress of the project about 10%.

Plan of 2020-2021

- ✓ **Finalization of two consulting firm**
- ✓ **Continuation of construction work** (Modernization of Office and residential building, Modernization of BARD Hostel, Construction of circular road and approach road, Construction of Walkway, Reconstruction of boundary wall).
- ✓ **Tendering and selection of construction firm** for water treatment plant; Construction of Lawn tennis court; Construction of modern washroom for BARD Cafeteria; construction of reception of BARD hostel; construction of modern kitchen for BARD Cafeteria; excavating of existing ponds and construction of permanent embankment; repair/Improvement of BARD drainage system; construction of spouting fountain.

Agricultural Mechanization and Collective Farming through Community Enterprise

PD: Mr. Abul Kalam Azad
DPD: Mr. Abdullah Al Hussain
APD: Mr. Md. Babu Hossain
APD: Mr. Md. Zamil Uddin

Background of the Project

The agriculture sector contributes a lot to the country's GDP, provides employment for nearly half of the labour force and supplies raw materials to the agro-based industries. For a country like Bangladesh, a sustainable and farmers-friendly agriculture is one of the prerequisites for graduating from a developing to a developed country. Agriculture sector has been given highest priority in the government's policies such as the 7th Five Year Plan (2016-2020), National Agricultural Policy, Vision 2021 and the Sustainable Development Goals (SDGS). The implications of such policy priorities are also evident as the overall subsidy in agricultural inputs and availability of agricultural credit increased significantly. The outcome of these policies and programmatic interventions is also very positive since food grain production has been showing an upward tendency in the recent years (Bangladesh Economic Review 2019). Despite many such achievements, Bangladesh's agricultural sector faces some crucial challenges. Although agriculture still dominates land use in Bangladesh at roughly 9.0 million hectares, land declined steadily since 1976 and markedly after 2000. Cropland declined by 1.0 million hectares since 1976, whilst an equivalent area went to rural and urban settlements and industry (FPMU 2013)¹. On the other hand, the population of Bangladesh, which is currently about 164.69 million, is increasing at 1.03 per cent every year. As a result, there is always a demand for additional crop production on the existing agricultural land of the country. Therefore, timely cultivation, proper use of materials and harvesting with minimal wastage are now essential for obtaining more crops from degrading land.

Poor price of the produce, particularly rice, is another challenge for farmers producing food grain in Bangladesh. At the backdrop of high input prices such as seed, pesticides, fertilizer, irrigation and labour farmers cannot make profit despite subsidy from the government. Therefore, next to increasing production, reducing input prices has become a serious concern for the agriculture researchers. Most of the inputs in agriculture sector are already subsidized except human inputs (i.e., manual labour). In addition, a large number of agricultural laborers are shifting to the industrial and transport sectors. Therefore mechanization of the activities done by manual labour was the only option left. In the context of Bangladesh, where

¹ Trend in The Availability of Agricultural Land in Bangladesh

agriculture is already half-mechanized, further mechanization remained possible in plantation and harvesting (including threshing). However, very small farm sizes put hurdles to further mechanization of agriculture. Since mechanization of these inputs has a potential for adverse effect on the sharecroppers and agricultural wage labourers, involving them in the production system is also another concern.

In the above context, Bangladesh Academy for Rural Development (BARD) undertook an action research project in FY 2019-2020 titled “Agricultural Mechanization and Collective Farming through Community Enterprise” in order to ensure fair price of the crops as well as food security for the vast majority of the population. The action research project has been seeking to develop a farming model based on community participation and modern mechanized cultivation to meet the challenges of rice production.

Project Area

The project is being implemented in three villages under Adarsha Sadar and Laksam Upazila of Cumilla District. The areas have been presented in the table below:

Sl. No.	Upazila	Union	Village	Name of Community Enterprise
01	Adarsha Sadar	Kalirbazar	Raichon	Raichon Comprehensive Village Development Society
02	Laksam	Kandirpar	Noapara, Chongaon	Noapara-Chongaon Collective Agricultural Farming Community Enterprise

A total of 72 acres of land has been taken under this project. In Raichow area of the project 40 number of farmers participated in the project along with a total of 30 acres of cultivable land. In the Noapara, Chongaon villages the number of farmers (including sharecroppers) are 68 while their total land amount is 42 acres.

Project Cost

Budget 2019-2020 (Taka)	Actual Cost (Taka)
68,80,000.00	61,88,120.00

Objectives of the Project

As discussed in the background section, the main purpose of the action research project was to develop a sustainable model for crop production that will involve input subsidy, mechanization and maximum utilization of cultivable lands organizing the various stakeholders related to agriculture such as the owner, tenants, owner-cum tenants, sharecroppers and the government. The ultimate objective of the project was to minimize cost of crop production to make agriculture profitable for farmers.

The specific objectives of the projects were:

1. to increase agricultural production and productivity through mechanization;
2. to reduce the cost of agricultural production through collective farming practices;
3. to extent appropriate agricultural technology to the farmers;
4. to increase farmers' income and improve their livelihood.

Progress of the Project during 2019-2020

As per the tri-partite agreement signed among BARD, Upazila Agriculture Office and the Community Enterprise of the farmers, all the three parties were responsible for specific tasks related to the major activities of the project. Most of the responsibilities were crosscutting among the three parties. As the implementing agency, BARD played the most crucial roles which include, among others:

- Organizing the rural people and motivating them for taking part in the project
- Conducting a digital land survey and obtaining large plots removing aisles (boundary demarkation) between pieces
- Conducting a baseline survey with the help of the local administration
- Providing various kinds of input supports including machinery in the different steps of crop production
- Helping the enterprise in order to achieve proper marketing of their produce

The **Upazila Agriculture Officer (UAO)** played a vital role in between BARD and the beneficiaries of the project. The UAO motivated the rural people and regularly provided advisory services related to cropping. They also maintained the liaison with the local government representatives and the local administration for better functioning of the project.

The major activities of the **Community Enterprise** were to organize the land owners to form a farmers' enterprise under the project, selection of an executive body from the members of the enterprise, and resource accumulation and management, managing bank account, selling of share and managing the activities related to crop production and marketing etc.

The achievements of the project and their targets against the major activities in the fiscal year (2019-2020) have been presented in the table in brief.

Sl.	Activities	Targets in 2019-2020	Achievement during 2019-2020
01	Community Mobilization	Mobilize and motivate community people in two areas (Noapara-Chongaon and Raichow) to participate in the project activity	Farmers and other stakeholders from two communities agreed to the proposal of agricultural mechanization and collective farming through community enterprise with 72 acre of land owned by 108 owners.

Sl.	Activities	Targets in 2019-2020	Achievement during 2019-2020
02	Enterprise Formation	Forming an enterprise with the farmers and sharecroppers.	One enterprise formed at Noapara-Chongaon. Since at Raichow there was a CVDP society of BARD, therefore no enterprise was necessary to form.
03	Agreement	Signing an agreement among the community enterprise, Upazila Agriculture Office and BARD	Agreement signed among the parties in December 2019 to implementing the project activities through the community enterprise
04	Rice Seed Distribution	Distribution of paddy seeds	750 kg of HYV paddy seeds were distributed among the farmers of two different project locations
05	Digital Land Survey	Conducting GPS based (latitude-longitude-azimuth) digital land survey to identify the individual lands with a view to remove the aisles between pieces for better use of machineries	The survey was conducted by a third party firm and the report was shared with the farmers.
06	Seedlings	Growing paddy seedlings for plantation in the project lands	The Community Enterprise managed raising of the seedlings
07	Removing Aisles	Removing the necessary aisles to obtain larger plots for cultivation.	Depending on the levels of the land pieces, a total of 9 larger plots were obtained removing the aisles of 141 pieces of land amounting total of 42 acres owned by 68 farmers
08	Preparing Land		The land was prepared by the community enterprise
09	Rice Trans-plantation	Buying 2 transplanters for fully mechanized plantation of the paddy seedlings	Paddy seedling transplantation through rice transplanter started on 17 January 2020. It took only 07 days to complete transplantation in the entire land areas
10	Weeding, Fertilizing, Irrigation		These activities were managed by the Community Enterprise with regular advisory support from the Upazila Agriculture Officer.
11	Harvesting and Threshing	Buying one combine harvester	BARD provided the combine harvester to the community enterprise. The members of the community enterprise also received sufficient training on operating and maintenance of the harvester. The enterprise paid for the fuel. A total of 06 days were required to complete the harvesting and threshing rice of the entire project area (42 acres).
12	Product Share Distribution among the	Share distribution as per Agreement	The share of the product (rice) was distributed among the beneficiaries as per their land share in the project. The decision on share distribution was taken

Sl.	Activities	Targets in 2019-2020	Achievement during 2019-2020
	Farmers		as per the Agreement.
13	Marketing of the Produce	Helping the farmers proper marketing of their produce	The Upazila Food Office bought 100% of the rice directly from the farmers. BARD along with Upazila Agriculture Office maintain the liaison with the Food Department for this purchase.

Lessons Learnt from the Project

The project was initiated in FY 2019-2020. Since it involves various stakeholders related to agriculture such as the land owner, tenants, owner-cum tenants, sharecroppers, the local and the central government departments, initial six months was spent on motivating and organising them, particularly the farmers. Until June 2020, the project was able to provide support during the last *Boro* and *Aus* seasons. Therefore, a complete agriculture year is yet to be completed and the project is yet to experiment some further qualitative and quantitative ideas. Therefore, the experimentation as well as learning are still continuing. Conclusion about the solid learning from this action research project could be drawn after completion of several agriculture seasons and experimenting all the ideas. However, the learnings from the project so far are also worthy. They have been noted below in brief:

a) The Negotiation Part

As mentioned earlier, this is an experimental project still under implementation with a view to develop a sustainable model for crop production involving both agricultural subsidy, mechanization, proper land utilization involving government agencies and a farmers' organization. The ultimate objective of the project was to minimize cost of crop production to make agriculture profitable for farmers. In the beginning of the fiscal year, the project officials of BARD shared the idea with farmers of different villages. There were series of long meetings with them. The village people curiously wanted to know why it would be a better modality than their existing practices. While everyone else was interested to embrace the new technologies such as transplanter, harvester and other input and advisory supports, they denied the idea of removing aisles. On the other hand, the project officials had to put emphasis on this idea because the maximum return from mechanization was not possible without removing the aisles. Another reason for their (project's) rigidity with removing aisles was that, this was the only new idea of the project which was likely to have a serious demonstration effect. Farmers (particularly the land owners) denial to removing aisles cannot be unjustified. One reason is that in rural areas the land records are not up to date. In the rural traditional society, when a farmer receives cultivable lands as ancestral property, the total land is demarcated manually among all heirs and often these demarcations are not registered or muted with proper authority. However, this does not hamper their land rights or

cultivation. However, removing the demarcation lines (aisles) may create serious problems if a farmer wants to sell his land or does not want to stay in the project any longer. Therefore the mistrust or lack of confidence in the mind of the farmers was logical. Negotiation continued for months with farmers of different locations. Some farmers group gave up the project's idea while a few of them came forward. Finally, the project was possible to start in two different areas.

b) Engaging the Local Administration and Local Government

BARD is an academic institute. Therefore the faculty members do not have firsthand experience of working with the rural people in service delivery cases. On the other hand, the Upzila administration and the local government representatives are very closely tied with the rural people from various occupational groups, and hence the rural people have confidence in them. As a result, BARD decided to keep the local administration and the local government as a partner to implement this project. The return of this decision was very encouraging. When the Upzila administration (i.e., the UNO and Agriculture Officer) demonstrated their existence with the project, it gave huge confidence to the intended beneficiaries. Added to this was the technical support from the Upazila Agriculture Office. When the farmers saw the local administration as partner of the project, their mental resistance declined a lot and it became easy for the project personnel to work. The local administration also owned the project seriously. Without this ownership, it would be impossible to convince the beneficiaries.

c) Forming the Community Enterprise

The project's ultimate goal was developing a sustainable model. Therefore forming a farmers' association was essential since the project wanted the farmers themselves would decide on the activities as well as the share of their produce. The project did not want to use the word 'cooperative' for some reasons. Although in practice a cooperative modality was used ultimately, the term 'Community Enterprise' was preferred instead. The role of the Community Enterprise was clearly defined in the agreement. One requirement was that the Community Enterprise would select an Executive Committee for performing the various tasks related to the project including opening a bank account and its operation, deciding on the crops, sharing costs of different inputs and distributing share of produces. The project's aim is that the Community Enterprise will ultimately run the system when there is no project support.

d) Digital Land Survey and Removing the Aisles (demarcation lines)

This was the most sensitive part of the project. As mentioned earlier, it was necessary for the project to obtain larger cultivation plots to get the maximum benefits from mechanization as

well as collective farming. Therefore, remove the demarcation lines (aisles) between the small plots became essential but, at the same time, very challenging. To overcome this challenge, the project communicated with the GPS experts. The farmers' as well as the project's concern was regaining the same plots (in exact amount and location) any time if any farmer/owner wants to sell his or her land, wishes to leave the project or, in the worst case, if the action research project does not prove to be viable. After series of discussions and real-world trials, a GPS firm was given the GPS based digital land survey task. Before the survey began, the farmers were practically shown the survey method and the outcome and hence convinced. The final report of the survey was also shared with the farmers along with names of owners and amount of land in each plots. Although it seemed impossible at the beginning that the farmers would agree to remove their aisles, astonishingly the farmers themselves removed the ages old demarcation lines using tractors. At Laksam area, the survey divided 141 plots of various sizes amounting 42 acres and owned by 68 farmers into 9 mega blocks depending on the level of the lands.

e) Input Supply

Since this is an action research project and the farmers required to be motivated, the project paid the cost of preparing the land following the land survey and supplied seeds (BRI 74 paddy seed) to the Community Enterprise. The seed was purchased by BARD from BADC and given to the Enterprise while the costs of other inputs were transferred to the bank account of the Enterprise. The farmers grew seedlings in a part of the land for plantation later on. The plantation of paddy seedlings was done using two transplanters provided from the project. The executive committee of the Enterprise decided on the various issues related to cultivation and cropping including crop to be cultivated and their variety, labour employment, plantation time and harvesting etc. BARD as well as the Upazila Agriculture Office provided logistic and technical supports as per agreement. The plantation ceremony took place on 17th January 2020 in the presence of the Honorable Minister, Ministry of Local Government, Rural Development and Cooperatives Mr. Md. Tazul Islam as the Chief Guest and Mr. Md. Rezaul Ahsan, Secretary, RDCD as the Special Guest. The plantation in the entire 41 acres land took place only 7 days using two transplanters.

f) Harvesting

For harvesting and threshing, BARD purchased one combine harvester and handed it over to the Community Enterprise on 26 April 2020. The Enterprise chose two drivers to operate the machine. The required training on operation and maintenance was provided by the supplying agency. The harvesting of the Boro rice formally started on 27 April 2020 in the presence of the project officials, officials from Upazila administration, upazila agriculture office and local

government representatives. It is essential to note that the country was going through a serious crisis with the Covid-19 pandemic at that time. The movement of people as well as vehicles was restricted due to the spread of the virus. As a result, a serious dearth of labourers to harvest the paddy was obvious. Therefore the combine harvester was like a blessing to the farmers. The machine harvests as well as threshes the rice fully automatically at the same time. Only one man drove the harvester for 6-8 hours a day and thus completed harvesting and threshing the entire 42 acres of paddy fields in 06 days. The time as well as the cost of the harvesting seemed miraculous to the farmers. This machine also had some serious demonstration effect on other farmers. No sooner the *Boro* harvesting was done, dozens of more farmers showed their interest to join the project with more lands in the area.

g) Distribution of Produce Share

Once the harvesting and threshing was complete, the share of the produce was decided as per share of land ownership ratio.

h) Selling of Rice

Selling of the rice at a fair price has become a concern for the farmers nowadays. Although the government has a mechanism to procure rice from the farmers at a relatively fair price, farmers cannot take this opportunity due to the mechanisms created by middlemen and local traders. An individual farmer needs cash immediately after harvesting the crop to make payments of labourers and other inputs. Since procurement by the Food Department takes time, farmers need to sell their rice to the local traders for cash. However, as a member of the Community Enterprise, the farmers did not face this reality. Due to communication with the Food Department from BARD and the local administration, selling the rice was rather easy this time. The local office of the Food Department procured a large portion of the rice directly from the Enterprise at the price fixed by the government. Earlier it was almost impossible for a farmer to sell their rice at this price.

Table: Comparison of the Traditional and Mechanised Cultivation through Community Enterprise

Heads of Expenditure	Cultivation in traditional method	Mechanised Cultivation through Community Enterprise
	Expenses (Taka/acre)	Expenses (Taka/acre)
1) Preparing seedlings (seeds, land preparation, irrigation, fertilizer, pesticide and other caring)	3890	3890

Heads of Expenditure	Cultivation in traditional method	Mechanised Cultivation through Community Enterprise
	Expenses (Taka/acre)	Expenses (Taka/acre)
2) Removing Demarcation Lines (Aisles)	0	930
3) Preparing soil/tillage	2800	2800
4) Leveling of land	900	900
5) Plantation of seedlings	8400	2800
6) Fertilizer	3850	3850
7) Irrigation	5775	5775
8) Weeding and other cares	4200	4200
9) Pesticides	4000	4000
10) Harvesting	8800	6700
11) Threshing and drying	1800	2400
12) Other expenses (if any)	0	0
13) Total Expenses (Taka)	44415	38245
14) Production per acre (maund)	54	60
15) Production cost per acre (Taka)	57660	63900
16) Production cost per maund (Taka)	823	637
17) Profit per acre (Taka)	13245	25655
18) BCR	1.3	1.67

It is clear from the above table that mechanised cultivation through the Community Enterprise has increased the production as well as reduced the cost of production.

i) Replicability and Sustainability of the Project:

Two most crucial issues of this project is its replicability and sustainability. Since the project is yet to complete an agriculture cycle, any conclusive statement on the project cannot be made at the moment. However, the following learnings can be utilized where applicable:

Scenario A: Fuller Implementation

The fuller implementation of the project would mean organising the farmers, providing the major inputs such as seeds, land preparation costs including digital survey, transplanter, combine harvester, and other technical and advisory supports from Local Administration and Upazila Agriculture Office. Undoubtedly, fuller implementation of the project will involve

huge amount of costs. However, fuller implementation of the project can be done for one or two agriculture seasons in every new area. A fuller implementation over an agriculture season or two will have serious demonstration effect on others and thus more and more farmers will be interested to cultivate in this manner. The price of the machinery such as the transplanter and the combine harvester involves the highest cost in fuller implementation. Since the government has already introduced subsidy for these machineries for the farmers, the farmers' organization can easily afford them once they have organised.

Scenario B: Partial Implementation

Partial implementation of the project would mean organising the farmers, providing the non-major inputs such as seeds, digital survey, and other technical and advisory supports from Local Administration and Upazila Agriculture Office. This will only exclude the price of the heavy machinery at the end of the project. However, the project can help procure the heavy machinery at subsidized price from the government. Once the farmers are convinced that removing aisles (demarcation lines) will not create any serious problem and mechanized cultivation will increase production and reduce production cost, they will be interested to form community enterprise and go for purchasing the machinery. The government can help them forming the community enterprise and provide the non-major inputs.

Problems encountered during project implementation (if any)

The challenges and resistances have been discussed under the various heads in section 7 (Lessons Learnt from the Project).

Plan for FY 2020-2021

Continuing the activities for at least one more year in the same locations.

Title of the Project: Rural Livelihood Improvement through Village Based organizations and Union Parishad

PD: Mr. Abdullah Al Mamun

DPD: Ms. Afrin Khan

APD: Ms. Azma Mahmuda

APD: Mr. Junaed Rahim

Introduction of the Project:

The livelihood pattern of rural people is being changed. Earlier people of rural areas were thinking different ways rather than the modern thinking in now- a- days. But the ultimate goal of development thinking by the government and public initiatives is the livelihood improvement of the people. The rural people have their own creativity but they need some supports from the local government and village level institutions. Therefore, this project aims to strengthen the capacity of local government and village organizations to provide support services from the government and other sources according to the need of rural people. Developing database and village information book by ensuring participation of community people at the union level and using the information of database for preparing plan of local government at the grassroots level and its implementation in participatory way is one of the main strategies of this project. Earlier in 2012, a project was implemented in South Khosbash Union under Barura Upazia of Cumilla district. Based on this concept and the donors are highly satisfied with the result. But the project duration was only 18 months. Through this project a total of 13 village organizations were formed in this Union but the follow up activities were not done smoothly even the Union Parishad itself has been monitoring the activities. Therefore, this project aims to follow up of its activities of village based organization and develop a triangular model with government institutions, Union Parishad and village based organizations.

Objectives of the Project:

a. Broad Objective:

The broad objective of the project is to strengthen the capacity of the local government and village level organization for livelihood improvement of rural people.

b. Specific Objectives:

The specific objectives of the project are:

- (1) To organize monthly meeting with the respective personnel of village based organizations and Union Parishad representatives for planning and monitoring of livelihood improvement activities.

- (2) To prepare the village profile by the local enumerators incorporating all relevant information for preparing Ward Plan Book (WPB).
- (3) To provide training to the local people to become entrepreneur to involve themselves in income generating activities.
- (4) To involve the local government (*Union Parishad*) for monitoring activities of village organizations for livelihood improvement.
- (5) To organize the cross visit in different places of Bangladesh for success case replication by the people of *Union Parishad* and village based organizations.

Justification of the Project

Rural people have the potential resources but they are not fully aware of utilizing the available local resources for their livelihood improvement. Therefore, the project aims to build capacities to utilize their potential resources or assets available in local areas especially in the *Union Parishad* and village based organizations. The livelihood assets or resources are mainly human capital, social capital, natural capital, physical capital and financial capital.

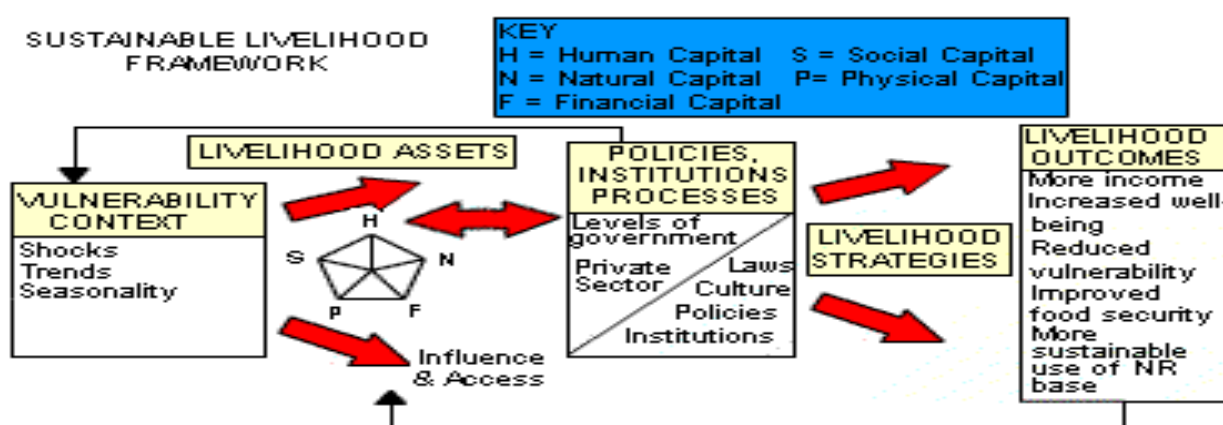


Figure 1: Sustainable Livelihood Framework

Human capital of the rural people of Bangladesh includes skills, knowledge, good health, ability to work, motivation and spiritual strength and the ability to adapt and react. Natural capital of the rural people of Bangladesh contains access to land, access to water, access to forests and other vegetation, access to common property resources (land, lakes, roads, etc.), wildlife and nature and environmental resources. Social capital includes being part of networks, relations of trust, reciprocity and exchange, being member of informal and formal groups, access to institutions specially the *Union Parishad* and, knowing powerful people. Physical capital consists of shelter, transport facilities, access to water (drinking, irrigation etc.), access to energy and telecommunication facilities, access to production storage facilities, market places. The financial capital includes possessions like cash, savings, bank

deposits, assets (livestock, gold, jewelry ...), resources on credit like loans and mortgages, regular flows like wages, allowances, remittances, pensions, access to insurance schemes.

The livelihood improvements are based on three basic indicators which are access to assets, capabilities to effectively use these assets and activities using the capabilities and assets as a means of living. Even the people of rural areas have all those livelihood assets but they do not have the capabilities to effectively use of these assets. These capabilities are mainly, having the required knowledge, having the required skills, having the required confidence, being able to fulfill one's own potential, being able to function well physically, socially and culturally, and being able to achieve self-respect and respect of others. The activities using the capabilities and assets as a means of living are based on capabilities and assets; the household performs activities to obtain a means of living (production, labour, trade, selling a service, begging etc.) and social interactions to improve access to assets and capabilities. Therefore, the project will create a triangular relationship among the *Union Parishad*; Village based organization and government for the livelihood improvement of the rural people.

Major Activities/Component of the Project:

The following major components of the project will be implemented:

Quarterly Meeting with Leaders of Village Organizations and PIC: Each three-month a meeting is being organized with the village leaders (Chairman and Secretary or their authorized person) from 13 village societies under *Khosbash (South) Union Parishad*. The meetings are being arranged by the field officers of this project and BARD officials attend the meeting to monitor its activities specially the financial and economic activities. A report is being prepared by the project officials to submit into the Project Implementation Committee (PIC) meeting which is being held in every month.

Village Profile: Household census will be conducted for the preparation of village level profile. For data collection there would be two members of Group (one male and one female) in each Ward under the leadership of Ward Member and field supervisor. The field supervisor will be selected and appointed for the project period as temporary basis from south Khosbash Union. Some previous experience will be taken under consideration for this appointment. The field investigators will be selected from the Union Parishad and specifically from the village level organizational members also. The Investigators will be responsible for data collection. The data will be validated by the leadership of women member of the Ward. On the basis of data collected through household census, nine ward information books will be prepared by the local government functionaries with the technical support of BARD.

Village Status Report: The report will analyze the poverty and development status of the villages and provide the required information to the policy planners specially the *Union Parishad* functionaries. Especially the organizational report will be articulated in this report.

This report will be monitored by the *Union Parishad* in every three months in the Union Parishad meeting.

Training: The need based training /workshops are being organized on Income Generating Activities (IGAs) especially for the women entrepreneurs' from the thirteen village organizations under south *Khosbash Union Parishad* for their livelihood improvement.

Cross visit: For smooth implementation of the project the success cases of rural livelihood development in Bangladesh will be demonstrated to the selected villagers and representatives of Union Parishad to replicate the cases in the project areas based on their sustainability. Therefore, some cross visits will be organized on behalf of the project.

Coverage: South *Khosbash Union* of Barura Upazila under Cumilla district was selected for experimentation of the project.

Progress during 2019-2020

- i. The project activities are running in 13 different villages. As of March 2020, total member of the village-based organizations are 818 and number of shares become 3,337.
- ii. The cumulative savings of all the members are BDT 22,23,719 and of which BDT 39,68,291 were distributed among the members as loan till June 2020. Total share become 3,41,200.
- iii. To implement the *Amar Gram Amar Shohor* programme, Ward Based Five-year Development Plans have been published for nine different Wards and one development plan for the Union Parishad.
- iv. 15 beneficiaries have received training on Sewing Machine Operation and 15 participants have received training on Plumbing, Sanitary and Electrical works at Technical Training Centre (TTC), Cumilla.
- v. Annual General Meeting has been organized in four organizations and BDT 5,50,000 has been distributed among the beneficiaries.

Lessons learnt from this project:

- i. If external supports are available, the village based organization can run smoothly.
- ii. Rural Local Government can play the vital role to monitor the Income Generating Activities (IGAs) for livelihood improvement of the poor.
- iii. Leadership capacity can be developed in village level in order to solve all types of social and economic problems of the village.
- iv. People can cope easily with the government programmes and support local government for carrying out different types of support services.

Plan for 2020-21 FY

- i. A digital database and village information books will be formulated for all the villages of project areas incorporating every households to analyse the overall life and livelihood situation of the village.
- ii. Two training courses on 'Modern Duck Rearing' will be organized for 50 women beneficiaries and 1000 ducklings will be distributed among the beneficiaries.
- v. 15 sewing machines (electrical) and toolbox for plumbing, sanitary and electrical works will be distributed among the beneficiaries.
- vi. The regular activities will be carried out according to the work plan of the project.

Title of the Project: Floodplain Aquaculture and Safe Food Production through Community Enterprise

PD: Mr. Abdullah Al Mamun, Joint Director, BARD

APD: Mr. Anas Al Islam, Assistant Director, BARD

Background of the Project:

Floodplain water-bodies are one of the major common-pool resources of Bangladesh. It constitute more than 55% of the land and on annual basis from 26,000 km² to 82,000 km² of them get inundated in the monsoon and remain so for the next few months. Laksam and Monoharganj upazila are located in the south-western part of Cumilla district. Dakatia river, a tributary of the river Meghna is the source of water for seasonal inundation of around 6,875 ha and 3,234 ha floodplain areas under Monoharganj and Laksam upazila respectively. Agricultural activities are limited with only one crop per year and average floodplain fish production in this region is nearly 0.12 ton/ha. But, in Daudkandi (another upazila of Cumilla) under floodplain aquaculture around 7,500 tons/ha of fish are now produced from an area that traditionally produced around 750 tons/ha through conventional capture fisheries. Though, this common pool resource management of floodplain aquaculture had started in early 90s, but due to lack of demonstration rural people of Laksam and Monoharganj upazila don't get the benefits of this community enterprise approach.

The present government vows their mandate "My village my town" to realize the declaration of article 16 of the Bangladesh Constitution, transform the rural economy and bring all the urban facilities to every villages. Community enterprise approach is a development action (community initiative for social business) and implies efforts for mobilization and utilization of local resources through active participation of total community.

Bangladesh Academy for Rural Development (BARD) introduced very successful models for rural development in the journey of last sixty years. BARD-experimented activities like bottom-up community development initiatives, collateral free micro-credit operation, comprehensive village development initiatives etc. spread quickly throughout the country with patronage of the government during the sixties and the seventies.

The concept of community enterprise approach intertwines various aspects of resource management within the community for sustainable community development. The people within social and cultural linkage and common economic interests regardless of classes, religion, profession and gender form the society or community of such approach. An NGO called SHISUK (Shikkha Swasthyo Unnoyon Karzokrom) is giving technical assistance to BARD for scaling up this potential technology in wider areas.

Marketing and post-harvest loss management are key factors for sustainability of this approach. In Bangladesh, present post-harvest loss is presumed to be devastating, about 20 to 30% in different fish and fishery products due to improper marketing system and lack of post-harvest management. So, beside production interventions appropriate strategies need to be taken to develop the marketing system and to mitigate the post-harvest loss of harvested fish.

Objectives of the Project:

Specific objectives of the project are:

- (i) to demonstrate floodplain aquaculture project through community enterprise management approach;
- (ii) to build awareness about safe food production in the project area;
- (iii) to create employment opportunities for the youth of this area by fostering forward and backward linkages depending on the enterprise; and
- (iv) to disseminate the lesson learnt from the action research amongst communities and development partners in order to generate necessary policy initiatives for wider replication.

Location of the Project:

The project will be implemented in different floodplains of Monoharganj and Laksam Upazila of Cumilla district. Through the baseline survey and feasibility study the best potential sites will be identified for community mobilization and capacity building. It is to mention that these interventions need at least three years to attain sustainable result. First year is needed for preparatory activities like community mobilization, capital accumulation, formation of organization, infrastructure development. Second year is needed to tuning the management of the production (species selection, nursery management, stocking density, feeding, disease management etc.), market system development and post-harvest loss management of the harvest. And finally third year is for stabilization and consolidation for sustainability.

Major Components of the Project:

- i. Site selection and baseline survey;
- ii. Community mobilization for enterprise formation and capital accumulation;
- iii. Motivational and skill development training or exposure visit of the community people;
- iv. Safe food production; and
- v. Post-harvest loss mitigation of fishes.

Progress of the Project in 2019-20:

- In total, four different sites of Laksam and Monoharganj upazila were identified and several meetings were conducted with the interested farmers/land owners as a part of community mobilization. Three community enterprise have been formed during that time.
- Managing committee have been formed in three communities for smooth operation of the enterprise.
- BDT. 30.00 lakhs have been accumulated as operational capital through share distribution among the land owners.
- Exposure visits were arranged in floodplain aquaculture project sites in Daudkandi Upazila for better understanding of the community enterprise approach for floodplain aquaculture.
- BARD has given the share money of BDT. 1,00,000/- to each of the three enterprises. The dividends from this shares will distribute among the poor inhabitants of the respective community.
- Around 8 lakhs of carp fingerlings stocked in ponds and canals inside the project area for aquaculture in the floodplains.

Lesson Learnt from the Project

- Formerly, these floodplain areas were unproductive in that sense the average productivity were below 200 kg per hectre, whereas due to the project intervention the productivity of the project area increase at least 5 times.
- This project helps to evolve an effective management strategy for common pool resource management.
- Surprisingly, community people have developed their business enterprises within very short time and accumulated a significant amount of capital.

Plan for 2020-21 FY

- Initiatives will be taken for scientific management of fish production in floodplains.
- Skill development training will be arranged at project areas for better understanding about financial and organizational management of enterprises.

Annexure 8

Title of the Project: Women's Education, Income and Nutrition Improvement Project (WEINIP)

PD: Nasima Akhter

APD: Farida Yeasmin

Background of the project: Females constitute about a half of the total population in Bangladesh. A nation can never progress if its female folk remain in backward position. It is therefore, essential that women should participate in and be integrated into the development progress of the country. Mainstreaming gender issues in the development process is a major concern of the day. The need for integrating rural women in development was felt by Bangladesh Academy for Rural Development (BARD) in early sixties. BARD undertook a number of projects to eliminate massive suffering of the females and to emancipate them to uphold their position in the society since 1961. **Women's Education, Income and Nutrition Improvement Project (WEINIP)** was started in 1993 as a part of such efforts of BARD to improve status and empower females and evolve a replicable model for the development of females in Bangladesh. This project is comprehensive in nature; provides a package programme to all socio-economic categories of females under the village societies.

Project Areas: 24 villages of Adarsha Sadar, Sadar South, Barura and Burichang Upazils of Cumilla District.

Project Cost: 10:00 Lakhs (2019-2020)

Objectives of the Project

The main objective of the project is to create opportunities for rural women especially among disadvantaged and poor families to participate actively in the mainstream of social and economic development activities; and to increase income, productivity as well as social values and rights in order to alleviate poverty through women's education, skills training and entrepreneurship development aiming to alleviate poverty, improve the overall quality of life and empower them through integrated implementation of basic and human rights, including legal protection, health and nutrition development.

Specific Objectives

- To empower rural women and youth by enhancing organizational managerial skills, management capacity and leadership and providing effective training in poverty reduction through entrepreneurial development to achieve SDG's goals;
- To develop the creative abilities of women and young people as entrepreneurs and to build capital for self-reliance, to provide loans on easy terms, to collect loans at low rates and to distribute dividends;

- To establish visible resource and exhibition centers for increasing the income generation of women entrepreneurs and provide linkages in product marketing;
- Implement participatory plans for education at the individual, family and community level, upholding social values and rights, preventing gender inequality and abuse, safe motherhood, health and environmental development;
- To provide appropriate technology and materials from all government and non-government development agencies and to use information technology and establish effective network in obtaining services.

Progress of the Project during 2019-2020

Sl. No.	Activities	July 2019- June 2020		Cumulative Progress July1993 – June 2020	plan for July 2020- June 2021
		Target	Achievement (%)		
A	Organization Activities				
1.	No of organizations	24	24(100%)	24	24
2.	Number of member enrolled	25	12 (48%)	1,108	25
3.	Household coverage (Excluding Dropouts)	25	10 (40 %)	928	25
B	Economic Activities (in lakh)				
4.	Capital accumulation	11,00,000	12,46,660 (113%)	1,03,68,746	12,000,00
	a) Shares	3,00,000	4,73,305 (158 %)	32,71,723	4,000,00
	b) Savings	8,00,000	7,73,355 (97 %)	70,97,023	8,000,00
5.	Credit disbursed (Amount/ Person)	22,00,000 (210)	21,57,000(98%) (145)	2,,22,48,600 (2803)	22,00,000 (210)
	a) Own capital (person)	22,00,000 (210)	21,57,000(98%) (145)	2,08,72,600 (2672)	22,00,000 (210)
	b) Revolving fund	-	-	13,76,000 (131)	-
6.	Credit realization /Amount/ Person	22,00,000 (210)	17,93,734 (82 %) (122)	2,17,20,009 (2879)	22,00,000 (210)
	a) Own capital	22,00,000 (210)	17,93,734 (82%) (122)	2,02,78,009 (2748)	22,00,000 (210)
	b) Revolving fund	-	-	13,76,000 (131)	-
C	Human Resource Development				
7.	Training				
	a) Regular training: Nos./ Participants	24 (1,152)	24 (100%) (1,085)	801 (20,377)	24 (1,152)
	b) Special training Refreshers: Nos./ Participants	04 (120)	05 (125%) (144)	78 (1063)	05 (150)
	c) Workshop/Seminar on observation of national &international days Nos./ Participants	04 (300)	04 (100%) (305)	81 (3,231)	04 (300)
D	Education & co- curricular Activities				
8.	a) Signature Campaign & folk show, competition Nos./ Participants	28 (1,600)	26 (93%) (1398)	257 (9872)	28 (1,600)

Sl. No.	Activities	July 2019- June 2020		Cumulative Progress July 1993 – June 2020	plan for July 2020- June 2021
		Target	Achievement (%)		
	b) motivational programme on formal & non formal education for Children Nos./ Participants	140	143 (102 %)	2628	140
	c) Learning through weekly & Special meeting. Nos./ Participants	1,290	1,178 (91%)	21,913	1,290
E	Health & Reproductive Rights				
9.	Primary reproductive health care services	1,100	1,106 (101%)	8,561	1,100
10	Tube well /Supply water (Both)	215	215(100%)	3,682	220
	- Organization level (Tube well)	85	82 (97%)	1,359	85
	- Village level (Tube well)	140	133 (96%)	2,324	140
11.	Sanitary latrine (Both)	200	198(97%)	6,687	200
	- Organization level	100	98 (98%)	1,439	100
	Village level	100	100 (100%)	5,248	100
F	Environment Development:				
	a) Fruit, wood bearing and herbal trees plantation(Nos)	10,000	9,904 (99%)	29,859	10,000
	b) Vegetable production (HHs Nos.)	700	682(98%)	9,177	700
	c) Nursery & seed shed	06	06(100%)	53	06
12.	Nutrition garden (demonstration plot)	04	04(100%)	48	04
13	Waste management campaign	01	01(100%)	42	01
G	Rights and Laws				
14.	Utahan Boithook & joint meeting	20	16(80%)	218	20
15.	Workshop on conflict management	03	03 (100%)	54	03
16.	Preparation & distribution of IEC and BCC material (posters and leaflet)	450	495 (111%)	4,366	500
H	Planning, Dissemination and Documentation				
17.	Annual planning conference (APC) related workshop:Nos./ Participants	01 (250)	01(100%)/ (250)(100%)	21 (4,530)	01(260)
18.	Research evaluation Work, Monitoring & WID Reports	52	52(100%)	417	52
19.	Rally and demonstration	03	03(100%)	370	03
20.	Annual General Meeting (AGM): Nos./ Participants	08(600)	06 (75%) (400)	122 (7528)	08(600)

Project Related Training Activities during 2019-2020

During the financial year 2019-2020 WEINIP has organized twenty four (24) regular fortnightly training courses where 1085 beneficiaries were attended. Besides five (05) trade/subject based special training courses were organized village level societies under BARD supervision which are as follows:

1. Women's participatory leadership and team development and use of computer and information technology in the accounting of village organizations.
2. Women's Self-care, Social Values and Advance Legal Education and Environmental Development to Achieve SDG's Goals.
3. Raising through Women Entrepreneurship, Agricultural Productivity Development and Food Processing.
4. Technical Education and Solar Technology use for Women Entrepreneurs.
5. Garment Manufacturing, Fashion Design Activities and Management of Business Product Resource Centers and Sustainable Marketing.

Lessons learnt from the project:

- Females groups accumulate micro savings which create the opportunity for micro credit with low repayment rate. Women are now using large amount of credit successfully.
- Using own Capital as Credit with reasonable duration and flexibility increased economic empowerment of women.
- Imparting skill training to the females along with credit and technical support increased option of choice in production side and their bargaining power in selling goods.
- Demonstration of females own produced goods promote their economic role and increased the capabilities to access in the market channel.
- More Technical and ICT training with motivation for computer use increase women's capacity.
- Protection to women against violence with Legal support and advocacy campaign in presence at village level has positive reduce gender violence.
- Health nutrition environment education impact on reducing of women could be promoted by study visits and horizontal learning Process

Problems encountered during project implementation:

The project management has encountered the following problems in managing the program at the field level of the project:

- Under WEINI Project the executive committee of the village level organizations have no remuneration. So provision of some honorarium may include.
- Inadequate resource and logistics supports.

- Due to unavoidable circumstances and other academic responsibilities less monitoring and follow up.

Plan for FY 2020-2021:

On the basis of WEINIP experience one year budget of the WEINIP amounting 10 lakh is now under process. The future plan of project for human resource development has been given below:

- Human resource development through regular training (fortnightly) as well as special training related with different trades and IGAs;
- Village based special and jointly meeting, uthan boithak, conducting Annual Planning Conference (APC) with rally and demonstration and study tour campaign with village executive committee workers and members so on;
- From capital, provide credit to generate IGAs and institutional support for investing capital in entrepreneurship development.
- Conducting workshop/seminar on observation of important national and international days, AGM, preparation of IEC and BCC materials etc.

Annexure 9

Title: Development of Rural Poultry and Participation of Women in Income Generating Activities through *Kallayan* Incubator

PD: Dr. Md. Masudul Haq Chowdhury

DPD: Mr. Md. Abdul Mannan

APD: Mr. Md. Anwar Hossain

Background:

The poultry sub-sector is an important avenue in fostering agricultural growth and reduce malnutrition for the people in Bangladesh. It is an integral part of farming system in Bangladesh and has created direct, indirect employment opportunity including support services for about 6 million people. This sub-sector has proved as an attractive economic activity, thereby, indicating its importance for the entire economy. The sector accounts for 14% of the total value of livestock output and is growing rapidly. It is find out that poultry meat alone contributes 37% of the total meat production in Bangladesh. Poultry contributes about 22-27% of the total animal protein supply in the country (DLS 2019). It is stated that in Asia, poultry manure is used as feed for fish where poultry are raised on top of the ponds as part of an integrated system for example, fish-cum-duck farming. Development of poultry has generated considerable employment through the production and marketing of poultry and poultry products in Bangladesh. Scavenging system of poultry rearing is a century old traditional production system of the country. Indigenous chicken serve as an investment and source of security for households in addition to their use as sources of meat and eggs for consumption and of income (Muchadeyi et al. 2007). Villagers who cannot afford to maintain the stock of cattle or goat can presumably maintain a few stocks of chicken, duck and/or pigeon. However, the rural farmers do not have much knowledge on different aspects of poultry management. Despite their importance indigenous breeds are under threat due to various factors such as changing production systems and indiscriminate crossbreeding (Besbes 2009). In spite of having huge potentiality backyard poultry did not flourish in its own way due to natural incubation, disease outbreak, predation, accident etc. In natural incubation only 15-20 eggs can be hatched whereas using Kallayan incubator 200 eggs can be incubated at a time. It is very much easy to operate this incubator and need not too much fuel to run it. Village women can easily adopt it and their contribution in national economy will be augmented through this project.

Project area: Adarsha sadar, Lalmai, Nangalkot and Manohorgonj upazilla of Cumilla district

Project cost: 3.5 lakh taka

Objectives of the Project

The general objective of this project is to improve family poultry production and the farm families especially the women will be self-reliant.

The Specific objectives are:

- Incubate different types of poultry species egg locally using Kallayan incubator instead of broody hen;
- Improve the production of Indigenous poultry species;
- Conduct field level experiment and extension of Kallayan incubator; and
- Improve the socio-economic status of village women through income generating activities using this incubator.

Sl No.	Activities	Targets in 2019-2020	Achievement during 2019-2020	
			Physical	Financial
1.	Suitable beneficiary selection has been carried out in two upazilas of Cumilla district.	select Sixty beneficiaries.	Thirty beneficiaries were selected	Project budget: 3.5 lakh taka
2.	30 Kallayan incubators were bought.	Buy 60 incubators.	Thirty incubators were bought.	Total expenditure: 3.5 lakh taka.

Lesson learned from the project

Village women were very much interested and they eagerly accepted this device. They hope that this incubator will be a potential means to augment their income and they will improve their livelihood. The overall performance of this incubator is satisfactory; hatchability in terms of chicken egg is 80%, duck 75%, quail 60% and turkey 50%. Many poultry entrepreneurs bought this incubator and they reviewed positively about it. The beneficiaries of Livelihood Improvement of Char Lands' People through Adaptation Practices are using this incubator to hatch poultry egg.

Problems encountered during project implementation

Scarcity of fertile egg is the major problem of this project.

Plan for FY 2020-2021

- 30 more incubators will be bought and handed over among the beneficiaries of this project.
- Training courses will be arranged to disseminate knowledge how to run this Kallayan incubator and get maximum output.
- Project documentary will be published.

E-Parishad: Khana Profile Database for Improving Socio-economic Condition and Service Delivery in Rural Areas

PD: Ms. Fouzia Nasreen Sultana

DPD: Mr. Junaed Rahim

1. Background of the project:

E-parishad was initiated to introduce e-governance at the local government level for improving the service delivery system. The aim of the project is to introduce Government-to-Government (G2G) connectivity for sharing data and conducting electronic exchanges between governmental actors, and introduce Government-to-Citizen (G2C) to facilitate people's interaction with government as consumers of public services and as citizens. Accordingly, E-Parishad project initiated two activities in 2019-2020 financial year:

- Develop khana profile software with GIS coding: This software will help to develop citizen database for local government institute. This will act as a citizen registration database with all relevant information of individual citizen. This will help the local authorities to provide services efficiently, identify the citizenship of an individual, use data for development plan and track SDGs targets, and provide information to higher authorities when necessary.
- Install Union Parishad Management Software: The aim of this software is to back office automation for Union parishad including installation of personnel management system, account management, tax assessment and tax collection etc. This will reduce manual activities in the Union Parishad.

The project was initiated to support Digital Bangladesh vision of the govt. from the bellow. Particularly it was focused on service innovation and creating pro-citizen environment at the grass root level. Local Government Institutes in Bangladesh are criticized for inefficiency, lack of citizen friendliness, lack of citizen participation in the decision making process, nepotism and corrupt practices. Therefore, as a part of governance innovation government asked the local government institutions to introduce e-governance and included it in the Local Government Act (Union Parishad) through 2011 amendment.

Both government and local government institutes are interested to introduce e-governance at the local level. But this is not an easy task for local government institutions. They lacks knowledge, and skill on e-governance. We must understand that using computer is not e-governance, it is more than that. According to UNESCO, "E-governance is the public sector's use of information and communication technologies with the aim of improving information and service delivery, encouraging citizen participation in the decision-making process and

making government more accountable, transparent and effective. E-governance is generally considered as a wider concept than e-government, since it can bring about a change in the way citizens relate to governments and to each other. Here at least two issues are important for e-governance: (1) introduce e-government for improving service delivery process and (2) engaging citizen in the decision making process.

For improving service delivery, it was found from BARD research that local institutions such as Union Parishad needs citizen profile database, online service delivery platform and back office automation. Citizen profile database is important for immediate access to citizen information for providing different services. Otherwise, service providers needs to write down the information for each service delivery. In that case database integration is also an important task for e-government.

Citizen engagement is an important task for Union Parishad. This is a requirement of the local government act. Now citizen can engaged through Ward Meetings, Open budget meetings etc. But these are not in practice the way it supposed to be. Local government officials always tried to avoid this kind of citizen meetings or they engage small number of citizen for these meetings. Now a days, people are using social media platform like Facebook to discuss development issues. This is an important change in people's behavior. Local government institute can utilize this kind of social media platform for citizen participation in the planning process, development discussion and budget making process.

BARD initiated this project to support the union parishad to introduce e-governance for improving the service delivery system and create environment for citizen participation in decision making process. This project will also support the union parishad to develop the five year plan and tracking SDGs with true data.

Project Area: Sadar Dakshin Upazila, Cumilla

Project Cost: 5 (Five) Lakh (2019-2020)

Objectives of the Project:

The general objective of this experimental project is to support union parishad with khana database for improving rural development plan and service delivery process. The specific Objectives are to:

- create citizen database for improving service delivery process at the local level;
- integrate union citizen database and create the upazila citizen database;
- support local government institutes with the planning process with true local data
- Union Parishad back office automation and capacity building on e-governance

Progress of the Project during 2019-2020

SI No	Activities	Targets in 2019-2020	Achievement during 2019-2020	
			Physical	Financial
1.	Need Assessment for Digitalization	Visit Union Parishad and discuss with relevant personnel	Visited 3 Union Parishad and Completed report writing	-
2.	Develop/improve Software	Develop and Install khana profile software based on UP desire	-Completed-	2,99,625.00/-
		Buy Tabs for data collection	-Completed-	1,27,440.00/-
		Improve Union Parishad Management Software for back office support	Not possible due to Covid-19	-
3.	Documentation and Dissemination	Brochure for dissemination of project concept	-Completed-	14,100.00/-

Progress of the Project during last two quarter (January to March & April to June 2020)

SI no.	Activities	Progress during January 2020 to March 2020	Progress during April 2020 to June 2020
1.	Develop/improve Software	Develop questionnaire for software	Completed the khana profile database software
		Completed Software farm selection	
2.	Tab for data collection	-	Completed the tab buying process
3.	Develop Brochure for the Project	-	Published the Brochure

Lessons Learnt from the Project:

Project personnel visited three union parishad in Sadar Dakhshin upazila and also some other union parishad in Burichang and Cumilla Sadar upazila to assess the existing initiative for e-governance at this level. It was learned from these visits that:

- Government introduced digital center (tele-center) at the union parishad premises to provide central government services at a nearest point. This is a useful initiative no doubt, but this is a business model. Therefore, citizen needs to pay for services.
- Union parishad needs service automation for providing services digitally and introduce e-government.
- Union Parishad needs profile information of all the family members of every *khana* (household) for better service delivery.
- Automation of tax assessment, tax collection process, and UP account management is an essential condition.
- A2I has created one online platform for UP service delivery. This is a good initiative. However, discussion with the UP personnel and visiting the platform it was revealed that:
 - They need to enter profile information for every service receiver every time when someone request for services.
 - Citizen have access to this platform and they can enter their own information, but most of the cases citizen/villagers come to the union parishad. Because most of them do not have smart devices or education. In that case, they have three options: (1) go to the union parishad and fill up the form, (2) go to the digital center and fill up the form, and (3) go to the cyber café in Bazar or Hat and submit forms. This did not reduce their problem.
 - The broadband in the Union Parishad is not active at the moment. For online platform UP needs to use mobile data which is expensive for them.
 - Bangladesh has 4554 Union Parishad. All the UP computer operators enter this online platform at the same time with their mobile network. This is a problem, because mobile data cannot support this huge traffic at the same time. Most of the cases computer operators need to wait long time to enter the information. Sometimes they needs to start their work in the early morning (like 3am) and enter data/information in the online platform.
 - An offline information database/ citizen profile database can support this activity easily. The Khana profile database will have all the necessary information of every individual. Union Parishad will just drag the information and make the link with the online platform. This will reduce cost of mobile data and workload of the computer operator or the UP secretary.

- Union Parishad do not have direct access to data, nor are they producing any data related to SDGs or from the implementation of projects. This E-Parishad database with GIS coding will create true data from the ground, it can ensure citizenship, and support result based planning and implementation process.

Problems encountered during project implementation: Covid-19 force to stop all the activities for three months. Information collection was a huge work because the selected Union, Bijoypur Union, Sadar Dakhshin, Cumilla have 4556 Household.

Plan for FY 2020-2021

- Completing the information collection for Khana Profile Database
- Improving the Union Parishad Management Software for Tax assessment, Tax Collection and UP Account Management.
- Establish link between Khana Profile Database and the online UP service platform
- Develop supply chain of produced rice in Bijoypur Union on experimental basis. Through this component, this project will try to
- Organize one seminar/workshop for dissemination of the outcome.

Creating Employment Opportunities and Entrepreneurship for Qawmi Madrasa Students through Vocational and Skills Development Training Project

PD: Mr. Abdullah Al Hussain

APD: Mr. Kamrul Hasan

Background of the Project

Qawmi madrasas were evolved in the Indian subcontinent more than 150 years ago by the conservative part of the Muslim community as a rejection to the British education policy. Instead of taking funding from the state, these madrasas took community support as their basis for survival. Keeping the curricula almost unchanged, these madrasas have been providing fundamental Islamic religious education since that time. Even after more than 70 years of the end of the colonial rule and many subsequent historical upheavals, the madrasas have still been maintaining almost the same conservativeness with the government. Even today the madrasas solely rely on people's donation. Studies say that there are at least 1.4 million children in about 15,000 qawmi madrasas in Bangladesh. Studies also say that the madrasas have a concentration of children from very poor households, including orphans and vulnerable children, who cannot afford education in the mainstream secular institutes. Although the children in qawmi madrasas are the most deserving children, historically they have remained excluded from almost all state provided facilities meant for children. For instance, almost all the child focused social protection schemes exclude children in qawmi madrasas by design. Most of them, e.g., school education stipends, target children through institutional arrangements. Registration of the institute with any government department and an approved curriculum are essential criteria for inclusion in such programmes. Since the qawmi madrasas are not registered with any such authorities, the government department providing supports to children (e.g., Department of Social Services, Department of Primary/Secondary Education), cannot include them under their programmes. Madrasas also appear to be conservative about receiving anything from the government. They think receiving anything from the government will bring them under unwanted control/influence which will hamper their main objective of Islamic religious education.

The curricula in the qawmi madrasas are not approved by the government and hence their diplomas/certificates are not recognized elsewhere in the country, except in the qawmi madrasas themselves. However, very recently, the government of Bangladesh has agreed to recognize the highest degree of qawmi madrasas as equivalent to masters in Arabic or Islamic Studies from a university (The Daily Star 2018a)². Although qawmi madrasas are very rigid

² The Daily Star (2018a) Master's Status for Top Qawmi Degree: Towards legal recognition. Accessed 11 November 2018 <<https://www.thedailystar.net/news/country/bangladesh-cabinet-approves-bill-recognising-qawmi-madrasahs-dawrae-hadith-1620178>>.

about modification/updating of curricula, most madrasas are including general subjects such as Bengali and English language and literature, general mathematics etc. in their curricula.

In addition to education, qawmi Madrasa provides same food and similar accommodation to all the students and teachers. The orphan and vulnerable children get these free of cost. Books and treatment are also provided based on their needs. Sometimes they also get clothing free of cost.

Qawmi madrasas in Bangladesh have been playing a vital role in providing basic necessities to a large number of children, especially the poor and vulnerable children such as the orphans. Therefore, in Bangladesh qawmi madrasas are almost synonymous to orphanages. There is no scope of undermining this community support for the children. However, the future of the children in qawmi madrasas should also be a concern of the state. Since qawmi madrasa students have knowledge exclusively in one area (religion), job market for qawmi madrasa students/graduates is very limited. They are not likely to get job in the government or any formal sector. They need to choose a career within the same arena. The most common jobs for qawmi madrasa students are teaching in qawmi madrasa, Imam (who leads the prayers) or muezzin (who summons the prayer calling five times) in mosques etc. Most of the available jobs for them are very low paid. The graduates again need to rely on the community, and it is hard for them to break this cycle of dependency and poverty.

In 2017 the government published gazette recognizing the highest degree of qawmi madrasas (Takmil or Dawra-e-Hadith) equivalent to master's degrees obtained from any public university in Bangladesh on Arabic or Islamic Studies (The Daily Star 2018a). The most recent development on this issue is that on 4 November 2018. The honorable Prime Minister Sheikh Hasina attended a *Shukrana Mahfil* (gathering to show gratitude on achieving the recognition) organized by the organization of qawmi madrasas as the chief guest. In that gathering, she was given the title of qawmi Mother (The Daily Star 2018b)³. In the words of one of the top leaders of the organization, *"You are playing the role of a mother for 14 lakh students. From this qawmi sea, I want to announce today that I give you the title of qawmi Mother"* (The Daily Star 2018b)⁴.

Following the recognition of the highest degree of qawmi madrasas, it is now a very relevant debate whether the other degrees, for instance, primary, secondary and tertiary, of qawmi madrasas will remain unrecognized. Recognition of the highest degree without any reform in the curricula logically recognizes the previous degrees. If so, then for the sake of debate the

³ The Daily Star (2018b) Shun path of hatred. [online] The Daily Star. Accessed 11 November 2018, <<https://www.thedailystar.net/politics/shokrana-mahfil-hefajat-e-islam-activists-gather-at-dhaka-suhrawardy-udyan-recognition-qawmi-madrasa-degree-1655989>>.

⁴ The Daily Star (2018b) Shun path of hatred. [online] The Daily Star. Accessed 11 November 2018, <<https://www.thedailystar.net/politics/shokrana-mahfil-hefajat-e-islam-activists-gather-at-dhaka-suhrawardy-udyan-recognition-qawmi-madrasa-degree-1655989>>.

qawmi madrasa education, as it today, is part of the education policy. Therefore, special initiative should be taken for the qawmi madrasas, particularly for the orphan and vulnerable children studying in qawmi madrasas. The poor children in qawmi madrasas should be given state benefits without any condition. If they are included under the umbrella of the state in any form, a feeling of belongingness could be created among them. This sense of belongingness may decrease their conservativeness towards the state. At the same time, this huge unproductive population can be turned into productive assets.

Project Area

The Action Research (experimental project) is being implemented with selected students/graduates/dropouts from participating qawmi madrasas in two sub-districts (Adarsha Sadar and Sadar South Upazila) of Cumilla District.

Project Cost

The initial allocation for the action research project in 2019-2020 was Taka 10,00,000.00 (one million). However, due to the COVID-19 pandemic situation, many activities were postponed. Therefore to implement some very limited activities, the revised budget allocation in FY 2019-2020 was Taka 15,000.00.

Objectives of the Project

The objective of the project is to create employment opportunities and entrepreneurship for qawmi madrasa students/graduates/dropouts through providing vocational and skills development training.

Progress of the Project during 2019-2020

The government declared a complete shut of all education institutes including Qawmi madrasas since 17 March 2020 due to the COVID-19 pandemic. In the revised activity it was scheduled to conduct a number of focus group discussions at the madrasas during March-April 2020. Few other important activities were also expected to be initiated in the following months. However, no progress could have been possible to make due to the unavoidable circumstance.

Problems encountered during project implementation

Since the main intended beneficiaries of the project were the madrasa students, no progress could have been possible to make due to the COVID-19 pandemic.

Plan for FY 2020-2021

The activities of the project have been rescheduled in 2020-2021 fiscal year. The main activities are as follows:

Activities	Timeline
Visiting Madrasas, training providing institutes/individuals.	July-September 2020
Workshops with madrasa teachers, governing body members, relevant departments of the government, madrasa students and faculty members of BARD	September 2020
Signing of MoU with Training Providing Authority (e.g., public TTCs/private institutes/personnel)	November 2020
Technical and Vocational Training Course (20 students each batch/trade)	January 2021-March 2021
Seminar on Sharing of Experiences	June 2021

Project Title: Mushroom Development and Cultivation Centre

PD: Mr. Md. Reaz Mahmud

APD: Mr. Babu Hossain

Project Area: BARD Campus

Project Period: July 2019- June 2020

Project Budget: 4.5 lakh Taka

Project Cost: 2, 81,266.00 Taka

BARD has been working to develop the socio-economic condition and livelihoods for rural people of the country by involving them into various types of income generating activities since its inception. In Bangladesh every year 1% of cultivable land is decreasing and that threaten our agricultural production. Therefore, we need to think about alternative way to increase the agricultural production as well as to meet protein and minerals of the poor and vulnerable people. In this regard, mushroom is a kind of crop which can be cultivated without any agricultural land and it has very high nutritive as well as economic value. Recently BARD has started “Mushroom Development and Cultivation Centre” in its campus emphasizing on 1, 2 and 8 goals of Sustainable Development Goals (SDG) with the following objectives;

6. Producing mushroom seeds (Spwan) using tissue culture and preservation;
7. Produce mother culture from pure culture;
8. Produce commercial spawn from mother culture;
9. Produce mushroom from commercial spawn;
10. Distributing mushroom seeds among the farmers;
11. Orientation training courses for the farmers to produce mushroom as well as to create entrepreneur; and
12. Ensure profitable and right selling of produced mushroom.

Progress of the Project during 2019-2020

Mushroom Development and Cultivation Center has been set up at BARD Campus mushroom cultivation owing to potential mushroom cultivation where mushroom and mushroom spawn are being produced very successfully. About 5,000 mushroom spawns are being cultivated on 15 scaffoldings at the center. In addition, necessary preparations have been taken for tissue culture (master mother) at the "Mushroom Tissue Culture Lab" located in the Division of Agriculture and Environment of BARD. Necessary equipment's and materials have been procured for mushroom cultivation and its spawn (mother and

commercial) production. Furthermore, the specific progress of the action research project titled “Mushroom Development and Cultivation Center” are as follows;

- two different varieties (White Oyster and Pink Oyster) have been successfully cultivated. About 14,000 commercial spawns of mushroom have been produced.
- total of 230 kg of mushrooms have been produced and sold in BARD cafeteria, inside and outside the BARD campus.
- 300 beneficiaries of Lalmai-Mainamati project have been given practical training on mushroom cultivation and 20 employees of BARD Cafeteria have been given practical training on how to make nutritious food using mushroom.
- 1,500 commercial spawns of mushroom have been distributed among the beneficiaries of the "Lalmai-Mainamati Project" and "Livelihood Improvement of Char Lands People' through Adaptation Practices" Action research project to create entrepreneurship among the beneficiaries.

**Title of the Project: Livelihood Improvement of Char Lands' People through
Climate Change Adaptation Practices**

PD: Mr. Md. Reaz Mahmud
APD: Mr. Md. Mosharrof Hossain

Background of the project:

Bangladesh is globally recognized as one of the most vulnerable countries according to the impacts of global warming and climate change. This is due to its unique geographic location, the dominance of floodplains and low elevation from the sea, high population density, poverty, overwhelming dependence on nature, and its resources and services. The country has a history of extreme climatic events claiming millions of lives and destroying past development gains. The people and social systems have knowledge and experience of coping with their effects to some degree and extent. Variability in rainfall patterns, combined with increased snow melt from the Himalayas and rising temperatures are resulting in crop damage and failure, preventing farmers and those dependent on meaningful earning opportunities.

Bangladesh is an agriculture-dependent country and about sixty-two percent people of it involve in agriculture directly and indirectly. But climate change appears as a big challenge in the agricultural sector. The agricultural production system in the char lands of Bangladesh is characterized by rainfed cultivation, low nutrient levels in the soil, the raising of traditional crop varieties with conventional management practices, poor access to agricultural technologies and services, poor linkage to markets, low cropping system intensification and diversification. Besides, the char lands' agriculture system is highly prone to climatic stresses (flood, river erosion, high temperature, erratic rainfall, moisture stress and tropical cyclone) and the local farmers suffer every year. The changing climate will amplify these problems in the future and make char lands livelihoods precarious. The adoption and adaptation of climate-smart agriculture options (for example different crops or varieties, cropping systems and management practices) can significantly reduce the negative effects and build resilience to changing environmental conditions.

Project Area:

- a) Charchashi Village, Guagachia Union, Gajaria Upazila, Munshiganj.
- b) Natun Hasnabad Village, North Daudkandi Union, Daudkandi Upazila, Cumilla.

Project Cost: (BDT 10,64,962.00) (**Budget:** BDT 11,50,000.00)

Objectives of the Project:

The general objective of the project is to improve the livelihood status of char lands people through adaptive agricultural practices and off-farm activities. The specific objectives of the project are given below.

- a) to build awareness regarding climate change impact and disaster risk reduction of char lands' people;
- b) to introduce climate change adaptive agricultural practices;
- c) to create entrepreneur for the youths and vulnerable women to reduce unemployment; and
- d) to provide skill development and IGA trainings, and necessary on-farm and off-farm materials for the improvement of economic condition.

Progress of the Project during 2019-2020

S.N.	Activities	Targets in 2019-2020	Achievement during 2019-2020	
			Physical	Financial (In BDT) (Including VAT and IT)
1.	Adaptive trial			
a)	Submergence tolerant <i>Aman</i> rice seeds	720 Kg	570 Kg	30,333.00
	Different vegetables seeds and seedlings	Seed 7.5 kg Seedlings 800 qty	Seed 7.5 kg Seedlings 800 qty	19,725.00
b)	Floating bed	2 qty	0	0
c)	Sorjan System	2 qty	0	0
d)	Cage fishing	4 qty	4	2,59,600.00
e)	Tree saplings	7000 pcs	7000 pcs	1,73,430.00
f)	Fish Cultivation in drum	1qty	1 qty	17,393.00
2.	Income Generating Activities			
a)	Mushroom Spawn	1500	1500	25000.00
b)	Chicken	1000	700	58,013.00
c)	Ducklings	1000	1000	1,27,073.00
d)	Quail	650	625	28,662.00
e)	Goose	60	-	-
f)	Kallyan Incubator	2	2	24,600.00

g)	Sewing Machine	10	10	50,830.00
3.	Trainings	4	-	-
4.	Project Implementation, Administrative and Management Activities			
a)	Village organization formation	2	2	-
b)	Conducting Field School	10	8	-
c)	Honorarium of concerned personnel	BDT 50,000.00	Done	50,000.00
d)	Honorarium of SAAO	2	2	12,000.00
e)	PIC Meeting	1	1	10,000.00
f)	Transportation Cost (Materials)	As per necessity	Done	56,927.00
g)	Labour Cost	As per necessity	Done	26,125.00
h)	Documentation	As per necessity	Done	4,973.00
i)	Brochure, Leaflets etc.	As per necessity	--	0
j)	Stationary	As per necessity	Done	9726.00
k)	Refreshment	As per necessity	Done	24,861.00
l)	Health related materials	As per necessity	Done	24,843.00
m)	Miscellaneous	As per necessity	Done	30848.00
Total				10,64,962.00

Progress of the Project during last two quarter (January to March & April to June 2020)

S.N.	Activities	Progress during January 2020 to March 2020	Progress during April 2020 to June 2020
1.	<ul style="list-style-type: none"> • Adaptive trial • Income-Generating Activities • Training • Administrative Activities 	<ul style="list-style-type: none"> • Village organization formation (2) • Conducting Field School (8) 	<ul style="list-style-type: none"> • Submergence tolerant <i>Aman</i> rice seeds (570 kg) • Different vegetables seeds (7.5 Kg) and seedlings (800) • Fish Cage (4) • Tree saplings (7000) • Fish Cultivation in drum (1) • Mushroom Spawn (1500)

			<ul style="list-style-type: none"> • Chicken (700), Ducklings (1000) and Quail (625) • Kallyan Incubator (2) • Sewing Machine (10) • Honorarium of concerned personnel • Honorarium of SAAO (2) • PIC Meeting (1) • Documentation • Health related goods • Stationary goods • Signboard
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Project Related Training Activities during 2019-2020 (if any): N/A

Lesson learnt from the project:

- Livelihood status of char lands' people
- Difficulties to get governmental and non-governmental services due to detached from main land
- Disaster risk of the human and animal
- Vulnerability of women in the shoal society
- Required livelihood options to improve their economic condition
- Potential adaptive activities to increase food production and entrepreneur through cultivating fish in Biofloc at home and fish cage in the river as well as providing stress tolerant aman rice varieties and seeds and seedlings of vegetables
- Increase oxygen concentration in the air as well as reduce CO₂ release through tree sapling plantation
- Incensement of employment opportunity providing Sewing machine, Kallayan Incubator, mushroom Spawn, chicken, duckling and Quail
- Increase awareness degrading disaster risk and vulnerability, skill development, IGA and effects of climate change on shoal livelihoods

Problems encountered during project implementation (if any):

- Supporting Staffs;
- Environment;
- Equipment;
- Communication

Plan for FY 2020-2021:

S.N.	Activities	Targets for 2020-2021
1.	Adaptive trial	
a)	Submergence tolerant <i>Aman</i> rice seeds	855 Kg
	Different vegetables seeds and seedlings	Seed 20 kg Seedlings 2500 qty
b)	Floating bed	5 qty
c)	Sorjan System	3 qty
d)	Cage fishing	1 qty
e)	Tree saplings	10,000 pcs
f)	Biofloc	2 qty
2.	Income Generating Activities	
a)	Mushroom Spawn	2500 qty
b)	Chicken	1200 qty
c)	Ducklings	1500 qty
d)	Quail, Pigeon etc	800 qty
e)	Goose	60 qty
f)	Kallyan Incubator	1qty
g)	Sewing Machine	9 qty
3.	Training	
a)	One Day Orientation Training Program	10 qty
4.	Project Implementation, Administrative and Management Activities	
a)	Exclusive baseline survey	1 qty
b)	Village Society formation	5 qty
c)	Conducting Field School	30 qty
d)	Honorarium of concerned personnel	As per necessity
e)	PIC Meeting	1 qty
f)	BARD Transportation	As per necessity
g)	Transportation Cost (Materials)	As per necessity
h)	Labour Cost	As per necessity
i)	Documentation	As per necessity
j)	Brochure, Leaflets etc.	As per necessity
k)	Stationary	As per necessity
l)	Refreshment	As per necessity
m)	Health related materials	As per necessity
n)	Hand Mike, Digital Camera, Power Bank, Torch Light etc.	1 qty, 1 qty, 2 qty, 2 qty
o)	Miscellaneous	As per necessity

Management and Extension of Dairy, Poultry and Goat Demonstration farm

PD: DR. Bimal Chandra Karmakar

Background

Livestock is an integral component of the complex farming system in Bangladesh as it not only a source of animal protein but also a major source of employment. The livestock sub-sector provides full time employment for 20% of the total population and part-time employment for another 50%. The poultry meat alone contributes a substantial 37% of the total meat production in Bangladesh whereas total 65% animal protein comes from livestock sector (DLS 2019). Livestock are also important sources of farmers' cash income, and in the national economy livestock bring a significant portion of foreign exchange earnings through the export of hides. Bangladesh has one of the highest densities of livestock in the world, 145 large ruminants/km² compared with 90 for India, 30 for Ethiopia and 20 for Brazil. Despite the highest density of cattle population in Bangladesh the productivity of all the species is far below the world average, Milk yield per head per lactation is 206kg against the Asia average of 1220kg, India-1014kg and Pakistan 1179kg. Presently the production of animal protein has maintained an upward-trend where per capita availability of animal protein presently stands at around 123 gm meat/day 167 ml milk/day and 103 eggs/year against the recommended intakes of 120 gm meat/day, 250ml milk/day and 104 eggs/year (DLS 2019).

A project named Dairy, Poultry and Goat Demonstration farm is being implemented by BARD since 2015. It was established by the joint venture of KOICA Bangladesh and BARD. Training on Dairy cattle production, Beef fattening, Poultry rearing and Goat farming were regularly arranged for *Lalmoi-Moynamoti* and *Amar Bari Amar Khamar* project beneficiaries. Researchers, university scholars, project personnel and participants of BARD training programmes are the main clientele groups. In 2019-2020 financial years about 1200 farmers received practical training on Dairy, Poultry and goat farm management. Moreover, students from different universities, beneficiaries from different projects, national and international delegates visited the farm. Recently semi-intensive duck rearing system has added a new dimension to this farm that is appreciated by the Ministry of Local Government, Rural Development and Co-operatives.

Project area: BARD campus**Project Budget: 29.34 lakh taka**

Objectives of the Project

The general objective of the Project is to demonstrate the ideal method of technology based dairy, poultry and goat farming and to disseminate the ideas among the rural farmers and beneficiaries of different projects.

The Specific objectives are:

- to demonstrate the scientific method and basic way of dairy, poultry and goat farming to the farmers, beneficiaries, students and so on;
- to extend the horizon of research, training and project works of BARD on different aspects of dairy, poultry and goat development;
- to adopt and generate new technologies.

Lesson learned from the project

- Semi-intensive production system of goat and duck farming is a profitable enterprise for rural farmers. There is a concept that water body is needed to run a duck farm. But from this experimental project it comes to light that maximum profit can be made by providing part-time water facility in a cistern instead of full time water facilities. Farmers of hilly area can adopt this technology easily.
- The existing poultry shed was a ware-house and it was converted into poultry shed by modifying its roof and boundary. Both chicken and duck were reared in the shed. It was found that ducks are performing better than chicken.

Problems encountered during project implementation

- For maintaining 4 units only one worker with consolidated pay along with the support from the gardeners is managing the farm. But for smooth running there should have two more workers/record keeper with consolidated pay.
- Scarcity of green grass throughout the year is the main problem of dairy and goat farming.

Plan for FY-2020-2021

BARD will also take following initiatives to increase the horizon of the project:

- To address year round fodder scarcity and facilitate exercise for the animal a pasture land will be developed adjacent to the dairy farm.
- Identification number will be given to all small and large ruminants.
- A threshing floor and a shed for keeping all the machineries will be constructed.
- For proper disposal of farm waste the existing drainage system will be improved.
- A modern goat shed will be constructed
- Training courses for livestock farmers/entrepreneurs will be arranged.

Title of the Project: BARD Germplasm Center (Plant Museum)

PD: Md. Kamrul Hasan

Background of the project:

Bangladesh is an abode of 5,000 plant species and is the secondary centre of origin of many plant species, including a large number of cultivated plants. In the past, Bangladesh did not accord enough emphasis on conservation of its plant genetic wealth. “The access to abundant plant genetic diversity will be the key to human survival. If diversity goes, we will soon follow” - this is more applicable to Bangladesh where genetic erosion is occurring rather fast and conservation efforts are weak. Three institutions in Bangladesh maintain genebanks: the Bangladesh Rice research Institute (BRRI); the Bangladesh Jute Research Institute (BJRI); and the Bangladesh Agricultural Research Institute (BARI). Activities of these genebanks are confined to crop plants, these institutes are mandated to deal with. There is a large number of plant species that are ‘uncared for’ and are subject to extinction due to rapid population increase, urbanization, deforestation and various ‘development’ projects. We have already lost some of our valuable ‘landraces’. Already 45 plant species of the country are on the verge of extinction. There is only about 5 per cent forest cover left. Ecological risks will multiply if we cannot improve forest covers; foods from plants will be scarce if we cannot develop improved varieties using genetic diversity. All these warrant conservation and utilization of our plant genetic resources (PGR) before they become extinct. Even the activities of the existing, narrow focused genebanks suffer due to a host of problems. It is time that an integrated approach be taken to conserve the nation’s wealth of PGR - field crops, horticultural crops (including fruit trees), forest species, forage crops, medicinal and floricultural plants. An integrated approach for PGR conservation is an urgent need for developing improved varieties of plants to meet the increased demand in future. Once the project site was full of bamboo bushes and unproductive trees. This project was taken to make plant museum cum germplasm center specially for fruit and medicinal plants. The project started during 2019-20 financial year under the revenue budget of BARD.

Project Area : BARD Campus

Project Cost: 5 lakh

Objectives of the Project:

- a. To Produce Quality saplings and distribute among the small rural entrepreneurs.
- b. To carry out practical sessions on fruit cultivation and management.

Progress of the Project during 2019-2020

Sl no.	Activities	Targets in 2019-2020	Achievement during 2019-2020	
			Physical	Financial
1	Uprooting the bamboo bushes beside the boundary wall.	Uprooting the bamboo bushes beside the boundary wall	100%	
2	Uprooting the unproductive trees.	Uprooting the unproductive trees.	100%	
3	Establish drains and develop land.	Drains have been set up leveling the plot and developing the land.	100%	

Plan for FY 2020-2021 :

- a. Plantation will be done
- b. Irrigation system will be introduced &
- c. A boundary wall will be established

Title of the Project: Fish Farm Demonstration at BARD Campus

PD: Mr. Anas Al Islam

DPD: Mr. Faruk Hossain

Background of the Project:

Bangladesh is one of the world's leading fish producing countries with a total production of 43.00 lakh MT, where aquaculture contributes 56.44 percent to total production. In Bangladesh, fish plays a central role in dietary patterns, livelihoods and culture. Almost all the SDGs, and many associated targets are relevant to aquaculture development. As well, Bangladesh government has multiple initiatives to boost up the aquaculture growth of the country.

BARD has been recognized as a fostering ground of green revolution in Bangladesh for its activities in the early 70's. As an academy, BARD always comes out with new models and technologies for rural development, provides training on the agriculture technologies along with real life demonstration. Consequently, establishment of a demonstration fish farm at BARD campus through this project has intended to facilitate the scientific fish farming for the rural people in Cumilla.

This project will not only solve the repugnancy between emerging popularity of pond aquaculture and over growing demand of quality fish seed, but also this unit will be used as a demonstration unit for standard fish farming . Rural youth can easily adopt this model to make a way out of the curse of unemployment.

Objectives of the project:

The general objective of the project was to demonstrate an ideal demonstration fish farm for producing quality fish seed and providing better understanding about fish culture management in training sessions.

Specific objectives of the project are-

- i) to demonstrate advanced fisheries technology ;
- ii) to meet up the demand of quality fish seed/fingerlings in surrounding areas of BARD campus; and
- iii) to conduct practical sessions of different training courses on scientific fish culture.

Project Cost: BDT. 17.84 (lakhs)

Project area: BARD campus

Achievements against Target in 2019-20:

Sl. No.	Targets (2019-20)	Achievements	Comments
1	Establishment of Nursery Shade	<ul style="list-style-type: none"> 600 sq feet nursery shade was built in Fish Farm compound for conditioning and packaging of fish fingerlings before transportation to the clients. 	<ul style="list-style-type: none"> Due to proper management of harvested fingerlings, mortality during transportation can be reduced.
2	Production of 400 kg carp fingerlings	<ul style="list-style-type: none"> Around 800 kg of carp fingerlings were produced at a rate of 4000kg per hectre per year. (Achievement: 200%) 	<ul style="list-style-type: none"> High productivity can be obtained due to abundance of phytoplankton and zooplankton in the pond ecology.
3	Stocking of fish fry and rearing upto fingerling stage.	<ul style="list-style-type: none"> Around 1,50,000 carp (rohu, catla, mrigel) fry has been stocked in three ponds and feeding has been continued. 	<ul style="list-style-type: none"> It is expected that, there will be a production of 800 kg fingerlings at the end of this production year (April 2020).
4	Establishment of Biofloc Production unit and other aquaculture technology	<ul style="list-style-type: none"> Due to high demand in the field level, a demonstration unit of Biofloc fish culture has been added to fish farm instead of aquaponics unit. Advanced aquaculture technologies like aerator for oxygenation has also been added to the farm site. 	<ul style="list-style-type: none"> Demonstration of this kind of advanced technologies will inspire rural aquaculturists to transform their culture system from extensive to semi-intensive or intensive.
5	Conduct practical session of training courses	<ul style="list-style-type: none"> Around 430 participants from 14 different fish culture training courses visited the fish farm and received hands on training on fish culture management. 	<ul style="list-style-type: none"> International delegates and other visitors also visited BARD Demonstration Fish Farm during this period.

Lessons Learnt from the Project:

- i.** Fish nursery is very simple and low investment business with a higher profit margin;
- ii.** Availability of natural food in the culture ponds reduce the supplementary feed cost and also increase the growth of species cultured;
- iii.** Proper liming and periodic water supply to the ponds reduce the disease occurrence of fish; and
- iv.** It can be a successful example for rural entrepreneurs as a start-up business model to fight against unemployment problem.

Plan for FY 2020-21:

An aquaponics unit will be added to the project in 2020-21 fiscal year. Biofloc production unit will be started experimentally and a self-initiated training will be arranged at on “Application of advanced technologies in aquaculture” based on the experience of this project.

Title of the Project: Demonstration of Year-Round Organic Vegetables Production at BARD Campus

PD: Mr. Babu Hossain

Project Area: BARD Campus

Project Period: July 2019- June 2020

Project Budget: 2.0 lakh Taka

Project Cost: 1, 76,221.00 Taka

Background of the Project:

In Bangladesh, the average per capita daily vegetable intake is 56g per day, whereas the recommended intake is 250g/day. Vegetables not only minimize the malnutrition but also maximize the financial returns. Vegetable generate cash to the growers. It helps to reduce dependence on rice. According to modern science, eating excess rice, which we do in general, is not good from the health point of view. Thus, to fulfill farmers economic demand they are getting more involved in vegetable cultivation along with rice cultivation. BARD has been recognized as a fostering ground of green revolution in Bangladesh for its activities in the early 70`s. As an academy, BARD always comes out with new models and technologies for rural development, provides training on the agriculture technologies along with real life demonstration. Consequently, development of vegetables production at BARD campus through this project is intended to facilitate the safe vegetable production for the local people in Cumilla. Vegetable demonstration farm area administrated at BARD campus on regular basis after it situated in 1959. The demonstration farm of vegetables in the recent past has consented to of new construction in hostel.

Objectives of the Project:

The cultivation of vegetables in our country is increasing day by day. In Bangladesh vegetables are grown in 2.63 percent of cultivable land. Vegetable gives much more benefit to the farmers than the other crops. Vegetables can play a vital role in elevating the nutritional status of the Bangladeshi people who suffer from severe malnutrition. Vegetables are rich sources of essential vitamins such as A, C, niacin, riboflavin and thiamin and minerals such as calcium and iron. They contribute to the intake of essentials nutrients from other foods by making them more palatable. They provide dietary fiber necessary for digestion and health and are essential for maintaining health curing nutritional disorders.

Recently BARD has started “Demonstration of Organic Year-Round Vegetable Production Project” in its campus with the following objectives;

- to demonstrate model of vegetable production plots for year-round vegetable production;
- to produce non-toxic vegetables through organic fertilizers (earthworm fertilizers) instead of chemical fertilizers;
- to meet up the demand of safe vegetables at BARD Campus; and
- to train the beneficiaries of different training courses about vegetables cultivation..

Progress of the Project during 2019-2020

Different varieties of vegetables are being produced throughout the year by cultivating a small area of abandoned land inside the BARD Campus. Besides, the produced vegetables are being sold inside the BARD Campus and various goods & equipments have been procured for the convenience of cultivation. In addition, the specific progress of the project is as follows:

- Throughout the year, various types of nutritious vegetables such as Red amaranthus, Radish, Spinach, Stem Amaranth, Bati spinach, Coriander, Brinjal, Tomato, Cabbage, Cauliflower, Water amaranth, Indian spinach, Okra/Ladies finger, Snake gourd, Sponge gourd, Bitter gourd, Pumpkin and Chili are produced.
- The produced vegetables have been sold among the BARD cafeteria, officers and employees.
- Beneficiaries of Lalmai-Mainamati Project and My House My Farm Project have been provided practical training on non-toxic vegetable cultivation.

প্রকল্পের শিরোনাম : টেকসই কৃষির জন্য প্রতিবেশ উপযোগী খামারকরণ প্রকল্প

উদ্যোগী মন্ত্রণালয়/বিভাগ : স্থানীয় সরকার, পল্লী উন্নয়ন ও সমবায় মন্ত্রণালয়
পল্লী উন্নয়ন ও সমবায় বিভাগ।

বাস্তবায়নকারী সংস্থা (সংশ্ৰাসমূহ) : বাংলাদেশ পল্লী উন্নয়ন একাডেমী (বার্ড), কুমিল্লা।

পরিকল্পনা কমিশনের সংশ্লিষ্ট বিভাগ : কৃষি, পানিসম্পদ ও পল্লী প্রতিষ্ঠান বিভাগ

প্রকল্পের উদ্দেশ্য ও লক্ষ্যমাত্রা (সুবিধাভোগীসহ): প্রকল্পের সাধারণ উদ্দেশ্য হলো- প্রতিবেশ সম্মত খামার প্রযুক্তির সম্প্রসারণ এবং নির্মল পরিবেশ সৃষ্টি ও টেকসই কৃষি উন্নয়নের জন্য এ সকল প্রযুক্তির বিস্তার প্রাতিষ্ঠানিকরণে উপযুক্ত কৌশল গ্রহণ।

প্রকল্পের সুনির্দিষ্ট উদ্দেশ্য সমূহ নিম্নরূপঃ

- (১) প্রতিবেশ/পরিবেশ বান্ধব প্রযুক্তি গ্রহণ ও সম্প্রসারণের মাধ্যমে জৈব ফসলের উৎপাদন বৃদ্ধি করা
- (২) জৈব সার ব্যবহারের মাধ্যমে মাটির গুণাগুণ বৃদ্ধি করা
- (৩) ভূ-গর্ভস্থ ও ভূ-উপরিস্থ পানির ব্যবহার উন্নত করা
- (৪) উন্নত চাষাবাদ পদ্ধতির মাধ্যমে আয় বৃদ্ধি করা
- (৫) কৃষি পণ্যের বাজারজাতকরণ নেটওয়ার্ক উন্নয়নের মাধ্যমে খামারের আয় বাড়ানো।

প্রকল্পের বাস্তবায়নকাল :

- ক) শুরুর তারিখ : জুলাই ২০২০
খ) সমাপ্তির তারিখ : জুন ২০২৩

প্রকল্পের প্রাক্কলিত ব্যয় (লক্ষ টাকায়) :

- মোট : ৪,৯৬০.০০ লক্ষ
জিওবি : ৪,৯৬০.০০ লক্ষ
নিজস্ব অর্থ : --
অন্যান্য : --

প্রকল্প এলাকা :

বিভাগ	জেলা	উপজেলা/থানা/সিটি কর্পোরেশন/পৌরসভা
১	২	৩
চট্টগ্রাম	কুমিল্লা	লালমাই, নাঙ্গলকোট, লাকসাম, মনোহরগঞ্জ, চান্দিনা, বার্ড ক্যাম্পাস
	নোয়াখালী	নোয়াখালী সদর, সুবর্ণচর, কবির হাট, সেনবাগ
বরিশাল	বরিশাল	গৌরনদী, বাবুগঞ্জ, বাকেরগঞ্জ, আগৈলঝাড়া
	পটুয়াখালী	পটুয়াখালী সদর, মির্জাগঞ্জ, কলাপাড়া, দুমকি
সিলেট	সুনামগঞ্জ	তাহেরপুর, বিশ্বম্ভরপুর, শাল্লা, দিরাই
	হবিগঞ্জ	মাধবপুর, চুনারুঘাট, আজমিরিগঞ্জ, বাহুবল
রংপুর	রংপুর	পীরগঞ্জ, মিঠাপুকুর
খুলনা	যশোর	মনিরামপুর, বিকরগাছা

প্রকল্পের প্রধান কম্পোনেন্টসমূহ

- (ক) খানা জরীপ ও গ্রাম তথ্য বই প্রণয়ন
- (খ) গ্রাম পর্যায়ে সমিতি/সংগঠন তৈরি
- (গ) জৈব সার (ভার্মিকম্পোস্ট ও ট্রাইকোডার্মা) উৎপাদনের অভিযোজিত ট্রায়াল
- (ঘ) বর্জ্য ব্যবস্থাপনা ইউনিট স্থাপন
- (ঙ) প্রতিবেশ বান্ধব ও পরিবর্তিত জলবায়ু অভিযোজনশীল ফসলের প্রদর্শনী প্লট স্থাপন
- (চ) কৃষি খামারে নবায়নযোগ্য শক্তির অভিযোজনীয় ট্রায়াল ও উন্নত পানি সাশ্রয়ী প্রযুক্তির অভিযোজনীয় ট্রায়াল
- (ছ) এসআরআই প্রযুক্তির অভিযোজনীয় ট্রায়াল
- (জ) পর্যায়ক্রমিক ভেজানো ও শুকানো সেচ (AWD) পদ্ধতির অভিযোজনীয় ট্রায়াল/গবেষণা
- (ঝ) **উঁচু বেডে (Raised beds) ধান চাষের অভিযোজন পরীক্ষা**
- (ঞ) বায়োফ্লক পদ্ধতিতে মৎস্য চাষের অভিযোজন পরীক্ষা
- (ট) দক্ষতা উন্নয়ন প্রশিক্ষণ
- (ঠ) পণ্যের প্রচার ও বিপণন ইত্যাদি।

Title of the Project: Livelihood Development through Promotion of Rural Micro Enterprise

Proposed by: Mr. Md. Shafiqul Islam
Mr. Ranjan Kumar Guha
Mr. Md. Tanvir Ahmed

Background

Micro enterprise (ME) a small business endeavor by comparatively low educated and unskilled or semi-skilled people contributing a good portion to the non-farm economy in Bangladesh. MEs constitute 90 percent of total enterprises in Bangladesh and employ three fourths total labour force of all enterprises. Ninety five percent of the enterprises in rural areas are small one. But the contribution of small and MEs to the national GDP is only 5 percent. As a result, the value addition in terms of gainful employment creation both for the entrepreneurs and employees and product or service diversification is very small. A major part of the MEs are livelihood oriented i.e. concentrate on earning income for maintaining livelihood of entrepreneurs while a small portion is growth oriented that emphasize on employment generation by expanding their business. Most of the Micro entrepreneurs materialize their ideas by investing from their own or borrowing from the informal source of financial market. Lack of access to formal financial system, low management capacity, poor marketing linkage, little idea about technological advancement and poor networking capacity of ME's entrepreneurs are found as hindering factors for the livelihood oriented micro enterprises to be transformed into growth oriented micro enterprises. As a result, the growth of the micro enterprises becomes slow and micro enterprises failed to play its potential role in employment generation and enhancing income of Micro Entrepreneurs.

Lot of NGOs is working in the field of Micro Enterprise development by offering financial services to the Micro Entrepreneurs. These organizations provide loan to their graduate members as well as the non members. Moreover they concentrate on the trade sectors rather than the Manufacturing and Service Sector. There are very scanty programme to support the graduate member of poverty alleviation programme sponsored by government organisations. ADB (1997) suggested including one or more non financial service such as market information and development, marketing assistance, product development, technology up gradation and dissemination, technical and business training and assistance to securing access to raw materials according to the need of the subsectors. Non-crop agriculture, agro and food processing, manufacturing, trading, transportation, and services are identified as potential sectors of micro enterprises. In that perspective the project was designed to develop a system for supporting ME's of manufacturing, service and trade sector with a package of

development supports for sustaining its growth and thereby ensures potential role of the MEs to the entrepreneur's household.

Enterprises having at least one to 10 full time employees including entrepreneur and fixed capital less than Tk.50 lakh other than land and building will be identified as Micro Enterprise. The graduated members of government sponsored poverty alleviation programme along with the micro entrepreneurs have no access to any development organization will be the target group of this project.

Objectives of the Project

The specific objectives of the project are to

- i. upgrade the technical know-how of key technical person of 5600 MEs;
- ii. strengthen managerial and marketing capacity of 5600 ME's Entrepreneurs ;
- iii. develop strong networks among the entrepreneurs of related business;
- iv. increase access to information related to market demand and their competitors ;
- v. develop a system for taking loan in an affordable rate of interest from formal financial institutions;
- vi. develop a system of insurance to cover the risk of idiosyncratic shocks i.e. illness, loss of job, death or several other micro level shocks that adversely affect the consumption of household level or losses in business .

The major activities of the project are as follows:

- i. Group Formation:** Ten to fifteen persons irrespective of sex between 18-35 years age having visible micro enterprise will form a group at village/ward level. In each upazila total number of beneficiaries will be 350 to 400. At least one group will be formed for women and another one for the producers of specialized goods in the Upazila. If the number of female or entrepreneurs related to specialized products are smaller at village or ward level Union or Upazila based organisation will be organised for them.
- ii. Contributory Savings:** Each entrepreneur will be advised to save at least Tk. 400 each month. Following the innovation of micro saving introduced in the Ekti Bari EktiKhamar Project each beneficiary will be provided maximum Tk. 400 each month for four years. If any beneficiary wants to leave the organization they will get back their deposit with the bank interest.
- iii. Insurance Fund:** An insurance fund will be developed ensuring the participation of the beneficiary and project. Each beneficiary will deposit Tk. 50 each month and project will provide the double for four years and keep it with the separate group

account with the Bank. If any member incurs any loss due to personal or covariate risk they would be able to take loan from this fund with 4 percent annual interest and with flexible repayment schedule set by the managing committee of the group.

- iv. **Grant:** The group will be provided an amount of grant on half yearly basis to generate capital for providing loan from the society. The yearly grant for per member will be Tk. 5000. The project will provide the grant for three years. After one year the beneficiary will be entitled to use the grant along with fund deposited as contributory saving for taking credit. An MoU will be signed between a commercial Bank and Project to provide 150% credit against the group account.
- v. **Training of Trainers:** Four training course will be organised for the Upazila level Officials to develop their capacity to organise management and marketing related training course for the beneficiaries at the grassroots level. At the initial stage of the project two ToT will be organised for transferring the knowledge of management and accounting related training course and other two courses will be organised at the third year for transferring the knowledge of marketing related training course.
- vi. **Training Course on Management and Accounts Keeping:** A total of 104 training course having participation of 30 persons in each course will be organised at the Upazila level. The participants will be trained to prepare business plan and keep accounts in a standard way.
- vii. **Training Course on Marketing Management:** Thirty percent of total beneficiaries with special emphasis on entrepreneurs of production and service sector will be provided training on improved marketing strategy of their products and services.
- viii. **Skill Training:** Entrepreneurs of production and service sector will be provided skill training for upgrading their skills according to demand of market. The training course will be residential and necessary arrangement will be made to contact technical training institution or to organise the training at BARD by hiring professionals in the respective field. A total of 40 training course having participation of 25 entrepreneurs in each batch will be organised. Training need of the entrepreneurs on different trade will be identified before organising the training course.
- ix. **Exposure Visit:** A total of 20 exposure visit will be organised having participation of 40 beneficiaries in each visit at the successful enterprise located in different districts of Bangladesh. Trade specific exposure visit will be organized for developing network among the entrepreneurs of Cumilla district.

- x. Access to Information:** A digital information centre at each Upazila will be developed and a web page incorporating the basic information of each micro enterprise will be hosted. The information centre will develop a system for sharing the information related to each business with the Business Group and send information according to the need of respective enterprises.

Duration of the Project: July 2020- June 2023

Total Project Cost: Tk. 4045.74 Lakh

Project Area: 14 Upazilas of Cumilla and Brahmanbaria District

- প্রকল্পের নাম : কুমিল্লা, চাঁদপুর ও ব্রাহ্মণবাড়িয়া জেলার প্রান্তিক পেশাজীবী ও সীমান্তবর্তী জনগোষ্ঠী এবং ক্ষুদ্র নৃ-জনগোষ্ঠীর জীবনমান উন্নয়ন শীর্ষক প্রকল্প।
- বাস্তবায়নকাল : জুলাই ২০২০ থেকে জুন ২০২৩
- প্রাক্কলিত ব্যয় (লক্ষ টাকায়) : মোট : ৬৯৭২.০৭
জিওবি : ৬৯৭২.০৭
- প্রকল্পের প্রধান উদ্দেশ্য : পরীক্ষামূলক প্রকল্পটির সার্বিক উদ্দেশ্য হলো সমন্বিত জীবিকায়ন ব্যবস্থার উন্নয়ন ঘটানো এবং কুমিল্লা, চাঁদপুর ও ব্রাহ্মণবাড়িয়া এলাকায় বসবাসরত ২৬০০০ প্রান্তিক পেশাজীবী ও সীমান্তবর্তী জনগোষ্ঠী এবং ক্ষুদ্র নৃ-জনগোষ্ঠীর অর্জিত জ্ঞান, অর্জনহিত সম্ভাবনা, অনুকূল পরিবেশ সৃষ্টি, বিভিন্ন উন্নয়ন সংস্থা সমূহের সম্পদ ও সেবা সমূহ যথাযথ ব্যবহারের মাধ্যমে তাদের অর্থনৈতিক ও সামাজিক জীবনযাত্রার মানোন্নয়ন করা। প্রকল্পের সুনির্দিষ্ট উদ্দেশ্যসমূহ:
- (ক) প্রকল্প এলাকার অবহেলিত প্রান্তিক জনগোষ্ঠীর পেশাগত দক্ষতার মানোন্নয়ন;
- (খ) প্রান্তিক পেশাজীবী ও সীমান্তবর্তী জনগোষ্ঠী এবং ক্ষুদ্র নৃ-জনগোষ্ঠীর জন্য প্রয়োজন বিকল্প পেশাগত দক্ষতার ও আয়বর্ধনমূলক কর্মকান্ডের সুযোগ সৃষ্টি করা বিশেষ করে সামাজিকভাবে অবহেলিত; বয়স্ক, বিধবা ও স্বামী পরিত্যক্তা এবং দৈহিকভাবে প্রতিবন্ধী জনগোষ্ঠীর;
- (গ) সঞ্চয় ও মাইক্রো ফাইন্যান্স সহায়তার মাধ্যমে আয়বর্ধনমূলক কর্মকান্ডের জন্য পুঁজির সংস্থান করা;
- (ঘ) বাজার ব্যবস্থার চাহিদা নিরূপণ ও প্রয়োজনীয় প্রযুক্তিগত সহায়তার মাধ্যমে লক্ষ্য ভিত্তিক দলের উৎপাদনের গুনগতমান বৃদ্ধি করা;
- (ঙ) অবহেলিত পেশাজীবী জনগোষ্ঠীর সাথে সেবাপ্রদানকারী প্রতিষ্ঠানের মধ্যে সংযোগ স্থাপনের মাধ্যমে প্রাতিষ্ঠানিক সহায়তার পথ সুগম করা;
- (চ) লক্ষ্য ভিত্তিক সুফলভোগীদের মাঝে উদ্যোক্তা সৃজন ও কর্মসংস্থানের সুযোগ সৃষ্টি করা;
- (ছ) প্রকল্প সংশ্লিষ্ট জনগোষ্ঠীর আর্থ-সামাজিক অবস্থা পর্যালোচনা শেষে কার্যকর জীবনমান উন্নয়ন মডেল সৃষ্টি করা;
- (জ) সংগঠন সৃষ্টির মাধ্যমে কার্যকরী উন্নয়ন কাঠামো গড়ে তোলা;
- (ঝ) প্রান্তিক পেশাজীবী জনগোষ্ঠী/ ক্ষুদ্র নৃ-জনগোষ্ঠীর দক্ষতা ও সক্ষমতা বৃদ্ধির জন্য (৫২০টি সংগঠন, ৫২০X৫০=২৬০০০ জন) নানা ধরনের প্রশিক্ষণের ব্যবস্থা করা;
- (ঞ) প্রশিক্ষণ পরবর্তী ঋন সহায়তা ও কার্যক্রম পরিচালনা। (২৬০০০ পরিবার) করা এবং
- (ট) উদ্দিষ্ট জনগোষ্ঠীর জন্য জিজিটাল তথ্যভান্ডার সৃষ্টি(ডকুমেন্টেশন, ডকুমেন্টারী ও তথ্যভান্ডার সৃজন)
- (ক) প্রকল্পের আওতায় : প্রকল্পের প্রধান কর্মসূচিসমূহ:
- গৃহীতব্য কার্যাবলী/ প্রধান প্রধান অঙ্গের বিবরণ
- প্রান্তিক/ অবহেলিত জনগোষ্ঠীর জন্য সমন্বিত আয় বৃদ্ধিমূলক কর্মসূচি গ্রহণ: প্রান্তিক/ অবহেলিত জনগোষ্ঠীর জন্য সমন্বিতভাবে বিভিন্ন ধরনের আয়বৃদ্ধিমূলক কর্মকান্ড গ্রহণ করা হবে। এছাড়া বিলুপ্ত প্রায় প্রথাগত পেশার ক্ষেত্রে বিকল্প আয়বর্ধনমূলক কর্মকান্ডের কর্মসূচি নেয়া হবে।
 - প্রতিটি সিসিতে আত্মনির্ভরশীল দল গঠন: প্রতিটি সিসিতে আত্ম-নির্ভরশীল দল গঠন করা হবে যার প্রতিটা দলে থাকবে ৫০ জন সদস্য এর মধ্যে ৫০% থাকবে নারী।

- বেসলাইন জরিপ এবং টার্গেট পরিবারের মধ্যে ডিজিটাল ডাটাবেস তৈরী: প্রকল্পভূক্ত এলাকার টার্গেট জনগোষ্ঠীর জন্য একটি বেসলাইন জরিপ করা হবে এবং এর মাধ্যমে পরিবার ভিত্তিক একটি ডিজিটাল ডাটা ব্যাংক/ডাটা বেইজ তৈরি করা হবে। বেইজ লাইন এবং ডাটা বেইস ধরে প্রকল্পের অগ্রগতি মূল্যায়ন করা হবে।
- প্রান্তিক জনগোষ্ঠীর পরিবারকে মূল্যায়ন করা এবং তাদের জন্য প্রয়োজনীয় কর্মকান্ড নিরূপন করা: পেশা ভিত্তিক/নৃ-গোষ্ঠী ভিত্তিক প্রতিটি পরিবারকে নানা ধরনের কর্মকান্ডে সম্পৃক্তকরণের মাধ্যমে পরিবার সমূহকে সুসংহত করা হবে।
- বিশেষ পেশা / ব্যবসার জন্য প্রযুক্তি উন্নয়ন এবং নতুন প্রযুক্তি হস্তান্তর: বিশেষ পেশার টার্গেট জনগোষ্ঠীকে নানা ধরনের দক্ষতা উন্নয়ন কর্মকান্ডে সম্পৃক্ত করা হবে।
- পেশাগত নির্বিশেষে দক্ষতার মানোন্নয়ন: বিভিন্ন প্রশিক্ষণের মাধ্যমে টার্গেট জনগোষ্ঠীদের পেশাগত দক্ষতার মান উন্নয়ন এবং ব্যবস্থাপনাগত দক্ষতার মানোন্নয়নের ব্যবস্থা নেয়া হবে।
- আর্থিক সহায়তা এবং মূলধন সংগ্রহ: প্রকল্পের পক্ষ থেকে বিভিন্ন পেশাজীবী জনগোষ্ঠীর জন্য বিভিন্ন ধরনের আর্থিক সহায়তা তথা স্বল্প সুদে (৪%) ঋণ প্রদান করা হবে।
- এনবিডি / এনজিও / প্রাইভেট সেক্টর পার্টনার প্রোভাইডারদের সাথে সংযোগের উন্নয়ন করা: বিভিন্ন পেশা ভিত্তিক জনগোষ্ঠীকে উপজেলা পর্যায়ে জাতি গঠন মূলক বিভিন্ন সরকারি দপ্তর/ বেসরকারি প্রতিষ্ঠান/ ব্যক্তিমালিকানাধীন সেবা প্রদানকারী প্রতিষ্ঠান সমূহের সাথে সংযোগ উন্নয়ন করা হবে।
- বাজার এবং পরিষেবা প্রদানকারীর সাথে সংযোগ স্থাপনঃ সুফলভোগীদের পন্য বাজারজাতকরণের জন্য বার্ড কো-অপারেটিভ স্টোর এবং উপজেলা পর্যায়ে ভাড়াকৃত ১২টি প্রকল্প অফিসের সাথে অবহেলিত জনগোষ্ঠীদের দ্বারা উৎপাদিত পন্যের একটি প্রদর্শনী কেন্দ্র স্থাপন করা হবে এবং এর মাধ্যমে প্রকল্পের উৎপাদিত দ্রব্য সামগ্রী বাজারজাত করা হবে।
- মনিটরিং এবং মূল্যায়ন: বিভিন্ন পেশা ভিত্তিক জনগোষ্ঠীর নানা ধরনের কর্মকান্ডের অগ্রগতি ও মানোন্নয়নের লক্ষ্যে নির্দিষ্ট সময় অন্তর মনিটরিং (দ্বি-বার্ষিক) ও মূল্যায়ন (বার্ষিক) করা হবে।
- শিক্ষণীয় বিষয়গুলির ডকুমেন্টেশন: প্রকল্প কর্মকান্ড থেকে শিক্ষণীয় বিষয়সমূহ যথাযথভাবে ডকুমেন্টেশন/রেকর্ড সংরক্ষণ করা হবে এবং এ জন্য সময় সময় সেমিনার ও ওয়ার্কসপ সংগঠন করে তা বিভিন্ন স্বার্থ-সংশ্লিষ্ট গোষ্ঠীর (সরকারী ও বেসরকারী সাহায্য সংস্থার কর্মকর্তাগণ, প্রকল্প কর্মী ও কর্মকর্তা, স্থানীয় সরকারের জনপ্রতিনিধি ও কর্মচারী, নীতি নির্ধারক, স্থানীয়ভাবে গণ্যমান্য ব্যক্তিবর্গ, বুদ্ধিজীবী ইত্যাদি) নিকট তুলে ধরা হবে। যাতে করে সরকার ঐ সকল প্রান্তিক জনগোষ্ঠীর জন্য প্রয়োজনীয় নীতি সহযোগীতা প্রদান করতে পারে।
- অভিজ্ঞতাসমূহের বিস্তার ঘটানো: বিভিন্ন পেশাভিত্তিক জনগোষ্ঠীর মধ্য থেকে ভাল অভিজ্ঞতাসমূহ (Good Practices and Experiences) অন্য সকল প্রকল্প এলাকায় বিস্তার ঘটানোর ব্যবস্থা নেয়া হবে।

- গবেষণা পরিচালনা: ২০ টির অধিক প্রান্তিক পেশাজীবী জনগোষ্ঠী/ ক্ষুদ্র নৃ-জনগোষ্ঠীর জীবনজীবিকা বিস্তারিতভাবে লিপিবদ্ধ করার জন্য বিভিন্ন সরকারী-বেসরকারী বিশ্ববিদ্যালয়ের সামাজিক বিজ্ঞান অনুষদের এমএসএস পর্যায়ে ছাত্র-ছাত্রীদের গবেষণা কাজে সম্পৃক্ত করা হবে। এ বিষয়ে জাতীয় পত্রিকায় বিজ্ঞপ্তির মাধ্যমে গবেষণার প্রস্তাবসমূহ আহ্বান করা হবে।
- গবেষণা ফেলোসিপ প্রদান: প্রকল্পভূক্ত বিভিন্ন পেশা/নৃ-গোষ্ঠীর জনগণের জীবনমান উন্নয়নের জন্য দেশের সরকারি বিশ্ববিদ্যালয়ের ছাত্র/গবেষকগণের জন্য এ প্রকল্পের পক্ষ থেকে ফেলোসিপ প্রদান করা হবে। এ ফেলোসিপ সংশ্লিষ্ট বিষয়ে গবেষণা কর্মে নিয়োজিত এমপিএল/পিএইচডি ছাত্র-ছাত্রীদেরকেও প্রদান করা হবে। জাতীয় দৈনিক পত্রিকায় বিজ্ঞপ্তি প্রকাশের মাধ্যমে প্রতিযোগিতামূলকভাবে প্রার্থীদের বাচাই করা হবে।
- প্রধান প্রধান প্রশিক্ষণ কর্মসূচীর মধ্যে রয়েছে প্রশিক্ষণ পরিচিতি, প্রশিক্ষক প্রশিক্ষণ, আয়বৃদ্ধি মূলক কর্মকান্ড, হিসাব রক্ষা, পেশাগত নির্বিশেষে দক্ষতা ও ব্যবস্থাপনাগত দক্ষতা বৃদ্ধি, বাজার ব্যবস্থাপনা, পরিষ্কার পরিচ্ছন্নতা, প্রাথমিক স্বাস্থ্য পরিচর্যা ইত্যাদি। এ ছাড়াও ক্ষেত্র অনুযায়ী সেমিনার ও ওয়ার্কশপের আয়োজন করা হবে। প্রশিক্ষণ সম্পর্কিত বিষয়সমূহ প্রধান কার্যালয়ে, উপজেলা, স্থানীয় পর্যায়ে এবং প্রাসঙ্গিক প্রতিষ্ঠানসমূহ অনুষ্ঠিত হবে।
- বিভিন্ন উন্নয়ন সহযোগী, উপজেলা পর্যায়ের বিসিক, মৎস ও গবাদি পশু কর্মকর্তা, উপজেলা সমবায় কর্মকর্তা, একটি বাড়ী একটি খামার ও সিভিডিপি এর কর্মকর্তা, স্থানীয় সরকার প্রতিনিধি এবং সুশীল সমাজকে সাথে নিয়ে বিভিন্ন ধরনের সেমিনার, সভার আয়োজন করা। বিভিন্ন জাতিগঠন মূলক প্রতিষ্ঠান ও বেসরকারী সাহায্য সংস্থার সেবা সম্প্রসারণের জন্য এ্যাডভোকেসি করা। উপজেলা পর্যায়ের অফিস এবং কমিউনিটি সেন্টারের সাথে সংযোগ স্থাপন যাতে করে তারা সহজে প্রান্তিক/ অবহেলিত জনগোষ্ঠীকে বিভিন্ন ধরনের সেবা প্রদান করতে পারে। লিফলেট ও পোস্টার বিতরণ এবং বিভিন্ন ধরনের প্রচার প্রচারনীর আয়োজন করা। প্রান্তিক/ অবহেলিত জনগোষ্ঠীর জন্য কর্মমুখী শিক্ষা এবং সেনিটেশন ব্যবস্থা। কমিউনিটি ক্লিনিক এবং উপজেলা পর্যায়ের ডাক্তারদের সঙ্গে যোগাযোগ করে প্রাথমিক স্বাস্থ্য সেবা ও পরিবার পরিকল্পনা সংক্রান্ত সেবা প্রদান
- স্কুলগামী ছাত্রছাত্রীদের জন্য টিউটোরিয়াল সহায়তা। বয়স্ক শিক্ষা ও প্রেরণামূলক শিক্ষা কার্যক্রম গ্রহন করা। এ সকল কর্মসূচিগুলি সিসি থেকে পরিচালিত হবে। প্রান্তিক/ অবহেলিত জনগোষ্ঠীর আচার, আচরনের উপর ভিত্তি করে বিভিন্ন ধরনের সাংস্কৃতিক অনুষ্ঠানের আয়োজন করা। বিভিন্ন ধরনের পূজা-অর্চনা, স্বাধীনতা দিবস, বিজয় দিবস, আন্তর্জাতিক লোকজ দিবস এবং অন্যান্য প্রাসঙ্গিক দিবসে উন্নত মানের খাবার পরিবেশন।

Annual Report of Research 2019-20

Prepared by

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1. Introduction

Rural development is a multi-dimensional issue that includes the well-being of rural people. In Bangladesh, most of the development interventions were targeted to increase the standard of living of the people of rural areas. The rural areas of Bangladesh still need development interventions. Research, in this regard, plays the most vital role in identifying the prevailing socio-economic problems of the rural areas and giving concrete solutions to rural problems. BARD has been playing a significant role since its inception by conducting effective research in the field of rural development. Some successful rural development interventions were undertaken in this country through the recommendations of a number of researches conducted by BARD in the sixties and seventies. Literally research helps generate new knowledge and thus recast, refurbish, and modify theories. In fact, social research looks for viable solutions to prevailing social problems.

The Academy is mandated to conduct research on diversified socio-economic issues of the country. The major purpose of the research works of BARD is to bring viable and sustainable development of rural areas. The Academy emphasizes the participation of the rural people in the development activities and believes that their problems should be viewed from their point of view. The feedback of the rural poor is emphasized in the research activities of the Academy. Research at BARD is sometimes action-oriented leading to action research/pilot projects. The renowned *“Cumilla Model”* was the result of the action researches of the Academy that changed the rural scenario of the country radically. Existing projects are also evaluated through research programmes that help to modify or upgrade project activities. The research findings and results of pilot experimentations provide valuable data and information to the policy planners for formulating rural development programmes and strategies. The Faculty Members use research findings as training materials and share their views with the trainees, which enriches the training programmes of the Academy and helps the participants to be equipped with the knowledge of the real situation of rural areas.

2. Research Plan and Implementation

The researches of BARD are taken through following certain steps. The process generally starts with submitting a research proposal to the Research Division and ends with the publication. The Faculty Members of BARD conduct research studies on various socio-economic problems every year in keeping with their fields of specializations. Research Division of BARD coordinates, advises, collaborates, and provides both intellectual and logistic supports to the researchers. The Division enjoys the status of a service division with a

strength of 25 personnel. Prior to the Annual Planning Conference (APC), the Division invites research proposals from the Faculty Members through a pre-structured proforma. Accordingly, research issues and proposals are initiated individually or jointly by them and submitted to the Research Division for consideration in the next year's research plan. The Division then refers the proposals to the Annual Planning Conference (APC) for seeking the opinion of invited professionals, academicians, policy planners, research collaborators from various national and international organizations. After a thorough discussion on the proposals by the learned participants, certain proposals are selected and provisionally recommended for inclusion in the research plan. The collaborative research proposals from other agencies are also considered in the APC for inclusion in the next year's plan. After inclusion in the plan, the concerned researchers prepare their research proposals and present the same in the Faculty Meeting of BARD. After incorporations of the suggestions and revisions of the proposal, each individual proposal is processed for approval by the Director-General of BARD. Prior to the planning exercise, a working paper on the research activities of the previous year is also presented in the APC and the participants also critically review the progress of research studies.

3. Research Budget and Collaboration

The research activities of the Academy are mostly performed under the revenue budget received from the government on an annual basis. It also conducts collaborative research with financial support from different national and donor agencies.

4. Dissemination of Research Findings

The research findings of the academy assist the policy planners by providing grass-roots data and feedback on rural problems with their casual factors and probable solutions. On average, BARD conducts 10 research works every year addressing issues and problems of rural development. The findings of the researches are disseminated through organizing seminars and workshops so that BARD could share its experiences with the policy planners, practitioners, decision makers and researchers. Moreover, the research results of the Academy are disseminated through publishing reports, newsletters and journals. In the reporting period, printed research reports, annual reports, annual plans, journals, BARD newsletters (both Bangla and English), and special news bulletin have been circulated to different universities, research institutes, government departments, ministries, and other think tank organizations. **During 2019-20 BARD published 06 research reports which were circulated among different stakeholders.** A list of major publications during the last year is attached (**Annexure- 1**).

5. Review of Research Progress 2019-20

The research activities 2019-20 included a total of 27 research studies. Among these studies, 08 new research studies were initiated in 2019-20 FY. The other 19 research works were carried over as ongoing researches from the previous year (detailed lists can be seen in **Annexure-2 and 3**). Out of the 27 studies, 14 could be completed. Due to COVID-19, researchers could not move to selected places for data collection since March 2020. The prevalence of the Pandemic seriously hampered the progress of work.

6. Actions Taken against the Suggestions of Last APC

S.N.	Major Suggestions	Actions Taken Against Suggestions
01.	The thematic areas of the proposed research works of BARD are pertinent to the present context. The issue of financial inclusion is quite significant for sustainable development. In the SDGs, the issue of financial inclusion has been given due importance. Considering its present context, it could be included as an issue of the Academy's research. Besides, innovation in the public service delivery of different government institutions is another very contextual issue. BARD could conduct one study addressing the tissue of innovation in public service delivery by different organizations. BARD also can conduct collaborative studies with the public universities.	Collaborative studies with public universities as well as initiating Bangabandhu School of Rural Development Fellowship in collaboration with any public university are under active consideration. The issue of financial inclusion is being addressed in certain studies. The issue of innovations in public service delivery can be considered in forthcoming research plan.

02.	The present status and limitations of cooperatives need to be investigated through conducting research. During the initiation of Cumilla Approach, the people in this area were very poor. They took the cooperative approach very positively. Later the cooperative societies got new dimensions. So the cooperatives should be revitalized.	BARD has already conducted studies on this issue and findings have already been submitted to the ministry. Presently BARD is conducting a follow-up study on UCCDs at the request of BRDB.
03.	The senior faculty members should guide the junior faculty members as most of the research studies have been proposed by junior faculty members. Moreover, there should be a correlation between research and action research so that new models could be evolved on the basis of needs identified by research.	BARD has drafted a research policy recently where the provision for guide/supervisor in each research has been kept for the junior faculty members. Besides, senior Faculty Members internally review each research report before it is sent to an external reviewer. This helps junior Faculty Members improve their report.
04.	Statistical analyses of the researches need to be made stronger.	BARD has signed MoUs with different national and universities for collaborative research works. Such academic collaboration would help to use more effective tools in its research with the assistance of university faculties. Faculty Members are increasingly using various statistical tools in data analysis. Last year, BARD organised a workshop before finalizing the research proposals for 2019-20. Guest participants' suggestions were sought particularly in the methodology part of each proposal. Later the researches have modified their proposals incorporating their suggestions.

05.	There are some mega projects on utilization of solar energy in Bangladesh. BARD could think about conducting a study on this issue. Also, BARD could rethink whether it is pertinent or not to conduct research on the Rohingya issue.	The research proposal regarding solar energy in agriculture has been included in the research plan 2019-20. However, the research regarding Rohingya issue has been dropped as it is not very pertinent to the mandate of BARD.
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7. BARD as Link Institute of CIRDAP

BARD acts as the link institute of CIRDAP in Bangladesh. The Research Division is the link desk of CIRDAP. This division facilitates collaborative research with CIRDAP and provides country data and status of rural development as and when required by CIRDAP. BARD conducted a number of studies in collaboration with CIRDAP since its inception. In the reporting period, CIRDAP has provided technical support in organic potato plantation in the Agricultural Demonstration Plot of BARD. Moreover, CIRDAP has provided technical knowledge support in setting up Mushroom Center at BARD.

8. Linkage with National and International Organizations

Research under Collaboration

BARD regularly conducts research with the collaboration of different national and international organizations. In the reporting period, BARD has completed two evaluative studies as per a decision of the 69th Board of Governors (BoG) meeting of BARD. The titles of these two studies are '*Micro Credit Operation by the Public Sector in Bangladesh: Origin, Performance and Replication*' and '*Ektee Bari Ektee Khamar (EBEK) Project: Challenges and Potentials*'. Moreover, BARD has signed an MoU with the Efficient and Accountable Local Government (EALG) project of UNDP to guide young researchers so that they can enhance their understanding of local governance issues and improve their research skills. Under the Research Grant of EALG, 08 research works (**Annexure-05**) were undertaken to address the local governance issues of Bangladesh. Following that, Research Division has conducted one course on Research Methodology for the young researchers under EALG research grants in 2018-19 FY and organized a seminar on those research findings in 2019-20 FY. The studies have been completed and the young researchers presented the findings of their studies in a seminar at BARD.

9. Recent Initiatives

During the recent time Research division of BARD has organized two seminars namely "Seminar on Draft Research Reports and Seminar on Research Highlights of BARD: 2020".

Besides Research Division organized a very timely seminar on COVID-19 in June namely “গ্রামীণ অর্থনীতিতে ও সমাজে করোনা মহামারীর প্রভাব: বার্ড-এর কার্যক্রম ও ভবিষ্যত করণীয়”.

the participants can attend the full course at BARD by paying course fees. However, the online course is still at the experimental phase.

10. Capacity Building of BARD Faculty Members

BARD regularly takes initiatives to strengthen its Faculty through training and higher studies. Moreover, the Faculty Members regularly publishes journal articles in both national and international journals as part of their academic exercise. The list of Faculty Members attending higher studies is given below:

Sl. No	Title of the Programme	Name of the Institute/University	Nature of Degree	Name and Designation of the Faculty Member	Status
01.	PhD Programme	Institute of Bangladesh Studies (IBS), Rajshahi, Bangladesh	PhD	Mr. Benzir Ahmed Deputy Director	Ongoing
02.	PhD Programme	Institute of Bangladesh Studies (IBS), Rajshahi, Bangladesh	PhD	Mr. Abu Taleb Deputy Director	Ongoing
04.	Hubert H. Humphrey Fellowship Program	Cornell University, NY, USA	Post Graduate (Professional Development)	Mr. Md. Tanvir Ahmed Deputy Director	Completed
05.	Masters in Applied Bioscience	Kyungpook National University, Daegu, South Korea	Master of Science	Ms. Rakhi Nandi Assistant Director	Ongoing
06.	Masters in Public Policy	Yeungnam University, Daegu, South Korea	Masters Programme	Mr. Kazi Foyez Ahmed Assistant Director	Ongoing

11. Completed and Published Research Studies during 2019-20

During the reporting period, 14 studies were completed out of which reports of six studies were published and the remaining 08 studies are undergoing review and finalization stages. Highlights of some of the completed and already published studies are furnished in **Annexure- 4**.

11.1 Published Studies

Sl. No.	Title of the Published Research Reports: 2019-20
01.	Paradox and Dynamics of Women Leadership in the Rural Local Government: The Case of Union Parishad in Bangladesh
02.	Agro-based SMEs in Bangladesh Government Policy Strategy and Applicability of PPP
03.	Amar Bari Amar Khamar Project: Challenges and Potentialities
04.	Challenges and Prospects of Jute Cultivation in Bangladesh
05.	Empowerment and Food Security among Vulnerable Women Group in Selected Districts of Bangladesh
06.	লালমাই-ময়নামতি প্রকল্পের (আমার বাড়ি আমার খামার প্রকল্পের বার্ড অংশ) মধ্যবর্তী মূল্যায়ন

11.2 Completed Research Studies under Review and Finalization

The following studies have been undergoing review and revision stages:

Sl. No.	Titles of the Completed Research Works: 2019-20
01.	Governance through Gram Committee in Participatory Rural Development Project
02.	Sustainability of Digital Service Centers: A Case of Union Digital Centers
03.	Cost Benefit Analysis of Mechanized and Labour Intensive Crop Production
04.	Village Court and its Potentialities in Grievances Reduction of Bangladesh
05.	Present Conditions of Homestead Plantation in Cumilla: A Case Study on Cumilla District
06.	Micro Credit Operation by the Public Sector in BD: Origin, Performance and Replication
07.	River Bank Erosion and its Effects on Rural Society in Bangladesh
08.	Reaping Demographic Dividends through ICT: A Case of LICT Project

12. Consultancy Service Provided by BARD Faculty Members

Providing consultancy services to different national and international agencies is also a mandated function of BARD. During the reporting period, the following Faculty Member provided consultancy services on the following area:

Name of the Faculty Member	Designation	Area of Work
Mr. Salah Uddin Ibne Syed	Joint Director	National Facilitator, CDAIS Project, FAO.

13. Others

One of the important mandates of BARD is to guide the students of different universities in preparing thesis and research reports. Accordingly, the Research Division has been providing academic support to the students of different universities from home and abroad. In recent times, two students from East-West University, Bangladesh has expressed their interest to pursue internships at BARD.

Publications of BARD: 2019-20

Sl. No.	Title	Author/Editor
1.	Paradox and Dynamics of Women Leadership in the Rural Local Government: The Case of Union Parishad in Bangladesh	Dr. Md. Mizanur Rahman
2.	Research Highlights 2019	Md. Shafiqul Islam Dr. Abdul Karim Junaed Rahim Rakhi Nandi
3.	Agro-based SMEs in Bangladesh Government Policy Strategy and Applicability of PPP	Saifun Nahar
4.	My House My Farm Project (Amar Bari Amar Khamar Project): Challenges and Potentialities	Dr. Md. Shafiqul Islam Md. Mizanur Rahman Milan Kanti Bhattacharjee Dr. Abdul Karim Newaz Ahmed Chowdhury Md. Tanvir Ahmed
5.	Challenges and Prospects of Jute Cultivation: A Study on Farmer's Response in Selected Areas of Bangladesh	Dr. Shishir Kumar Munshi Benzir Ahmed Junaed Rahim
6.	Empowerment and Food Security among Vulnerable Women Group in Selected Districts of Bangladesh	Abdullah Al Mamun
7.	লালমাই-ময়নামতি প্রকল্পের (আমার বাড়ি আমার খামার প্রকল্পের বার্ড অংশ) মধ্যবর্তী মূল্যায়ন	Dr. M. Mizanur Rahman Dr. Md. Shafiqul Islam Dr. Anwar Hossain Bhuiyan
8.	Annual Report: 2018-19	Milan Kanti Bhattacharjee Abdullah Al Hussain Saifun Nahar
9.	Annual Plan: 2019-20	Milan Kanti Bhattacharjee Abdullah Al Hussain Saifun Nahar
10.	The Journal of Rural Development: July 2019	Md. Mizanur Rahman Md. Abu Taleb
11.	The Journal of Rural Development: January 2020	Md. Mizanur Rahman Md. Abu Taleb
12.	টেকসই উন্নয়ন অভীষ্ট (এসডিজি) বাস্তবায়নে ইউনিয়ন পরিষদ ও গ্রাম সংগঠনের ভূমিকা	Abdullah Al Mamun Anas Al Islam
13.	Brochure On Training, Research and Action Research at BARD	BARD
14.	Bangladesh Academy for Rural Development (BARD) Pioneer Institution in Rural Development: An Introduction	Md. Shahjahan Milan Kanti Bhattacharjee Dr. Sk. Mashudur Rahman Abdulla-Al Mamun Md. Anwar Hossain

Research Status at a Glance

Sl. No	Current Status	Number of Researches
1.	Under process of publication	1
2.	External Review Stage	3
3.	Internal Review Stage	3
4.	Report writing	5
5.	Tabulation	2
6.	Data collection	2
7.	Questionnaire pretesting	5
8.	Questionnaire Preparation	6
	Total	27

Status of Ongoing Studies**Carried Over Studies**

Sl. No.	Research Title	Researchers	Present Status
1.	Micro Credit Operation by the Public Sector in BD: Origin, Performance and Replication.	Dr. Md. Mizanur Rahman Dr. Swapan Kumar Dasgupta Ranjan Kumar Guha Salah Uddin Ibne Syed Junaed Rahim	Improving as per external reviewer's comment
2.	River Bank Erosion and its Effects on Rural Society in Bangladesh	Dr. A. K. Sharifuallah Md. Reaz Mahmud	Improving as per external reviewer's comment
3.	Lives and Hopes of the People of Former Enclaves inside Bangladesh: A search for National Development and Integrity	Dr. Kamrul Hasan Sk. Mashudur Rahman Junaed Rahim	Under Publication
4.	Reaping Demographic Dividends through ICT: A Case of LICT Project	Ranjan Kumar Guha Afrin Khan	Improving as per external reviewer's comment
5.	Potentialities and Strategies of Public Private Partnership in Rural Development of Bangladesh	Dr. Abdul Karim Afrin Khan	Questionnaire Preparation
6.	Family and Human Development Aspirations: Socialization at Bangladesh Transforming Villages	Dr. M. Kamrul Hasan	Data Collection
7.	Village Court and its Potentialities in Grievances Reduction of Bangladesh	Nasima Akhter Azma Mahmuda Farida Yesmin	Improved report submitted as per internal reviewer's comment

Sl. No.	Research Title	Researchers	Present Status
8.	Cost Benefit Analysis of Mechanized and Labour Intensive Crop Production	Abul Kalam Azad Md. Tanvir Ahmed Md. Babu Hossain	Report resubmitted as per internal reviewer's
9.	Livelihood and Social Inclusion Pattern of the Migratory Labourers: Case of Five Districts of Bangladesh	Md. Mizanur Rahman Salahuddin Ibne Syed Junaed Rahim Kazi Foyez Ahmed	Report Writing
10.	Interrelation between Socio-Economic Condition and Dietary Diversity in Rural Areas of Bangladesh: Analyzing the Determinants of Food Security	Abdullah Al Mamun Rakhi Nandi	Report Writing
11.	Development Process, Rural Transformation: Potentials and Challenges of Social Entrepreneurship Development	Dr. Md. Kamrul Hasan Nasima Akhter	Report Writing
12.	Present Conditions of Homestead Plantation in Cumilla: A Case Study on Cumilla District	Abul Kalam Azad Newaz Ahmed Chowdhury Md. Saleh Ahamed Abdulla-Al-Mamun	Improving as per internal reviewer's comment
13.	Adoption of ICT in Local Government Institutes in a Developing Country: An Empirical Study on Bangladesh Rural Local Government	Dr. Kamrul Ahsan Fouzia Nasreen Sultana Kazi Sonia Rahman Sharmin Shahria	Report Writing
14.	Inclusive Education and Training Towards Autism for Empowerment: A Sociological Study of Selected Villages	Ms. Nasima Akter Ms. Farida Yesmin	Tabulation

Sl. No.	Research Title	Researchers	Present Status
15.	কুড়িগ্রাম ও গোপালগঞ্জ জেলার দারিদ্র্যের স্বরূপ: প্রতিকার ও উন্নয়নে করণীয়	মো: সফিকুল ইসলাম ড. আবদুল করিম সালাহউদ্দিন ইবনে সাইদ জোনায়েদ রহিম	Report Writing
16.	Climate Change Effects on the Coastal Livelihoods: A Case of South-Western Bangladesh	Md. Reaz Mahmud	Tabulation
17.	State of Primary Education in Rural Areas of Bangladesh	Dr. Masudul Hoq Chowdhury Dr. Md. Kamrul Hasan Ms. Afrin Khan Benzir Ahmed	Questionnaire Preparation
18.	Union Parishad Complex in Bangladesh: Challenges and Potentialities	Dr. Abdul Karim Md. Mosharaf Hossain Bhuiyan Faruk Hossain	Questionnaire Pre- testing
19.	Engaging Community for Commercial Endeavour through Community Enterprise: Process, Problems and Prospects	Ranjan Kumar Guha Md. Tanvir Ahmed Anas Al Islam	Data Collection

New Studies Under Research Plan 2019-20

Sl. No.	Titles of the Study	Researchers	Present Status
1.	Role of Agricultural Cooperatives in Ensuring Farmer's Wellbeing: Cases of some Selected Areas of Bangladesh	Junaed Rahim	Questionnaire Pre-testing
2.	Agro- forestry in Achieving Food Security of Upland Smallholders: A Case on Lalmai Hill Areas of Cumilla District	Abdullah Al Mamun Salah Ahmed	Questionnaire preparation
3.	Factors Affecting Rural Urban Migration and Rural Change: Cases of Two Villages in Bangladesh	Dr. Md. Kamrul Hasan Kazi Foyez Ahmed Sharmin Shahria	Questionnaire Pre-testing
4.	Opportunities and Challenges in Utilizing Solar Energy for Irrigation and Home Systems	Abul Kalam Azad Md. Zamil Uddin	Questionnaire preparation
5.	Determinants of Time Taken to First Marriage Dissolution in Rural Bangladesh: A Case of Cumilla District	Sk Mashudur Rahman Md. Mosharaf Hossain Bhuiyan	Questionnaire Pre-testing
6.	Farmer's Knowledge, Attitude and Practice of Mastitis in Cow	Dr. Bimal Chandra Karmakar Md. Anwar Hossain	Questionnaire preparation
7.	Adoption and Integration of ICT by Secondary School Teachers in Rural Schools of Bangladesh: An Analysis Using the Technology Acceptance Model (TAM)	Irin Parveen Md. Abu Taleb Ashik Sarker Lifat	Questionnaire preparation
8.	Contemporary Knowledge of Clay Artisans in Bijoypur	Sk. Mashudur Rahman	Questionnaire Pre-testing

Highlights of Some Completed Research Works

1. Title of the Research: Amar Bari Amar Khamar Project: Challenges and Potentialities

Name of the Researchers:

Advisors: Mr. Muhammad Maududur Rashid Safdar, Former Director General, BARD
Dr. M. Mizanur Rahman, Director General, BARD

Researchers: Dr. Md. Shafiqul Islam, Director, BARD;
Mr. Md. Mizanur Rahman, Director, BARD;
Mr. Milan Kanti Bhattacharjee, Director (Incharge),
BARD; Dr. Abdul Karim, Joint Director, BARD;
Mr. Newaz Ahmed Chowdhury, Joint Director, BARD;
Mr. Md. Tanvir Ahmed, Deputy Director, BARD

External Expert Member: Dr. Tofail Ahmed, Local Government Expert and Ex-Faculty Member of BARD

Statement of the Issue

The Government of Bangladesh has been implementing the ‘My House My Farm’ project popularly known as ‘Amar Bari Amar Khamar (ABAK)’ since 2009 with the goal of eradicating rural poverty from the country. This is the biggest project in the public sector of Bangladesh for poverty reduction of the rural people. The prime objective of the project is to contribute to reducing national poverty from 22.8% to 10% by 2020 (Revised DPP of MHMF, 2016). The project follows the strategy of making each rural household the locus of agro-economic activities for sustainable livelihood development through optimum utilization of local resources, human resources and time. The core concept of ‘ABAK’ is that each rural household will be a centre of economic activities (GoB, 2014: 197). To achieve this end, it has introduced a unique system of fund mobilization known as ‘contributory micro savings. The project targets 60 poor, ultra poor and beggar families in each village. Government is committed to expand ABAK activities to all 87,223 villages of the country (Revised DPP of MHMF, 2016).

ABAK is one of the biggest rural development projects funded by the government of Bangladesh. Improvement of rural livelihood depends to a great extent on effectiveness and efficiency of the project. For better management of the project, it is highly essential to understand how far the present working process and project activities are being effective in producing expected outcome from the project. In this regard, the study attempted to understand and assess effectiveness of overall project activities. In addition, the findings of the study could be helpful for the development thinkers and policy planners to frame future policy issues regarding effective project management and proper use of public resources. The study was also expected to add some new knowledge in development literature that might be useful for Bangladesh.

Objectives of the Study

The general objective of the study was to find out the operational efficiency and limitations of Amar Bari Amar Khamar (ABAK) project in reducing the rural poverty of Bangladesh.

The specific objectives were to:

- i) Examine the operational aspects of the project at the field level in the light of project documents and guidelines;
- ii) Find out how far the desired outputs like VDOs, capital, productive assets, skill of beneficiaries, marketing centres, Information Communication Centre (ICC) etc of the project are attained;
- iii) Assess the outcome such as agricultural productivity and self-employment status of the beneficiaries of the project;
- iv) Evaluate the impact like household income and incidence of rural poverty along with prospect of institutionalization of VDOs of the project; and
- v) Find out the governance, overall effectiveness, weaknesses, strengths, potentialities and sustainability of the VDOs as well as project.

Methods of the Study

Cross sectional primary data were collected through different methods and tools. The study team reviewed different publications, research reports, newspaper articles and previous project evaluation documents to have clear understanding about the ABAK project activities and its achievements so far. The team collected data through Sample Survey, FGDs, Case Study and Field Observation. Multi-stage random sampling technique was followed to select

sample Village Development Organizations (VDOs). From eight Divisions of Bangladesh, one district from each Division was chosen randomly. Two Upazilas from each of the eight districts and two VDOs from each Upazila were selected randomly. Thus, a total of 32 VDOs were randomly selected from all over the country. Simple Random Sampling (SRS) technique was followed to identify the VDO members for household survey. For this study, the team selected 32 VDOs and each VDO consisted of 60 members. Hence, the population size was **1920**. For finite population, the sample size was calculated by using the statistical formula (Kothari 2004):

$$n = (z^2 \cdot p \cdot q \cdot N) / \{e^2 (N-1) + z^2 \cdot p \cdot q\} \dots\dots\dots (i)$$

According to the formula the estimated sample size was **320**. Ten members (6 women and 4 men) from each VDO were selected randomly for household survey.

A total of 10 FGDs were conducted in Chattogram, Rajshahi, Rangpur, Dhaka and Sylhet Divisions only by the study team members in the respective Upazilas. Approximately 15-20 participants attended each of the FGDs. The FGD participants were VDO-members, local government representatives, BRDB officials, Upazila Chairman, UNO, local leaders etc. For in-depth analysis and understanding of the success and failure of the VDOs, eight case studies were conducted under this study. Four successful VDOs and four unsuccessful VDOs were purposively chosen from eight districts. A thorough investigation and analysis was done to find out the cause and effect relationship behind the success and failure of the selected VDOs. For collecting quantitative data structured interview schedule was used and data were collected through face to face interview. Focus Group Discussions (FGD) were conducted to gather qualitative data on various aspects. Checklists and open-ended questions were used in collecting qualitative data.

Computer based software (CSPPro) was used for data entry and processing. Research investigators of Research Division of BARD performed the functions of data entry developed by an expert data analyst. T-test was used to compare two different sets of values. This test compares the mean of two samples. For this research t-test was employed to test the significance of some defined variables before and after intervention of ABAK. The beneficiaries of the project were also asked to rate the overall performances of the project through five point Likert scale. The total score of a respondent was determined by summing up the weights for responses against each statement which is shown under 'aggregate score'.

Summary of the Study Findings

It was found that there is a diversified occupational structure among the VDO members of the ABAK project. Agriculture is no longer the only primary occupation of the beneficiaries. The average family size of the VDO members of ABAK project is 4.98 comprising of 2.37 adult male, 2.29 adult female and 1.16 children under 5 years. The average land size of the beneficiaries is 57.4 decimals including 38.2 decimals of cultivable

land, 12.9 decimals of homestead land, 3.9 decimals of pond, 1.0 decimal of fallow land and 0.6 decimal of other types of land.

Among the respondents, 82% deposited savings on a monthly basis. On the other hand, 14.06% respondents deposited the monthly savings at irregular intervals. On an average, each member saved Tk. 6,866.00. The deposit of contributory savings from project authority was found a little bit irregular. The respondents got varying amounts of contributory savings from the project depending on the length of time of membership and amount of personal savings. The average contributory savings varied from Tk. 4,192.00 to Tk. 4,800.00 while the average amount of contributory savings was calculated to be Tk. 4,610.00.

The highest and the lowest average size of loan for the first time ranged between Tk.13,750.00 and Tk. 8,675.00. For the second time, the amount varied between Tk. 21,000.00 and Tk.15,089.00. For the third time, the amount varied between Tk. 27,777 and Tk.19,130.00. It indicates that there is a small deviation between the existing guidelines and practices at the ground with regard to distribution of loans to members. The current loan approval process was time consuming. It was found that the loan approval process in some cases took more than one month, and in an extreme case it took more than six months. Most of the respondents expressed that loan approval process is slow compared to NGOs. There was a high demand for increased amount of loan. They expressed that the initial amount of loan should be increased to at least Tk. 50,000.00. A sizeable portion of respondents was not sufficient aware of online based credit operation system of the project. Some participants pointed out certain difficulties with SMS. Such as, some borrowers could not read SMS and sometimes they missed SMS due to many reasons. Very often, SMS was deleted due to ignorance. Sometimes, they had changed mobile number.

It was found that, 120 (37.50%) out of 320 received training while 200 (62.50%) were not imparted training from the project. Further, 312 (97.50%) opined that they did not receive any kind of technical support after training. The current average monthly household income of the beneficiaries is significantly high compared to the monthly household income 5 years earlier. On an average, all the respondent beneficiaries have increased their monthly household income by 46% within the period of 5 years after being the members of the ABAK project. The mud and thatched walls of the houses of the beneficiaries decreased and tin and brick walls increased which indicates the improvement of their economic condition and standard of living. At present, the number of *Kutchra* latrine has declined remarkably (69 before and only 18 at present) and no open place defecation was found.

Number of income earning members has increased. Among the beneficiaries, 95% opined that their self-employment opportunities increased and only 5% opined that it remained same as earlier. Among the beneficiaries, 94% opined that their poverty decreased

and only 6% opined that it remained same as earlier. Among the beneficiaries, 96% opined that their social dignity status improved and only 4% opined that it remained same as earlier, 95% opined that their livelihood status improved and only 5% opined that it remained same as earlier. The t-test result shows that significant changes occurred among various assets of the beneficiaries after joining the ABAK project. The housing status, safe drinking water, sanitation status and electricity consumption status have significantly improved at present compared to the period before joining the ABAK project.

It was seen that 78% of the VDOs had full members while 22% of the VDOs were in shortage of members. In case of about 38% of the VDOs no member had left the VDO since they joined the organization. It was also found that 1-5 members from 38% of the VDOs had left the organization while 19% of the VDOs reported that about 6-10 members had left the organization. It was found that 10-20 members received IGA training only in case of 9% of the VDOs while in case of the rest of the VDOs only 1-10 members received IGA training. It was seen that over the last five years, the VDOs of the study areas were able to increase their initial fund almost three times (from Tk. 4.28 lakh to Tk. 12.94 lakh). This is quite a good sign for the VDOs to maintain the fund flow at the society level. It was found that the mean loan amount distributed increased so far in the studied VDOs over the last five years. It increased from Tk. 2.38 lakh to Tk. 4.61 lakh after five years.

The mean number of *Uthan Boithak* (courtyard meeting) differs among VDOs. It ranged from 9 to 11 meetings per year. It was found that a big confusion prevailed among the members. The members were told that they need to provide Tk. 200.00 each month and Government will provide same amount to each in their respective account. Some members did not have the idea that the 'incentive bonus' given by the Government, would be deposited in society account and cannot be withdrawn at any circumstances and it is the property of the VDO, not of the individual members. Another confusion was observed about the own savings amount, which they thought could easily be adjusted with the bad debt. In many places, there had been brawl over this issue between the beneficiaries and project management. This has created serious problem in running the society smoothly at the initial level.

A number of problems were ventilated by the beneficiaries, among which the most serious problems as felt by the beneficiaries are - poor loan amount (88%), shortage of training (52%), no society office (45%) and loan not given timely (17%). Other problems are - shortage of field supervisor, poor monitoring, no provision of loan exemption in case of death of the borrower, etc. Gradually poverty is reducing among the ABAK beneficiaries. Their income is increasing and they are becoming self-reliant. There are some advantages of ABAK loans. The interest rate is minimum and repayment system is also quite flexible. Borrowers do not need to pay installments weekly. All the participants unanimously agreed

that ABAK project has been able to improve the social and economic status of the beneficiaries to some extent. As the number of female members is 40 (out of 60) in each society, women got the opportunity to express their loan demand in the *Uthan Boithak*. The project has made the loan available at their doorsteps which not only helps to promote women empowerment, but also enhances the capacity to utilize the loan effectively for increasing the household income.

Recommendations of the Research

Some policy implications and recommendations of the study are:

- (i) The size of the VDOs could be ranges from 30-60 members;
- (ii) Loan size could be re-fixed at Tk. 20,000.00-50,000.00 depending on the business opportunities at the community and capacity of repayment of the beneficiaries.
- (iii) Providing 5% interest on the savings of the beneficiaries' right from the first year and showing it in the passbook could help gain the confidence of general beneficiaries.
- (iv) Provision could be made for reconciliation of bad debts from society fund which can be created from a portion of loan interest (8%) that is added to the society account on a regular basis or special insurance system could also be introduced for reconciliation of bad debts.
- (v) For escalating staff morale, all staff positions need to be fixed either for long term or be transferred to *Pally Sanchoy Bank* in due time by providing service guarantee.
- (vi) To encourage local entrepreneur, the possibilities of establishing '*co-operative market*' for the various products grown by the ABAK beneficiaries at the different locality of the country need to be explored.
- (vii) Training on IGA is not sufficient. There should be more provision for training for the VDO members. The training should be related to the IGA that a particular VDO member wants to invest.
- (viii) UP Chairmen and Members are not actively involved in forming VDOs and at the time of disbursement of loan to the beneficiaries. Their involvement could be increased. UP representatives and local elites could be included during disbursement of loan for making it more transparent.
- (ix) Regular *Uthan Boithak* is essential for VDOs. Regular *Uthan Boithak* and attendance of members should be ensured by the Field Worker of ABAK.

In order to satisfy demand of loan by the beneficiaries and efficient use thereof, a number of suggestions are: (a) contributory fund to the society could be increased. For increasing fund of the VDOs, government can continue to provide contributory fund to the society for five years; (b) special loan allocation could be provided to disaster-prone areas; (c) borrowers could be informed through SMS regarding payment and remaining balance of their loan; (d) for strengthening the local level monitoring as well as supervision and realization of loan, Chairman and Manager of the respective VDO could be involved actively, and for this service, a small amount of honorarium from service charge can be provided to them; (e) for risk management (for example, sudden death of borrower or serious illness), there should be some security fund to support defaulter. Besides, a principle could be taken to re-adjust his/her savings with his/her loan in case of death; (f) ABAK could provide marketing support to the borrowers for their products; (g) Field Staffs could be provided training on record keeping, accounting and loan management; and (h) Concrete guidelines are needed with regard to utilization of service charge of loan.

2. Title of the Research: Agro-based SMEs in Bangladesh Government Policy Strategy and Applicability of PPP

Reseachers: Ms. Saifun Nahar, Deputy Director, BARD

Statement of the Issue

Through Five Year Plans and other national and international policy directives (PRSP and MDG and SDGs), Bangladesh has achieved massive socio-economic development in almost all fronts. But still its economy is struggling for achieving a sustainable stage. Rapid industrialization is the only way to achieve the desired goal and SMEs are the most potential sector for the contribution of rapid industrialization with creating huge employment as there are surplus and underemployed labor. Agro-based SMEs are going hand in hand with other SMEs. As there are huge growing demand for agro-based products in the domestic as well as world market, Bangladesh is standing in a favorable position by holding a big comparative advantage in producing and exporting these products compared to many other countries in terms of available raw materials. After declaring the agro-based industries as a thrust area for export, many industries have been established and these are creating appeal among the Bangladeshi expatriates as well as foreign consumers for the processed and packaged foods. Even they built up a value-chain which is meeting the interests of all the parties involved at different phases in agro-based products. According to Export Promotion Bureau (EPB) the export of agro-based products has been risen and it earned 610 million dollars in FY 2013-14 compared to 570 million dollars in FY 2012-13 and 120 million-dollars in 2008-09 respectively (Arman, 2015). But still this sector faces some problems such as reducing international competitiveness, less product diversification, financial and enterprises infrastructural constraints, less efficient labor as well as entrepreneurship initiation, as most of the agro-based are operated in the private sector. As with many developing countries, there are limited research and scholarly studies about the Bangladesh agro-based SMEs also, specially related to international competitiveness and applicability of PPP of this sector. If we go through the different conducted studies about SMEs and agro-based SMEs in Bangladesh, we find that most of the research was conducted on finance-related issues and some are on the problems and prospects of this sectors. Some research has been conducted for agro-based SMEs in Bangladesh but not at satisfactory level. It is hard to find out any research related to Agro-based SMEs, its product competitiveness in international market and PPP at a time. FAO has conducted a research named “*Public-private partnerships for agribusiness development: A review of international experiences*”, but in this study, there is no case study about Bangladesh agribusiness related to PPP. There is another research namely “*Study on the Roles and Opportunities for Private Sector in Agro-food Processing*

Industry of Bangladesh” which is conducted by Innovision Consulting Private Limited in 2016, where we find some case studies about agro-based processing project funded by donor and implemented by Bangladesh government and NGOs. Those cases can be examples of PPP in agri-based SMEs, but the researcher’s view was different. Though the PPP concept came into light for various fields of development works especially the development of infrastructure, education, health sector, it could be a favorable tool for enterprise development also. As agro-based SMEs could be an important sector of Bangladesh economy as an agro raw product dominating country, there was a need to conduct an empirical enquiry to investigate the success factors of agro-based SMEs and applicability of PPP to foster those factors in Bangladesh.

The data which has been used in this study are retrieved from UN COMTRADE primary data set which is completely a new addition of this study. The study aims to find some policy recommendations which can provide some positive suggestions to make development plans for the agro-based SME sector by applying PPP for fostering the growth of Bangladesh economy, which could lead the country to holding a better development position. Besides, this research can produce several benefits such as: i) Readers can be benefited by acquiring knowledge and insights about progressive industrial and different economic development related policy-strategies of Bangladesh government and know about the position of Bangladeshi agro-based products in international market in terms of international trade competitiveness and product sophistication; ii) For the universities, the research can help make a comparison between the theory of development especially the coordination approach between government and private sector for the agro-based SMEs development; iii) For investors, it will increase their knowledge about international demand of agro-products and where they need to give attention. Besides, it could be an input of thought that is expected to be useful for their field of investment; iv) For the government, this study will open a new avenue for evaluating the policy strategies of economic activities and can help to adopt some new areas for policy formulation to boost up the economy with the active participation of private sector through PPP in agro-based sector.

Objective of the Study

The broad objective of the present study is to figure out the current situation of Bangladeshi agro-based SMEs with special emphasis on international market and harmonizing the agro-based SMEs as a dynamic sector by overcoming the existing barriers as well as articulating proper strategy for facilitating the development of this sector.

The specific objectives of the study are to:

- (a) assess the current status of Bangladesh agro-based SME sector and its products with special emphasis on export performance;

- (b) know and analyze government's policy strategy/ initiatives for fostering the agro-based SMEs for achieving the development growth;
- (c) apply relevant theories to explain opportunities, constraints and growth potential of agro-based SMEs in Bangladesh;
- (d) explore the applicability of PPP for the development of agro-based SMEs; and
- (e) provide some policy recommendations for the development of agro-based SMEs in Bangladesh based on findings.

Methods of the Study

Both quantitative and qualitative methods have been used for data collection, sampling, interpretation and analysis. Product disaggregated data were retrieved from United Nations COMTRADE database on Standard International Trade Classification Rev.2 at 4-digit level. Those data were retrieved and cleaned for analyzing actual position of agro-based products of Bangladesh in international market for last one decade according to RCA model with EXPY and PRODY variables. For RCA, EXPY and PRODY analysis, purposive sampling method has been used to select agro-based product. Descriptive statistics was calculated for the quantitative phase from the different data to support evidence from previous studies and research on the specific sub-sector, particularly to shed light on agro-based SMEs and public private partnerships in Bangladesh and other countries which are practicing PPP in this sector. The collected data were processed manually and through software. Tabular and graphical representations were made in MS Word and MS Excel. The concept of RCA model has been used for sorting of data, identifying the gap of the agro-based SME products and learning the application of PPP can generate spillover effect in this sector is shown by Big Push theory with diagram. The conceptual and thematic interpretations in the study aim at exploring the actual situation of agro-based SMEs and the phenomena of the potentiality of PPP in agro-based SMEs in Bangladesh.

Summary of Study Findings

Considering export performance, it has been found that Bangladesh has a big market with 154 export partners. It is found that in the last four decades, the number of trade partner for selected agro-based products has increased from 40 partners in 1976-1980 to 154 partners in 2010-2016 and total trade value has increased from 194.20 million USD in 1976-1980 to 8678.04 million USD in 2010-2016. But the product diversification is very low which need special attention. According to SITC Rev. 2 data, there are 134 products included in food category from which 115 products earned foreign currency for Bangladesh in 2016. The number of product items increased from 83 to 115 in 2006 to 2016 which is insignificant in terms of diversification of product, and the volume of export

earnings was US\$ 570.330414 in 2006 (for 84 products item) and US\$ 947.513103 in 2016 (for 115 product items).

Besides, the more sophisticated products, which increase the EXPY, are absent in export basket of Bangladesh or contain low RCA value. Among 59 selected products for 2016, top 10 products of high PRODY value lie in marginal class according to RCA classification, which indicate the shortage of sophisticated product export by Bangladesh. The top three products which are in classic group have less PRODY value and secured 40th, 41st and 58th position which need much attention to increase its income potentiality to contribute more on country's export value.

To increase the income potentiality of the products of these categories, it is necessary to build strong agro-based SMEs with government initiatives by lowering the barriers and promoting entrepreneurship. Product development research is urgently necessary in these perspectives. The study also found that most of the export partners are from European countries and the Middle East. Bangladesh need to expand its export in Africa and Latin American countries to minimize the risk of squeezed market for facing the global economic crisis.

From the study it has been found that agro-based SMEs have a significant role to promote rural employment which can prevent rural to urban migration problem. Besides, it directly increases the income level of people as well as plays as a good forward linkage industry for the primary agricultural product by value addition. It has been found from a study conducted by SME foundation that the maximum average annual turnover is Tk. 108.54 million per enterprise observed in agro-processing sector which promotes potentiality of agro-based industry (SMEF, 2013) and the economic viability of this sector. By analyzing the government policies, rules and regulations have been found that those are still in favorable situation for establishing more agro-based SMEs and promoting industrialization in this sector specially to receive financial facilities perspective. But most of other facilities are paper based. In real situation agro-based SMEs are facing various problems like other manufacturing sectors along with sector specific problems.

The study also found that for overcoming the current problems of agro-based SMEs, public-private partnership can be a better option. From different case studies it has been found that PPP in agri-business still exists in different countries of Asia, Latin America and Africa e.g. Pakistan, Thailand, Indonesia, Philippines, Ecuador, Ghana, Kenya, Chile etc. In Bangladesh there are some projects which are implemented with the coordination of Bangladesh government, international donor, NGOs and private agro-based associations which can be categorized as PPP project, e.g. ATDP-I and ATDP-II, ASIRP, *“Strengthening the capacity of Bangladesh Agro-Processors’ Association (BAPA) to enhance competitiveness of its member SMEs involved in agro-processing”* etc.

As government has favorable policies, rules, regulations, institutional setup both for government and private level and there are many potential entrepreneurs who are ready to promote this sector and PPP can play role to mature these enterprises for some years. After maturation of the enterprises by initiating PPP, agro-based SMEs can be a big sector with its own potentiality by spillover effect.

Suggestions and Recommendations

- i) There are 30 agro-based SME clusters, which have been recognized by SME Foundation. Bangladesh Bank has prepared SME credit policies and programs in 2010 and according to those clusters development is an important issue for implementing finance schemes. So, cluster can be a potential location for implementing the PPP for agro-based SME development in order to increase the global competitiveness and enrich the export basket with new diversified and more sophisticated product through increasing RCA.
- ii) PPP can be applicable in the following four areas:
- iii) Product Chain Development (PCD) from farmers to producers for reducing the post-harvest losses and maximizing and efficient utilization of raw materials. Under the different financial schemes of Bank and Non-bank Financial Institutions, different infrastructure facilities as well as technology can be introduced in this perspective.
- iv) Innovation and Technology Transfer (ITT)-from research institutions to farmers (for strengthening backward linkage industries), SMEs to innovate new product, quality assurance, increase the production and lower the opportunity cost of time. As different agro-based research institutions and DAE are working for the development of primary agricultural products, these institutions can jointly do research within PPP structure which will be an easy way to directly transfer the technology to farmers and producers. Besides, BSTI, BCSIR can jointly do research for quality assurance and product diversification within PPP structure in agro-based SMEs.
- v) Development of Physical Infrastructures (DPI)- In the Industrial Policy 2016, agro-based SMEs have been recognized as high priority sector and the establishment of PPP-based industries has been specified. So, government can provide industrial plot in Special Economic Zone and EPZs for agro-based SMEs. BSCIC can be modernized, existing 30 agro-based industry clusters can be upgraded and newer cluster can be developed in different geographical regions for product specialization.
- vi) Delivering Business Development Services (DBDS)- As there are already some government and private institutions such as SMEF, EPB, BPC, BAPA, HORTEX foundation etc., these can work jointly in PPP structure which can strengthen the agro-based business associations to work as network between government institutions (for using the one stop service) and agro-based SMEs to enhance the export market as well as meeting the increasing domestic market.

3. Title of the Study: Challenges and Prospects of Jute Cultivation: A Study on Farmer's Response in Selected Areas of Bangladesh

Researchers: Mr. Junaed Rahim, Deputy Director, BARD
Dr. Shishir Kumar Munshi, Joint Director, BARD
Mr. Benzir Ahmed, Deputy Director, BARD

Statement of the Problem

Jute, as an environment friendly fiber, provides a lot of opportunities to farmers for income generation in Bangladesh. Till the end of the 1980s, jute remained as the most significant export item for Bangladesh and had a dominant role for foreign export earnings. In the earlier times Bangladesh dominated the world jute market. At present though Bangladesh ranked the second in producing fiber jute, gradually it has lost its grip on the world market. Jute alone contributes about 1.58% to the national GDP without involving any foreign investment. The eagerness of the farmers to cultivate jute, share and significance of jute and jute products in the manufacturing sector, and its overall contribution to the GDP have shown a sharp decrease over the last three decades. Lack of significant efforts and required investments towards jute product development and diversification, and also inability to undertake the technological transformation undermined jute's prospects as a fiber. Due to scarcity of land for cultivation, high input cost, lack of HYV seeds, the consequence of lower productivity and low profit thus gave rise to a vicious cycle. The golden fiber as it was called once upon a time gradually lost its footing in the economy and in the farmer community as well. To revive the role of jute in national economy, the government of Bangladesh has taken some practical measures such as encouraged use of jute made shopping bags instead of polythene ones and also made some policy supports in producing jute made textile and other handicrafts. Hopefully, the jute industry would take a greater place in the market by producing jute made bags and other usable products. It is a fact that the scientists in Bangladesh have been working on developing high yielding variety of jute. Notably, the genetic structure of jute was first discovered by Bangladeshi scientist. The study was attempted to explore the reasons for losing competitiveness of jute in the manufacturing sector and prescribe the possible ways of promotion of jute products where by the farmers are able to improve their earnings and livelihoods.

Objectives of the Study

The general objective of the study was to examine the prevailing problems and future potentials of jute cultivation in the country.

The specific objectives were to:

- i) examine the present socio-economic status of the jute farmers;
- ii) identify the causes of losing interest of the farmers in jute cultivation;
- iii) identify the factors contributing to the variation of prices of jute from producers to users at different levels;
- iv) explore the opportunities of promotion of jute products and formulate policy recommendations specially in marketing of jute and jute products.

Research Methods

The research was carried out following both qualitative and quantitative method. To fulfill the objectives of the study both primary and secondary data were used. A semi-structured questionnaire was followed to collect data from the study area. The study was designed to comprehend and highlight the opinion of two sections of people: a) farmers who are directly involved in jute cultivation, and b) *Foria/Aratdar* (market agents) who are involved in trading of jute and jute products. Moreover two case studies have been included to analyze the success stories of jute cultivation and promotion of jute products. With this view previous research conducted on this area was used as a source for analyzing the trends of jute industry in Bangladesh. Relevant newspaper articles and websites were also used as a secondary source.

Data Collection and Sampling

Data was collected through random sampling by administering semi-structured questionnaire. Two approaches were followed to collect data: questionnaire survey and case study. The questionnaire was pre-tested to make it more pragmatic and rational. Based on the feedback from the field, two sets of questionnaire were developed. Two hundred (200) respondents were interviewed from four districts namely Rangpur, Pabna, Faridpur and Jessore where jute is grown more. Both close ended and open ended questions were included in both the questionnaire. Two case studies were done and it illustrated the potentials and the ways of how jute cultivation can be profitable to the farmers. These case studies also include the ways of government and non-government interventions in promotion of jute cultivation.

Data Analysis

Results are presented through both tabular and graphical explanations like table, pie chart and bar chart which have given a concrete insight of the situation of the study areas. In analyzing the data, MS Excel has been used as a tool for drawing simple percentage and graphs. Moreover, the content analysis is done depending on the secondary data that includes tabular and graphical explanation. The primary data analysis was also supplemented by secondary data. The following methodological framework is done to present the data:

Measurement and Scope

The scope of the study is furnished below:

Study Objectives	Dimensions	Measurement Technique	Important Variables
a. examine the present socio-economic status of the jute farmers;	i. nature of involvement ii. living standard iii. major sources of income	The opinion of the farmers about their nature involvement in jute cultivation would be interviewed through questionnaire. The livelihood pattern of the farmers would be analyzed.	Types of farmers, knowledge about cultivation, level of education, income level, household status
b. identify the causes of losing interest of the farmers in jute cultivation;	i. market price of jute and jute products ii. profit and loss iii. supply of jute products iv. status of cultivation of jute	The process of jute cultivation, supply chain, cost of cultivation and returning benefit and loss would be analyzed through questionnaire. Moreover, previous research documents would also be analyzed to see the participation process of the farmers.	Annual/ monthly production cost, selling cost, cost and return, production process, market chain etc.
c. identify the factors contributing to the variation of prices of jute from producers to users at different levels;	i. role of middle man ii. role of farmers in the supply chain iii. reasons of price variation iv. satisfaction of the farmers	The process of jute cultivation and marketing would be analyzed. The farmers would be asked about the causes of price variation through questionnaire.	Market demand, use of jute products, major clients of jute products etc.

Study Objectives	Dimensions	Measurement Technique	Important Variables
d. explore the opportunities of promotion of jute products and formulate policy recommendations specially in marketing of jute and jute products.	i. market opportunities ii. areas of use of jute product iii. government support iv. farmer's eagerness	The possible ways of promoting jute products would be identified. The present trends of using jute products would also be analyzed.	Market demand, use of jute products, channel of export, government support etc.

Findings of the Study

Farmers' Perception

- The present potentials of jute could not be comprehended by the farmers because of multifarious market dimensions. Although jute has huge market potentialities the farmers could not get the benefit out of jute cultivation. Among the problems, not getting fair price of jute seems one of the most important that reported by 167 (83.5%) respondents in the study areas.
- The presence of a syndicate in the market is another significant factor for not getting the profit of jute cultivation by the farmers. This syndicate controls the market chain and price for which the farmers could not get the benefit of jute cultivation.
- To break the chain of syndicate the government could directly intervene in the market by purchasing jute directly from the farmers. The respondents opined that price of jute could be rationalized and fixed by the government. Use of modern machineries particularly ribbon retting method of collection of jute fiber could increase the production. Moreover, the farmers need training on how to use the best technology for jute cultivation.
- The farmers would like to increase their production. In this respect the unnecessary influential factors in the market play some negative impact. Farmers' association has not been formed in the study areas as a result of which they could not address their problems to the appropriate authority.
- Increase of cultivation cost of jute is diminishing the interest of the farmers to cultivate jute. Moreover, the hazards in production and other retting process such as lack of water bodies/ponds make the situation more complex.

- Farmers usually sell jute in the local markets. The local market is basically the prime channel from where the raw jute moves to its final output. Therefore, the interest of the farmers lies mostly in the local markets. But the local market is mostly controlled by local middleman that is called *Foria*. Here also the interest of the farmers was lost.
- The farmers could not get the benefit because of other factors as well. The local dealers usually collect the raw jute at very low price during peak period and store them so that they can sell them at high price. As a result the farmers again are deprived of getting fair price.

Dealers' Perceptions

- The dealers usually collect raw jute at the beginning of the season. Even at the dealers' level the problem of fair pricing was seen. About 46% respondents at the dealer level mentioned that they did not get fair price from the party they sell jute. Here also the existence of a middle man was seen in between mills and dealers.
- Majority of the dealers (73% of the respondents) sell their jute to the mills. Moreover, the dealers also sell their collected jute to big merchants. This indicates that the large portion of produced jute goes to the mills for further use or export.
- The quality of jute is significant if we need a vibrant jute market. The dealers opined that they did not get quality raw jute due to some malpractice of the middleman. As a result the mill/ factories also were not getting quality jute.
- The dealers also mentioned about the problem of insufficient capital to maintain their business. It was observed that the dealers could not manage sufficient capital to purchase raw jute as a result of which they could not supply good quality jute to the mills.

Inference Drawn from the Case Studies

It is found in the case study one that jute stick could be potential source of producing ink powder to be used for press and computer printing. At the same time it can make a huge access to international market like China, Japan, Australia etc. In this way the farmers can get a good price and huge source of additional income generation. The case studies suggested that jute stick ash producing factories could be set up in the study areas and linked with the farmers' so that they could get good price from jute stick. Moreover, in the case study two it was found that jute fibre can also be used as raw materials for producing eco-friendly perishable polybag. If it is promoted in the international market jute could get back its past glory. At the same time BJMC is promoting jute fair where they demonstrated diversified and

eco-friendly jute made products. Proper patronization of these products can help the farmers to get benefit from jute cultivation.

Recommendations

- The market chain is very significant for the farmers to get the fair price of jute. In this regard the monopoly of the middle man in the market should be diminished. In every step of market channel a flexible price plan could be fixed by the government. Moreover, the farmers could be given direct access to sell their jute to the mills and factories that produce innovative products from jute. This may not be easy for a single farmer. In this regard farmer's association could be formed in the jute produced areas so that the interest of the farmers could be better served.
- The farmers talked about the lack of institutional support such as lack of training about modern techniques of jute cultivation. In this regard, concerned ministry and institutions could arrange special campaign at the village level to disseminate the knowledge of latest trends of jute cultivation among the farmers.
- Special loan package could be given to the farmers to promote jute cultivation. Moreover, small entrepreneurs of jute made product could also be included in the loan package so that the new innovative products could be promoted.
- The ashes of jute stick can be used for making dry cell batteries, cosmetics, carbon paper, computer ink and various chemical products. This is not so much rampant practice among the farmers of our country to use jute fiber in this way. This could be promoted countrywide as it could be a vital source of income.
- Supply of quality seeds is very significant to ensure production. It was seen in the study that farmers could not get enough quality seeds in time. Therefore, the study recommends to give special task to concerned Departments to maintain supply of quality seeds in the market.
- The innovative jute products as mentioned in the study should be promoted in the market. We have seen in the study that jute can be used as substitute of poly bag. Moreover, jute is also being used as a raw material of making ink. Dress materials are also made from jute. Our honorable Prime Minister Sheikh Hasina has also emphasized on using jute products to minimize the use of poly bags. Now the question is how these products can be brought into limelight in the market. If these products are popularized, the ultimate benefit should go the farmers. In this regard, these products could be channelized in the popular market outlets and special expo can be organized. To make these products popular in the international level, some popular international promoters can be invited in these exhibitions. Concerned ministry and Jute Research Institute can initiate such plan in this regard.

4. Title of the Study: লালমাই-ময়নামতি প্রকল্পের (আমার বাড়ি আমার খামার প্রকল্পের বার্ড অংশ) মধ্যবর্তী মূল্যায়ন

গবেষকবৃন্দঃ

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ড. মোঃ শফিকুল ইসলাম, পরিচালক, বার্ড ও উপ-প্রকল্প পরিচালক, লালমাই-ময়নামতি প্রকল্প

ড. মোঃ আনোয়ার হোসেন ভূঁঞা, যুগ্ম-পরিচালক ও সহকারী প্রকল্প পরিচালক, লালমাই-ময়নামতি প্রকল্প

মধ্যবর্তী মূল্যায়নের প্রেক্ষাপটঃ

কম্পোনেন্টের ডিপিপিতে মেয়াদের মাঝামাঝি সময় মধ্যবর্তী মূল্যায়নের বিষয়টি উল্লেখ রয়েছে। প্রকল্প মেয়াদ বৃদ্ধি না পেলে প্রকল্পটি জুন ২০২০ খ্রিস্টাব্দে শেষ হয়ে যাবে। এমতাবস্থায় প্রকল্পটির মধ্যবর্তী মূল্যায়নের সিদ্ধান্ত গৃহীত হয়েছে। এরূপ মধ্যবর্তী মূল্যায়নে আন্তঃমন্ত্রণালয়ের বিশেষজ্ঞদের নিয়ে কমিটি গঠন করা হয় বলে তাঁদের পক্ষে প্রকল্পের মাঠপর্যায়ের সার্বিক সঠিক চিত্র জানা সম্ভব হয়, প্রকল্পের সুফলভোগীদের সাথে মিথস্ক্রিয়া ও মতবিনিময়ের সুযোগ হয় এবং প্রকল্পের বাকী মেয়াদের জন্য সুনির্দিষ্ট পরামর্শ প্রদান ও ভবিষ্যতে মেয়াদ বৃদ্ধির আবশ্যিকতা হলে সে বিষয়েও সঠিক মতামত প্রদান সম্ভব হয়। এলক্ষ্যে ডিপিপি'র বিধান অনুযায়ী মধ্যবর্তী মূল্যায়নের সিদ্ধান্ত গৃহীত হয়। মূল্যায়নের জন্য পল্লী উন্নয়ন ও সমবায় বিভাগ, পরিকল্পনা কমিশন, বাস্তবায়ন পরিবীক্ষণ ও মূল্যায়ন বিভাগ (আইএমইডি), "আমার বাড়ি আমার খামার প্রকল্প" প্রকল্পের প্রতিনিধি, বাংলাদেশ পল্লী উন্নয়ন একাডেমি (বার্ড)-এর প্রতিনিধি ও লালমাই-ময়নামতি কম্পোনেন্ট-এর প্রতিনিধির সমন্বয়ে মধ্যবর্তী মূল্যায়ন কমিটি গঠন করা হয়।

মধ্যবর্তী মূল্যায়নের উদ্দেশ্যঃ

মূল্যায়ন হল প্রকল্পের আওতায় বাস্তবায়িত/বাস্তবায়নাত্মক কর্মকাণ্ডের লক্ষ্য ও প্রকৃত অগ্রগতি পর্যালোচনা ও কোন বিচ্যুতি হয়ে থাকলে তার কারণ উদ্ঘাটনপূর্বক প্রয়োজনীয় সুপারিশ/পরামর্শ প্রদান করা। এ কারণেই যেকোন প্রকল্পের মধ্যবর্তী মূল্যায়ন একটি গুরুত্বপূর্ণ বিষয়। লালমাই-ময়নামতি কম্পোনেন্টটি যদিও **আমার বাড়ি আমার খামার প্রকল্প** প্রকল্পের আওতায় বাস্তবায়িত হচ্ছে, কিন্তু এর বেশীর ভাগ কর্মকাণ্ডেরই স্বাভাবিকতা রয়েছে। এ কম্পোনেন্টের আওতায় শুধু গ্রামোন্নয়ন সংগঠন সৃজন, সদস্যদের নিকট হতে সঞ্চয় সংগ্রহ ও ঋণ কার্যক্রমই হুবহু আমার বাড়ি আমার খামার প্রকল্প প্রকল্পের আদলে বাস্তবায়িত হচ্ছে। এ প্রকল্পের আওতায় বাকী প্রায় সবগুলো কর্মকাণ্ডই উদ্ভাবনামূলক, গবেষণাধর্মী এবং একই সাথে চ্যালেঞ্জিংও বটে। এক বছর কয়েক মাসে প্রকল্প কার্যক্রমগুলো কতটুকু সঠিকভাবে ও সফলতার সাথে বাস্তবায়িত হচ্ছে এবং প্রকল্পের বাকী মেয়াদে প্রকল্পের অন্যান্য কার্যক্রমগুলো পুরোপুরি বাস্তবায়ন সম্ভব হবে কিনা, প্রকল্প মেয়াদ বৃদ্ধি করা প্রয়োজন হবে কিনা ইত্যাদি বিষয়গুলো বিশ্লেষণ করাই মূল্যায়নের প্রধান লক্ষ্য ও উদ্দেশ্য।

মূল্যায়ন পদ্ধতিঃ

মূল্যায়নকে অধিকতর অংশগ্রহণমূলক, বাস্তবভিত্তিক ও ফলপ্রসূ করার লক্ষ্যে বিভিন্ন পদ্ধতি যেমন, কম্পোনেন্টের অগ্রগতি প্রতিবেদন পর্যালোচনা, ৫টি গ্রামোন্নয়ন সংগঠনের সদস্যদের সাথে এফজিডি (দলীয় আলোচনা), মাঠপর্যায়ের কর্মকাণ্ড সরেজমিন পর্যবেক্ষণ, দৈবচয়ন পদ্ধতিতে বাছাইকৃত ৮০জন সুফলভোগীকে সরাসরি প্রশ্নোত্তর, উৎপাদন উপকরণ ও প্রযুক্তি সরবরাহকারী প্রতিষ্ঠানের সংশ্লিষ্ট কর্মকর্তাদের সাথে মতবিনিময় ও এফজিডি ইত্যাদি পদ্ধতি অনুসরণ করা হয়। মধ্যবর্তী মূল্যায়ন কমিটির সদস্যদের সমন্বয়ে দু'টি পৃথক দল গঠন করা হয়। প্রতিটি দল ভিন্ন ভিন্ন তারিখে আলাদাভাবে বার্ডে প্রকল্প অফিস, কার্যক্রমের অগ্রগতি প্রতিবেদন এবং প্রকল্প এলাকা সরেজমিনে পরিদর্শন করেন এবং সুফলভোগীদের মাঝে বিতরণকৃত উৎপাদন উপকরণ ও

অন্যান্য সুযোগ-সুবিধাগুলোর মাঠপর্যায়ে অবস্থা ও প্রভাব মূল্যায়ন করেন। প্রকল্প অফিস পরিদর্শনকালে মূল্যায়ন কমিটি প্রকল্প কার্যক্রমের প্রচার, প্রকল্পের আওতায় প্রণীত ও প্রকাশিত প্রকল্প পরিচিতিমূলক বুকলেট, গ্রাম তথ্য বই, প্রকল্প বাস্তবায়ন নির্দেশিকা, দক্ষতা উন্নয়ন বিষয়ক বিভিন্ন কোর্সের প্রশিক্ষণ ম্যানুয়াল, ড্রাগন চাষ ও কোয়েল পালনবিষয়ক বুকলেট ইত্যাদি পর্যবেক্ষণ করেন। মূল্যায়ন কমিটি প্রকল্প এলাকা সরেজমিন পরিদর্শনকালে গ্রামোন্নয়ন সংগঠনের উঠান বৈঠকে উপস্থিত হয়ে দলীয় আলোচনার (FGD) মাধ্যমে সদস্যদের নিকট হতে প্রয়োজনীয় তথ্য-উপাত্ত সংগ্রহ করেন। সুফলভোগীদের নিকট হতে সরাসরি প্রশ্নোত্তরের মাধ্যমে তথ্য-উপাত্ত সংগ্রহের জন্য দৈবচয়ন পদ্ধতিতে মোট ৮০টি গ্রামোন্নয়ন সংগঠন হতে (যে সকল সংগঠনের বয়স ন্যূনতম ১বছর হয়েছে) ১জন করে ৮০ জন সুফলভোগী বাছাই করা হয়। সুফলভোগীদের নিকট হতে একটি নির্দিষ্ট প্রশ্নপত্রের মাধ্যমে প্রশিক্ষিত তথ্যসংগ্রহকারীদের মাধ্যমে তথ্য-উপাত্ত সংগ্রহ করা হয়েছে। স্টেকহোল্ডার হিসেবে যেসকল প্রতিষ্ঠান হতে আধুনিক প্রযুক্তি যথা আধুনিক জাতের উচ্চফলনশীল ধানের বীজ, সবজি বীজ, চারা, ভার্মি কম্পোস্ট ইউনিট, মৌ-বাক্স (কলোনী ও রাণী মৌমাছিসহ), বিভিন্ন প্রজাতির আধুনিক জাতের ফলের চারা, ৩০-৪২ দিন বয়সের ফাউমী, সোনালী জাতের মুরগির বাচ্চা ও খাকী ক্যাঙ্গেল ও জিডিং জাতের হাঁসের বাচ্চা, দেশী কার্প (রুই, কাতলা, মৃগেল) মাছের পোনা ইত্যাদি সংগ্রহ করে প্রকল্পের সুফলভোগীদের মাঝে বিতরণ করা হচ্ছে সেসকল প্রতিষ্ঠানের সংশ্লিষ্ট কর্মকর্তাদের সাথে মতবিনিময় করা হয়েছে। এছাড়াও প্রকল্প এলাকার নির্বাচিত জনপ্রতিনিধি যথা উপজেলা পরিষদ চেয়ারম্যান, ইউনিয়ন পরিষদ চেয়ারম্যান ও মেম্বারদের নিয়ে এফজিডি করা হয়েছে।

প্রাপ্ত তথ্যাদির বিশ্লেষণ ও উপস্থাপন কৌশল

উপরিষ্কারিত পদ্ধতিতে প্রাপ্ত গুণগত (Qualitative) তথ্যাদি বিশ্লেষণপূর্বক বর্ণনামূলকভাবে প্রতিবেদনে উপস্থাপন করা হয়েছে। প্রাপ্ত পরিমাণগত (Quantitative) তথ্যাদি কম্পিউটার সফটওয়্যারের (মাইক্রোসফট এক্সেল) মাধ্যমে বিশ্লেষণ করা হয়। গড় ফলাফল সারণির মাধ্যমে ও সরেজমিনে পর্যবেক্ষণ আলোকচিত্রের মাধ্যমে প্রতিবেদনে উপস্থাপন করা হয়েছে। তথ্যসমূহ পাঁচটি পৃথক ভাগে ভাগ করে প্রতিবেদনে উপস্থাপন করা হয়েছে। প্রথমতঃ মূল্যায়ন টীম কর্তৃক কম্পোনেন্ট-এর অগ্রগতি প্রতিবেদন পর্যালোচনাপূর্বক প্রদত্ত মতামত উপস্থাপন, দ্বিতীয়তঃ প্রকল্পের প্রচার ও প্রকাশনা কার্যক্রম পর্যবেক্ষণ সংক্রান্ত তথ্য উপস্থাপন, তৃতীয়তঃ গ্রামোন্নয়ন সংগঠনের সদস্যদের নিয়ে সম্পন্নকৃত দলীয় আলোচনার তথ্য বিশ্লেষণ ও উপস্থাপন এবং সরেজমিনে প্রকল্পের কার্যক্রম পর্যবেক্ষণের ছবি উপস্থাপন; চতুর্থতঃ সুফলভোগীদের নিকট থেকে এককভাবে প্রশ্নোত্তরের মাধ্যমে প্রাপ্ত তথ্যাদির বিশ্লেষণ ও উপস্থাপন, পঞ্চমতঃ স্টেকহোল্ডারদের নিকট থেকে মতবিনিময় ও এফজিডি'র মাধ্যমে প্রাপ্ত তথ্যাদি উপস্থাপন এবং একজন সুফলভোগীর কেইস স্টাডি উপস্থাপন।

প্রকল্প এলাকার নির্বাচিত স্থানীয় জনপ্রতিনিধিদের মতামত

- এলাকায় বাস্তবায়নাধীন লালমাই-ময়নামতি প্রকল্প (এবাএখা প্রকল্পের বার্ড অংশ) সম্পর্কে তারা প্রত্যেকেই ভালভাবে অবগত আছেন।
- প্রকল্পের সুফলভোগী নির্বাচনের ক্ষেত্রে মাঠ কর্মীগণ তাদের সাথে পরামর্শ করে থাকেন এবং তারা তাদের সাধ্যমত তাদেরকে পরামর্শ ও সহায়তা প্রদান করে থাকে। তবে কোন কোন ক্ষেত্রে মাঠ কর্মীগণ তাদের সাথে পরামর্শ না করে কিছু কিছু সিদ্ধান্ত নিয়ে থাকে। তার কারণ আমাদের ব্যস্ততার কারণে আমরা তাদেরকে পর্যাপ্ত সময় দিতে পারিনা।
- প্রকল্পের সুফলভোগী নির্বাচনের ক্ষেত্রে তুলনামূলকভাবে দরিদ্র পরিবারকে অগ্রাধিকার প্রদান করা হয়ে থাকে। তুলনামূলকভাবে ধনী পরিবারকে সদস্য হওয়ার ব্যাপারে নিরুৎসাহিত করা হয়।

- প্রকল্পের সুফলভোগী হলে তাদেরকে বিভিন্ন ধরনের আধুনিক জাতের ধান বীজ, সবজি বীজ, সরিষা বীজ, ফলের চারা, হাঁস-মুরগির বাচ্চা, মাছের পোনা, কেঁচো কম্পোস্ট ইউনিট, মৌবাক্স, মাশরুম বীজ ইত্যাদি এবং বিভিন্ন রকমের দক্ষতা উন্নয়ন বিষয়ক প্রশিক্ষণ প্রদান করা হয়।
- কিছু কিছু সুফলভোগী প্রকল্প থেকে উপকরণ, প্রযুক্তি, প্রশিক্ষণ ইত্যাদি পাওয়ার পর তাদের কাছে বলে। তবে বেশীরভাগ সুফলভোগীই উৎপাদন উপকরণ, প্রযুক্তি প্রশিক্ষণ ইত্যাদি পাওয়ার পর তাদেরকে জিজ্ঞাসা করলে এগুলো সম্পর্কে বলে, জিজ্ঞাসা না করলে তারা সহজে বলে না, কারণ তারা ভাবে এগুলো বললে ভবিষ্যতে তাদের কাছ থেকে অন্যান্য সুযোগ কম পাওয়া যাবে।
- প্রকল্প হতে এ সকল সুযোগ সুবিধা পেয়ে সুফলভোগীগণ যথাযথভাবে কাজে লাগিয়ে উপার্জন বৃদ্ধি করে অর্থনৈতিকভাবে অনেক লাভবান হচ্ছে।
- প্রকল্পটি কমপক্ষে পাঁচবছর বাস্তবায়ন হলে সুফলভোগীগণ দৃশ্যযোগ্য মাত্রায় সুফল পেতে সক্ষম হবে। তবে ১০বছর পর্যন্ত প্রকল্পের মেয়াদ বৃদ্ধি করা সম্ভব হলে গ্রামে গড়ে উঠা সংগঠনগুলো সুফলভোগীগণ নিজেরা চালিয়ে নেওয়ার মত দক্ষতা ও সক্ষমতা অর্জন করবে এবং গ্রামোন্নয়ন সংগঠনগুলো স্থায়িত্বশীলতা অর্জন করতে পারবে।
- প্রকল্পটি সদর দক্ষিণ, লালমাই ও বুড়িচং উপজেলার অন্যান্য ইউনিয়ন ও গ্রামগুলোতে বাস্তবায়ন করা প্রয়োজন।
- প্রকল্পের লক্ষ্যমাত্রা যথাযথভাবে অর্জন করতে হলে প্রকল্প এলাকার সকল নির্বাচিত জনপ্রতিনিধিসহ গণ্যমান্য ব্যক্তিদেরকে আরও বেশী সম্পৃক্ত করতে হবে। এ লক্ষ্যে তাদের ও প্রকল্প এলাকার গণ্যমান্য ব্যক্তিদেরকে নিয়ে প্রকল্প বাস্তবায়নে তাদের ভূমিকা ও কর্তব্য সম্পর্কে দিনব্যাপী কর্মশালা করা যেতে পারে। এছাড়া বিশেষ করে ঋণ প্রদানে সুফলভোগী নির্বাচনে তাদের পরামর্শ ও সুপারিশ নেওয়া যেতে পারে।
- জন প্রতিনিধিগণ আরও মনে করেন যে, মাননীয় অর্থ মন্ত্রীর স্বপ্ন প্রসূত এ প্রকল্পটি যথাযথভাবে বাস্তবায়িত হলে SDG - 1 (No Poverty), SDG-2 (Zero Hunger) এবং SDG-11 (Sustainable Cities and Communities) অর্জনে সহায়ক হবে যা বর্তমান সরকারের রূপকল্প-২১ এবং ৪১ বাস্তবায়নকে ত্বরান্বিত করবে।

প্রাপ্ত তথ্যাদির আলোকে মূল্যায়ন কমিটির পর্যবেক্ষণ

- কম্পোনেন্ট-এর আওতায় ভিত্তি জরিপ সম্পন্ন করে প্রকল্প এলাকার প্রতিটি গ্রামের জন্য যে গ্রাম তথ্য বই প্রণয়ন করা হয়েছে তা সত্যিই প্রশংসার দাবীদার। যে কোন উন্নয়ন প্রকল্প বাস্তবায়নের শুরুতে এ ধরনের জরিপ ও তথ্য ভান্ডার সৃজন আবশ্যিক বলে কমিটি মনে করে।
- স্থানীয় গণমাধ্যমের সহায়তা নিয়ে কম্পোনেন্ট-এর কার্যক্রম প্রচারের ব্যবস্থাটি প্রশংসনীয়। এছাড়া এ যাবত কম্পোনেন্ট-এর আওতায় সুফলভোগীদের মাঝে যে সকল উৎপাদন উপকরণ, প্রযুক্তি ও অন্যান্য সুবিধাদি বিতরণ করা হয়েছে তা স্থানীয় পত্রিকায় প্রচার এবং প্রকল্প অফিস কর্তৃক বার্ডে স্থির আলোকচিত্রের ডিসপ্লে বোর্ড স্থাপনও ভাল উদ্যোগ।
- সুফলভোগীদেরকে প্রকল্পের আওতায় প্রদত্ত ট্রেডভিত্তিক দক্ষতা উন্নয়ন বিষয়ক প্রশিক্ষণ প্রদান করা, প্রশিক্ষণ কোর্সের ম্যানুয়াল প্রণয়ন ও মুদ্রণ করে সুফলভোগীদের মাঝে বিতরণ করা প্রকল্প পরবর্তী এ কার্যক্রম চলমান রাখতে সহায়ক হবে।
- গ্রামবাসীদেরকে প্রকল্পে সুফলভোগী হতে উদ্বুদ্ধ করার জন্য প্রকল্প পরিচিতিমূলক বুকলেট প্রণয়ন করে বিতরণ করা হচ্ছে। প্রণীত বুকলেটে প্রকল্পের আওতায় যেসকল সুযোগ-সুবিধা প্রদানের ব্যবস্থা রয়েছে সেগুলোর উল্লেখ রয়েছে। বুকলেট পড়ে গ্রামবাসীগণ প্রকল্পের সুফলভোগী হওয়ার আশ্রয় প্রকাশ করছেন এবং সদস্য হিসেবে অন্তর্ভুক্ত হচ্ছেন। এ

ছাড়া কোয়েল পালন ও ড্রাগন ফলের চাষ বিষয়ক বুকলেট প্রণয়ন করে সুফলভোগীদের মাঝে বিতরণ করা হচ্ছে। এর ফলে সুফলভোগীগণ উপকৃত হচ্ছেন।

- প্রকল্পের সুফলভোগী ও অপরাপর গ্রামবাসীদের মনে প্রকল্প সম্পর্কে ইতিবাচক ধারণা সৃষ্টি করতে সক্ষম হয়েছে। বিশেষ করে প্রতি মাসে নির্দিষ্ট পরিমাণ টাকা সঞ্চয় জমা করলে প্রকল্প হতে সমপরিমাণ উৎসাহ সঞ্চয় জমা করার বিষয়টি অত্যন্ত প্রশংসিত হচ্ছে। প্রত্যেক সুফলভোগী মনে করে এ ব্যবস্থা শুধু এ প্রকল্পেই রয়েছে, অন্য কোন প্রকল্পে এমন ব্যবস্থা আছে বলে তাদের জানা নেই। তারা মনে করে উৎসাহ সঞ্চয় প্রদানের বিষয়টি বর্তমানে চলমান সময়ের চেয়ে (২বছর) আরও বৃদ্ধি (৪/৫ বছর) করা হলে গ্রামোন্নয়ন সংগঠনের স্থায়ীত্বশীলতার নিশ্চয়তা বিধান হবে।
- প্রকল্পের মাধ্যমে গ্রামোন্নয়ন সংগঠনের তহবিল সৃজনে প্রতি বছর ১.৫ লক্ষ টাকা করে দুই বছরে ৩.০ লক্ষ টাকা ঘূর্ণায়মান তহবিল প্রদানের বিষয়টি সুফলভোগীগণ ইতিবাচক দৃষ্টিভঙ্গিতে দেখছেন।
- গ্রামোন্নয়ন সংগঠনের মাসিক উঠান বৈঠক সদস্যদের মাঝে আন্তঃসম্পর্ক বৃদ্ধিতে এবং প্রশিক্ষণলব্ধ জ্ঞান বিনিময়ে অভূতপূর্ব ভূমিকা রাখছে। এ ছাড়া উঠান বৈঠকে উপস্থিত হয়ে প্রকল্প হতে সমসাময়িক সময়ে কি ধরনের উপকার ও সুযোগ প্রদান করা হবে সেসম্পর্কে সুফলভোগীগণ অবহিত হতে পারছেন। প্রত্যেক সংগঠনের উঠান বৈঠক মাসের কত তারিখে অনুষ্ঠিত হবে তা নির্ধারণপূর্বক অফিস আদেশ জারি করা হয়েছে। জনপ্রতিনিধিদের অবহিত রেখে উঠান বৈঠক করা হয়। জনপ্রতিনিধিগণ অগ্রাহী থাকলে/ইচ্ছা করলে উঠান বৈঠকে উপস্থিত থাকতে পারেন।
- গ্রামোন্নয়ন সংগঠনের মাসিক উঠান বৈঠকে সদস্যদের উপস্থিতি মনিটরিং-এর জন্য একটি হাজিরা শীট তৈরী করা হয়েছে যে শীটে প্রত্যেক সদস্যের নাম ক্রম অনুসারে লিপিবদ্ধ করা হয়েছে। প্রতি বৈঠকের হাজিরা গ্রহণ করার পর কেহ অনুপস্থিত থাকলে সহজেই শীট দেখে নিশ্চিত হওয়া যাচ্ছে। এভাবে পর্যায়ক্রমে ২/৩ সভা অনুপস্থিত থাকলে অনুপস্থিত সদস্যদেরকে সভায় উপস্থিত করার প্রয়োজনীয় ব্যবস্থা গ্রহণ করা হচ্ছে।
- বার্ড ক্যাফেটেরিয়াতে সুফলভোগীদের প্রশিক্ষণকালীন আহার ও হোস্টেলে আবাসনের ব্যবস্থা করা হচ্ছে। এর ফলে প্রশিক্ষণ কোর্সগুলো ফলপ্রসূ হচ্ছে। এ ছাড়া প্রতিটি প্রশিক্ষণ কোর্সে তত্ত্বীয় সেশনের পাশাপাশি ব্যবহারিক সেশন রাখা হচ্ছে যেগুলো বার্ড ক্যাম্পাসে অবস্থিত প্রদর্শনী খামার/ল্যাবে, কুমিল্লায় অবস্থিত বাংলাদেশ ধান গবেষণা ইনস্টিটিউটে, সরকারী মৎস্য খামারে বাস্তবায়ন করা হচ্ছে। প্রশিক্ষণ কোর্সগুলো অধিকতর ফলপ্রসূ করার জন্য জেলা প্রাণী সম্পদ কর্মকর্তা, উপজেলা প্রাণী সম্পদ কর্মকর্তা, উপজেলা মৎস্য কর্মকর্তাসহ অন্যান্য বিষয় বিশেষজ্ঞদের রিসোর্স পার্সন হিসেবে আনা হচ্ছে। ফলে প্রশিক্ষণ কোর্সগুলো কার্যকরী হচ্ছে।
- প্রকল্পের সুফলভোগীদের ট্রেডভিত্তিক দক্ষতা উন্নয়ন বিষয়ক প্রশিক্ষণ প্রদানের পূর্বে কোন প্রকার উৎপাদন উপকরণ প্রদান করা হয়না। অর্থাৎ নির্দিষ্ট ট্রেডের উপর সুফলভোগীদের প্রশিক্ষণ প্রদানের পর এবং তারা সে বিষয়টি কাজে লাগাতে পারবে কিনা তা যাচাই-বাছাই করে সংশ্লিষ্ট উপকরণ (হাঁসমুরগির বাচ্চা, কেঁচো-কম্পোস্ট ইউনিট, মৌবাক্স, মাছের পোনা, গাছের চারা ধানের বীজ, সবজি বীজ, সরিষার বীজ ইত্যাদি) বিতরণ করা হয়। এর ফলে উপকরণগুলো যথাযথ ব্যবহার নিশ্চিত হয় এবং অপচয় রোধ করা যায়।
- প্রকল্প এলাকায় সবসময় পর্যাপ্ত পরিমাণে ফুল না থাকাতে সুফলভোগীগণ আশানুরূপ মধুর ফলন পাচ্ছে না। অত্র এলাকাতে মৌচাষের সম্ভাব্যতা নিয়ে প্রকল্পের অওতায় চলমান গবেষণাটির ফলাফলের উপর ভিত্তি করে পরবর্তী সিদ্ধান্ত গ্রহণ করা যেতে পারে।
- কম্পোনেন্টের আওতায় এখন পর্যন্ত ঋণ কার্যক্রম শুরু করা হয়নি। উৎপাদনমুখী কার্যক্রমের মূলধনের যোগান হিসেবে ঋণ বিতরণ আবশ্যিক। সুফলভোগীগণ ঋণ গ্রহণের মাধ্যমে আয়বর্ধক কার্যক্রমে বিনিয়োগ করে তাদের অর্থনৈতিক উন্নয়সাধনে সক্ষম হবে।

- এ কম্পোনেন্টের প্রাথমিক ডিজাইনে ছিল শুধুমাত্র কৃষি কার্যক্রমের মাধ্যমে আয় বর্ধক কর্মকান্ড দ্বারা দারিদ্র্য বিমোচন করা কিন্তু দেখা যায় কম্পোনেন্টের কিছু অঞ্চল শহরের কাছাকাছি হওয়ায় কৃষিজাত অন্যান্য কার্যক্রম যেমন গাভী পালন, দুগ্ধ উৎপাদন, বাঁশ ব্যবহার করে কুটির শিল্প, সেলাইসহ নানা ধরনের কর্মকান্ড সম্প্রসারণের ব্যাপক সম্ভাবনা রয়েছে।
- এ কম্পোনেন্টের কার্যক্রমের মধ্যে মার্কেটিং লিংকেজ তৈরীর বিষয়টি রয়েছে কিন্তু কোন বাজেট বরাদ্দ রাখা হয়নি বলে এখন পর্যন্ত দৃশ্যযোগ্য কোনো কাজ করা হয়নি। তবে ভার্মিকম্পোস্ট বিপণননের ব্যাপারে ইতোমধ্যে কিছু কিছু উদ্যোগ গ্রহণ করা হয়েছে।
- লালমাই-ময়নামতি কম্পোনেন্টটি শুরুতে পাঁচ বছর মেয়াদের জন্য প্রণয়ন করা হয়েছিল, কিন্তু পরবর্তীতে এটি **একটি বাড়ি একটি খামার** প্রকল্পের তৃতীয় সংশোধনীর সাথে চার বছর মেয়াদের জন্য একীভূত করা হয় এবং চূড়ান্ত অনুমোদন ও অর্থ ছাড়ের পর মাত্র তিন বছর বাস্তবায়ন করার সুযোগ সৃষ্টি হয়। এমতাবস্থায় প্রকল্পের সবগুলো কম্পোনেন্ট মাঠ পর্যায়ে বাস্তবায়ন করা সুকঠিন হবে।

সুপারিশমালা

মূল্যায়ন কমিটির মূল উদ্দেশ্য ছিল বিগত এক বছর কয়েক মাসে প্রকল্প কার্যক্রমগুলো কতটুকু সঠিকভাবে ও সফলতার সাথে মাঠ পর্যায়ে বাস্তবায়িত হচ্ছে এবং প্রকল্পের বাকী মেয়াদে প্রকল্পের অন্যান্য কার্যক্রমগুলো পুরোপুরি বাস্তবায়ন সম্ভব হবে কিনা এবং প্রকল্প মেয়াদ বৃদ্ধি করা প্রয়োজন হবে কিনা ইত্যাদি বিষয়গুলো বিশ্লেষণ করে সুপারিশমালা প্রণয়ন করা। তদানুযায়ী প্রকল্প এলাকা ভ্রমণ করে সরেজমিনে মাঠ পর্যায়ে বাস্তবায়িত বিভিন্ন কার্যক্রম পর্যবেক্ষণ, দলীয়ভাবে সুফলভোগীদের সাথে আলোচনা ও মতামত গ্রহণ এবং এককভাবে উল্লেখযোগ্য সংখ্যক সুফলভোগীদের নিকট হতে তথ্য সংগ্রহ ও বিশ্লেষণ পূর্বক নিম্নোক্ত সুপারিশগুলো প্রণয়ন করা হয়েছেঃ

১. প্রকল্প মেয়াদে ডিপিপি'তে ৩০০ টি গ্রামোন্নয়ন সংগঠন সৃজনের লক্ষ্যমাত্রা পূরণে প্রয়োজনীয় উদ্যোগ গ্রহণ ও কর্মকৌশল যথাযথভাবে প্রতিপালন করতে হবে।
১. প্রতিটি গ্রামোন্নয়ন সংগঠনের সদস্য সংখ্যা একটি বাড়ী একটি খামার প্রকল্পের বিধান অনুযায়ী ৩০-৬০-এ উন্নীতকরণে প্রয়োজনীয় উদ্যোগ ও পদক্ষেপ গ্রহণ করতে হবে এবং একই সাথে নারী-পুরুষ সদস্যের অনুপাত ২ঃ১ অনুসরণে সচেষ্টি থাকতে হবে।
৩. প্রতিটি গ্রামোন্নয়ন সংগঠনের মাসিক উঠান বৈঠক নিয়মিত চালু রাখতে হবে এবং সদস্যদের শতভাগ উপস্থিত নিশ্চিত করার প্রয়োজনীয় ব্যবস্থা গ্রহণ করতে হবে। সদস্যগণ উঠান বৈঠকে উপস্থিত হয়ে যাতে নিয়মিত মাসিক সঞ্চয় জমা করেন সে বিষয়টিও নিশ্চিত করতে হবে।
৪. যেসকল উৎপাদন উপকরণ ও সুবিধাদি (কৃষি ও সেচ যন্ত্র, অতি দরিদ্র সদস্যদের বিশেষ অনুদান ইত্যাদি) এখন পর্যন্ত সুফলভোগী ও গ্রামোন্নয়ন সংগঠন পর্যায়ে বিতরণ করা সম্ভব হয়নি সেগুলো বিতরণের প্রয়োজনীয় উদ্যোগ ও পদক্ষেপ গ্রহণ করতে হবে।
৫. মধু চাষের জন্য সুফলভোগীদের মাঝে বিতরণকৃত মৌবাক্সের কার্যকরিতা সন্তোষজনক নয়। অত্র এলাকায় মৌচাষের সম্ভাব্যতা বিষয়ে এ কম্পোনেন্টের আওতায় চলমান গবেষণা ফলাফলের উপর ভিত্তি করে পরবর্তী সিদ্ধান্ত গ্রহণ করা যেতে পারে।
৪. নিরাপদ খাদ্য উৎপাদনের লক্ষ্যে সুফলভোগীদের দ্বারা উৎপাদিত ভার্মিকম্পোস্ট নিজ জমিতে ব্যবহারে উদ্বুদ্ধ করতে হবে।

৭. ন্যয্য মূল্য নিশ্চিতকরণের লক্ষ্যে সুফলভোগীদের দ্বারা উৎপাদিত সকলধরনের পণ্যের মার্কেটিং লিংকেজ তৈরীর বিষয়টি গুরুত্বের সাথে বিবেচনা করতে হবে। কম্পোনেন্টের ভবিষ্যত পরিকল্পনায় প্রয়োজনে পণ্য সংরক্ষণ ও শো-রুম স্থাপনের ব্যবস্থা রাখা যেতে পারে।
৮. সুফলভোগীদের মাঝে ঋণ বিরতরণের কার্যক্রম যথানিয়মে নির্দিষ্ট সময়ের মধ্যে শুরু করতে হবে।
৯. প্রকল্প এলাকার সকল পর্যায়ের নির্বাচিত জনপ্রতিনিধিসহ গণ্যমান্য ব্যক্তিদেরকে আরও বেশী সম্পৃক্ত করতে হবে। এ লক্ষ্যে তাদের ও প্রকল্প এলাকার গণ্যমান্য ব্যক্তিদেরকে নিয়ে প্রকল্প বাস্তবায়নে তাদের ভূমিকা ও কর্তব্য সম্পর্কে দিনব্যাপী কর্মশালা করা যেতে পারে। এছাড়া বিশেষ করে ঋণ প্রদানে সুফলভোগী নির্বাচনে তাদের পরামর্শ ও সুপারিশ নেওয়া যেতে পারে।
১০. কম্পোনেন্টের বিশেষ বিশেষ এলাকার জনগণের চাহিদা মোতাবেক গাভী পালন, দুগ্ধ উৎপাদন, বাঁশ ব্যবহার করে কুটির শিল্প, সেলাই মেশিন প্রদান ইত্যাদি কর্মকান্ড ভবিষ্যৎ পরিকল্পনায় ডিপিপি'তে সংযোজনের বিষয়ে বিবেচনায় আনা যেতে পারে।
১১. কম্পোনেন্টের আওতায় প্রতিটি সুফলভোগীর বাড়িকে একেকটি আদর্শ খামারে রূপান্তরিত করার প্রয়াস অব্যাহত রাখতে হবে।
১২. কম্পোনেন্টটির গুরুত্ব, সন্তোষজনক ও আশাব্যঞ্জক ফলাফল, বাস্তবায়নাবস্থা, সুফলভোগী ও এলাকার সর্বস্তরের জনপ্রতিনিধিদের চাহিদা ইত্যাদি বিবেচনা করে মূল প্রকল্প **একটি বাড়ি একটি** খামারের সাথে সঙ্গতি রেখে এর মেয়াদ বৃদ্ধি করা যৌক্তিক হবে।

উপসংহার

বাংলাদেশ বর্তমানে উন্নয়নের মহাসড়কের দিকে ধাবিত হচ্ছে। এ উন্নয়নকে অর্থবহ ও গতিশীল করতে হলে গ্রামীণ জনগোষ্ঠীকে কোন ভাবেই মূল শ্রোতধারার বাহিরে রাখা চলবে না। বিশেষ করে গ্রামের পিছিয়ে পড়া জনগোষ্ঠীর উন্নয়ন নিশ্চিত করতে না পারলে দেশের সামগ্রিক উন্নয়ন ত্বরান্বিত ও ফলপ্রসূ হবে না। কুমিল্লার লালমাই পাহাড়ি অঞ্চলটি পিছিয়ে পড়া জনগোষ্ঠীর আবাসস্থল। বাংলাদেশ পল্লী উন্নয়ন একাডেমি (বার্ড) কর্তৃক কম্পোনেন্টটি বাস্তবায়নের মাধ্যমে উল্লেখিত এলাকার জনগণের বিশেষ করে দরিদ্র জনগণের আর্থিক অবস্থার উন্নতি সাধন করাই মূল লক্ষ্য। এ কম্পোনেন্টের আওতায় বিভিন্ন প্রকার উৎপাদন উপকরণ ও সুবিধাদি যথা ভার্মিকম্পোস্ট ইউনিট, উন্নত জাতের হাঁস-মুরগির বাচ্চা, ফলের চারা, মৌ-বাক্স, মাশরুমের বীজ, মাছের পোনা, উন্নত জাতের ধানের বীজ, সবজি বীজ, সরিষার বীজ ইত্যাদি যথাযথভাবে বিতরণ করা হচ্ছে এবং এগুলো কাজে লাগিয়ে সুফলভোগীগণ উপকৃত হচ্ছে। ট্রেডভিত্তিক দক্ষতা উন্নয়ন বিষয়ক প্রশিক্ষণ যথাযথভাবে প্রদান করা হচ্ছে এবং প্রশিক্ষণ শেষে সুফলভোগীদের মাঝে প্রশিক্ষণ ম্যানুয়াল বিতরণ করা হচ্ছে যেগুলো ব্যবহার করে সুফলভোগীগণ উপকৃত হচ্ছে। প্রকল্পের আওতায় বিগত একবছর তিন মাসের মধ্যে ২০৮টি সংগঠন সৃজন করা হয়েছে এবং ৭২৭২ জন সদস্য অন্তর্ভুক্ত করা হয়েছে যা প্রশংসার দাবীদার। এ পর্যন্ত ৬৬টি সংগঠনের সদস্য সংখ্যা ৪০ জনের উপরে, ৬৫টি সংগঠনের সদস্য সংখ্যা ৩০-৪০ জনের মধ্যে, ৭৭টি সংগঠনের সদস্য সংখ্যা ১০-২৯ জনের মধ্যে এবং গড়ে প্রতিটি সংগঠনের সদস্য সংখ্যা দাঁড়িয়েছে প্রায় ৩৫জন যা আশাব্যঞ্জক। গ্রামোন্নয়ন সংগঠনের সদস্যদের নিকট হতে ইতোমধ্যে ১২৯.২৭ লক্ষ টাকা ক্ষুদ্র সঞ্চয় সংগ্রহ করা হয়েছে এবং সমপরিমাণ সরকারী সঞ্চয় সংগঠনে জমা হয়েছে। গ্রামোন্নয়ন সংগঠনগুলো মোট ২৯৫.০০ লক্ষ টাকা সরকারী অনুদান পেয়েছে। ব্যাংক সূদসহ মোট ৫৬০.০৬ লক্ষ টাকার তহবিল গঠিত হয়েছে যা অত্যন্ত উৎসাহব্যঞ্জক ও সন্তোষজনক। সুফলভোগীদের মাঝে বিতরণকৃত ভার্মিকম্পোস্ট ইউনিট গুলোর মধ্যে ৬৭৩টিতে কেঁচো সার উৎপাদন শুরু হয়েছে এবং ইতোমধ্যে ৭,১১০ কেজি কেঁচোসার জমিতে প্রয়োগ/বিক্রি করেছে। প্রতিকেজি কেঁচোসার ৮-১০টাকা কেজি হিসেবে বিক্রি করে সুফলভোগীগণ লাভবান হচ্ছে। এ ছাড়া সুফলভোগীগণ প্রতি কেজি কেঁচো ৬০০-৮০০ টাকা দামে ৬১ কেজি কেঁচো বিক্রি করে অনেক লাভবান হচ্ছে।

সুফলভোগীগণ প্রকল্প হতে প্রাপ্ত উচ্চফলনশীল ধানের বীজ জমিতে লাগিয়ে পূর্বে চাষকৃত অন্যান্য জাতের ধানের চেয়ে ফলন বৃদ্ধি করতে সক্ষম হচ্ছে এবং এ সকল ভাল বীজ অপরাপর সুফলভোগীদের মাঝে বীজ বিনিময় কর্মসূচির আওতায় ছড়িয়ে দেয়া হচ্ছে। সুফলভোগীগণ আধুনিক জাতের মুরগি ও হাঁসের বাচ্চা (ফাউমী, সোনালী, খাকী ক্যান্সেল, জিভিৎ) লালন-পালন করে অর্থনৈতিকভাবে স্বাবলম্বী হচ্ছে। সুফলভোগীগণ তাদের পুকুরে প্রকল্প হতে প্রাপ্ত মাছের পোনা ছেড়েছে যেগুলো ইতোমধ্যে বড় হয়েছে এবং আগামী কয়েক মাস পর এগুলো বিক্রি করে তারা অনেক লাভবান হতে পারবে বলে আশা করা যায়। প্রকল্পের সুফলভোগীদের আর্থ-সামাজিক অবস্থার উন্নয়নের লক্ষ্যমাত্রা অর্জিত হবে বলে আশা করা যায়। কারণ এ পর্যন্ত যেসকল উপকরণ সুফলভোগীগণ পেয়েছে সেগুলো কাজে লাগিয়ে প্রত্যেকেই আয়ের পরিমাণ বৃদ্ধি করতে সমর্থ হচ্ছে। এমতাবস্থায় কম্পোনেন্টটির কার্যক্রম অধিক সময়ব্যাপী অত্র এলকায় চালু রাখার পাশাপাশি এর সফলতার উপর ভিত্তি করে ভবিষ্যতে দেশের অন্যান্য স্থানেও এরকম মডেল প্রকল্প সম্প্রসারণের সুযোগ সৃষ্টি হতে পারে।

5. Title of the Study: Paradox and Dynamics of Women Leadership at the Grassroots Based Local Government: The Case of Union Parishad in Bangladesh

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Statement of the Problem

In pluralistic societies equal political participation of both men and women is extremely important for bringing change and transformation of women and strengthening democratic process. But globally it was found that in the South Asian countries, women's representation in the local governments was the lowest (i.e. only 2%). Women's access to political structure is deemed exigent because politicians hold power over other social institutions and they are able to influence legal provision and it was evident that women's political participation has profound positive and democratic impacts on communities, political parties and people's livelihood. Therefore, without women's integration into the country's political structure, the overall development of the country in general and women in particular will be thwarted. Furthermore, local government renders various services which have a direct bearing on women's life, so women's participation in local government institutions (LGIs) is exigently essential. In this subcontinent, women's representation in the political community was allowed by the Government of India Act in 1935. After independence of Bangladesh, women's representation to local government, especially in the Union Parishad was made in 1997, which provided reservation of one-third seats for women members. Since their entry into it they have been striving hard to consolidate their role and participation in the UP. But their active and vibrant role is yet to evolve to fortify their roles. Since their entry into the UP, women leaders have already passed two decades amidst massive struggle and conflict. In a traditional society like Bangladesh, amidst women's constrain participation, it is interesting to note that apart from huge men and women members, 23 women (male chairperson 4474) were directly elected as UP Chairpersons following a one-third reservation policy for the term of 2011-2016. But there was hardly any work with these Women Chairpersons (WCs).

2. Research Questions and Objectives of the Study

Although the number of UP Women Chairpersons (WCs) was small but in a social milieu of Bangladesh where women were excluded in all sphere of socio-political life, which triggers the following research questions:

- i) What factors helped them become leaders at the community level?
- ii) Were there any common patters or factors for their leadership process in the UP of Bangladesh?

The specific objectives of the study are as follows:

- i) To analyze the socio-economic characteristics of these Women Chairpersons (WCs),
- ii) To unravel the contributing factors for leadership process of the women leaders in the UP;

Methodology Employed in the Paper

This study emanated from a broader research design of a Ph.D. dissertation and hence focusing on 6 in-depth case studies on the WC, this study tried to delve into socio-economic profiles, the process of their leadership and thus to identify a few common factors for the leadership process of these WCs in the UP following a short checklist. To achieve the purpose of this study, all these cases were abridged substantively deducting some data to make the cases focused and sharpen in line with the research questions. This study is mainly based on primary data. To support primary data some secondary data were also used. Based on the principles of the qualitative method the selected cases were chosen from different socio-cultural zones of Bangladesh based on purposeful selection and easy access.

Summaries of the Findings of the Women Chairpersons of the UP

In this part some of the findings obtained from the 6 case studies were analyzed in the light of the available literature from other studies. The issues included in the empirical analysis were socio-economic background comprising age, income, education, marital status, land ownership etc., and their leadership process includes family legacy, NGO involvement, political involvement, linkages with the MP, family support and training received by the women representatives etc.

Socio-economic Profiles of the Women Chairpersons

A strong socio-economic background played a significant role in terms of the efficaciousness of the women leadership. Except for Baroi, all of the women Chairpersons under study had a strong socio-economic base, which might have helped them to play an effective role at the community level, overcoming myriad socio-cultural, political, and administrative bottlenecks, which were inherently embedded and entrapped in the whole rural governance parameter, which is quite complex and complicatedly intertwined with those above factors. Some of the major findings are described below:

- *Age Group:* It was found that out of 6 WCs, 4 belonged to 45 plus age whereas only Parul's age was 38 years, having an average of 44.6 years.

- *Income:* Here it was found that average monthly income of 6 WCs was Tk.52,000.00 (669 US\$), which was quite good in the context of Bangladesh society.
- *Education:* From the 6 cases it was found that none of the Women Chairpersons (WCs) had an education above graduate level and a few of them had an education of primary level, which means that education had an insignificant role in terms of the WCs being successful.
- *Marital Status:* Concerning marital status of the WCs, it was found that 3 WCs were widow and the rest 3 were married. In different studies it was revealed that most of the women members in the UPs were married.
- *Land Ownership by Women Leaders:* The average land owned by the women chairpersons is 8.3 acres, which means that the families of the women chairpersons are relatively rich in the standard of Bangladesh society.

Leadership Process of the Women Chairperson

Based on the analysis of the salient features and factors of all five cases of women UP Chairpersons, the following summary has been prepared.

- *Family Legacy:* To become a leader, family legacy plays a supportive role. It was evident from the cases that except for Mina, all 5 UP Chairpersons had deep roots in their family tradition. By observing their close relatives' role in the public domain, some women Chairpersons obtained the proper attitude and stature to serve in the public domain. Thus using their family political network they became UP Chairpersons. In a traditional society, where women are socially, culturally, economically, and politically entrapped and enchained with lots of bottlenecks, in such a context, breaking the bondage of all of those hurdles women may find themselves helpless to become leaders in the public domain, so family legacy may be helpful for those women leaders to participate in the political sphere.
- *NGO Background:* Most of the women Chairpersons in the UP were found to have been previously involved with NGOs. It was evident that out of 6 UP Chairpersons, 5 were directly involved in different NGOs before they were elected to the UP. Having been involved in NGOs these women leaders obtained enough experience to work at the grassroots level. During their involvement in NGOs they might have received a lot of training and opportunities to interact with many people and situations. Women's prolonged association and work experiences with NGOs helped them to achieve social mobility, conscientization, enough practical knowledge, courage and mental strength, etc., which in turn, might have helped them to form their attitude and

behavior, beliefs, and thinking patterns to develop their personality and to achieve some managerial capacity. The combining effects of all those above factors might have resulted and also contributed to their assuming a leadership role in the community.

- **Linkage with Political Parties:** Leadership does not grow automatically in human life. Some sorts of previous associations and linkages with political institutions can be the cause of the leadership process. It was found that out of 6, 2 Chairpersons had political affiliation from their student life, which might have helped them achieve a leadership position. In the case of 2 other Chairpersons, it was found that their husband was currently directly involved in political parties. The last one had a strong family legacy.
- **Family Support:** Family support helped the women leaders to emerge as public leaders. In the case of Mina and Nargis, this was quite evident. The 3 others had a strong family legacy, which indicated that they also became women leaders by using their family support.
- **Training Received:** It was found that almost all of the women Chairpersons attended various training programs during their tenure, which surely helped with their job performance at the UP.
- **Linkage with MP:** It was found that among the 6 UP Chairpersons, all had a linkage with the MP. Undoubtedly for playing an important role in a political institution, a linkage with an MP is extremely essential, as the MP has a direct role in local development, so it is quite natural to maintain a good relationship with him or her.
- **Reelected Issue:** Among the 6 Chairpersons, except for Mina, 5 Chairpersons were elected for more than one term. Mina contested the UP election 3 times, including her current leadership position. This is an important indicator for women leaders. Due to women leaders' huge popularity they could achieve this, which means that they were really performing excellently in their assigned role through their competent leadership. In the context of Bangladesh, most of the UP Chairmen can be found to be involved with corrupt practices, but these women leaders through their honesty, integrity, and quality leadership are trying hard to bring change and transformation at the local level, which might be the cause of their being elected for the second term. Coming to the UP, these women leaders were able to grasp all of the necessary rules, regulations, and practices quickly, and they were also able to adjust to the prevailing established socio-cultural and political milieu of the rural society, which in turn might have helped them achieve success in bringing change and transformation to the rural society. Therefore people recognized their performance through electing them for multiple terms.

Common Factors Contributing to the Leadership Process of the Women Chairpersons in the UP

Based on the research questions and a rigorous analysis combining the findings of the salient features and significant factors of all 5 cases of women UP Chairpersons the following common factors that contributed to their leadership process have been identified here. It was observed that in most of the cases, the women chairpersons entered into political space by using their family network and dynastic political legacy, being surrogates for their husbands or fathers. Women's prolonged association and work experiences with NGOs helped them flourish their leadership potential; achieve social mobility, conscientization, enough practical knowledge, courage and mental strength, etc., which in turn might have helped them to form their attitude, behavior, beliefs to develop their personality and achieve some managerial capacity. The combining effects of all those above factors helped them achieving a huge social capital—might have resulted and also contribute to their assuming a leadership role in the community.

Policy Interventions and Suggestions

Women leadership in a country grows through various socio-cultural, political, economic and legal processes, structures, and systemic arrangements that allow them to play a role in the leadership process. Women can gain access and strength through a liberal social value system, democratic governance, positive implications of education and ICTs, different socio-political movements, the role of women's organizations and networking, favourable legislation (constitutional provisions, WID policy, affirmative action and programs, etc.), which provide positive impetus for developing women's leadership. Through the NGO network huge numbers of women have achieved economic emancipation and conscientization by involving them in innumerable income-generating activities and developing enormous social capital at the grassroots level, which have buttressed the cause of promoting women's leadership in Bangladesh. Based on the empirical evidence and the findings of the selected women leaders of the Union Parishad of Bangladesh the following policy recommendations and interventions are suggested for strengthening women's role and participation in the rural local government.

- In a country like Bangladesh, women's position and status in the society are conditioned by various socio-cultural impositions such as patriarchy, purdah, religious superstitions, etc., so the role of education, science and technology can be expanded with a view to modifying the cultural norms and practices embedded in the social milieu. In fact, education is certainly one of the formidable factors that contribute to the transformation of politics and to tackle many of the social ills that Bangladesh is to encounter. Therefore,

in order to expand educational facilities more affirmative action should be extended for the cause of women's development in Bangladesh, which can help more women leaders to enter in public space.

- To develop political awareness and consciousness, women should be involved in social, economic, and political activities. Therefore, progressive and liberal thinking should be promoted through democratic governance as these all help with the positive direction for developing women's leadership.
- Political parties play a critical gate-keeping role in bringing women in the leadership process. Therefore, all liberal political parties should introduce some quota for women to be elected in political position.
- The role of women's organizations is very important for developing women's leadership at the grassroots level. Therefore in a bid to integrate the UP women leaders with national-level women's movement, women's organizations and networks should come forward to strengthen women's role and participation in the UP.
- To manage patriarchy, male domination and to strengthen women's role in the UP the reservation quota should be thoroughly reorganized. Therefore, it is necessary to raise the existing reservation quota from one third to fifty percent like the provision of West Bengal, India, where women leaders have brought about formidable changes in rural governance having ensured their 50% reservation in all 3 tiers of local government. The same reservation system can be adopted in the Union Parishad in Bangladesh.
- Drawing evidence from the global scenario it was found that all over the world, women leaders are sensitive and sympathetic to women's issues, interests, and concerns. Therefore, the women leaders in the UP should be involved in those areas where they can contribute their worth to bringing positive changes in the rural governance. In such a case women's involvement and entitlement of shares should be clearly mentioned in the legal framework. For example, 60% of all of the safety net programs channeled at the UP level should be allocated to the women leaders.
- In a bid to enlarge women's participation in political space, an inclusive reservation policy should be adopted. To enlarge the scope of women leaders, one-third of the total seats of the Chairmen should be reserved for the women Chairmen in all the Union Parishads in Bangladesh. For having more new women leaders in the UP it would be better to change both the reserved seats for women members and the Chairmen in every five years.

- To strengthen women role and participation and to enhance their capacity and knowledge in UP governance, women leaders should be imparted rigorous and frequent training. The training programs can be designed in light of the felt need of women leaders. In a bid to develop mutual understanding and cooperative attitudes among male and female members such training programs can be arranged both separately and jointly for male and female members of the UP.
- In a traditional society like Bangladesh, it is unusual for the local level women to work outside the home, ignoring their family roles and responsibilities. Hence, family members should extend their all-out support so that women leaders can play an effective role in the Union Parishad. Therefore, to translate such family responsibilities and support into an institutional mechanism the concept of a “child care centre” can be introduced at the community level for taking care of the children of the women leaders. Creating provision for such child care centre at the community level will be a salutary attempt in helping with women’s leadership at the grassroots level.
- Efforts should be taken to create a team spirit among all the functionaries of the UP. Therefore, the UP Chairman, male members, and the secretary should extend their cooperation by maintaining good behaviour, favourable attitudes, and a positive outlook to women members, and assist them in carrying out their duties and responsibilities properly so that the women members are encouraged to contribute significantly in the sphere of UP affairs. Moreover, local administration should also play a supportive role for the cause of women leaders in the UP.

Conclusion

Analyzing the socio-economic characteristics of these Women Chairpersons (WCs), it was found that most of the women had better socio-economic base. All of these WCs were married having their age in the early fifties. Most of the WCs were moderately educated but education had little role in their performance. In fact, WCs at the UP were the product of the family legacy, while some of them emerged as leaders using their social capital gained through NGO involvement. In most cases, the women leaders entered into political space by using their family network and dynastic political legacy, being surrogates for their husbands or fathers. The common contributing factors behind playing their leadership role were their better socio-economic base, family support, previous political network and linkage with political parties and the local MP which in fact provided them a supportive base for their leadership process in the UP of Bangladesh.

6. Title of the Study: Empowerment and Food Security among Vulnerable Women Group in Selected Districts of Bangladesh

Researcher: Abdullah Al Mamun, Director in Charge

1. Statement of the Issue

The 1996 World Food Summit Plan of Action defined food security as existing “when all people, at all times, have access to sufficient, safe, nutritious food to maintain a healthy and active life” (World Food Summit, 1996). Food security is built on three pillars: i) food availability: sufficient quantities of food available on a consistent basis; ii) food access: sufficient resources to obtain appropriate foods for a nutritious diet; and iii) food use: appropriate use based on knowledge of basic nutrition and care, as well as adequate water and sanitation.

Relying on this broadly accepted definition, this report examines the contribution of gender equality to food security and its three components. It assesses the obstacles women in Asia and the Pacific face as a result of discriminatory laws and social and cultural norms, and the consequences of such obstacles for food and nutrition security. Limited access to educational and employment opportunities restrict their economic autonomy and independence, reducing their access to adequate food. This may occur through the market, where lower economic opportunities for women result in reduced purchasing power for female-headed households, for example. Women’s lower economic autonomy may also be manifest in a weaker bargaining position of women within the family. Differential feeding and caregiving practices may favor boys over girls, thus leading to poorer nutritional outcomes for women and girls, and making it more difficult for women to adequately fulfill even their traditional roles in caregiving and food systems. The cost of this to society is considerable, both in lost productivity, and worse, in health and nutritional outcomes. Challenging the constraints women and girls face and enlarging their access to opportunities is an essential component of the fight against hunger and malnutrition. It is achievable, it is cost-effective, and it may form the basis for a sustainable strategy for reducing food insecurity. However, removal of these constraints requires more than good intentions and legislative reform of discriminatory legal provisions. Social and cultural norms, and the gender roles that these norms impose, must also be challenged. Empowerment—an increased role for women in decision making, at all levels, including the household, local communities, and national parliaments—is required. Women’s empowerment is of course a goal in itself, a human right that governments have pledged to uphold. It also is vital for society to benefit from the increased contribution that women can make to food and nutrition security. The potential of women is one we cannot afford not to reap, and can only materialize if there is an

overarching effort to reshape hierarchies in current social structures. Inclusive and participatory efforts are essential in reshaping inequitable social structures. A major cause of the persistence of existing gender roles is that many men in the formal sector work long hours, providing at least a partial explanation of why they are not assuming a greater share of family responsibilities. In countries such as Indonesia, Republic of Korea, and Pakistan, more than 30% of all employees work more than 48 hours per week. Male employees especially tend to work excessive hours—both a consequence and cause of gender stereotypes reinforcing the existing division of labor (Lee, McCann, and Messenger 2007, p. 240). While men work long hours outside the home, women work long, unpaid, and undervalued hours at home. The gender roles associated with the existing division of labor are clearly difficult to challenge without rethinking the broader issues associated with employment patterns and questioning the pressures currently imposed on both men and women. Yet, a number of measures that would alleviate burdens on families would benefit both women and men—e.g., better public transport, water, and energy services, as well as child-care services and institutional care for the sick and the elderly. Both men and women would also benefit from measures encouraging men's caring role, such as nontransferable parental leave for both parents.

The ILO Committee of Experts notes that “measures designed to promote harmonization of work and family responsibilities, such as child-care services, should not be specific to women” (ILO 1999). Achieving equality of treatment of women and men is not a zero-sum game. It should lead to a better balance for all in a healthier and more inclusive society. The involvement of men in achieving a transition to a more equal society will reduce the risks of desirable changes meeting with resistance. It can help convince those in power that empowered women present an opportunity, not a threat (Ambler et al. 2007). Ensuring that men are active participants in strategies for empowerment of women is essential to the cultural change required for redistribution of tasks within the household. Unless such change takes place, improvements to the situation of women may remain only partial, offset by the inequalities in the care economy. Women working outside the household, for example, may continue to take on all household responsibilities in order to avoid conflicts about “neglecting” traditional duties. While investments that reduce the drudgery of the care economy and improved organization can contribute to women's empowerment, men need to be involved and actively participate in the transitional redistribution of household roles.

Poverty is endemic in most of rural areas in Bangladesh, both in terms of absolute numbers and as proportions of total population. To address the poor people, the Government of Bangladesh has launched a number of Social Safety Net Programmes (SSNP) for protecting people from poverty, food insecurity and vulnerability. Being one of the most important SSNP, the Vulnerable Group Development (VGD) Programme was initiated in the

wake of the 1974 famine, mainly designed to reach those households/beneficiaries who were at the highest risk of hunger, the poorest and especially female headed households. Currently about 750,000 women participants (about 3.75 million beneficiaries) from ultra-poor households receive a monthly food grant combined with a package of development services. Women under the VGD programme are very much vulnerable in terms of empowerment both in household and social level. The empowerment is significantly associated with the food security, and the dietary consumption of the corresponding households. Therefore, it is important to know the empowerment situation with food consumption pattern of vulnerable women groups and the influence of empowerment status on household food security and food consumption pattern. Research on the relationship between women's empowerment and nutrition is continually expanding. In Bangladesh, very few studies have been attempted to see the association of women's empowerment with food security, and nutrition. The study endeavors to explore the current situation of empowerment in vulnerable rural women group, along with their nutritional profile. It is expected that the study will put forward the insights of the association of women empowerment with nutrition, and fill the knowledge gap providing empirical evidence. The study findings will be helpful for the researchers, development practitioners and policy makers to design and implement the VGD programme more efficiently and get insights to combat against the food and nutrition insecurity problems in Bangladesh.

2. Objective of the Study

The general objective of the study was to assess the empowerment and food security status and influence of empowerment status on household food security and food consumption pattern among the vulnerable women group in selected districts of Bangladesh.

The specific objectives of the study were to:

- i) assess the socio-economic profile of the vulnerable women group;
- ii) assess the empowerment situation of vulnerable women group;
- iii) find out the Food Consumption Pattern (FCP);
- iv) appraise the food security in the household of the vulnerable women of reproductive age (15 to 49 years); and
- v) explore the influence of empowerment status on household food security and food consumption pattern.

3. Methods of the Study

3.1. Type of the study and sampling

The present study was the cross sectional study. Sample size was calculated using standard statistical formula at the outset of the study. The appropriate sample size for a population-based survey was determined largely by three factors:

- a. The estimated prevalence of the variable of interest (chronic energy deficiency due to food insecurity of women in this instance)
- b. The desired level of confidence, and
- c. The accepted margin of error.

Sample size was calculated for the key indicator (chronic energy deficiency due to food insecurity of women). The following formula was used to calculate the sample size.

$$n = \frac{z^2 p(1-p)}{a^2}$$

Where, n= required sample size for survey, expressed as number of units of analysis,

z= the standard normal deviate, set as 1.96 (95%CI)

p= the proportion of favorable value of the major study variable,

Here, the chronic energy deficiency due to food insecurity of women is 0.42 (42%)

a= acceptable error of margin, here set at 0.065 (6.5%)

According to the recent report (Bangladesh Demographic and Health Survey, 2011) the chronic energy deficiency due to food insecurity of women is 42%. For this descript cross sectional study with 95% confidence interval, and 6.5% precision, the sample size was-

$$n = \frac{1.96^2 \times 0.42(1-0.42)}{0.065^2}$$
$$n = 221.49 \approx 220$$

A total of 220 women were selected finally for the study. Women of four Upazilas (Jikorgacha and Bagarpara from Jessore district, Gangachara and Taragonj from Rangpur district) were interviewed. These four Upazilas under two districts were selected purposively for this study. Fifty-five (55) women were interviewed in each of the Upazila. The sampling was done among the VGD beneficiaries who received rice under scale-up plans for 2015. A systematic random sampling method was employed to enroll the required number of participants for the surveys from the total list of Vulnerable Group Development (VGD) beneficiaries in each Upazila. The total list of VGD beneficiaries in the study areas was the sampling frame for the study.

3.2. Inclusion criteria for women:

- Women of 15- 49 years of age from VGD card holder beneficiaries;
- Verbal consent from household head to participate in the study;
- Written consent from the selected women participant.

3.3. Exclusion criteria for women:

- Women with any known or suspected chronic or congenital diseases; and
- Pregnant women.

3.4. Questionnaire development

Before the survey, a structured questionnaire was developed. Questionnaire was discussed thoroughly and extensive field-testing was done for necessary modifications. The structured questionnaire used for data collection included different components such as: household demography and socio economic status, morbidity status, food consumption pattern, household food security, and women empowerment.

3.4.1. Household demography questionnaire

Information on ethnicity, religion, level of education of household head, number of family members, ownership of the house, number of dwelling rooms, household construction materials, toilet facilities, sources of drinking water, household assets, and land ownership were collected as key indicators of socioeconomic status. Asset index was used as a measure of Socio-Economic Status (SES) which will be created by using information on household assets. A list of variables including homestead, land under cultivation, construction materials of the walls, roof and the floor of the house, ownership of household assets (electricity, radio, television, mobile phone, land phone, chair, watch, table, cupboard, rickshaw, van, animal drawn cart, refrigerator, motor boat), and type of toilet facility were considered as- tin, brick-cement (*pucca*), mud and others. For household assets, each of them was belonged to categories “owned” or “not owned” by the household.

3.4.2. Household dietary quality and food security questionnaire

For assessing the dietary quality of the household, FCS questionnaire which is already developed by WFP was used in the study (World Food Program (WFP), 2015⁵). The food items for different groups were adopted according to the area. To determine the state of food security, the nine questions of Household food insecurity access scale (HFIAS) were used

⁵ Available from: <http://home.wfp.org/stellent/groups/public/documents/ena/wfp196627.pdf>. (Accessed on 5 April, 2015).

(Coates, J., A. Swindale, and P. Bilinsky, 2007⁶). The last three questions of HFIAS were used for the assessment of household hunger (Ballard et al., 2011⁷).

3.4.3. Morbidity questionnaire

Each participant was asked about her illness. A standard series of questions using pre-coded questionnaires was designed for recording of specific morbidity symptoms. Morbidity recall period was up to two weeks. Diarrhea was defined as three or more abnormally loose or liquid stools with or without blood in last 24 hours or any number of stools with blood (dysentery). Questions related to menstrual problem and urinary tract infection were also asked.

3.4.4. Women's empowerment questionnaire

Women's empowerment questionnaire comprised a number of questions to figure out the empowerment status, social esteem, and intra household dynamics of the VGD women group in Bangladesh. There were five different domains in which the respondents were asked questions. These domains are decision making, ownership of assets, control over use of income, leadership, and time and leisure (Sraboni et al., 2014). In the first domain, the respondents were asked about their decision making status and bargaining power in the household expenditure, and raising livestock. Some of the questions will also brought out the information that, usually who decided for the family in issues like food, clothing, children raising, breastfeeding to child, visiting to relatives, and health seeking behaviors. In the second domain, questions were asked about the ownership of different household assets, tools. Interviewee was also asked to provide information on their access and participation concerning credit. Third domain of the questionnaire attempted to reveal the true picture of women's income, and their control over income. If they found having less control about expenditure, some of the questions will explore the answer, who was having the full control or influences? The leadership domain looked at the leadership status, and the influences of VGD women group in the society. Questions were asked about their participation and role in the meetings of different community issues, like education, health and nutrition problems, wage etc. Finally, in the last domain of the women empowerment questionnaire, each of the interviewee was asked about their workload, leisure period, activities in leisure time etc.

⁶ Household Food Insecurity Access Scale (HFIAS) for measurement of food access: indicator guide. Washington, DC: Food and Nutrition Technical Assistance Project, Academy for Educational Development, 2007

⁷ Household Hunger Scale: Indicator definition and measurement guide. Food and Nutrition Technical Assistance (FANTA), 2011. 2

4. Summary of the Study Findings

Most of the participants are of Bangali (96.8%) ethnicity; and followers of Islam (71.4%). When the respondents were classified according to their occupation, most of them were found to be housewives (77.3%). The study found an overall empowerment score of 42.61 ± 13.31 (Mean \pm SD) in a range 0-100. 71.81% respondents reported that they can take decision about household budgeting, whereas 77.3%, 43.2% has the power of small and big items respectively. The decision related to use of family planning methods is made jointly in 76.7% respondents' families. The respondents who possess the power of making decision alone about their children's education, sickness, and teaching norms and behavior are 34.9%, 23.9% and 41.1% respectively, whereas egalitarian decision was made in 61%, 65.9%, and 48.5% families. Most of the respondents (84.45%) claimed that they have control over their husbands' income. The study reveals that 41.8% of the households are severely food insecure, whereas 43.2% are moderately food insecure. It was observed that, households with empowered women are more food secure than the households with less empowered women ($p=0.02$). A positive correlation was found for empowered score with food consumption score ($p=0.190$). A statistically significant ($p=0.000$) negative correlation was found for empowerment score with food consumption score ($r=-0.237$). The study reveals that empowerment of vulnerable women group is significantly associated with food security and dietary consumption of the corresponding households. The study suggests further research to determine the cause-effect relationship of these factors confounding factors that may influence the relationship and the specific aspects of empowerment of women that effectively influence the food security, dietary consumption, and nutrition profile at larger community.

5. Recommendations

In this study, the relationship between empowerment and the food security of vulnerable women group of Jessore and Rangpur districts in Bangladesh was examined. Apart from investigating the socio economic profile, morbidity profile and state of household food insecurity, an overall of empowerment score of each study participant was computed. The correlation between empowerment score with FCS, HFIAS was examined. Interestingly, the study reveals that empowerment of vulnerable women group is significantly associated with the food security, and dietary consumption of the corresponding households. However, it was not possible to take different confounding factors that may influence the relationship. The study suggests further research to determine the cause-effect relationship of these factors, confounding factors that may influence the relationship, and specific aspects of empowerment of women that effectively influence the food security, dietary consumption, and nutrition profile at larger community. After scrutinizing the findings, the study makes

some recommendations on how disempowerment and food insecurity issues of the vulnerable women group can be attenuated.

1. Employment opportunity needs to be created for the vulnerable women group. Income generation activities depending on their needs and capacity could be initiated.
2. Explicit interventions are required to be taken by Govt. and NGOs to increase women's control of assets; these interventions could include targeted asset transfers to poor women.
3. Ensuring participation of vulnerable women group in different events of society, and inspiring them to speak about their problems through including them in village welfare committees as well as formal and informal groups would be required.
4. Deep seated systems of property rights that favour of men in terms of inheritance, and the difficulty that women face in accumulating assets that they can control, need to be addressed so that women can build up their control of assets.
5. The study suggests reforms of inheritance and property rights law which should be important part of the policy agenda to reduce gender inequality.
6. Along with food transfer to VGD women, homestead gardening can be encouraged to increase the food access.

Finally, Government, local NGOs and international NGOs are required to come forward to resolve the multidimensional problems of vulnerable women group.

7. Title of the Study: Present Conditions of Homestead Plantation in Cumilla: A Case Study on Cumilla District

Researchers:

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1.1 Objective of the Study

The general objective of the study was to identify the present condition of homestead plantation at Cumilla district.

The specific objectives of the study are

- i) to assess the socio-economic conditions of the respondents;
- ii) to determine the species composition of the homestead garden;
- iii) to analyze the economic benefit derived from the plantation; and
- iv) to examine the pattern of cultural practices of plantation.

Methods of the Study

The methods of the study have been described below. These include sample design, source of data, analysis and processing of data.

2.1 Research Design:

A research design may be defined as the 'blue print' that enables the researchers to come up with solutions to various problems and guides him or her in the various stages of the research (Ray and Mondal, 1999). There are three types of widely used research design as (i) exploratory or formulative, (ii) descriptive and diagnostic and (iii) hypothesis-testing or experimental research design (Ray and Mondal, 1999). The exploratory or formulative research design is appropriate to formulate research problems for more precise investigation. Therefore, in this study exploratory research design was followed.

2.2 Location of Study:

The study was conducted in seventeen Upazillas of Cumilla district such as Adarsha Sadar, Sadar south, Chouddagram, Barura, Chandina, Laksam, Nangalkot, Burichang, Debiwar, Brahmanpara, Muradnagar, Homna, Titas, Meghna and Daudkandi Upazillas. Maximum Upazillas are very close to BARD, which ensure the researchers to conduct this research work more intensively and rigorously.

2.3 Sampling Method

The sampling unit of this study was each individual household, and a multistage sampling technique was employed to locate these households. Cumilla district consists of seventeen upazillas out of which five hundred ten households were selected randomly. Using the upazilla and union website information gathered in an exploratory phase, 30 households were selected from each upazilla. Thus, in total 510 households were selected for a detailed botanical survey. To collect household data, slightly modifying the criteria of the BBS (2001b), households were classified into five-land holding size classes- namely landless (0-0.49 acre), marginal (0.50-1.49 acre), small (1.50-2.49 acre), medium (2.5-3.49.9 acre), and large (3.5 acre and above).

Two methods were employed for data collection: structured questionnaire interviews with the farmers and botanical surveys in the homesteads. Questionnaire was tested in a nearby upazilla before it was finalized local community leaders were contacted for cooperation prior to starting the field survey. During the botanical survey, all trees with a diameter at breast height (DBH) > 10 cm that were under the possession of the households were identified, and the number of trees in each species were counted for bamboos which are typically grown in clusters, the species to which bamboos of a clump belonged were identified and then all matured culms of all clumps were counted and recorded.

2.4 Source of Data

Both Primary and secondary data were used in this study. Primary data were collected through interview of the heads of households by a structured pre-tested questionnaire followed by discussions with the different members of the households. To supplement the primary information some secondary data from published materials were also used.

2.5 Analysis and Processing of Data

After collection of data from the fields, tabulation design was made in accordance with the information. Then data were analyzed and processed by the researchers themselves and tabulators of Research Division of BARD. The researchers used mean, average, ratio and percentage in most of the tables in the study. The observations of the researchers as well as impression were also utilized for the development and interpretation of the results and also describe the real picture of the study areas.

Findings:

- 3.1** It was observed that majority of the respondents belonged to the age group of 36-45 years in all the study areas. It can be said here that respondents of all study areas belonged to a most important economic age group of 36-45 years. On the other hand, no respondents of age group below 25 years were found at Muradnagar, Titash, Nangalkot. Maximum number of respondents (14) in Homna and Burichang belonged to 36-45 years of age compared to other upazilas. The results indicate that the respondents of Homna and Burichang are younger and economically more effective age groups than other upazilas.
- 3.2** Agriculture (31%) and business (31%) were the prime occupations in all the study areas. A small number of respondents were involved in service (11%) and day laborer (03%). Fifteen percent respondents were involved in other occupations. The study findings indicate that respondents of different professions were involved as homestead growers to some extent.
- 3.3** The education levels of majority of the respondents were found from primary to secondary in all study areas. Hence primary education ranked first (31%) compared to other education level. Higher level of education i.e. Bachelor and above was attained by the respondents (06%).
- 3.4** Big family size (more than 11 members) was found in all study areas except Debiwar. In all study areas maximum number of families (59%) consisted of 1-5 members whereas 35% of the families consisted of 6-10 members. Amongst the study areas lowest family size was observed at Chouddagram (27 respondents) followed by Chandina (23 respondents) and Lalmai (22 respondents).
- 3.5** Out of 510 families, 474 (93%) families have 1-3 earning members where as 35 (06%) have 4-6 earning members. Only a single family has 7-10 earning members in the selected sample.
- 3.6** Landless (54%), marginal (41%), small (04%) and medium (01%) land ownership was found in all study areas. However, if per household ownership of land in 17 upazilas is analyzed, it is also observed that there are no large land ownership respondents. The average per household land ownership in the study areas in case of landless respondents (0.49 acres) is less than national average of 1.69 (BBS-2009).

- 3.7** It is observed that the annual income of the highest number of households is between 1-2 lakhs, which is 34% of the total households, whereas 25% of households were found to be in the income range of 2-3 lakhs annual income and 18% of households within the income range of 3-4 that the earning of annual income. It is particularly noted 15% of households above was four lakhs.
- 3.8** It was found that total land type owned by households and their existing use in homestead plantation and agricultural crops. It was evident from the table that the (82%) lands are loam soil and the height percentage of land were devoted for field for field crops cultivation followed by fruits and homestead gardening. It was noted that 15% land of study areas was sandy soil.
- 3.9** Quantitative stand structure of homestead forest showed that bamboo (*Bambusa* spp) constituted the highest number (10371) of vegetation followed by Mahogany (*Swietenia mahagoni*; 1261), Acacia (*Acacia* spp; 799) and Rain tree (*Albizia saman*; 619). It is interesting that only four species occupied the maximum area of homestead vegetation in terms of numbers. Apart from these, Shil koro (*Albizia procera*), Kadam (*Neolamarckia cadamba*), Gamari (*Gmelina arborea*) and Sissoo (*Dalbergia sisso*) were some of the other many species available. The number of native spscies and their number of individuals clearly dominated over exotics. The analysis also showed that total relative frequencies of fifteen major species constituted total homestead area. Not too many timber tree species are available in the study areas. It was found that Couddagram, Laksam, Cumilla Sadar, Barura, Chandina, Titas, Brahmanpara had significant number of timber species. Landless farmers had the least number of timber tree species as they did not have enough land to plant trees. Respondents among Small and Marginal farmers had the highest number of tree amongst the study areas. However, it was also found that the households did not grow timber trees in large scale except Mahagoni, Acacia and Raintree.
- 3.10** It was found that from the study that money received from selling of trees was mostly less than 5000 takas (54%). In Chaidina, Daudkandi and Muradnagar tree selling was found to be quite profitable compared to other areas.
- 3.11** In the homestead gardens of the study area a total of out of 15,062 homestead fruit trees of 30 different fruit species were found indicating richness of fruit gardens. Mango (*Magnifera indica*) was the most abundant fruit bearing species (3724), which was also used for timber and fuel wood. Other common fruit species included, among others, *Artocarpus heterophyllus*, *Cocos nucifera*, *Syzygium cumini*, *Litchi chinensis*, *Averrhoa carambola* and *Zizyphus mauritina*. Most of these species were also popular for good quality timber production. Among the species of various use categories (based on

principal use) inventoried, 11 species produce timber and 30 species bear edible fruits. There are many instances of overlapping species usage. For example, *Artocarpus heterophyllus* and *Magnifera indica* are well known for their multipurpose use for timber, fruit, fodder, and fuel. The larger the cultivable land area of an owner, the highest the number of fruit trees in the homestead.

3.12 It was found that money received from fruit trees was mostly less than 5000 taka (81% of total households). In Lalmai, Laksam, Barura and Muradnagar fruit tree was found to be quite profitable compared to other areas. Most of the householders preferred fruit trees with timber value over trees with only timber value. Although exotic species were not generally popular among the householders, some of them were found to cultivate those for future financial return. Usually dead, fallen branches and residues of all species after harvesting are used by householders as fuel wood.

3.13 The farmers in Cumilla are growing different types of medicinal trees such as neem, bashak, arjun, hartuki, Bohera, Tulsi, Tejpata etc. in their homestead. It was found that at present the highest number homestead owners grew Tulsi, neem and Arjun trees followed by bohera and horitoki. The species popular for their medicinal value were *Azadirachta indica*, *Embllica officinalis*, *Terminalia arjuna*, and *Terminalia bellerica*.

3.14 It was found from the study that money received from medicinal trees was mostly less than 5000 takas (22% of total households). Bean, Gourd and Brinjal are height number in all study areas. The lowest number of vegetables in the homestead was Kakrol and Borboti. It was also found that money received from vegetable species was in most cases less than 5000 taka (81% of total households).

3.15 The common ornamental plants seen in homes and gardens are Joba, Patabahar, Golap, Mira flower, Beli and Night clock. But no direct money was earned from ornamental plants. Besides, only 33 respondents have roof gardens that is 6% of the respondents. Among the respondents, 121 (24%) used chemical fertilizer where as 389 (76%) used no chemical fertilizer.

3.16 It was found that all the respondents 510 (100%) used bio-fertilizer in their homestead plantation. Out of 510 respondents, only 191 (37%) used pesticides whereas 319 (63%) used no pesticides.

3.17 It was observed that among the respondents, 460 (90%) respondents pruned their trees and 50 (10%) did not. 327 (64%) respondents thinned their homestead trees when it was

necessary. The rest of the respondents did not feel it necessary. And only 194 (38%) respondents out of 510 (100%) collected saplings for gardening in their homestead areas and 316 (62%) did not use saplings for plantation.

3.18 Involvement in Social Forestry

Only 21 (04%) respondents were involved with social forestry where as 489 respondents (96% of total respondents) had no involvement with social forestry. Regarding the information about bio-diversity, it was found that, 459 (90%) respondents out of total 510 (100%) said that they observed bio-diversity in their plantation. On the other hand, 51 (10%) respondents said that they did not notice the presence of any bio-diversity.

3.19 Regarding the information about protection from natural disaster, it shows that, in the sample areas, about 464 (91%) respondents out of 510 (100%) get protection from natural disaster by homestead plantation.

3.20 Regarding the information about assistance or training from Agriculture and Forest Division, it was found that, only 11 (02%) respondents out of total 510 replied that they got training or assistance from forest division whereas 98% got no help from this division.

3.21 It was found from the study that the tree growing homestead owners faced different problems during growing of trees. It was found that the highest number of respondents (95) reported high insect-pest infestation as a serious problem. Regarding suggested solutions of that problems, the highest number of respondents (83) suggested arranging training on tree growing and agriculture followed by ensuring good pesticides, supply of good quality saplings and seedlings free of cost by the government.

4. Recommendations

Based on the study findings the following recommendations have been derived for future considerations.

1. As homestead land is very limited in Bangladesh, narrow crowned and fast growing timber yielding species can be planted in the home yard.
2. Efforts should be taken in planting fruits species by replacing them either with locally well adapted or BAU, BARI and DAE developed fruits seedlings.
3. As the quality of the planting stock is important, the Bangladesh Forest Research Institute (BFRI) could supply the qualitative seedlings through Forest Department in the rural areas.

4. GOs and NGOs can undertake programmes to train the private plant nursery personnel to ensure more qualitative planting stocks in the market.
5. For catering to the demand of the rural people for firewood, fodder, timber and fruit multi-purpose tree species (MPTS) e.g. (jack fruit, black berry etc.), should be promoted instead of one-product trees (Koroi, wood apple, etc.).
6. Qualitative seedlings of timber and fruit trees should be made available in the remote areas.
7. Farmers should be made aware of giving equal importance to timber and fruit species for their protection against pest.
8. Proper training for the rural people about the plantation method should be arranged and information about how to tackle the location-specific problem needs to be provided.
9. Provision of short-term easy-payment credit to the villagers for planting trees in the homestead is necessary.
10. The people need to be made aware of the tangible and intangible benefits of tree plantation.
11. Special attention can be given to preserve various indigenous plants so as to enrich the plant genetic resource of the country.

8. Title of the Study: Sustainability of Digital Service Centers: A Case of Union Digital Centers (UDCs) in Bangladesh

*Irin Parvin*⁸

Statement of the Issue:

The operations of Union Digital Centres (UDCs) have been started less than a decade ago. Though they have some limitations, they have enormous potentiality to serve the rural people and bring the e-services to the door steps of them. The government has put much importance to it and invested huge amount in developing ICT platform for UDCs. The government has supported it with delivering equipment, designing many online applications and imparting training to entrepreneurs and other stakeholders.

It was evident from different studies that the people are becoming benefited by receiving services in a digital form and by spending less time, cost and visits. Sustainability of this enterprise is a prime concern now for the government. This study is an initiative to identify most affecting factors for sustainability. The study also has an aim to identify coordination gap between UDC and UP and its impact on sustainability.

Objective of the Study

The general objective of the study, was to identify the factors responsible for sustainability of the UDCs in the long run. The specific objectives were:

- i) to examine the factors affecting the financial, technological, political and entrepreneur sustainability of UDCs;
- ii) to explore the relation between UDC and UP and its impact on sustainability of UDC; and
- iii) to derive recommendations for the sustainability of the centers.

Methodology:

To achieve the objectives of this study, a combination of qualitative and quantitative approach was applied here. In this research, the following methods were used:

- i. Content Analysis
- ii. Small Group Discussion with UP representatives
- iii. Questionnaire Survey for entrepreneurs
- iv. Multiple Case Study to compare successful and unsuccessful UDC

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Data was collected from both primary and secondary sources. The semi-structured questionnaire survey method was conducted in this research for the purpose of collecting primary data. A set of semi-structured questionnaire was used to collect data from entrepreneurs of UDCs both male and female, who are the main respondent. Small Group discussion with the UP representatives were also conducted. For the study four case studies were developed with the experience of successful and unsuccessful UDCs. Whereas, secondary data was collected through content analysis. Content Analysis includes collecting data from all relevant books, documents, articles, journals, published and unpublished research works, online articles and relevant researches conducted by A2I programme that are available. A theoretical framework of sustainability analysis was designed to measure sustainability of UDCs that includes a number of independent variables collected through using secondary data and from the entrepreneurs.

Major Findings and Recommendations:

Major Findings:

The sustainability of UDCs has a number of factors which influences financial, technological, political and entrepreneur sustainability. To ensure the sustainability of UDCs operation, financial sustainability attains utmost importance. In addition, other related factor associated with other sustainability such as social, technological, administrative and political and entrepreneur sustainability should be addressed simultaneously. Some factors affecting different kind of sustainability are:

1. Financial sustainability attracts most concerns since it is related to the very survival of the center. Different factors are responsible for financial sustainability such as center location, peoples' participation, monthly income and expenditure, investment by the entrepreneur, number of services, public-private partnership, publicity etc.

It was found from the present study that, all concerned personnel in UDC identified income as most important factor for sustainability of UDC. More income can help to achieve other sustaining factors like more investment, advanced and improved equipment, less dropout rate of entrepreneurs etc. Proper business plan is also an important factor for maintaining financial stability. But unfortunately in most of the UDCs this is absent.

All UDCs are located in the UP premises, the lower tier of local government. It is a hub for providing services to the people. So in case of UDC, location is a helping factor for sustainability. But some entrepreneurs felt concern as in some unions, the UP is far from the central market place or situated in isolated place, which hamper the

business. Operating hours also depend on location. Market place remain open till night whereas UP closes at 5:00 p.m.

Number of services whether it is government or private or own initiated provided by the UDC is a vital factor for financial sustainability. The entrepreneurs felt that more online services from government will increase their income as they are the only delivery channel of some govt. services to the rural people. They have demand of services but due to lack of online services, lack of legal procedure from government and lack of advanced technology they faced difficulties to provide services. Number of own initiated services are very important for business sustainability and achieving competitive advantage.

2. Technological sustainability of the UDC was affected by some factors like low speed of internet, lack of advanced technology and equipment, good working conditions of the service equipment, lack of uninterrupted power supply etc. Most of the entrepreneurs were very much dissatisfied with the speed of the internet connection and price. It creates difficulties for providing quality services. The study also revealed that lack of advanced technical equipment and poor working condition of the equipment is an important concern for sustainability. High penetration of smartphones in rural areas is also a risk factor for UDC as people prefer to stay home using their own equipment instead of shared facilities.
3. Support from local government authorities, relation with UP, law and policy support, monitoring and regulatory system and working procedure affects administrative and political sustainability of UDC. Most of the respondent entrepreneurs were found dissatisfied with current working procedure. It was realized as a hindrance of investment. The entrepreneurs feel job insecurity in the current condition which prevent them expand their business, initiate more services etc. It also creates conflict with UP as job description, revenue sharing, selection procedure of entrepreneurs etc. are not clarified properly.

Supports from UP and LG officials are also a vital factor for sustainability. Different kinds of support and assistance ranging from training, initial equipment cost, maintenance, location for center etc. are provided by them. Monitoring and supervision by LG and UP officials is also an affecting factor to manage the UDC in a right track.

Public-Private Partnership (PPP) model is a new concept for telecentre. The government adopted this innovative model for long run sustainability of UDC. It is evident that this help to initiate and expand UDC throughout the country and since initiation most of the centers are more or less effectively operating. So for

sustainability of UDC, effective partnership is a significant factor. IT requires more partnership with private organizations, effective involvement of the stakeholders, online services from govt. etc.

4. Entrepreneur sustainability can be ensured by maintaining some factors like dropout of entrepreneurs, income of entrepreneurs, educational qualification, skill and competency of entrepreneurs etc. Dropout of entrepreneurs hampers the service delivery and it is closely related with income of the entrepreneurs. Low income of entrepreneurs increases dropout rate of entrepreneurs, protect to invest in the center and expansion of business. Ultimately it would result in center shut down. Competency and skill of the entrepreneurs are required for effective service delivery and without this the sustainability would be matter of question for the UDC. Some UP representatives' complain that the incompetency of the entrepreneurs also deteriorate the reputation of the UP as the services of UP provided by the UDC.

Job satisfaction is an important factor for entrepreneurs to continue their jobs. Otherwise, business expansion will not happen, dropout rate will increase. Then the center will face obstacles to run properly. Job satisfaction depends on income, working procedure, job security, relation with partners etc.

5. UDC has developed based on the model of PPP. UP is an integral and active partner of UDC. So relation between UP and UDC is an important and critical factor for smooth operation of the center. Without cooperation and support from UP it is very difficult to run the UDC. Overall all respondent (UP representatives and Entrepreneurs) reported that they got all kinds of supports from each other and the relation is friendly between them. Some defined it as neutral but not conflicting. But during the study it was observed that the entrepreneurs were not convenient enough to put their comment on this issue. They were afraid of leaking of information if any negative comments made. Some problems exist among them regarding recruitment process, revenue sharing, pressure and bossing from UP Chairman, unfair termination of entrepreneurs by UP and renewal of contract etc. On the other hand, some UP representatives (UP Chairman and Secretary) complain that the UDC entrepreneurs had no accountability. As UP has no controlling authority over UDC, so sometimes the entrepreneurs disobeyed UP personnel when they have political party background and other external support.

Relationship can affect further investment and expansion of the center and which will lead to low income. On the other hand, less domination from UP can also create UDC as a parallel institute for UP, which may decrease the importance of UP. The government has a plan to introduce e-governance in the UP, then a conflicting and

confusing situation may arise. A comprehensive and elaborate circular on working procedure and job specification of UP and UDC can reduce this problem.

More or less all factors mentioned are interlinked. It is not possible to identify one or two factors responsible for sustainability. It is necessary to ensure all kinds of sustainability for a fully operated UDC in the long run. On the other side, profit earning is not only the single job for the UDC, the prime job is the service delivery to the door steps of the rural in less cost, time and visit. In that case, some supports from the government side will be helpful for sustainability.

UDCs can be an important tool to achieve the agenda set out by the Sustainable Development Goals. To do so, they must be treated properly as technology hubs, as places of service delivery, as places where rural young people can learn ICT skills, as catalysts for digital inclusion in rural areas. Their role is to amplify citizen access to a variety of digital services, most importantly to skills those enable young people to get rewarding jobs and participate in the process of innovation that ICT makes possible.

Recommendations:

Based on the findings of the study, the following recommendations have been derived for the considerations of policy makers and relevant stakeholders:

i) Policy reform and changes

- For the better management of UDCs, there should be a comprehensive and well described circular on UDC management. The existing circular issued by Local Government Division could be updated by incorporating issues like entrepreneur selection process, longer term agreement tenure for the entrepreneurs, revenue sharing guideline for UDC and UP and standardization of service charges etc.

Absence of a comprehensive and elaborative circular on UDC is creating problems in efficient management and smooth operation of UDCs. The existing circular has not been equipped enough to address some emerging challenges like transparent selection processes for entrepreneurs, required technical proficiency of entrepreneurs, distribution of UDC profits between the entrepreneurs, tenure of agreement between UP and entrepreneurs, termination of job of entrepreneurs and standardization of service charges. For these reasons, UP Chairs and Secretaries face challenges during selection of entrepreneurs, supporting and guiding UDCs and the entrepreneurs face job insecurity. Moreover, these loopholes create some space to indulge in anomalies in the operations and service provisions of UDCs. It also creates some scope for conflict between UP and UDC.

ii) Enhance UDCs' performance

- Financial sustainability should be the main priority for sustaining the UDC. Emphasis should be given to increase the income. Several issues interlinked with income like number of services, investment by the entrepreneurs, increased number of own initiated services, partnership with other organizations etc. should be given more emphasis.
- Government online services delivered through UDC should be increased for smooth delivery of services from the UDC. Demand driven service like delivery of safety net, online passport, National ID card correction and verification and birth certificate correction should be given priority.

More online services is a prime demand from the entrepreneurs. They have demand for some services but due to lack of permission for providing some specific services, lack of logistics and equipment and shortage of capital they can not provide these services. Providing necessary permission for above mentioned services and investment on logistic and equipment should be prioritized.

iii) Strengthen the relation between UP and UDC

- Instead of recruiting separate computer operator/staff for UP, if qualification meets, the entrepreneurs can be included in UP structure. It will increase the revenue of UP and will strengthen the institutional capacity of UP. UDC could be a part of UP.

Recently a new post has been created in the Union Parishad namely Assistant Accountant-cum-computer operator and recruitment process for this post is ongoing. This process makes the entrepreneurship position more vulnerable. UDC entrepreneurs will not be required to provide digital services of UP, as they have their own manpower. It may create more conflict between UP and UDC. The entrepreneurs are demanding the cancellation of the post of Assistant Accountant-cum-computer operator in the Union Parishad and nationalization of their post. In spite of being a separate institution, UDC could be an integral part of UP and help to strengthen UP by generating more revenue.

Other Considerations for Ensuring Sustainability of UDC

1. Activation of Union Digital Center (UDC) Management Committee is needed and meeting of this management committee should be held every month.
2. Internet access through broadband connection should be ensured as soon as possible for high speed internet connectivity and the machineries of broadband should keep in operation.

3. Non-functional equipment should be replaced with new and advanced ones. A maintenance fund should create to put this equipment keep in function.
4. To increase competence and skill of the entrepreneurs, necessary and advanced training should be organized. It may include hardware, software, web development, graphics, business development etc.

9. Title of the Study: Reaping Demographic Dividends through ICT: A Case of LICT Project

Ranjan Kumar Guha⁹

Afrin Khan¹⁰

Statement of the Issue

Potentiality to accelerate the economic growth from the shifts of population age structure i.e. surplus of the working populations against the non-working populations is defined as demographic dividend (UNFPA, n.d). In Bangladesh, almost three fifths of total population belong to the working age group while more than one fourth of the same is youth (15-29 years). Youth constitute one-third of the labour forces in 2010. Almost a half of the youth labour involve in agriculture and around 7 percent of them are unemployed (GoB, 2011). As a result, employment in high productivity sectors i.e. financial, information and communication and engineering service sector is very tiny. Employment in low productive and non-formal sectors like, agriculture has very little potential to get expected gain from the population age structure advantage. Moreover, wider influence of ICT is in progress in other sectors including agriculture. Khuda et al., (2014) identified four specific areas to get benefit from demographic dividend i.e. i) supply of labour force and absorb them in the productive sector of the economy, ii) increase investment through saving iii) increase human capital through better education and health care service and iv) increase domestic consumption through better purchasing power. In case of labour supply they found that during 2000 to 2010 the economy on an average absorbed 1.5 million labour against the supply of 2 million labour force per year.

Haider (2019) found that Bangladesh has been enjoying the trend of demographic dividend through changes in population structure since 2007 but the benefit of demographic dividend is not automatic rather it requires some policy interventions for developing competent human resources and congenial environment for internal and external investors so that they can contribute by increasing production and productivity and expanding employment opportunity. He also found that during 2013-17, the average annual job growth was .9 percent amidst average annual GDP growth rate 6%. The situation is further aggravated by declining trend in job creation in manufacturing sector and female employment. Moreover, with a huge pool of low skilled workforce and dependency of informal sector of employment, poorly paid without bringing them social security it would be difficult to reap the benefit of demographic dividend having very meagre contribution to

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national growth. He also pointed out that demographic dividend is one time and short lived phenomena the window will close 2045 to 2060.

Explaining transformational channel of demographic dividend into economic growth (Mason, Lee and Jiang, 2016) found that fertility decline accompanied by an increase in human capital spending provides a substantial boost to economic growth. Some of the enhancement comes over the first thirty years as a consequence of the first demographic dividend. The biggest gains come later; through growth in per capita consumption ultimately encourage people to greater investment in physical and human capital. Considering this transformation channel for attaining the benefit of demographic dividend the gap between demand and supply of the human resources needs to be narrowed by investing more on human capital and creating conducive environment in the investment. Considering the context of human resource in Bangladesh, it is found that private investment for developing human capital among the new generation is increased a lot though the quality of education in terms of developing human resource according to the need of market demand needs more attention. In case of demand side, dependency on labour intensive industry needs to be shifted to the capital intensive industry and encouraging formal employment in other sectors of economy.

Nevertheless, expectation of the better educated people to employ themselves in a high productive sector deserves special attention for diversifying the employment structure and prepare future generation to acquire new skills. Bangladesh Computer Council (BCC) has undertaken a project namely Leveraging ICT for growth, Employment and Governance in collaboration with the World Bank to infuse the concept and skill of Information Communication Technology (ICT) according to the market demand. In the mean time, more than 387 young people got training on 11 different tracks at Bangladesh Academy for Rural Development and other specialised training institute. Other than IT background some of the trainees were from general background participated in those training course. The main objective of these training courses was to inculcate the ICT technology among the young generation for using this technology for their livelihood development. The main philosophy was that the young generation will be developed according to the market demand of ICT, so that the trained youth will be able to employ themselves as hired employee or employ themselves in their own enterprise through utilising acquired knowledge and skill. In that context it is very pertinent to find out the utilisation of gained knowledge and skill from the training in real life situation.

1.2 Objectives

The general objective of the study was to assess the outcome of ICT training and its contribution to employment generation for widening employment structure in Bangladesh.

The specific objectives of the study were to:

- i. assess the perception of trainees about utility of training course;
- ii. assess the types of employment generated through the ICT Training;
- iii. examine the quality of employment generated in the ICT sector among the trained youth; and
- iv. explore the investment infrastructure in the ICT sector and find out the prospect of ICT sector for comparatively low educated rural youth employment.

Methods of the Study

The study was exploratory in nature. Content analysis of the training course was done to appraise the skill and knowledge induced as input in the training programme. Then one set of questionnaire was prepared for data collection from the trainees. Online questionnaire survey was done to collect information from the participants. A total of 367 participants were contacted for online survey out of 394 participants. Finally, 131 participants responded by filling online questionnaire. As a result, the sample size was 36% of the total participants. Among the respondents 52 percent were from IT enable service and rest 48 percent from the IT services. Besides, three (3) FGDs were organized with the trainees having 05 persons in each group to assess the potential areas of ICTs to employ rural youth having general education. SPSS was used for analyzing information. Simple statistics i.e. mean, percentage, proportion analysis were done for conducting the research.

Table 1.1: Sample Frame of the Study

Track of Training	No. of total participants	Number of Participants contacted for data collection	Actual number of the respondents respond
ITS	190	175	63
ITES	204	192	68
Total	394	367	131

Summary Findings

Bangladesh has been passing a shift of population structure since 2007 as many of 65 percent of population belongs to working age group and youth labour constitutes almost one third of the total labour force. Decline in fertility and mortality rate over the years has increased the labor supply and the benefit created through demographic dividend will remain upto 2050. This scenario has created an opportunity for Bangladesh to exploit their efforts

into the economic growth. However, the major challenge remains with the high unemployment rate among the youth labour force specially educated youth. Absence of link between skills formation in the educational institute and required skill in the labour market and changed work environment due to infusion of automation, development of artificial intelligence, advances in computer power and technology created challenge for the new entrants into the labour market to transform their potentiality into economic growth.

In this context, increased public and private investment on human capital and developing course content considering the market demand is crucial element for reaping demographic dividend. On the other hand, presence of comparatively better educated manpower in the labour market demands better working environment especially in the job creation at formal sector. If the gap between supply and demand of labour force can be minimized it would be helpful to harness the potentiality of demographic dividend. Moreover, policy intervention for addressing the reality of rural urban areas needs to be taken. Among the youth labor force, the share of rural areas is higher than the urban areas and among the total unemployed youth 66.5 % belongs to rural areas. On the contrary, unemployment rate among the female is higher than their male counterpart. Improving educational system through improving analytical and critical thinking capacity, increase availability of internet and introducing programming and coding into mainstream education, developing skill through technical and vocational training, facilitating self-employment through entrepreneurship, bridge communication gap between students and employer need to be introduced by contextualize the issues of rural areas and gender dimension.

Changing composition and scenario in labor market through infusion of information technology has reduced the need of low skilled and clerical position that has potential risk for employing youth population in a productive manner. In that context technical and vocational training institutes and higher educational institute including technical universities should take extra care to produce skilled people according to the demand of market. It was observed that a few TVET and universities at higher education produce IT graduates on the contrary TVET system in Bangladesh is disconnected from the formal job market, outdated approach to curriculum, lack of qualified teacher, lack of practical orientation and the share of female participation in TVET is less as lack of trades for female and most of the training institutions are in urban areas. Higher educations facing credential inflation in education related to arts, social science, business studies and other. The country is facing lack of skilled manpower in the RMG sector, medical, education and ICT, manufacturing industries. Fresh graduate from the university at the initial stage is not ready for the ICT market for preparing them as it needs practical training.

In the demand side there is shortage of manpower in web development, technical writing, database administrator, IT research and development, IT marketing, Programming, Business Analyst, solution and architect, Project management, software quality testing, IT management and Technical support. While considering the soft skill it was found that time management, presentation skill, problem solving, team work, English proficiency, leadership quality, sense of responsibility, discipline, ethics etc are required. The industry employs 0.20 million people of which around one half of them are IT professional. Each year 06 to 10 thousand graduates are entering into the market. But due to lack of proper training and industry oriented education, most of the graduates don't suit with the need of IT industry. The study found that the existing gap of IT professionals is 40% and among the existing pool 40 percent are semi or non-skilled. The ICT industry has huge potential to grow in coming years but non availability of proper human resources may hinder its proper growth. Employment scenario of youth and potentiality of employment in ICT sector suggest that proportion of unemployed youth and proportion of youth outside NEET are the major challenges for reaping the benefit from demographic dividend. Indeed, IT professionals need to be motivated to acquire soft skill along with technical skill for harnessing the opportunity of market contributing to the national advancement.

In this setting, Bangladesh Computer Council had launched a project namely Leveraging ICT (LICT) project to build world class human resources to meet the demand of the IT/ITES Industry through its three flagship initiatives, as: (1) Top-Up IT Training program for 10,000 IT/Science graduates; and (2) Foundation Skills Training program for 20,000 fresh intakes for ITES Industry. (3) Provision to develop around 4,000 fresh graduates following the spirit of the existing ICT internship program of the ICT division of the MoPTIT.

First Track Future leader (FTFL) is a youth talent development program a component of LICT Project. The program is designed for fine tuning the skills (both soft and core IT skills) among the youth to prepare them as prospective future leaders for the IT/ITES industry. FTFL was to provide a 3-month "Finishing School" style training program so that the graduates can become directly employable as "industry ready" resource

All the selected candidates of the FTFL programme got one-month residential training in Soft Skills, IT & IT Business Management core concepts. After completion of one-month residential training, the trainees got two months track specific specialized training. ITS track trainees got training in Software Development, Database Management and Network Administration. ITES track trainees were acquainted with Web User Experience with Graphic Design, Software Quality Assurance and Testing. ITSS track trainees will get training in Help Desk and IT System Support. BARD was involved in providing one-month residential training for the participants of FTFL. Upto 2015 more than 387 young people got training on

11 different tracks at Bangladesh Academy for Rural Development and other specialised training institute. The present study was conducted to assess the impact of ICT Training on employment generation and widening employment structure in Bangladesh. Online questionnaire survey was done among the participants of FTFL attend at BARD and 3 FGDs were organised to conduct the study. Out of 387 participants 133 participants participated in the survey.

The study findings suggest that the training course created equal opportunities for both male and female. Almost equal number of participants IT and IT enabled service. The participation of students having degree in engineering field constituted majority of trainees and this was followed by Graduation with (Hons.) and Masters with (Hons.) degree. Data disaggregation with broader category of training suggests that more than two thirds of participants of IT service were graduate in engineering field. The mean age of ever using computer at the first time is 15 years for the trainees of IT Services and 16 years for IT enabled services. Mean age for having personal computer for IT services trainees is 18 years in comparison with 19 years for the participants IT enabled services training

The participants ranked the quality of training as very good. They were more satisfied with the content and speaker's quality but they have mentioned that dependency on lecture can be reduced by adopting more interactive training methodology. Perception on increasing knowledge and skill the average score was calculated 3.5 out of 5 points that is equivalent to very good. The participants were more satisfied by increasing their self-confidence, improving knowledge and technical & communication skill. The participants also indicate that as some of the resource persons were related with the software company it helped them increase networking with the people of IT industry. For increasing the effectiveness of the training the participants advised to form homogeneous trainee groups by separating experienced students from non-experience students. Local resource persons who have idea about domestic IT industry should be involved more.

The data suggest that two thirds of the participants were absorbed in the IT industry either as permanently or temporarily. However, the share of permanent job holder was higher than the temporary job holder. Gender disaggregate data suggest that unemployment rate among female participants is lower than the male participants and females participation in internship programme and temporary hired job is higher than their male counterpart. Discussion of FGD suggest that some of the female did not try to absorb in the job market after getting married. Some of the female participants prefer temporary job to balance their professional role and role of household chores. It was also observed that recruiting authority prefers female as they do not switch their job frequently compared with male. It is very interesting to note that three fourths of the respondents continuing their job in the ICT sector

Information on the persons who are employed permanently or temporarily revealed that more than two thirds are employed in the Software development firm. The second highest sector of employment for the trained youth was marketing and e-commerce. Institute related to education and training, financial and commercial sector and service sectors i.e. right based development organization, visa processing, system integration and maintenance are other employer for the trained participants. The average monthly income of trained participants who were employed two or three years before data collection reveals that it varies from Tk. 20000 to 30000 and average amount of salary Tk. 23000.

The employed participants expressed their positive impression on physical environment of their work place and progression of their career goals. But in case of salary and incentives, job security the respondents found neither satisfactory nor unsatisfactory. The findings of the study reveal that there are lots of opportunities to involve rural youth in a more planned way. Graduate Students in Engineering field can be employed in Information Technology Services (ITS) specially in the field of IOT (Internet of Things), Java, Web Development, CCNA (Cisco Certified Network Associate), Robotics, App Development, Machine Learning etc. Students having graduation degree in any subject can be trained in the field of Information Technology Enable Services (ITES) and the fields are Web Design, Networking, E-commerce, Database Management, Digital Marketing, Smart Executive/ Office executive, Graphics Design, BPO (Business Process Outsourcing), Basic Computer Literacy, Data entry etc. Some students who have SSC can be involved in Hardware maintenance

Recommendations

1. Participants having some experiences and fresh graduates have different type of training needs. For catering to the need of respective cohort, separate training can be organised with different type of training contents.
2. Participants ranked the course very effective especially in terms of increasing communication skill and increasing confidence along with development of technical skill. Hence ICT training should focus on soft skill development along with technical skill development.
3. For increasing the productivity of human resources in ICT sector, students should be encouraged to learn English and get firsthand knowledge by involving themselves in practical field of operation.
4. Some topics related to Machine Learning, Artificial Intelligence, More time for Technical Course, more track specific class and lab class, Agile software development, analytical ability, logic development, understanding algorithm., cyber security, Data structure and algorithm, Ethical Hacking, Cloud computing, Extensive

IT industry attachment, ethical rather than business oriented approach, building logical skills, data science, UX, Core Java, etc. can be included in the training course.

5. The participants of IT enabled service suggested inclusion of some topics related to Freelancing, Guideline, graphics, Machine learning, Industry-focused Courses, the challenges of entrepreneurship and ways to overcome them, guidance, proper help to become a successful Entrepreneur, Trouble Shooting & Linux, Windox Setup Training, Professional Email Writing, communication with Foreign Client, VAT & TAX, Self Confidence building, Business Mathematics, Technical Documentation, Facing Interview, For SQA Automation testing, UX and Prototyping, Web Security & Ethical Hacking with much more hands on.
6. For catering, the need of rural youth as well as to develop some manpower for supporting high level professionals in the IT industry, Information Technology Enabled Services (ITES) and the fields are Web Design, Networking, E-commerce, Database Management, Digital Marketing, Smart Executive/ Office executive, Graphics Design, BPO (Business Process Outsourcing), Basic Computer Literacy, Data entry etc. Some students who have SSC can be involved in Hardware maintenance.

10. Title of the Research: Cost Benefit Analysis of Mechanized and Labor-Intensive Crop Production

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Md. Tanvir Ahmed¹²

Babu Hossain¹³

Statement of the Issue

The mechanization of agriculture in Bangladesh started in 1960s when the low lift pump and deep tube well were introduced for irrigation purpose. Later on, many other technologies have been made available to the farmers for irrigation, tillage, ploughing, spreading fertilizers, spreading pesticides, weeding, harvesting, threshing, drying etc. But due to small and fragmented land holdings, a complete form of agricultural mechanization for any crop is still absent in Bangladesh. However, farmers in many regions of the country are now using several agricultural machineries for many intercultural operations in crop cultivation. On the other hand, a large number of farmers are still managing their farm and producing crops by manual labor only. In this situation it is difficult to generalize whether the mechanized or labor-intensive crop cultivation is more profitable to the farmers. Moreover, the factors are still unknown that influences the farmer's decision of adopting mechanization in crop production. The policy makers need empirical evidence about the profitability of mechanized and labor-intensive cultivation of major crops grown in Bangladesh. The required empirical evidence will help them to formulate policy about the extensive expansion of agricultural mechanization in Bangladesh.

Objectives

The general objective of the study was to analyze the costs and benefits of mechanized and labor-intensive production of some selected crops. The specific objectives were:

- i) To know the socio-economic and demographic information of the respondent households;
- ii) To find out the costs and returns of labor-intensive production of rice, wheat, potato and maize;
- iii) To find out the costs and returns of mechanized production of rice, wheat, potato and maize; and
- iv) To measure the relative profitability of the selected crops for labor intensive and mechanized production

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Methods

The study used both purposive and stratified random sampling methods for identifying the sample. Considering the resource constraint and time bound the study purposively selected two districts namely Cumilla and Dinajpur as the study area. Cumilla was considered for extensive rice and maize growing area whereas, Dinajpur was considered for wheat and potato. A total of 240 sample households were chosen for interview representing the cultivar of rice, wheat, maize and potato. Primary data related to production inputs and outputs, their prices, farmers' perception on the production of selected crops etc. were collected. Primary data were collected through household sample survey. For collecting primary data, structured and semi-structured interviewed schedule were used and data were collected through face to face interview.

For calculating the cost of cultivation of selected crops in both the cases of labour intensive and mechanized production, all variable costs like human laborer, land preparation, seed, manures, fertilizers, insecticides, irrigation, and interest on operating capital etc. were calculated on **per acre** basis. In case of mechanized production, the rental cost of using the particular machine was considered. Cost of family labourer was considered as regular labor cost and incorporated in different cost items in this study. The study did not consider the opportunity cost for analysis purpose. Total return of the crop production was calculated by considering the value of main product and by products as well. The cost and return were examined by determining Net Income (NI) and Benefit Cost Ratio (BCR). The BCR is calculated in an undiscounted manner. NI was calculated by using the following formula;

$$NI = TR - TC \dots\dots\dots (i)$$

Where,

$$TR \text{ (Total Return)} = \text{Volume Produced} \times \text{Market Price}$$

$$TC \text{ (Total Cost)} = \text{Summation of all variable cost}$$

BCR was calculated by using the following the formula;

$$BCR = \text{Total return} / \text{Total Cost} \dots\dots\dots (ii)$$

Major Findings and Recommendations

The study found that, mechanized rice cultivation is 27.8% less costly than labor intensive rice cultivation. The analysis showed that there is no significant difference in the yields of rice in both the cultivation methods. However, net benefit of labor-intensive rice cultivation was found BDT 7,140 whereas, the net benefit of mechanized rice cultivation has found BDT 16,669 per acre and the Benefit-Cost Ratio (BCR) was 1.19 and 1.62, respectively.

In case of wheat cultivation, mechanized wheat cultivation is 20.0% less costly than labor intensive wheat cultivation. The study results also showed that there is no significant difference in the yield of wheat in both the cultivation methods. Considering the prevailing

market price of wheat, the total return from labor intensive wheat production was found BDT 24,714 per acre and from mechanized wheat cultivation was found BDT 25,398 per acre. The Benefit-Cost ration (BCR) was found 1.28 and 1.64 for labor intensive and mechanized wheat cultivation, respectively.

The study also revealed that, there is significant improvement in the yield of maize in case of mechanized cultivation compared to the labor-intensive maize cultivation. Considering the prevailing market price of maize and the value of by-products, the total return from labor intensive maize production was found BDT 59,177 per acre and from mechanized maize cultivation was BDT 62,466 per acre. On the other hand, the net benefit of labor-intensive maize cultivation was BDT 26,305 and mechanized maize cultivation was BDT 35,508 per acre. The Benefit-Cost Ration (BCR) was 1.80 and 2.32 for labor intensive and mechanized maize cultivation, respectively.

In case of potato, the net benefit of labor-intensive potato cultivation was BDT 36,269. On the other hand, net benefit of mechanized potato cultivation has found BDT 51,176 per acre. The Benefit-Cost ration (BCR) was 1.80 and 1.98 for labor intensive and mechanized potato cultivation, respectively.

It was found from this study that, mechanized form of cultivation is less costly and more profitable compared to the labor-intensive cultivation. Hence, this study recommended the wide and faster mechanization in crop production of Bangladesh.

List of Researches under EALG-UNDP Research Grant

Sl. No.	Title of Research
01	Effectiveness of Project Management of Rural Local Government: A Case of Kachua (North) Union parishad under Chandpur District
02	Facilitating Disadvantaged Women's Access to UP Level Justice System: A Study on the Role of Women UP Representative
03	Training Needs Assessment (TNA) for Elected Representatives of Union Parishad in Bangladesh
04	Promoting Governance at the Local Level: Assessing the Role of E-Service Delivery at the Union Parishad Level of Bangladesh
05	Gender Inclusive Local Government for Sustainable Development
06	The Role of Upazila Parishad in Empowering Farmers for Sustainable Local Development: A Study on Faridganj
07	Gender Mainstreaming into Budgeting and Planning Union Parishad (UP) Level in Bangladesh
08	Gender Responsive Budgeting at Union Level: Current Status, Potentials and Challenges

Annual Report of Training 2019-20

Prepared by

**Mohammad Abdul Quader
Ranjan Kumar Guha
Saifun Nahar
Kamrul Hasan**

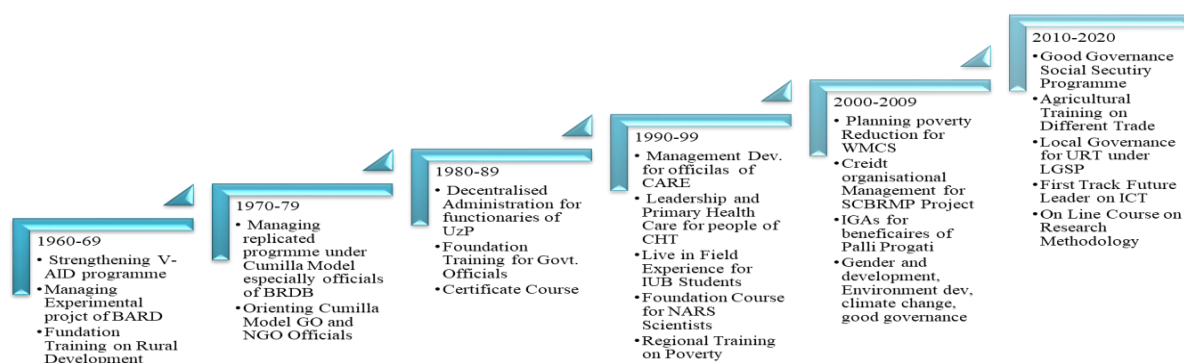
1. Introduction

A journey from a developing country towards the middle-income country by 2021 necessitated systematic changes in production, distribution, and service delivery system in Bangladesh during the recent past. Along with other resources, no doubt human resources are playing a vital role in the process of this transformation. In accordance with this policy and priority changes at home and abroad, the perspective plan of Bangladesh has emphasized among others on utilization of labor supplied by poor and disadvantaged family by increasing their productivity, enhancing the competence of civil servants by increasing their professionalism & commitment and strengthening the capacity of local government especially in the area of exercising fiscal authority. The essence of SDGs has shifted the concern of the whole world from quantitative to qualitative change and it has emphasized generating productive and decent employment along with creating an accountable, transparent and effective institution of service delivery in the government sector. Training is widely used for improving productivity and strengthening capacity through transferring technology, sharing contemporary techniques of management and orienting administrative, legal, social and political reality in service delivery mechanism.

Bangladesh Academy for Rural Development (BARD) has been imparting training to various types of development functionaries ranging from government & non-government officials to leaders and members of community organisation and local government institutions since its inception in 1959. Training is one of the vital components of BARD, while research and action research are opted to make its training programme pragmatic and practical. Dr. Akhter Hameed Khan, the eminent social scientist and founder Director of BARD introduced these innovative approaches of works and BARD has been following this tradition of works. From 1959 to June 2020, BARD organized a total of 8,524 courses for a total of 2,88,864 participants. This report contains a detailed performance of training against the plan for 2019-20 and a draft training plan for 2020-21.

2. Changing Training Focus and Curriculum at BARD

BARD is one of the leading training institutes in the public sector. As an autonomous institution, BARD has the responsibility to design its training curriculum according to the need of different clientele groups, reflecting the policy priority issues at home and abroad. Since its inception, BARD has shifted its training focus in terms of curriculum. The Academy was established to cater to the training needs of Village Agricultural Industrial Development (V-AID) officials hence, its clientele were circle officers, development officers, village Aid Supervisors involved in implementing the V-AID programme.



In the early sixties, the Academy concentrated on strengthening the capacity of V-AID programme implementers. Side by side, the Academy was involved in experimenting with some development concepts in its social laboratory areas. After getting the spectacular result the then government decided to expand those programme in more areas hence, the Academy got new areas of training i.e. project management of experimental projects for the responsible project manager. Side by side, Academy was entrusted with the design of a foundation training course on Rural Development for the civil servants. The four components of the **Cumilla model** were replicated all over the country in the late sixties and early seventies. In the seventies, Academy was very much busy organising training for orienting the organizational and management aspect of different components of the Cumilla model to government and Non-government officials.

In the eighties, the training need related to the Cumilla model reduced a lot. At that time the introduction of the Upazila System creates a new opportunity to arrange training for the elected representatives and officials of Upazila Parishad. BARD also introduced some certificate training courses for the government and non-government officials on contemporary issues of development. Besides those, BARD was also involved in imparting foundation training to the newly recruited government officials. So, a shift from cluster group trainees to a mixed group of trainees was observed during the eighties. BPATC also used to send their trainees of Foundation Training Course at BARD for a short duration to orient them in different aspects of rural development. Another shift was also observed in the nineties by organizing Foundation Training Course for the scientists of National Agricultural Research System (NARS) and Administrative and Management course for the senior scientists of NARS. In this decade BARD also organized a series of training courses for the community leaders and community health workers of Chittagong Hill Districts. Side by side, students of private and public universities came forward for studying rural livelihood in a more systematic way. With the help of Commonwealth Secretariat, BARD also started training course on rural poverty for the officials of commonwealth countries and SAARC officials under the auspices of SAARC countries.

BARD has continued this trend in the next two decades. Especially, Foundation training for the BCS (Health) officials, rural development attachment course for the officials of different cadre services, attachment course for the university students, one or two regional training under the auspices of AARDO are the regular courses in every year. After the election of local government at Upazila level BARD is entrusted with the responsibilities to train the functionaries of local government at the Upazila level of Chittagong and Sylhet Division. Along with this initiative, BARD also organised some short courses on poverty, governance, project management, social security programme, office management, and gender and development, etc. for different stakeholders of donor aided projects and from its initiative. Last two years, BARD is also paying lots of effort for imparting Foundation training for the different cadre of officials and the beneficiaries of Amar Bari Amar Khamar and Lalmai Moynamoti projects on various trades of the agricultural sector. Besides, BARD is also trying to accustom to the changed situation triggered by ICT by organising training in this area.

So, it is clear from the above discussion that the focus of the training curriculum has changed a lot and most of the time market demand, government policy, national priority, the expertise of faculty members, etc. played a pivotal role in bringing changes in curriculum. It may be mentioned here BARD employed lots of efforts in the seventies to train the officials related to implementing an experimental project of BARD after its replication. But, in the 21st century, BARD handed over two projects namely Comprehensive Village Development Programme (CVDP) and Small Farmers Development Programme (SFDP) for replicating widely. But, a few training programme was organised for the officials related to implementing those projects by BARD. As a result, insights gained by experimenting with those projects in several years by BARD were not infused to the implementing officials of those projects. BARD should take care in the future to take its stake in training and evaluation after handing over any new programme to the government.

3. Clientele of BARD's Training Programs

Civil servants, officials involved in development works, leaders of village institutions & local government, students of higher studies are the major clientele of BARD. Bangladesh Public Administration Training Centre (BPATC) regularly sends its trainees of Foundation Training Course at BARD for having first-hand knowledge of rural livelihood. Every year BARD got some sponsoring agencies to organize training courses for its mandated clientele. The content of the training program is shifted following the changes in demand of market, policy, technology, etc. As few institutions send their clientele on a regular basis BARD needs to depend on the market for organizing its mandated activity of training. This has created an opportunity for BARD to be competitive and innovative in designing and

organizing training courses. In the recent past, BARD got a considerable number of participants from DGHS, LGED, LGD, MoPA, BCC, BARC, MJF, and AARDO. Increased demand is observed among the students of public universities specially Cumilla University, Chittagong University. Last year, BARD has got new groups of participants from Bangladesh Unani & Ayurvedic College of Medicine, Food and Agricultural Organization (FAO), Bangladesh India Friendship Company Ltd (BIFPCL), PKSf, NARS, UGDP Project, Police Training Center (Noakhali), Cumilla City Corporation, Gazipur City Corporation and Dhaka South and North City Corporation, BAIUST, Exim Bank, Agricultural University, Hamdard University, BUP, Prime Asia University, Independent University, etc.

4. Training Calendar

Every year, after the APC, BARD publishes a training calendar, incorporating different training programs, on the basis of the requests of the sponsoring agencies. The training calendar contains Academy's self-initiated training courses, training courses sponsored by different organizations at home and abroad, workshops, and seminars. However, beyond the training calendar, subsequent requests from different institutions are also accommodated on the basis of the available scope of the Academy..

5. Training Methods

The effectiveness of any training course largely depends on the appropriateness and systematic use of various training methods and materials. For increased engagement of the participants in the training and learning process, continuous efforts have been made by BARD to update and improve its training methods, tools, techniques, and materials. Recently the government has emphasized the use of participatory training methods in all training courses as much as possible to reduce dependency on PowerPoint-based one-way lecture methods. Accordingly, Academy has been incrementally increasing application of participatory training methods and techniques like lecture-cum-discussion, group discussion, group exercise, seminar, workshop, brainstorming, syndicate, visualization in participatory planning (VIPPP), field attachment, field survey, book review, case study, report presentation, games and simulation techniques, debate, role play, documentary film shows, etc. The application of video conferencing in training is also been introduced. Very recently, BARD organized a few video conference sessions with the Honorable State Minister, LGRD&C, Secretary, RDCD; DG representative of NILG, etc. with the active participation of various participants. The sessions were conducted interactively under the leadership of our respected DG, BARD

6. Training Management

Training Division is responsible for the overall coordination of training activities. The Division is headed by a Director, who is assisted by one Joint Director, one Deputy Director, and one Assistant Director. This Division is also supported by one Training Officer, one Section Officer, and several other supporting staff to carry out the day-to-day functions of this Division. Training Division initiates and maintains regular correspondence and negotiates with sponsoring organizations/agencies for organizing training courses, preparing training budget and schedule, ensuring timely release of funds, etc. Course Administration of each training course under the annual plan is proposed by the Division and approved by Director General, BARD for smooth implementation of the course.

The Director-General plays the role of Advisor for each training course. As per the mandate, this Division coordinates and monitors training programs to provide necessary inputs/materials and other logistic services for the smooth running of the training programs. The process of any sponsored training program starts with the request made by the sponsoring organizations/agencies followed by negotiations regarding the terms and conditions of the course, schedule, mode of implementation of the course as well as adjustment of expenditures. The process ends with the submission of the course completion report along with a financial statement to the respective sponsoring agencies.

7. Training Performance during 2019-20

The Academy organized a total of **225** courses against a target of **263** and the actual number of participants of those courses was **9175** against the target of **9550** in 2019-20. The achievement of course organization in terms of the number of courses was **86%** and for the number of participants, the achievement was **96%**. (Table-1). The female constitutes 45% of the total participants.

Table-01: Achievement of Training against Plan during 2019-20

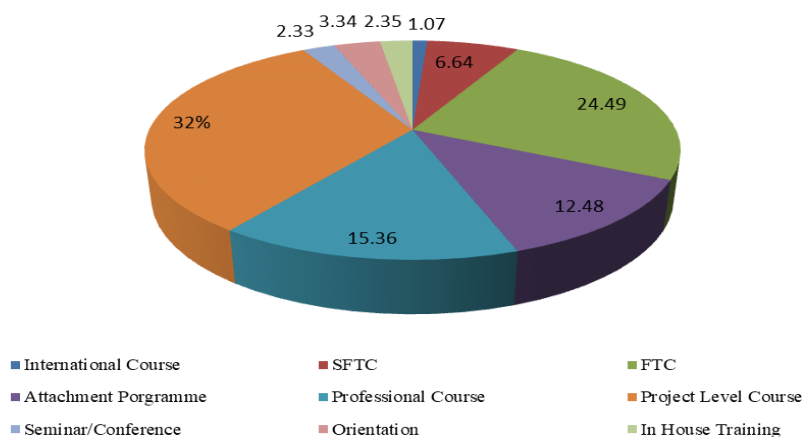
Sl. No	Nature of Courses	Plan		Achievement		% of Achievement	
		Course	Participant	Course	Participant	Course	Participant
A	International Course/ orientation	10	150	2	113	20.00	75.33
B	National						
B.1	SFTC	5	200	1	42	20.00	21.00
B.2	FTC	1	100	1	62	100.00	62.00

Sl. No	Nature of Courses	Plan		Achievement		% of Achievement	
		Course	Participant	Course	Participant	Course	Participant
B.3	Attachment Programme	8	650	12	1003	150.00	154.31
B.4	Professional Course	30	800	42	1604	140.00	200.50
B.5	Project Level Course	180	5900	123	3894	68.33	66.00
B.6	Seminar/Conference	5	600	14	886	280.00	147.67
B.7	Orientation	20	1000	21	1234	105.00	123.40
B.8	In House Training	4	150	9	337	225.00	224.67
	Subtotal National	253	9400	223	9062	88.14	96.40
	Grand Total	263	9550	225	9175	85.55	96.07

Source: Calculated from Annexure 01

A total of 37977 man-days were used for organizing training during 2019-20 against a plan of 48390 man-days. Due to COVID 19, BARD had to suspend its planned courses during the 4th quarter of the financial year 2019-20. As a result, it could not achieve its plan in terms of the number of courses, participants, and man-days.

Fig. 01-Proportion of Mandays utilised by Type of Courses



However, a close look at the utilization of man-days implies that more than one-third man-days were used for imparting training to the project level beneficiaries and this was

followed by Foundation Training Course (25%), professional courses (15%) and attachment course (13%). A short brief on different types of training is furnished below:

7.1. International Training Courses/Seminars/Workshops

In 2019-20, the fourth international training workshop on **Achieving Sustainable Development Goals (SDGs): Financial Inclusion and Rural Transformation** was organized by BARD under the joint sponsorship of Government of Bangladesh and African Asian Rural Development Organization (AARDO) where 18 participants from 15 different countries attended. The **Sixth International Integrative Research Conference on Development, Governance and Transformation** was also organized in collaboration with Dhaka University and Stamford University.

7.2 Foundation Training Courses

Among the national level training courses, there was one Special Foundation Training Course for the BCS Health Cadre officials sponsored by DGHS, and a six months' long Foundation Training Course for BCS officials of different cadres sponsored by Ministry of Public Administration. It is worth mentioning that as a national training institute, BARD has an obligation to undertake some programs according to the priorities of the government. After the promulgation of the Public Administration Training Policy 2009, the demand for the Foundation Training Courses for the officials of various departments has increased. BARD continued responding to this demand by conducting Foundation Training Courses in the year 2019-20 as well.

7.3 Attachment Programs on Rural Development

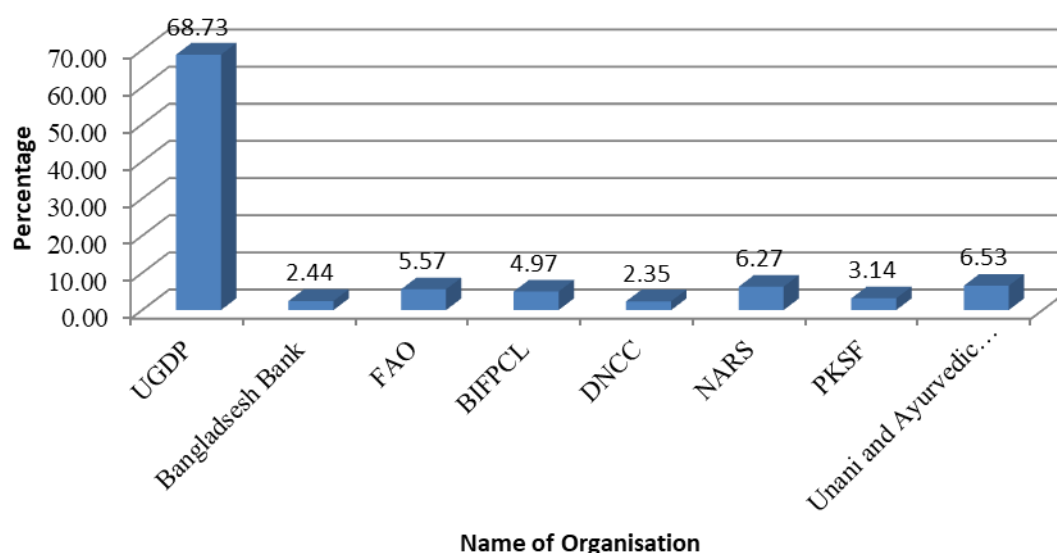
Seven attachment courses on Poverty Studies and Rural Development was organized for BCS Cadre officials attending foundation training courses at BPATC, BCS Administration Academy, BIAM, RDA and Telecommunication Staff College, Gazipur while five attachment courses on rural development were organized for the students of different universities in 2019-20. Theoretical sessions on rural development, practical learning through guided field visits and report writing were included in these attachment programs. Moreover, project-level training courses were also organized for the beneficiaries of BARD's own Action Research Projects.

7.4. Professional Courses

BARD organized 42 professional training courses sponsored by other organizations for a total of 1604 participants using 5740 man-days. Eight organizations, namely Bangladesh Bank, PKSF, Bangladesh India Friendship Power Company Ltd. (BIFPCL), FAO, Dhaka North City Corporation (DNCC), National Agriculture Research System (NARS), Unani and Ayurvedic Association and Upazila Governance Development Project

(UGDP) sponsored those training courses. Project Management, Administrative Management, SDGs, Urban local government, poverty reduction, Upazila Parishad's Planning and Service Delivery were the main theme of those training.

Fig. 02 : Share of Sponsoring Agencies in Mandays of Professional Course (n=5740)



UGDP sponsored the training course on Upazila Parishad planning and service delivery and two-thirds of the man-days of the professional training course were utilized for the trainees of the UGDP training course. The share of other sponsoring organizations varies from 3 to 6 %.

7.5 Project Level Courses

An important shift was observed from 2017-2018, by conducting a series of courses for the beneficiaries of the Lamai-Mainamati sub-project (Under ABAK) of BARD. A total of 86 project-level training courses were conducted sponsoring by the Lalmai-Mainamati sub-project where 2549 beneficiaries and functionaries of the project attended. Similarly, 29 training courses on Small Entrepreneurship Development were organized for a total of 1111 beneficiaries of the Amar Bari Amar Khamar project. Besides, training courses were organized for beneficiaries of BARD revenue projects namely Women's Education, Income and Nutrition Improvement Project (WEINIP), Rural Livelihood Improvement through Village Based Organizations and Union Parishad and E-Parishad for Better Service Delivery in Rural Areas.

7.6 Self-Initiated Training Courses

BARD offers professional training courses for the officials of government and non-government organizations. Officials/individuals having requisite qualification can attend any of these courses by paying required course fees. Different divisions of BARD prepare training brochures consist of course objectives, curriculum/contents, methodology, duration, course fee, etc. On behalf of BARD, Training Division takes the necessary measures for advertising the courses in the well-circulated national dailies and BARD website. BARD designed 18 such courses to be organized each year a list of which can be seen in Table-2. In 2019-20, BARD organized 02 self-initiated training courses for the participants of different organizations. As most of the training was scheduled to organize from March, BARD had to postpone those due to the COVID-19 pandemic situation.

Table-2: BARD Initiated Training Courses

Sl. No.	Name of the Training Course	Duration (Working Days)	Responsible Divisions
1.	Development Project Planning and Management(DPPM)	05	Project Division
2.	Monitoring and Evaluation of Development Project	05	
3.	Gender, Nutrition and Reproductive Health	05	Rural Education and Social Development Division
4.	মানসম্মত শিক্ষাদান পদ্ধতি ও বিদ্যালয় ব্যবস্থাপনা উন্নয়ন কৌশল	04	
5.	স্বাস্থ্য পুষ্টি জরিপ ও পরিবেশ উন্নয়নে বনায়ন ও ঔষধি বৃক্ষের ব্যবহার	05	
6.	Training of Trainers (ToT)	05	Training Division
7.	Research Methodology for Social Science Researchers	21	Research Division
8.	Development Communication	05	Administration Division
9.	Irrigation Management and Land Use Development Planning	05	Agriculture and Environment Division
10.	Climate Change Issues and Its Adaptation	05	
11.	Food adulteration and way out	05	
12.	Dairy Production and Health	05	
13.	Development of Micro-Entrepreneurship	05	Rural Economics and Management Division

Sl. No.	Name of the Training Course	Duration (Working Days)	Responsible Divisions
14.	Development Management	05	
15.	Rural Development for Bank Officials	05	
16.	Participatory Rural Development and Management	05	Rural Sociology and Demography Division
17.	Team Building, Leadership Development and Mind-Set Change	05	
18.	Governance, Sustainable Development and Poverty Reduction	05	Rural Administration and Local Government Division

7.7 In-house Training Courses

Last year, BARD gave high priority to in-house training courses relating to innovation, code of conduct, and office management. Most of the courses were for the capacity building of the Academy's Faculty and other employees. The training courses were related to House Keeping, Office Management, Etiquette and Good Governance, Innovation, Financial and Procurement Management and Discipline, and Code of Conduct Rules.

7.8 Orientation Programs for Students

Huge demand came from different educational institutions to orient their students on rural development and activities of BARD. Adjusting with the regular training programs, BARD accommodated the maximum of such orientations. Academy believes that this type of interaction is essential for the dissemination of rural development messages to the new generation. However, due to the training load of the Academy, sometimes it became difficult to accommodate the students at the Academy.

7.9 Seminars, Conferences and Workshops

The Academy organized a number of important seminars and workshops which are as follows:

- 1 Workshop on NSI & APA
- 2 Workshop on Role of Local Government and Village Organizations in Sustainable Development Goals (SDGs)
- 3 Workshop on the effective role of women development forum at the Upazila level
- 4 Dissemination Workshop on RDCD Training Management system & ERP Requirement Analysis
- 5 Seminar on Research Highlights
- 6 Review of activities of Bangladesh Academy Rural Development (BARD) and determination of future activities in respect of COVID19

8. Use of Physical Facilities of BARD

Physical facilities of BARD like hostel, cafeteria, classroom, conference hall, and auditorium can be used on a rental basis by government, non-government and private organizations. These facilities are also offered to national and international organizations/agencies for arranging training courses, workshops, seminars, and conferences. The priority of providing physical facilities is given to the national and international organizations which are actively involved in development activities. There was a huge demand for using the physical facilities of BARD by outside agencies in 2019-20. Many requests from outside agencies for using the facilities could not be entertained due to the pre-occupation of the physical facilities in training programs of BARD and other organizations. In the reporting year, 60 institutions used physical facilities of BARD.

9. Action Taken against the comment of last APC:

Last year participants make some important comments over the performance of BARD training.

Action taken by BARD on those comments are given in following table:

SL- No.	Comments	Action Taken
01	BARD should arrange one or two days long e-learning course	BARD has already introduced training by using an e-learning platform on research methodology. Besides, BARD in collaboration with NIRDPR- NERC has conducted international training on rural development project management.
02	Session on Income Tax and Vat could be included	These sessions are incorporated in two-month-long and six-month-long foundation courses.
03	APC could be arranged before the target fixation at the APA	Due to COVID19, it was not possible to organize APC before target fixation of APA in this year. BARD will try to follow this suggestion in the near future.

10. Some Observations and Concluding Remarks

- There is now a great deal of discussions concerning the impact of Covid-19 on different aspects of development. Due to this uncertainty, many of the regular and pre-scheduled programs may need to be shortened, rescheduled and in some cases postponed.
- The COVID-19 pandemic has affected the ways of our work and learning in an unprecedented way. BARD is trying to cope with this situation by using the digitized platform for organizing its training. BARD need to emphasize on capacity building on organizing online training programs effectively.
- AARDO already gave a proposal to BARD to conduct an International Online Training Program. Besides this, several online training programs can be organized. BARD Faculty needs to come forward with some innovative ideas to harness the opportunity created by changed situation.
- If the situation improves in the near future, it is expected that there will be a huge load of regular training programs to cater the need of sponsoring agency.

**Detailed Achievement of Courses, Participants and Mandays against the Plan in the
Year 2019-20**

Sl. No.	Title of the Course	Target			Achievement			Sponsor
		Number of Courses	Number of Particip:	Mandays	Number of Courses	Number of Particip:	Mandays	
A	International Course							
1	Training Course	--	--	--	--	--		--
2	International Training Workshop on Achieving Sustainable Development Goals : Financial Inclusion and Rural Transformation	1	20	240	1	18	216	AARDO
3	6 th International Integrative Research Conference on Development, Governance and Transformation	1	100	200	1	95	190	BARD, DU, Stamford University
4	Orientation Program	1	To be determined	-	-	-	-	CIRDAP
5	CIRDAP Planning Workshop for National Coordinator	1	To be determined	-	-	-	-	GOI/CIRDAP/ NIRD
6	International Forum on Wisdom Driven Rural Development Approach	1	To be determined	-	-	-	-	CIRDAP/ BARD
7	Orientation Program	5	30	-	-	-	-	-
Sub-total:		10	150	440	2	113	406	
B	National Level Training Courses							
1	Special Foundation Training Course for BCS (Health) Cadre Officials	5	200	1200	1	42	2520	DGHS
2	Foundation Training Course for BCS Cadre Officials	1	100	18000	1	62	9300	MoPA/ BPATC
3	Attachment Program for BCS Cadre Officials	3	300	1500	7	585	2925	BPATC/ RDA/ BIAM Foundation/
4	Attachment Program for University Students	5	350	1500	5	418	1814	Different University
5	Self-initiated Training Course	16	400	3000	2	31	93	BARD
6	Professional Training courses Sponsored by Other Organizations	14	400	3000	40	1573	5740	BARC, CoU, Cumilla City Corp., BB, UGDP etc
7	Workshop/Seminar/Conference	5	600	600	14	886	886	BARD
8	Project Level Training Course for Project Beneficiaries of BARD	130	3900	11700	94	2783	8801	LMP (ABAK), WEINIP, E-Parishad, Livelihood Development Project
9	Project Level Training Course for Project Beneficiaries of Amar Bari Amar Khamar Project	50	2000	6000	29	1111	3333	ABAK

10	Orientation Program on various organizations	20	1000	1000	21	1234	1268	Different school, college, University & Organizations
11	In-house Training Course	4	150	450	9	337	891	BARD Employees
Sub-total:		253	9400	47950	223	9062	37571	
Total =		263	9550	48390	225	9175	37977	

Detailed Accomplishment of Training Performance of BARD 2019-20 **Annexure- 2**

SL. No.	Title of the Course	Duration (Days)	No. of Courses	Male	Female	Total Participants	Sponsor	Man-days	Types of Participant	Course Director/Asso. Course Director/Asstt. Course Director
1	2	3	4	5	6	7	8		9	10
A	International									
1	Training Course	-	-	--	-	-	-	-	-	-
2	International Workshop									
2.1	International Training Workshop on Achieving Sustainable Development Goals: Financial Inclusion and Rural Transformation.	15-26 February 2020	1	12	6	18	AARDO	216	Senior and Mid-Level Officials from Govt. Autonomous Bodies. Research & Training Institution of Asia and Africa Region	Mr. Milan Kanti Bhattacharjee Dr. Md. Mizanur Rahman
		Subtotal =	1	12	6	18	Sub Total =	216		
3	International Conference									
3.1	6th International Integrative Research Conference on Governance and Modernization in Changing Environment	18-19 December 2019	1	73	22	95	BARD, DU, SU	190	Academicians, Professionals and High Officials	Ms. Fouzia Nasreen Sultana
		Subtotal =	1	73	22	95	Sub Total =	190		
B	National									
1	Special Foundation Training Courses									
1.1	143 rd Special Foundation Training Course	21 January – 21 March 2019	1	32	10	42	Department of Health	2520	BCS Health Cadre Officials	Ms. Irin Parvin Mr. Md. Reaz Mahmud
		Subtotal =	1	32	10	42	Sub Total =	2520		
2	Foundation Training Courses									
2.1	70 th Foundation Training Course	27 October 2019 - 23 April 2020	1	48	14	62	MoPA	9300	BCS Cadre officials	Mr. Abul Kalam Azad Mr. Junaed Rahim Dr. Bimal Chandra karmakar
		Subtotal =	1	48	14	62	Sub Total =	9300		
3	Attachment Course on Rural Development and Poverty Reduction									
3.1	Rural Development and Poverty Reduction	07-11 July 2019	1	40	9	49	BPATC	245	Officials of different Cadre services of 69 th FTC	Ms. Irin Parvin Kazi Sonia Rahman
3.2	Rural Development and Poverty Reduction	14-18 July 2019	1	36	15	51	BPATC	255	Officials of different Cadre services of 69 th FTC	Dr. Sk. Mashudur Rahman Mr. Md. Reaz Mahmud
3.3	Rural Development and Poverty Reduction	18-22 August 2019	1	43	43	86	Telecommunication Staff College (TSC), Gazipur	430	Officials of different Cadre services of 68 th FTC	Mr. Abul Kalam Azad Mr. Kamrul Hasan

SL. No.	Title of the Course	Duration (Days)	No. of Courses	Male	Female	Total Participants	Sponsor	Man-days	Types of Participant	Course Director/Asso. Course Director/Asstt. Course Director
1	2	3	4	5	6	7	8		9	10
3.4	Rural Development and Poverty Reduction	25-29 August 2019	1	88	16	104	RDA, Bogura.	520	Officials of different Cadre services of 68 th FTC	Mr. Abdullah Al Mamun Mr. Md. Abu Taleb
3.5	Rural Development and Poverty Reduction	08-12 December 2019	1	80	14	94	RDA & BIAM Foundation Bogura.	470	Cadre Officials of BCS Participated 70 th FTC	Dr. Md. Abdul Karim Kazi Foyez Ahmed
3.6	Rural Development and Poverty Reduction	12-16 January 2020	1	74	21	95	BPATC	475	Cadre Officials of BCS Participated 70 th FTC	Dr. Masudul Hoq Chowdhury Ms. Azma Mahmuda
3.7	Rural Development and Poverty Reduction	19-23 January 2020	1	86	20	106	BPATC	530	Cadre Officials of BCS Participated 70 th FTC	Dr. Md. Mizanur Rahman Ms. Sharmin Shahria
	Subtotal =		7	447	138	585	Sub Total =	2925		
4	Attachment Programs for University Students									
4.1	Poverty Studies and Rural Development	13-16 October 2019	1	84	53	137	Department of Sociology, CU	548	Students of CU	Mr. Md. Abdul Mannan Mr. Md. Babu Hossain
4.2	Poverty Studies and Rural Development	20-23 October 2019	1	91	48	139	Department of Public Administration, CU	556	Students of CU	Dr. Md. Abdul Karim Mr. Kamrul Hasan
4.3	Participatory Rural Development	25-29 August 2019	1	18	28	46	BUP	230	Students of BUP	Dr. Md. Kamrul Hasan Dr. Bimal Chandra karmakar
4.4	Poverty Studies and Rural Development	05-09 February 2020	1	44	13	57	Department of Public Administration, Cumilla University	285	Students of Cumilla University	Mr. Salah Uddin Ibne Syed Mr. Md. Ashik Sarker Lifat
4.5	Poverty Studies and Rural Development	02-06 March 2020	1	35	4	39	Prime Asia University	195	Students of Prime Asia University	Mr. Md. Abdul Mannan Mr. Md. Anwar Hossain
	Subtotal =		5	272	146	418	Sub Total =	1814		
5	Self-Initiated Training Courses									
5.1	Development of Quality Teaching Methods, Management of Educational Institutions	10-13 March 2020	1	3	13	16	BARD	48	Teacher of BARD & different school	Ms. Nasima Akhter Mr. Faruk Hossain
5.2	Training Course on Quality Education and School Management Development	22-24 July 2019	1	4	11	15	BARD	45	Teachers of BARD Model School	Ms. Nasima Akhter Mr. Abdullah Al Hussain
	Subtotal =		2	7	24	31	Sub Total =	93		

SL. No.	Title of the Course	Duration (Days)	No. of Courses	Male	Female	Total Participants	Sponsor	Man-days	Types of Participant	Course Director/Asso. Course Director/Asstt. Course Director
1	2	3	4	5	6	7	8		9	10
6	Professional Training Courses Sponsored by Other Organizations									
6.1	Project Management	21-25 July 2019	1	22	6	28	Bangladesh Bank	140	Officers of Bangladesh Bank	Mr. Abdullah Al Mamun Dr. Bimal Chandra Karmakar
6.2	Training Course on Quality Education Methods, Management of Educational Institutes & Examination Conduct (1st Batch)	22-26 September 2019	1	38	12	50	Bangladesh Unani & Ayurvedic College of Medicine	250	Teacher of BUACM	Ms. Nasima Akhter Ms. Farida Yeasmin
6.3	Training Course on Quality Education Methods, Management of Educational Institutes & Examination Conduct (2nd Batch)	28 September - 02 October 2019	1	18	7	25	Bangladesh Unani & Ayurvedic College of Medicine	125	Teachers of BUACM	Ms. Nasima Akhter Ms. Saifun Nahar
6.4	Training Program on Engaging University Faculties for Capacity Building in Achieving SDGs on Sustainable Food and Agriculture (1st Batch)	12-16 October 2019	1	21	11	32	FAO	160	Teachers of Different Universities	Mr. Milan Kanti Bhattacharjee Mr. Abdullah Al Hussain
6.5	Training Program on Engaging University Faculties for Capacity Building in Achieving SDGs on Sustainable Food and Agriculture (2nd Batch)	13-17 October 2019	1	25	7	32	FAO	160	Teachers of Different Universities	Dr. Md. Shafiqul Islam Salah Uddin Ibne Syde
6.6	Foundation Training Course for Officials of BIFPCL	20 October - 04 November 2019	1	17	2	19	BIFPCL	285	Officials of BIFPCL	Mr. Mohammad Abdul Quader Ms. Saifun Nahar
6.7	Urban Local Governance and Local Government Act.	27-31 October 2019	1	21	6	27	DNCC	135	Commissioners of DNCC	Mr. Md. Shafiqul Islam Ms. Fouzia Nasreen Sultana
6.8	Administrative & Financial Management	11-24 November 2019	1	28	2	30	NARS	360	Officials of NARS	Mr. Abdullah Al Mamun
6.9	Poverty Reduction & Rural Development	03-04 February 2020	1	13	2	15	PKSF	180	Officials of PKSF	Ms. Saifun Nahar
6.10	Basic Training Course on Upazila Parishad Planning and Service Delivery-(1st Batch)	15 – 17 January 2020	1	33	5	38	UGDP Project	114	Public Representatives and Govt. Officials of Local Govt.	Dr. Md. Mizanur Rahman Dr. Md. Anowar Hossain Bhuyan
6.11	Basic Training Course on Upazila Parishad Planning and Service Delivery-(2nd Batch)	12 – 14 November 2019	1	34	9	43	UGDP Project	129	Public Representatives and Govt. Officials of Local Govt.	Dr. Kamrul Ahsan Mr. Salah Uddin Ibne Syed

SL. No.	Title of the Course	Duration (Days)	No. of Courses	Male	Female	Total Participants	Sponsor	Man-days	Types of Participant	Course Director/Asso. Course Director/Asstt. Course Director
1	2	3	4	5	6	7	8		9	10
6.12	Basic Training Course on Upazila Parishad Planning and Service Delivery-(3rd Batch)	16 – 18 November 2019	1	39	6	45	UGDP Project	135	Public Representatives and Govt. Officials of Local Govt.	Dr. Masudul Hoq Chowdhury Mr. Md. Abdul Mannan
6.13	Basic Training Course on Upazila Parishad Planning and Service Delivery-4thbatch	19 – 21 November 2019	1	37	7	44	UGDP Project	132	Public Representatives and Govt. Officials of Local Govt.	Mr. Md. Shafiqul Islam Ms. Fouzia Nasreen Sultana
6.14	Basic Training Course on Upazila Parishad Planning and Service Delivery-(5th Batch)	23 – 25 November 2019	1	36	3	39	UGDP Project	117	Public Representatives and Govt. Officials of Local Govt.	Mr. Milan Kanti Bhattacharjee Mr. Kamrul Hasan
6.15	Basic Training Course on Upazila Parishad Planning and Service Delivery-(6th Batch)	26 – 28 November 2019	1	31	9	40	UGDP Project	120	Public Representatives and Govt. Officials of Local Govt.	Mr. Mohammad Abdul Quader Ms. Saifun Nahar
6.16	Basic Training Course on Upazila Parishad Planning and Service Delivery-(7th Batch)	30 November - 02 December 2019	1	41	4	45	UGDP Project	135	Public Representatives and Govt. Officials of Local Govt.	Dr. Md. Abdul Karim Mr. Abdullah Al Hussainn
6.17	Basic Training Course on Upazila Parishad Planning and Service Delivery-(8th Batch)	03 - 05 December 2019	1	34	6	40	UGDP Project	120	Public Representatives and Govt. Officials of Local Govt.	Mr. Md. Mizanur Rahman Ms. Afrin Khan
6.18	Basic Training Course on Upazila Parishad Planning and Service Delivery-(9th Batch)	07 - 09 December 2019	1	39	8	47	UGDP Project	141	Public Representatives and Govt. Officials of Local Govt.	Dr. Md. kamrul Hasan Kazi Sonia Rahman
6.19	Basic Training Course on Upazila Parishad Planning and Service Delivery-(10th Batch)	10 - 12 December 2019	1	37	6	43	UGDP Project	129	Public Representatives and Govt. Officials of Local Govt.	Dr. Md. Shafiqul Islam Mr. Md. Reaz Mahmud
6.20	Basic Training Course on Upazila Parishad Planning and Service Delivery-11th batch	2২ - 28 December 2019	1	40	4	44	UGDP Project	132	Public Representatives and Govt. Officials of Local Govt.	Mr. Abdullah Al Mamun Ms. Azma Mahmuda
6.21	Basic Training Course on Upazila Parishad Planning and Service Delivery-12th batch	28 - 30 December 2019	1	35	5	40	UGDP Project	120	Public Representatives and Govt. Officials of Local Govt.	Mr. Ranjan Kumar Guha Mr. Md. Abu Taleb
6.22	Basic Training Course on Upazila Parishad Planning and Service Delivery-13th batch	05-07 January 2020	1	35	5	40	UGDP Project	120	Public Representatives and Govt. Officials of Local Govt.	Ms. Nasima Akhter Ms. Sharmin Shahria
6.23	Basic Training Course on Upazila Parishad Planning and Service Delivery-1(4th Batch)	04 - 06 January 2020	1	40	6	46	UGDP Project	138	Public Representatives and Govt. Officials of Local Govt.	Dr. Sk. Mashudur Rahman Mr. Md. Reaz Mahmud
6.24	Basic Training Course on Upazila Parishad Planning and Service Delivery-1(5th Batch)	07 - 09 January 2020	1	41	5	46	UGDP Project	138	Public Representatives and Govt. Officials of Local Govt.	Dr. Masudul Hoq Chowdhury Mr. Salah Uddin Ibne Syed

SL. No.	Title of the Course	Duration (Days)	No. of Courses	Male	Female	Total Participants	Sponsor	Man-days	Types of Participant	Course Director/Asso. Course Director/Asstt. Course Director
1	2	3	4	5	6	7	8		9	10
6.25	Basic Training Course on Upazila Parishad Planning and Service Delivery-1(6th Batch)	11 - 13 January 2020	1	37	3	40	UGDP Project	120	Public Representatives and Govt. Officials of Local Govt.	Mr. Md. Shafiqul Islam Mr. Md. Abdul Mannan
6.26	Basic Training Course on Upazila Parishad Planning and Service Delivery-1(7th Batch)	14 - 16 January 2020	1	36	6	42	UGDP Project	126	Public Representatives and Govt. Officials of Local Govt.	Ms. Irin Parvin Ms. Afrin Khan
6.27	Basic Training Course on Upazila Parishad Planning and Service Delivery-1(8th Batch)	18 - 20 January 2020	1	40	5	45	UGDP Project	135	Public Representatives and Govt. Officials of Local Govt.	Mr. Abul Kalam Azad Mr. Junaed Rahim
6.28	Basic Training Course on Upazila Parishad Planning and Service Delivery-1(9th Batch)	21 - 23 January 2020	1	33	2	35	UGDP Project	105	Public Representatives and Govt. Officials of Local Govt.	Dr. Shishir Kumar Munshi Mr. Abdullah Al Hussain
6.29	Basic Training Course on Upazila Parishad Planning and Service Delivery-20th batch	28 - 30 January 2020	1	40	5	45	UGDP Project	135	Public Representatives and Govt. Officials of Local Govt.	Dr. Md. Shafiqul Islam Ms. Fouzia Nasreen Sultana
6.30	Basic Training Course on Upazila Parishad Planning and Service Delivery-2(1st Batch)	01 - 03 February 2020	1	40	5	45	UGDP Project	135	Public Representatives and Govt. Officials of Local Govt.	Mr. Milan Kanti Bhattacharjee Ms. Saifun Nahar
6.31	Basic Training Course on Upazila Parishad Planning and Service Delivery-2(2nd Batch)	04 - 06 February 2020	1	39	6	45	UGDP Project	135	Public Representatives and Govt. Officials of Local Govt.	Dr. Md. Abdul Karim Mr. Md. Abu Taleb
6.32	Basic Training Course on Upazila Parishad Planning and Service Delivery-2(3rd Batch)	08 - 10 February 2020	1	42	5	47	UGDP Project	141	Public Representatives and Govt. Officials of Local Govt.	Mr. Mohammad Abdul Quader Ms. Azma Mahmuda
6.33	Basic Training Course on Upazila Parishad Planning and Service Delivery-2(4th Batch)	11 - 13 February 2020	1	38	5	43	UGDP Project	129	Public Representatives and Govt. Officials of Local Govt.	Dr. Md. kamrul Hasan Dr. Md. Anowar Hossain Bhuyan
6.34	Basic Training Course on Upazila Parishad Planning and Service Delivery-2(5th Batch)	15 - 17 February 2020	1	34	2	36	UGDP Project	108	Public Representatives and Govt. Officials of Local Govt.	Mr. Abdullah Al Mamun Ms. Sharmin Shahria
6.35	Basic Training Course on Upazila Parishad Planning and Service Delivery-2(6th Batch)	18 - 20 February 2020	1	40	6	46	UGDP Project	138	Public Representatives and Govt. Officials of Local Govt.	Mr. Ranjan Kumar Guha Mr. Md. Reaz Mahmud
6.36	Basic Training Course on Upazila Parishad Planning and Service Delivery-2(7th Batch)	22 - 24 February 2020	1	39	4	43	UGDP Project	129	Public Representatives and Govt. Officials of Local Govt.	Mr. Abul Kalam Azad Mr. Salah Uddin Ibne Syed
6.37	Basic Training Course on Upazila Parishad Planning and Service Delivery-2(8th Batch)	25 - 27 February 2020	1	30	2	32	UGDP Project	96	Public Representatives and Govt. Officials of Local Govt.	Ms. Nasima Akhter Dr. Bimal Chandra Karmakar

SL. No.	Title of the Course	Duration (Days)	No. of Courses	Male	Female	Total Participants	Sponsor	Man-days	Types of Participant	Course Director/Asso. Course Director/Asstt. Course Director
1	2	3	4	5	6	7	8		9	10
6.38	Basic Training Course on Upazila Parishad Planning and Service Delivery-2(9th Batch)	29 February - 02 March 2020	1	31	9	40	UGDP Project	120	Public Representatives and Govt. Officials of Local Govt.	Dr. Md. Mizanur Rahman Ms. Sharmin Shahria
6.39	Basic Training Course on Upazila Parishad Planning and Service Delivery-30th batch	03-05 March 2020	1	40	4	44	UGDP Project	132	Public Representatives and Govt. Officials of Local Govt.	Ms. Irin Parvin Mr. Md. Abu Taleb
6.40	Basic Training Course on Upazila Parishad Planning and Service Delivery-3(1st Batch)	07-09 March 2020	1	42	5	47	UGDP Project	141	Public Representatives and Govt. Officials of Local Govt.	Dr. Shishir Kumar Munshi Kazi Sonia Rahman
		Subtotal =	40	1356	217	1573	Sub Total =	5740		
7	Workshop/Seminar/Conference									
7.1	NIS & APA Workshop (2019-20)	29-Jul-19	1	46	9	55	BARD	55	Officials of BARD	Dr. Md. Abdul Karim
7.2	Fish Farming Extension Planning through Community Enterprise in floodplain area of Laksam & Monohorgonj	27-Aug-19	1	30	0	30	BARD	30	Community Members Govt. and Non-Govt. Officials	Mr. Abdullah Al Mamun Mr. Anas Al Islam
7.3	Workshops on “International Literacy Day, Girls' Day and World Children's Day”.	21-Sep-19	1	4	65	69	WEINIP	69	Project Beneficiaries	Ms. Nasima Akhter
7.4	Workshop on Research Proposal Presentation	27-Nov-19	1	39	8	47	BARD	47	Officials of BARD	Mr. Md. Shafiqul Islam Mr. Md. Mosharaf Hossain Bhuiyan
7.5	Workshop on Course Curriculum Review	15-Jan-20	1	24	5	29	BARD	29	Officials of different Organizations	Mr. Mohammad Abdul Quader Ms. Saifun Nahar
7.6	Workshop on Role of Local Government and Village Organizations in Sustainable Development Goals (SDGs)	16-Jan-20	1	37	8	45	BARD	45	Officials of different Organizations	Mr. Abdullah Al Mamun Mr. Anas Al Islam
7.7	Workshop on effective role of women development forum at upazila level	09-Mar-20	1	0	20	20	BARD	20	Officials of different Organizations	Dr. Md. Abdul Karim
7.8	Dissemination Workshop on RDCD Training Management system & ERP Requirement Analysis	07-Mar-20	1	58	3	61	BARD	61	Officials of different Organizations	Mr. Ranjan Kumar Guha Ms. Saifun Nahar
7.9	Health and Environmental Protection Campaigns and Mutual Learning for Project Beneficiaries of WEINIP	15-Jun-20	1	0	30	30	WEINIP, BARD	30	Project Beneficiaries	Ms. Nasima Akhter

SL. No.	Title of the Course	Duration (Days)	No. of Courses	Male	Female	Total Participants	Sponsor	Man-days	Types of Participant	Course Director/Asso. Course Director/Asstt. Course Director
1	2	3	4	5	6	7	8		9	10
7.10	Seminar on Draft Research Finding Presentation	28-Nov-19	1	24	5	29	UNDP	29	Officials of BARD & different Organizations	Dr. Md. Abdul Karim
7.11	Seminar on Research Highlight	20-Jun-20	1	52	9	61	BARD	61	Officials of BARD & different Organizations	Kazi Sonia Rahman Mr. Md. Mosharaf Hossain Bhuiyan
7.12	Review on activities of Bangladesh Rural Development Academy (BARD) and Identification of future Role	29-Jun-20	1	49	9	58	BARD	58	Officials of BARD & different Organizations	Dr. Md. Mizanur Rahman Mr. Md. Mosharaf Hossain Bhuiyan
7.13	52 nd Annual Planning Conference 2019-20	27-28 July 2019	1	57	45	102	BARD	102	Officials of BARD & Different Organizations	Mr. Milan Kanti Bhattacharjee Mr. Abdullah Al Hussain Ms. Saifun Nahar
7.14	Annual Evaluation and Planning Conference of WEINIP	01-Jan-20	1	60	190	250	WEINIP	250	Project Beneficiaries	Ms. Nasima Akhter Ms. Farida Yeasmin
		Subtotal =	14	480	406	886	Sub Total =	886		
8	Project Level Courses fo Project Beneficiaries of BARD									
8.1	Mushroom Cultivation and Food Processing Technique with Mushroom	05-Dec-19	1	30	0	30	Mushroom Project, BARD	30	Project Beneficiaries	Mr. Md. Reaz Mahmud Mr. Md. Babu Hossain
8.2	Management and Accounts keeping of Village Organizations and Leadership Development	26 January - 06 February 2020	1	0	32	32	WEINIP	384	Project Beneficiaries	Ms. Nasima Akhter
8.3	Reproductive health and nutrition (1st Batch)	07-09 March 2020	1	0	30	30	Project Division BARD	90	Project Beneficiaries	Mr. Abdullah Al Mamun Mr. Anas Al Islam
8.4	Reproductive health and nutrition (2nd Batch)	10-12 March 2020	1	0	30	30	Project Division BARD	90	Project Beneficiaries	Mr. Abdullah Al Mamun Mr. Anas Al Islam
8.5	Women Development Course on Social Value, Self Employment, Act & Environment.	15-25 March 2020	1	0	32	32	WEINIP	320	Project Beneficiaries	Ms. Nasima Akhter
8.6	Training course on women entrepreneurship through increasing agricultural productivity and processing	16-18 June 2020	1	0	30	30	WEINIP	90	Project Beneficiaries	Ms. Nasima Akhter
8.7	Training Course on Garment Manufacturing, Fashion Design	21-24 June 2020	1	0	30	30	WEINIP	90	Project Beneficiaries	Ms. Nasima Akhter

SL. No.	Title of the Course	Duration (Days)	No. of Courses	Male	Female	Total Participants	Sponsor	Man-days	Types of Participant	Course Director/Asso. Course Director/Asstt. Course Director
1	2	3	4	5	6	7	8		9	10
	Activities and Merchandise Resource Center Building and Sustainable Marketing Management									
8.8	Training course on technical and solar technology education for women entrepreneurs	21-23 June 2020	1	0	20	20	WEINIP	60	Project Beneficiaries	Ms. Nasima Akhter
8.9	Vermicompost Production & its Use-(1st Batch)	4-6 August 2019	1	8	21	29	Lalmai Maynamati Project (LMP)	87	Project Beneficiaries	Mr. Abdullah Al Hussain
8.10	Vermicompost Production & its Use-(2nd Batch)	19-21 August 2019	1	7	23	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Dr. Md. Anwar Hossain Bhuyan
8.11	Vermicompost Production & its Use-(3rd Batch)	24-26 August 2019	1	4	25	29	Lalmai Maynamati Project (LMP)	87	Project Beneficiaries	Mr. Md. Abdul Mannan
8.12	Vermicompost Production & its Use-(4th Batch)	27-29 August 2019	1	2	27	29	Lalmai Maynamati Project (LMP)	87	Project Beneficiaries	Mr. Newaz Ahmed Chowdhury
8.13	Vermicompost Production & its Use-(5th Batch)	31 August - 02 September 2019	1	8	20	28	Lalmai Maynamati Project (LMP)	84	Project Beneficiaries	Kazi Sonia Rahman
8.14	Vermicompost Production & its Use-(6th Batch)	03-05 September 2019	1	1	28	29	Lalmai Maynamati Project (LMP)	87	Project Beneficiaries	Dr. Md. Abdul Karim
8.15	Vermicompost Production & its Use-(7th Batch)	07-09 September 2019	1	6	24	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Mr. Md. Babu Hossain
8.16	Vermicompost Production & its Use-(8th Batch)	14-16 September 2019	1	3	27	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Mr. Ranjan Kumar Guha
8.17	Vermicompost Production & its Use-(9th Batch)	17-19 September 2019	1	2	28	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Ms. Saifun Nahar
8.18	Vermicompost Production & its Use-(10th Batch)	21-23 September 2019	1	7	23	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Ms. Irin Parvin
8.19	Vermicompost Production & its Use-(11th Batch)	24-26 September 2019	1	6	24	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Ms. Sharmin Shahria
8.20	Vermicompost Production & its Use-(12th Batch)	28-30 September 2019	1	6	24	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Mr. Kamrul Hasan
8.21	Vermicompost Production & its Use-(13th Batch)	01-03 February 2020	1	6	23	29	Lalmai Maynamati Project (LMP)	87	Project Beneficiaries	Ms. Fouzia Nasreen Sultana
8.22	Vermicompost Production & its Use-(14th Batch)	04-06 February 2020	1	4	26	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Mr. Md. Anwar Hossain
8.23	Vermicompost Production & its Use-(15th Batch)	08-10 February 2020	1	5	25	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Mr. Md. Reaz Mahmud
8.24	Vermicompost Production & its Use-(16th Batch)	11-13 February 2020	1	4	25	29	Lalmai Maynamati Project (LMP)	87	Project Beneficiaries	Ms. Sharmin Shahria

SL. No.	Title of the Course	Duration (Days)	No. of Courses	Male	Female	Total Participants	Sponsor	Man-days	Types of Participant	Course Director/Asso. Course Director/Asstt. Course Director
1	2	3	4	5	6	7	8		9	10
8.25	Vermicompost Production & its Use-(17th Batch)	15-17 February 2020	1	2	27	29	Lalmai Maynamati Project (LMP)	87	Project Beneficiaries	Mr. Md. Zamil Uddin
8.26	Vermicompost Production & its Use-(18th Batch)	18-20 February 2020	1	6	24	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Mr. Abdulla-Al-Mamun
8.27	Vermicompost Production & its Use-(19th Batch)	22-24 February 2020	1	3	27	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Mr. Md. Mosharaf Hossain Bhuiyan
8.28	Vermicompost Production & its Use-(20th Batch)	25-27 February 2020	1	2	27	29	Lalmai Maynamati Project (LMP)	87	Project Beneficiaries	Ms. Afrin Khan
8.29	Vermicompost Production & its Use-21th Batch	29 February - 02 March 2020	1	0	30	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Mr. Md. Zamil Uddin
8.30	Vermicompost Production & its Use-(22th Batch)	03-05 March 2020	1	6	24	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Mr. Faruk Hossain
8.31	Fruit Cultivation-(1st Batch)	4-6 August 2019	1	5	25	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Dr. Bimal Chandra Karmakar
8.32	Fruit Cultivation-(2nd Batch)	19-21 August 2019	1	4	26	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Ms. Farida Yeasmin
8.33	Fruit Cultivation-(3rd Batch)	24-26 August 2019	1	8	22	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Dr. Md. Mizanur Rahman
8.34	Fruit Cultivation-(4th Batch)	27-29 August 2019	1	6	24	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Mr. Abdullah Al Mamun
8.35	Fruit Cultivation-(5th Batch)	31 August - 02 September 2019	1	3	27	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Mr. Junaed Rahim
8.36	Fruit Cultivation-(6th Batch)	03-05 September 2019	1	1	28	29	Lalmai Maynamati Project (LMP)	87	Project Beneficiaries	Mr. Salah Uddin Ibne Syed
8.37	Fish Cultivation-(1st Batch)	07-09 September 2019	1	3	25	28	Lalmai Maynamati Project (LMP)	84	Project Beneficiaries	Mr. Md. Abu Taleb
8.38	Fish Cultivation-(2nd Batch)	14-16 September 2019	1	10	20	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Ms. Nasima Akhter
8.39	Fish Cultivation-(3rd Batch)	17-19 September 2019	1	1	27	28	Lalmai Maynamati Project (LMP)	84	Project Beneficiaries	Mr. Md. Reaz Mahmud
8.40	Fish Cultivation-(4th Batch)	21-23 September 2019	1	4	25	29	Lalmai Maynamati Project (LMP)	87	Project Beneficiaries	Dr. Sk. Mashudur Rahman
8.41	Fish Cultivation-(5th Batch)	24-26 September 2019	1	8	22	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Mr. Salah Uddin Ibne Syed
8.42	Fish Cultivation-(6th Batch)	28-30 September 2019	1	8	22	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Mr. Anas Al Islam
8.43	Poultry Rearing-(1st Batch)	19-21 October 2019	1	6	24	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Dr. Md. Abdul Karim

SL. No.	Title of the Course	Duration (Days)	No. of Courses	Male	Female	Total Participants	Sponsor	Man-days	Types of Participant	Course Director/Asso. Course Director/Asstt. Course Director
1	2	3	4	5	6	7	8		9	10
8.44	Poultry Rearing-(2nd Batch)	22-24 October 2019	1	1	28	29	Lalmai Maynamati Project (LMP)	87	Project Beneficiaries	Mr. Md. Reaz Mahmud
8.45	Poultry Rearing-(3rd Batch)	26-28 October 2019	1	2	26	28	Lalmai Maynamati Project (LMP)	84	Project Beneficiaries	Mr. Anas Al Islam
8.46	Poultry Rearing-(4th Batch)	29-31 October 2019	1	10	20	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Ms. Afrin Khan
8.47	Poultry Rearing-(5th Batch)	02-04 November 2019	1	13	17	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Kazi Foyez Ahmed
8.48	Poultry Rearing-(6th Batch)	05-07 November 2019	1	3	27	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Mr. Md. Abu Taleb
8.49	Poultry Rearing-(7th Batch)	12-14 November 2019	1	4	26	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Mr. Kamrul Hasan
8.50	Poultry Rearing-(8th Batch)	16-18 November 2019	1	2	28	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Dr. Bimal Chandra Karmakar
8.51	Vegetable seed Production & Storage-(1st Batch)	19-21 October 2019	1	1	29	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Mr. Saleh Ahmed
8.52	Vegetable seed Production & Storage-(2nd Batch)	22-24 October 2019	1	7	22	29	Lalmai Maynamati Project (LMP)	87	Project Beneficiaries	Mr. Abdulla-Al-Mamun
8.53	Vegetable seed Production & Storage-(3rd Batch)	26-28 October 2019	1	2	28	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Dr. Sk. Mashudur Rahman
8.54	Vegetable seed Production & Storage-(4th Batch)	29-31 October 2019	1	6	23	29	Lalmai Maynamati Project (LMP)	87	Project Beneficiaries	Mr. Abdulla-Al-Mamun
8.55	Vegetable seed Production & Storage-(5th Batch)	02-04 November 2019	1	3	27	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Mr. Abdullah Al Hussain
8.56	Vegetable seed Production & Storage-(6th Batch)	05-07 November 2019	1	5	25	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Mr. Md. Babu Hossain
8.57	Vegetable seed Production & Storage-(7th Batch)	12-14 November 2019	1	6	24	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Mr. Md. Ashik Sarkar Lifat
8.58	Vegetable seed Production & Storage-(8th Batch)	16-18 November 2019	1	3	27	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Mr. Faruk Hossain
8.59	Dairy Farming-(1st Batch)	19-21 November 2019	1	17	13	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Mr. Abdullah Al Mamun
8.60	Dairy Farming-(2nd Batch)	23-25 November 2019	1	5	25	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Ms. Azma Mahmuda
8.61	Dairy Farming-(3rd Batch)	26-28 November 2019	1	4	26	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Ms. Sharmin Shahria
8.62	Dairy Farming-(4th Batch)	30 November - 02 December 2019	1	17	13	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Dr. Shishir Kumar Munshi

SL. No.	Title of the Course	Duration (Days)	No. of Courses	Male	Female	Total Participants	Sponsor	Man-days	Types of Participant	Course Director/Asso. Course Director/Asstt. Course Director
1	2	3	4	5	6	7	8		9	10
8.63	Dairy Farming-(5th Batch)	03-05 December 2019	1	11	19	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Mr. Md. Abdul Mannan
8.64	Dairy Farming-(6th Batch)	07-09 March 2020	1	11	19	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Dr. Md. Anowar Hossain Bhuyan
8.65	Dairy Farming-(7th Batch)	10-12 March 2020	1	6	24	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Ms. Fouzia Nasreen Sultana
8.66	Dairy Farming-(8th Batch)	14-16 March 2020	1	9	21	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Dr. Md. Mizanur Rahman
8.67	Rice seed production & Storage-(1st Batch)	19-21 November 2019	1	3	27	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Kazi Sonia Rahman
8.68	Rice seed production & Storage-(2nd Batch)	23-25 November 2019	1	26	3	29	Lalmai Maynamati Project (LMP)	87	Project Beneficiaries	Kazi Foyez Ahmed
8.69	Rice seed production & Storage-(3rd Batch)	26-28 November 2019	1	3	25	28	Lalmai Maynamati Project (LMP)	84	Project Beneficiaries	Mr. Md. Abu Taleb
8.70	Rice seed production & Storage-(4th Batch)	30 November - 02 December 2019	1	6	23	29	Lalmai Maynamati Project (LMP)	87	Project Beneficiaries	Ms. Saifun Nahar
8.71	Rice seed production & Storage-(5th Batch)	03-05 December 2019	1	0	29	29	Lalmai Maynamati Project (LMP)	87	Project Beneficiaries	Ms. Irin Parvin
8.72	Rice seed production & Storage-(6th Batch)	01-03 February 2020	1	6	24	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Ms. Azma Mahmuda
8.73	Rice seed production & Storage-(7th Batch)	04-06 February 2020	1	3	27	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Mr. Abdullah Al Hussain
8.74	Rice seed production & Storage-(8th Batch)	08-10 February 2020	1	2	28	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Dr. Md. Abdul Karim
8.75	Rice seed production & Storage-(9th Batch)	11-13 February 2020	1	4	26	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Dr. Sk. Mashudur Rahman
8.76	Rice seed production & Storage-(10th Batch)	15-17 February 2020	1	4	25	29	Lalmai Maynamati Project (LMP)	87	Project Beneficiaries	Mr. Md. Ashik Sarkar Lifat
8.77	Mushroom Cultivation-(1st Batch)	07-09 December 2019	1	3	27	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Dr. Shishir Kumar Munshi
8.78	Mushroom Cultivation-(2nd Batch)	10-12 December 2019	1	3	27	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Dr. Md. Anowar Hossain Bhuyan
8.79	Mushroom Cultivation-(3rd Batch)	17-19 December 2019	1	6	23	29	Lalmai Maynamati Project (LMP)	87	Project Beneficiaries	Mr. Faruk Hossain
8.80	Mushroom Cultivation-(4th Batch)	21-23 December 2019	1	7	23	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Mr. Kamrul Hasan
8.81	Mushroom Cultivation-(5th Batch)	29-31 December 2019	1	9	20	29	Lalmai Maynamati Project (LMP)	87	Project Beneficiaries	Mr. Md. Saleh Ahmed

SL. No.	Title of the Course	Duration (Days)	No. of Courses	Male	Female	Total Participants	Sponsor	Man-days	Types of Participant	Course Director/Asso. Course Director/Asstt. Course Director
1	2	3	4	5	6	7	8		9	10
8.82	Mushroom Cultivation-(6th Batch)	18-20 February 2020	1	0	30	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Mr. Md. Abdul Mannan
8.83	Mushroom Cultivation-(7th Batch)	22-24 February 2020	1	4	26	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Ms. Azma Mahmuda
8.84	Mushroom Cultivation-(8th Batch)	25-27 February 2020	1	6	24	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Mr. Md. Reaz Mahmud
8.85	Mushroom Cultivation-(9th Batch)	29 February - 02 March 2020	1	6	24	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Dr. Md. Anowar Hossain Bhuyan
8.86	Mushroom Cultivation-(10th Batch)	03-05 March 2020	1	8	22	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Mr. Md. Ashik Sarkar Lifat
8.87	Modern Irrigation & Water Management in Crop Production-(1st Batch)	07-09 December 2019	1	7	23	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Mr. Md. Anwar Hossain
8.88	Modern Irrigation & Water Management in Crop Production-(2nd Batch)	10-12 December 2019	1	6	24	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Ms. Fouzia Nasreen Sultana
8.89	Modern Irrigation & Water Management in Crop Production-(3rd Batch)	17-19 December 2019	1	2	28	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Mr. Md. Mosharaf Hossain Bhuiyan
8.90	Modern Irrigation & Water Management in Crop Production-(4th Batch)	21-23 December 2019	1	2	26	28	Lalmai Maynamati Project (LMP)	84	Project Beneficiaries	Mr. Md. Zamil Uddin
8.91	Modern Irrigation & Water Management in Crop Production-(5th Batch)	29-31 December 2019	1	9	21	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Dr. Md. Mizanur Rahman
8.92	Organization and Financial Management-(1st Batch)	07-09 March 2020	1	10	20	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Ms. Afrin Khan
8.93	Organization and Financial Management-(2nd Batch)	10-12 March 2020	1	6	24	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Kazi Sonia Rahman
8.94	Organization and Financial Management-(3rd Batch)	14-16 March 2020	1	4	26	30	Lalmai Maynamati Project (LMP)	90	Project Beneficiaries	Mr. Md. Mosharaf Hossain Bhuiyan
	Subtotal =		94	498	2285	2783	Sub Total =	8801		
9	Project Level Courses for Project Beneficiaries of ABAK									
9.1	Dairy Farming (1st Batch)	01-03 October 2019	1	16	16	32	ABAK Project	96	Project Beneficiaries	Dr. Bimal Chandra Karmakar
9.2	Dairy Farming (2nd Batch)	12-14 October 2019	1	35	3	38	ABAK Project	114	Project Beneficiaries	Dr. Sk. Mashudur Rahman
9.3	Dairy Farming (3rd Batch)	22-24 October 2019	1	38	2	40	ABAK Project	120	Project Beneficiaries	Mr. Md. Babu Hossain

SL. No.	Title of the Course	Duration (Days)	No. of Courses	Male	Female	Total Participants	Sponsor	Man-days	Types of Participant	Course Director/Asso. Course Director/Asstt. Course Director
1	2	3	4	5	6	7	8		9	10
9.4	Dairy Farming (4th Batch)	02-04 November 2019	1	32	7	39	ABAK Project	117	Project Beneficiaries	Dr. Shishir Kumar Munshi
9.5	Dairy Farming (5th Batch)	12-14 November 2019	1	18	22	40	ABAK Project	120	Project Beneficiaries	Kazi Sonia Rahman
9.6	Dairy Dairy Farming(6th Batch)	03-05 December 2019	1	14	26	40	ABAK Project	120	Project Beneficiaries	Ms. Fouzia Nasreen Sultana
9.7	Dairy Farming (7th Batch)	21-23 December 2019	1	20	20	40	ABAK Project	120	Project Beneficiaries	Ms. Saifun Nahar
9.8	Dairy Farming (8th Batch)	14-16 January 2020	1	15	19	34	ABAK Project	102	Project Beneficiaries	Ms. Sharmin Shahria
9.9	Dairy Farming (9th Batch)	21-23 January 2020	1	20	20	40	ABAK Project	120	Project Beneficiaries	Mr. Abdulla-Al-Mamun
9.10	Beef Fattening (1st Batch)	05-07 October 2019	1	22	9	31	ABAK Project	93	Project Beneficiaries	Mr. Faruk Hossain
9.11	Beef Fattening (2nd Batch)	15-17 October 2019	1	31	8	39	ABAK Project	117	Project Beneficiaries	Mr. Md. Abu Taleb
9.12	Beef Fattening (3rd Batch)	19-21 October 2019	1	17	23	40	ABAK Project	120	Project Beneficiaries	Mr. Abdullah Al Mamun
9.13	Beef Fattening (4th Batch)	05-07 November 2019	1	15	25	40	ABAK Project	120	Project Beneficiaries	Mr. Md. Saleh Ahmed
9.14	Beef Fattening (5th Batch)	10-12 December 2019	1	32	7	39	ABAK Project	117	Project Beneficiaries	Ms. Nasima Akhter
9.15	Beef Fattening (6th Batch)	31 December - 02 January 2020	1	29	11	40	ABAK Project	120	Project Beneficiaries	Mr. Salah Uddin Ibne Syed
9.16	Poultry Rearing (1st Batch)	26-28 October 2019	1	19	20	39	ABAK Project	117	Project Beneficiaries	Ms. Azma Mahmuda
9.17	Poultry Rearing (2nd Batch)	19-21 November 2019	1	28	12	40	ABAK Project	120	Project Beneficiaries	Mr. Kamrul Hasan
9.18	Poultry Rearing (3rd Batch)	26-28 November 2019	1	19	18	37	ABAK Project	111	Project Beneficiaries	Ms. Afrin Khan
9.19	Poultry Rearing (4th Batch)	30 November - 02 December 2019	1	30	9	39	ABAK Project	117	Project Beneficiaries	Kazi Foyez Ahmed
9.20	Poultry Rearing (5th Batch)	04-06 January 2020	1	19	21	40	ABAK Project	120	Project Beneficiaries	Mr. Md. Abdul Mannan
9.21	Poultry Rearing (6th Batch)	07-09 January 2020	1	23	17	40	ABAK Project	120	Project Beneficiaries	Mr. Abdullah Al Mamun
9.22	Fish Cultivation (1st Batch)	29-31 October 2019	1	33	5	38	ABAK Project	114	Project Beneficiaries	Mr. Junaed Rahim

SL. No.	Title of the Course	Duration (Days)	No. of Courses	Male	Female	Total Participants	Sponsor	Man-days	Types of Participant	Course Director/Asso. Course Director/Asstt. Course Director
1	2	3	4	5	6	7	8		9	10
9.23	Fish Cultivation (2nd Batch)	23-25 November 2019	1	25	12	37	ABAK Project	111	Project Beneficiaries	Dr. Md. Abdul Karim
9.24	Fish Cultivation (3rd Batch)	28-30 December 2019	1	35	5	40	ABAK Project	120	Project Beneficiaries	Mr. Md. Babu Hossain
9.25	Fish Cultivation (4th Batch)	11-13 January 2020	1	25	12	37	ABAK Project	111	Project Beneficiaries	Dr. Md. Mizanur Rahman
9.26	Nursery Development (1st Batch)	16-18 November 2019	1	27	13	40	ABAK Project	120	Project Beneficiaries	Ms. Irin Parvin
9.27	Goat and Sheep Rearing (1st Batch)	07-09 December 2019	1	25	13	38	ABAK Project	114	Project Beneficiaries	Mr. Abdullah Al Hussain
9.28	Goat and Sheep Rearing (2nd Batch)	18-20 January 2020	1	18	16	34	ABAK Project	102	Project Beneficiaries	Mr. Anas Al Islam
9.29	Vegetable Cultivation (1st Batch)	28-30 January 2020	1	27	13	40	ABAK Project	120	Project Beneficiaries	Dr. Md. Anowar Hossain Bhuyan
	Subtotal =		29	707	404	1111	Sub Total =	3333		
10	Orientation Programme for Various Organization									
10.1	Orientation Program on BARD Activities	07-Jul-19	1	18	8	26	Britannia University	26	Students of Britannia University	Mr. Salah Uddin Ibne Syed
10.2	Boot Camp on Business Plan Canvas	12-Jul-19	1	29	11	40	BARD	40		Ms. Irin Parvin
10.3	Orientation Program on BARD Activities	16-Jul-19	1	17	9	26	(BAIUST)	26	Students of BAIUST	Dr. Bimal Chandra Karmakar
10.4	Orientation Program on BARD Activities	17-Jul-19	1	43	0	43	Police Training Center Noakhali	43	Trainees of Police Training Center, Noakhali	Mr. Kamrul Hasan
10.5	Orientation Program on BARD Activities	25-Aug-19	1	22	2	24	Chittagong University of Engineering and Technology	24	Students of CUET	Mr. Kamrul Hasan
10.6	Orientation Program on BARD Activities	30 August – 01 September 2019	1	35	5	40	Bangladesh Institute of Administration and Management (BIAM)	40	BCS Cadre Official	Ms. Saifun Nahar
10.7	Orientation Program on BARD Activities	09-Sep-19	1	50	20	70	Development Studies Dept. (DU)	70	Students of Dhaka University	Dr. Md. Mizanur Rahman
10.8	Orientation Program on BARD Activities	15-Sep-19	1	42	0	42	Police Training Center, Noakhali	42	Trainees of Police Training Center Noakhali	Mr. Kamrul Hasan

SL. No.	Title of the Course	Duration (Days)	No. of Courses	Male	Female	Total Participants	Sponsor	Man-days	Types of Participant	Course Director/Asso. Course Director/Asstt. Course Director
1	2	3	4	5	6	7	8		9	10
10.9	Orientation Program on BARD Activities	20-22 September 2019	1	14	3	17	Adorsho Union Porisad and Community Village Development	51	Community Villagers	Mr. Salah Uddin Ibne Syed
10.10	Orientation Program on BARD Activities	02-Oct-19	1	25	42	67	Bangladesh Agricultural University	67	Students of Bangladesh Agricultural University	Mr. Kamrul Hasan
10.11	Orientation Program on BARD Activities	02-Nov-19	1	56	23	79	Stamford University Bangladesh	79	Students of stamford University Bangladesh	Mr. Abdullah Al Mamun
10.12	Orientation Program on BARD Activities	14-Nov-19	1	59	29	88	Bangabandhu Sheikh Mujibur Rahman Agricultural University (BSMRAU) (BS Agricultural Programme-12th Batch	88	Students of BSMRAU	Mr. Md. Babu Hossain
10.13	Orientation Program on BARD Activities	28-Nov-19	1	55	35	90	Sher-E-Bangla Agricultural University	90	Students of Sher-E-Bangla Agricultural University	Mr. Kamrul Hasan
10.14	Orientation Program on BARD Activities	05-Dec-19	1	55	35	90	Sher-E-Bangla Agricultural University	90	Students of Sher-E-Bangla Agricultural University	Mr. Kamrul Hasan
10.15	Orientation Program on BARD Activities	19-Dec-19	1	31	5	36	Exim Bank Agricultural University	36	Students of Exim Bank Agricultural University	Mr. Kamrul Hasan
10.16	Orientation Program on Agriculture and Rural Development	21-Jan-20	1	27	25	52	Hamdard University, Bangladesh	52	Students of Hamdard University Bangladesh	Mr. Kamrul Hasan
10.17	Orientation Program on BARD Activities	12-Feb-20	1	58	7	65	Bangladesh Bank	65	Officials of Bangladesh Bank	Mr. Kamrul Hasan
10.18	Orientation Program on BARD Activities	14-Feb-20	1	0	202	202	Viqarunnisa Noon School and College, Dhaka	202	Students of Viqarunnisa Noon School and College, Dhaka	Mr. S.M. Hanif Mazumdar (TO)

SL. No.	Title of the Course	Duration (Days)	No. of Courses	Male	Female	Total Participants	Sponsor	Man-days	Types of Participant	Course Director/Asso. Course Director/Asstt. Course Director
1	2	3	4	5	6	7	8		9	10
10.19	Orientation Program on BARD Activities	25-Feb-20	1	24	11	35	Development Studies Dept, DU.	35	Students of Development Studies Dept, Dhaka University	Mr. Kamrul Hasan
10.20	Orientation Program on BARD Activities	08-Mar-20	1	44	18	62	Dhaka University	62	Students of Population Science Dept. Dhaka University	Mr. Kamrul Hasan
10.21	Orientation Program on BARD Activities	02 November 2019	1	31	9	40	CVDP	40	Members of CVDP's co-operative of Hizla Upazila, Barisal	Mr. Kamrul Hasan
		Subtotal =	21	735	499	1234	Sub Total =	1268		
11	In-house Training Courses									
11.1	House Keeping	19-20 July 2019	1	52	8	60	BARD	120	Employees of BARD	Mr. Newaz Ahmed Chowdhury
11.2	Office management, Etiquette and good Governance	01 & 04-05 August 2019	1	31	1	32	BARD	96	Employees of BARD	Mr. Mohammad Abdul Quader Mr. Salah Uddin Ibne Syed
11.3	Internal Training Course on Innovation	24-Dec-19	1	29	1	30	BARD	30	Employees of BARD	Mr. Md. Shafiqul Islam Mr. Md. Reaz Mahmud
11.4	Financial and procurement Management	7, 14 & 21 March 2020	1	25	15	40	BARD	120	Employees of BARD	Mr. Kamrul Hasan
11.5	Discipline and Code of Conduct (1st Batch)	16-18 June 2020	1	40	0	40	BARD	120	Employees of BARD	Mr. Md. Babu Hossain
11.6	Discipline and code of conduct (2nd Batch)	21-23 June 2020	1	38	2	40	BARD	120	Employees of BARD	Mr. Kamrul Hasan
11.7	Discipline and code of conduct (3rd Batch)	23-25 June 2020	1	29	1	30	BARD	90	Employees of BARD	Mr. Faruk Hossain
11.8	Discipline and code of conduct (4th Batch)	24, 25 & 27 June 2020	1	29	11	40	BARD	120	Employees of BARD	Ms. Saifun Nahar
11.9	Training Course on Innovation in Good Governance and Civil Services	16-18 June 2020	1	19	6	25	Social Economic Division BARD	75	Officials of BARD	Mr. Md. Shafiqul Islam Mr. Md. Anwar Hossain
		Subtotal =	9	292	45	337	Sub Total =	891		
Gross Total =			225	4959	4216	9175	Gross Total =	37977		

Training/Orientation Programmes Organised by the Faculty Members 2019-20

Sl. No.	Name of the Faculty Members	Number of Course Organized/Training Class/Session									
		Orientation	Project Level Training	Workshop/ Seminar/ Conference	Training Courses	Training Session Conducted	Project Level Training Session Conducted	Book Review/ Field Study/ Session Chairperson	Rappor-teuring	Field Guide	Total
1	2	3	4	5	6	7	8	9	10	11	12
A.	<u>Director General</u>										
1	Mr. Md. Shahjahan	0	0	0	0	53	0	0	0	0	53
	Sub-total:	0	0	0	0	53	0	0	0	0	53
B.	<i>Addl. Director General</i>										
1											
	Sub-total:										
C.	<i>Training Division</i>										
1	Mr. Mohammad Abdul Quader	0	0	2	4	79	45	6	0	0	136
2	Mr. Newaz Ahmed Chowdhury	0	1	0	1	7	2	4	1	0	16
3	Mr. Ranjan Kumar Guha	0	1		2	67	11	6	0	0	87
4	Ms. Saifun Nahar	0	4	3	6	27	10	4	5	2	61
5	Mr. Kamrul Hasan	11	4	0	5	1	93	0	7	4	129
6	Mr. Faruk Hossain	0	4	0	2	5	3	0	4	0	18
	Sub-total:	11	14	3	20	186	164	20	17	6	447
D.	<u>Administration Division</u>										
1	Dr. Md. Shafiqul Islam	0	0	0	3	40	112	11	0	0	116
2	Dr. Sk mashudur Rahman	0	4	0	2	13	3	5	0	0	27
3	Ms. Irin Parvin	1	3	0	4	24	2	5	1	0	40
4	Mr. Md. Abu Taleb	0	4	0	4	6	2	5	4	3	28
5	Mr. Md. Nazmul Kabir	0	0	0	0	3	0	0	0	0	3
6	Mrs. Sharmin Shahria	0	4	0	4	6	4	2	0	0	20
7	Mr. Abdulla-Al-Mamun	0	4	0	0	0	0	0	4	1	9
9	Mr. Md. Ashik Sarker Lifat	0	3	0	1	1	0	0	4	0	9
	Sub-total:	1	22	0	18	93	123	28	13	4	252
E.	<i>Project Division</i>										
1	Mr. Md. Mizanur Rahman	0	0	0	1	44	83	6	0	0	134
2	Mr. Md. Abdullah Al Mamun	1	5	2	7	27	34	8	2	0	86

Sl. No.	Name of the Faculty Members	Number of Course Organized/Training Class/Session									
		Orientation	Project Level Training	Workshop/ Seminar/ Conference	Training Courses	Training Session Conducted	Project Level Training Session Conducted	Book Review/ Field Study/ Session Chairperson	Rappor-teuring	Field Guide	Total
1	2	3	4	5	6	7	8	9	10	11	12
3	Mr. Junaed Rahim	0	2	0	2	5	3	5	10	4	31
4	Mr. Md. Tanvir Ahmed	0	0	0	0	0	0	0	0	0	0
5	Mr. Anas Al Islam	0	3	3	2	3	68	0	5	2	86
	Sub-total:	1	10	5	12	79	188	19	17	6	337
F.	Research Division										
1	Mr. Milan Kanti Bhattacharjee	0	0	2	3	56	6	9	0	0	76
2	Dr. Md. Mizanur Rahman	1	4	3	3	50	6	6	0	0	73
3	Kazi Sonia Rahman	0	4	0	3	7	6	4	4	1	29
4	Mr. Md. Mosharaf Hossain Bhuiyan	0	3	2	0	0	0	0	5	0	10
	Sub-total:	1	11	7	9	113	18	19	9	1	188
G.	Rural Economics & Mgt. Divn.										
1	Mr. Md. Shafiqul Islam	0	0	1	4	73	0	5	0	0	83
2	Mr. Md. Abdul Mannan	0	4	0	4	11	2	4	0	1	26
3	Ms. Fouzia Nasreen Sultana	0	4	1	3	47	5	4	1	3	68
4	Mr. Abdullah Al Hussainn	0	3	1	4	8	4	5	5	6	36
5	Mr. Md. Reaz Mahmud	0	4	0	7	5	35	1	4	1	57
6	Mr. Benzir Ahmed	0	0	0	0	6	0	0	0	0	6
7	Kazi Foyez Ahmed	0	3	0	1	0	1	2	3	0	10
	Sub-total:		18	3	23	150	47	21	13	11	286
H.	Rural Education & Social Development Division										
1	Dr. Masudul Hoq Chowdhury	0	0	0	3	44	81	6	0	0	134
2	Dr. Md. Kamrul Hasan	0	0	0	3	24	3	4	0	3	37
3	Ms. Afrin Khan	0	4	0	2	36	3	5	3	5	57
4	Ms. Rakhi Nandi	0	0	0	0	0	0	0	0	0	0
	Sub-total:	0	4	0	8	104	87	15	3	8	228
I.	Rural Sociology & Demography Division										
1	Ms. Nasima Akhter	0	9	1	6	50	14	4	0	0	84
2	Mr. Salah Uddin Ibne Syed	1	4	0	6	44	38	4	2	4	103

Sl. No.	Name of the Faculty Members	Number of Course Organized/Training Class/Session									
		Orientation	Project Level Training	Workshop/ Seminar/ Conference	Training Courses	Training Session Conducted	Project Level Training Session Conducted	Book Review/ Field Study/ Session Chairperson	Rappor-teuring	Field Guide	Total
1	2	3	4	5	6	7	8	9	10	11	12
3	Ms. Farida Yeasmin	0	5	0	1	0	4	0	0	2	12
	Sub-total:	1	18	1	13	94	56	8	2	6	199
J.	<i>Agriculture & Environment Division</i>										
1	Dr. Kamrul Ahsan	0	0	0	1	12	34	5	0	1	53
2	Mr. Abul Kalam Azad	0	0	0	4	20	66	12	0	0	102
3	Dr. Shishir Kumar Munshi	0	3	0	2	11	97	6	0	0	119
8	Dr. Md. Anowar Hossain Bhuyan	0	5	0	2	42	213	4	0	5	271
5	Dr. Bimal Chandra Karmakar	1	3	0	4	0	140	5	4	2	159
6	Mr. Md. Babu Hossain	1	4	0	3	0	109	0	4	1	122
7	Mr. Md. Saleh Ahmed	0	3	0	0	0	79	0	4	2	88
8	Mr. Md. Anwar Hossain	0	2	0	2	0	20	0	5	0	26
9	Mr. Md. Zamil Uddin	0	3	0	0	0	24	0	3	0	33
	Sub-total:	2	23	0	18	85	782	32	20	11	973
K.	<i>Rural Administration & Local Government Division</i>										
1	Dr. Md. Abdul Karim	0	4	1	4	50	2	4	2	1	68
2	Ms. Azma Mahmuda	0	4	0	3	21	3	4	3	4	42
	Sub-total:	0	8	1	7	71	3	8	5	5	110
Grand Total (A+B+C+D+E+F+G+H+I+J+K) :		17	128	20	128	1028	1468	170	99	58	3073