

PROJECT COMPLETION REPORT TEMPLATE

BASIC INFORMATION
Country: Bangladesh
Project Name (Full name & Acronym): Integrated Agricultural Productivity Project – Technical Assistance Component, IAPP-TA
Supervising Entity (SE): Food and Agriculture Organization of the United Nations
Task Team Leader Contact (Name & Email): Benoist Veillerette (Benoist.Veillerette@fao.org)

BASIC PROJECT INFORMATION (costs in US\$1,000)	
Total Project Cost	3,690.124
<i>Of which GAFSP Amount</i>	3,690.000
Total Disbursed Amount	3,668,134
<i>Of which GAFSP Amount</i>	3,690.000
Co-financiers (if any, cost amount for each)	N/A
SE Approval Date	30 September 2011
Project Effectiveness Date	30 November 2011
Date of First Disbursement (of GAFSP funds)	1 November 2011
Official Restructuring Date(s) (if any)	N/A
Closing Date	30 September, 2016

1. Project Development Objective (original)	The project's Impact ¹ was set as 'more effective, inclusive and country-owned agriculture, food and nutrition investment programmes'. Its Outcome was 'strengthened human and organizational capacities to deliver increased and more effective public and private investments in agriculture and food and nutrition security, in particular in the Country Investment Plan (CIP) priority thematic areas.'
2. <i>Revised</i> Project Development Objective (if any)	Neither Impact nor Outcome was revised.
3. Name and SE of Associated GAFSP Investment Project	Integrated Agricultural Productivity Project (IAPP), World Bank

¹ Impact is the highest hierarchy of the FAO Results Framework, which reflects the FAO's higher programmatic outcome, to which the project contributes. The next level, Outcome, is defined as the specific and immediate beneficial changes achieved by the project for its target group(s) given its scope, duration and resources. This report refers to both Impact and Outcome in assessing the project performance and results.

4. Project Development Objective of the Associated Investment Project	To enhance the productivity of agriculture (crops, livestock and fisheries) in pilot areas (in Rangpur, Kurigram, Nilphamari and Lalmonirhat districts in the North and Barisal, Patuakhali, Barguna and Jhalkathi districts in the South)
5. <i>Revised</i> Project Development Objective of the Associated Investment Project	The PDO of the IAPP was not revised.
6. Major Deviations from Original Project Design and Reasons (if any)	No major deviations from the original project design were made. Specific activities went through adjustments in response to: (i) requests from the IAPP to include capacity building supports beyond the initially envisaged technical areas; and (ii) challenges for FAO to provide technical services due to political turbulences and <i>hartals</i> (general strikes).
7. Changes Made to the Original Results Framework (if any, on indicators or values) ²	The hierarchical structure and narratives of the Results Framework (RF) remained unchanged. Indicators were refined and finalized at the inception stage which immediately followed the project effectiveness date. The inception stage RF is considered as the original. The mid-term review mission added several new indicators and set numerical values for all the indicators in order to improve tracking of the project's progress (newly added indicators are marked in the attached final RF).

8. Summary of Project Components and Activities

PROJECT COMPONENTS ³	ACTIVITIES
Component 1: Enhanced organizational and human capacities to own, design, implement, monitor and evaluate investment operations in agriculture and food and nutrition security	<p>1.1 Trainings / Training of Trainer (ToT) sessions: Short and medium term training sessions on a variety of topics including results-based project management, monitoring & evaluation, Sector Wide Approaches (SWAs), public expenditure reviews and participatory approaches to investment programmes; ToT sessions on the above mentioned topics, as well as on training delivery itself, including trainings dedicated to the IAPP Community Facilitators (module development and training course delivery) on community mobilization and M&E;</p> <p>1.2 Technical Assistance (TA) from FAO Investment Centre on investment programme design, implementation, monitoring and evaluation, SWAs and public expenditure reviews, including specific learning events for the IAPP (eg:</p>

² A Final Results Framework needs to be submitted together with this template (see remarks at the end of this document).

³ In the FAO RF, the term 'Outcome' rather than 'Component' is used.

	<p>coaching for the operations manual, M&E system) and guidelines and tools for formulation, implementation, M&E and coordination of investment projects;</p> <p>1.3 Multi-stakeholder study tours to two World Bank projects in Tamil Nadu, India, to learn about project management as it has been conducted in similar initiatives;</p> <p>1.4 Institutional needs assessment/evaluation to define bottlenecks and come up with strategies to address them (in order to further elaborate activities under this outcome);</p> <p>1.5 Mentoring of staff from key Government offices.</p>
<p>Component 2: Enhanced organizational and human capacities in technical areas related to investment operations, specifically irrigation and water management, seed sector quality assurance and integration of nutrition into agricultural investments</p>	<p>2.1 Short and medium term training on technical areas;</p> <p>2.2 Technical Assistance (TA) from FAO technical departments on irrigation and water management, seed sector quality assurance and integration of nutrition into agricultural investments, including stocktaking of past experiences in seed and water sector as well as extension;</p> <p>2.3 Higher education degrees (Masters and PhDs) in topics relevant to improving capacities to manage investments in agriculture and food security.</p>
<p>Component 3: More inclusiveness and increased participation of key stakeholders, including those from the farming community, in investment project design and implementation processes</p>	<p>3.1 Short and medium term “hands on” training on participatory approaches to investment programmes, including TCI’s RuralInvest;</p> <p>3.2 Technical Assistance (TA) from FAO (potentially Regional Office) to farmer organizations in order to strengthen organizational capacities;</p> <p>3.3 Study tours to Kenya and the Philippines for Farmers’ Organization (FO) leaders and government staff to visit successful farmer organizations and then share experiences;</p> <p>3.4 National farmer-to-farmer (peer-to-peer) field visits to share experiences on establishing and strengthening farmer organizations;</p> <p>3.5 Workshops with wide audiences to inform and stimulate participation and contributions to the design and implementation of investment operations;</p> <p>3.6 Informational campaigns sharing the benefits of, as well as explaining how to establish, farmer organizations.</p>

9. Project Ratings ⁴

Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U)

		RATING	JUSTIFICATION FOR RATING ⁵
A	SE self-assessed project ratings towards “the achievement towards own Project Development Objective (PDO)”	S	<p>Achievements towards both Impact and Outcome are rated <u>satisfactory</u>.</p> <p>IMPACT LEVEL: The project’s contribution to Impact – “<i>more effective, inclusive and country-owned agriculture, food and nutrition investment programmes</i>” – is rated <u>satisfactory</u> on the grounds that three out of the four impact-level indicators were achieved, as follows:</p> <p>Indicator 1.1: Achieved Shortly after project inception, two farmers began attending the Project Steering Committee (PSC) of the associated investment project (IAPP) and continued their participation throughout the full duration of the IAPP. This inclusion of farmers’ representatives in the IAPP PSC met the target of Indicator 1.1,⁶ ensuring that “<i>at least 2 [farmers] actively participate in the IAPP PSC.</i>”</p> <p>Indicator 1.2: Achieved The CIP Monitoring Report (2016) shows that Bangladesh invested more than USD 6.2 billion in agricultural, rural development and food security (ARDFS) activities over the past five years of the CIP’s implementation, equating to just over 70% of the total planned budget and meeting the target for Indicator 1.2.⁷</p> <p>Indicator 1.3: Achieved The IAPP met all of its four PDO indicators, meeting the target of the IAPP-TA’s Indicator 1.3.⁸ As of April 2016, three of the related investment project’s four PDO Indicators were <i>overachieved</i>. IAPP recipients of TA training went on to implement the IAPP project and conduct outreach/community mobilization which resulted in a total of more than 226,000 farmers increasing their agricultural productivity. The disaggregated figures by sector are as follows: (i)</p>

⁴ Any rating in this report should be approved or endorsed by the Supervising Entity’s representative to the GAFSP Steering Committee. It should not be the personal assessment of the officer in charge of the project.

⁵ Detailed justifications for ratings based on achievements under the project can be found in Annex 2.

⁶ Number and nature of non-state actors participating actively in the GoB’s ARDFS development PSC.

⁷ To achieve investment for at least 70% of the total CIP planned budget.

⁸ Indicator 3 focused on execution performance of the IAPP as measured through the progress towards its PDO.

		<p>Crops – approximately 140,000 farmers, 33% of which were women; (ii) Fisheries – approximately 39,000 farmers, 28% of which were women; and (iii) Livestock – approximately 48,000 farmers, 89% of which were women.</p> <p>Indicator 1.4: Not Achieved</p> <p>While the last impact-level indicator⁹ was not achieved before the IAPP-TA’s closure, the TA succeeded in bringing this important issue to the attention of high ranking government officials. Approval of a Circular stipulating all ARDFS projects include FO representatives in their Project Steering Committees required multiple ministries and levels of government to agree – the key reason it was not possible to obtain prior to the project’s closure. FO representatives at the August 2014 IAPP-PSC meeting, chaired by the Secretary of the Ministry of Agriculture, requested to add a clause to the draft National Agricultural Extension Policy (2014) that would mandate all local, regional, and national level ARDFS project steering committees to include FO representatives. The circular was not adopted, but the meeting minutes noted that this issue was raised by FO members and, in the response column, the Ministry of Agriculture was instructed to take necessary actions. The review team notes that the positive reception of this request (which recognizes the value of including farmers’ representatives in PSCs) by the GoB was influenced by the positive performance of the two farmers’ representatives sitting in the IAPP PSC.</p> <p>OUTCOME LEVEL:</p> <p>Achievement of Outcome – <i>strengthened individual and organizational capacities of selected stakeholder organizations to deliver increased and more effective public and private investments in agriculture and food and nutrition security are applied, particularly in CIP priority thematic areas</i> – is also rated <u>satisfactory</u> on the grounds that all four indicators met their targets.</p> <p>Indicator 2.1:</p> <p>Follow-up surveys demonstrated that trainings were found to be useful¹⁰ and that the knowledge gained was used at least six months after trainings (Indicator 2.1). 90.2% of 461 respondents rated usefulness to be high (4 or above on a 5 point Likert scale). Participants gave specific examples of how they were actively using the knowledge obtained in training to prepare and monitor projects, including those as diverse as a “roof top gardening in urban areas” project, to an “enhancement of fish production through the</p>
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⁹ A circular is adopted that all projects of agricultural, rural development and food security (ARDFS) have mandatory farmer’s representative in their project steering committees (PSC)

¹⁰ “Useful training” means that the skills obtained during training were relevant and applicable in the participant’s work environment.

			<p>restoration of water bodies” project. Results from this survey, as well as personal feedback and examples from focus groups held in the September/October 2016 review mission, indicate that training remained useful longer-term after participation in project activities had finished and that knowledge had been applied in the work environment. Some examples highlighted situations where the knowledge acquired increased in usefulness, depending on a participant’s mobility within government. For example, one participant transferred to a new position and was required to conduct new tasks, but was confident in managing the work because the IAPP-TA training had introduced aspects of project cycle management relevant in the new position.¹¹</p> <p>Indicator 2.2: Follow-up surveys and interviews during the Satisfaction Assessment of 2014 ¹² indicated that the overall satisfaction rate of the participants’ managers with the relevance, efficiency, and effectiveness of capacity development interventions was 78.6%. This surpassed the 75% target set for Indicator 2.</p> <p>Indicator 2.3: Improved curriculum was mainstreamed into: (i) mandatory training courses on Project Cycle Management (PCM) at the Bangladesh Public Administration Training Centre (BPATC) for anyone joining the public service, with relevant courses reaching 1,405-1,605 civil servants per year; (ii) a module on nutrition and food preparation to be used in the curriculum of all 240 Agricultural Training Institutes (ATIs) across the country, reaching 6,025 students per semester; and (iii) FEA in undergraduate and graduate courses in the Department of Development Studies (DDS) at the University of Dhaka, with relevant courses reaching a total of 60-64 students per year.</p> <p>Indicator 2.4: The IAPP-TA’s capacity building work and trainings with FOs fostered at least eight recorded cases of farmers initiating dialogues with government at (sub) district or higher levels. This has included self-advocacy from FOs to banks in regards to opening farmers’ bank accounts and to the government in regards to land rights, fair deals on river water access, and other topics of concern.</p>
B	SE self-assessed project ratings towards the TA project’s	S	The IAPP-TA’s contribution to the achievement of the IAPP’s PDO is rated <u>satisfactory</u> on the grounds that the former strengthened the effectiveness of the latter’s implementation by:

¹¹ For more examples, please see Annex 2.

¹² Another Satisfaction Survey was planned before the project closure, but unable to be conducted due to the security situation.

<p>contribution to the “achievement of the PDO of the associated investment project”</p>		<p>(i) Strengthening the project implementation capacity of the IAPP Project Management Unit (PMU) in relation to: the preparation of the Operational Manual; setting up the M&E system; and demonstration of the financial viability of buried pipe irrigation schemes through high quality financial and economic analysis (FEA);</p> <p>(ii) Strengthening the capacity of the IAPP PMU and other project stakeholders on technical aspects related to seeds and nutrition, including: two study tours to India which introduced the concept of the ‘seed village’ to the IAPP staff and contributed to the IAPP’s establishment of 216 seed villages in two regions; a visit to the high-level Seed Congress in Indonesia; and nutrition training for extension workers; and</p> <p>(iii) Training 473 IAPP-recruited Community Facilitators (CFs) and Field Assistants (FAs)¹³ in community mobilization, M&E, troubleshooting, nutrition, and cooperation with Farmers Organizations (FOs). Training resulted in effective outreach and communications at the field level with good uptake of technologies and practices promoted through the IAPP, as confirmed by the achievement for all of the IAPP’s PDO indicators and feedback from IAPP staff during the end-of-project reflections workshop in Cox’s Bazar. Nutrition training was particularly useful in dissemination of key nutritional messages on diversified diets, cooking methods, and hygienic measures (among others). The review mission in September/October 2016 found that the CFs and FAs valued the information as important and practical and, as such, began to share the knowledge gained with friends and family (beyond the regular IAPP recipients).</p> <p>Further information on the TA’s contributions towards the achievement of the IAPP’s PDO can be found in detail in Annex 2.</p>
<p>C SE self-assessed project ratings towards “tangible outcomes arising from collaboration</p>	<p>S</p>	<p>The IAPP-TA’s capacity building support to IAPP was effective and highly regarded by the leadership of the MoA, PMU and other IAPP stakeholders. This demonstrated that FAO can be a viable resource under such a partnership arrangement, particularly given its continuity of work with government and the trust that is developed through this continuity.</p>

¹³ CFs and FAs refer to the individuals selected by the IAPP to conduct the project’s extension work. They were selected based on their ability to conduct extension work, though they were not necessarily government extension workers prior to the IAPP.

with associated investment project”		<p>Support on FEA for buried pipes provided sound justification for the IAPP’s implementation of the scheme, and contributed to the government’s endorsement and support for buried pipe irrigation in the country.</p> <p>Training for IAPP CFs and FAs on outreach and community mobilization assisted the IAPP team in improving their field-extension work with farmers. The CFs and FAs went on to use these skills when working with farmers, and approximately 226,000 farmers increased their agricultural productivity. Nutrition training for the same group was also useful in highlighting core messages previously unfamiliar to the IAPP team, and resulted in the development of educational materials for CFs and FAs to use during outreach with farmers, including informative calendars, picture-based eating guidelines, and a plate that visualizes how much food should come from each food group per meal. These practical materials are now available with the Bangladesh Food Planning and Monitoring Unit.</p>
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10. Number of **Proposed** Direct Beneficiaries (as stated in the original project document, in persons, disaggregated by gender).

The total number of direct beneficiaries was envisaged to be 5,360 (no gender disaggregation was provided) in the RF of the mid-term review report¹⁴.

11. Number of **Actual** Direct Beneficiaries reached (at end of project, in persons, disaggregated by gender).

Disaggregated by Gender	Proposed Direct Beneficiaries	Actual Direct Beneficiaries
Beneficiaries of capacity development on sector planning	103	96 (including 9 females)
Beneficiaries of capacity development on Project Cycle Management	1,998	1,819 (195)
Beneficiaries of capacity development activities on nutrition	998	939 (70)
Farmers’ Organization Members recipient from CD activities	2,261	2,695 (592)
Total	5,360	5,549 (866)

¹⁴ The original RF at the inception stage did not set a target number for beneficiaries.

Two core groups of beneficiaries received support through the IAPP-TA, as described below:

Group A: Capacity building for staff from permanent government agencies and institutions.

Beneficiaries under Group A included any government staff involved with project cycle management at all stages for agriculture and food security/nutrition development projects, as well as government-employees conducting outreach and community mobilization activities with farmers and related project beneficiaries. The rationale behind this was to ensure knowledge dissemination across the entire investment project cycle, rather than at one stage alone. A full list of government ministries and departments included under this group can be found in Appendix A of Annex 2, along with the detailed selection criteria.

Group B: Capacity building for IAPP staff to enhance IAPP implementation and effectiveness.

Beneficiaries under Group B included project staff of the IAPP that worked in-office on general management and monitoring and evaluation, as well as the IAPP Community Facilitators (CFs) and Field Assistants (FAs) doing agriculture extension work. Activities for this group were intended to improve the implementation and effectiveness of the IAPP investment project, which aimed to enhance agricultural productivity (crops, livestock, and fisheries) and livelihoods in agro-ecologically constrained areas through strengthening the integration of key aspects impacting agricultural production. Detailed information on selection criteria for the group can be found in Annex 2.

12. Contribution to Crosscutting Themes.¹⁵ Assess Level of Contribution to each of the themes using the following symbols:

- = none planned
- * = planned but did not achieve planned contribution
- ** = planned contribution achieved
- *** = exceeded planned expectations

	CONTRIBUTION (-, *, **, ***)	BRIEF EXPLANATION
Climate Smart Agriculture	-	The project did not set out to address Climate Smart Agriculture, but it did contribute to CSA in unplanned ways. Specifically, both PhD students addressed climate change and agriculture. The first participant was from the Ministry of Environment and Forest and conducted thesis research on, “Partnerships with Smallholder Farmers in Environmental Decision Making and its Effect on Resilience to Climate Change.” The second participant, from the Ministry of Agriculture, researched, “Mainstreaming Climate Change in Investment Planning for Agricultural Development in Climate-Risk

¹⁵ It is fully acknowledged that not all GAFSP projects were designed to contribute to these crosscutting themes. Therefore, please feel free to assess the level of contribution using a **dash (-)** for all or any themes that were not part of the project design.

		Prone Developing Countries. In addition to this, the FEA provided by the TA on buried pipe irrigation schemes (technology for reducing water conveyance loss) was used by the IAPP to generate government support and approval for the schemes. The FEA became a useful decision-making tool for the government to invest more in the new irrigation technology.
Nutrition	***	The project envisaged to address nutrition as one technical area which it will support through TA provision within the IAPP (investment project). The Inception Report identified the following needs on nutrition: (i) support to coordination of relevant initiatives (SUN and REACH); (ii) improved access to suitable and safe inputs with a focus on vegetable seeds; (iii) linking agriculture with nutrition at various levels; (iv) capacity strengthening for better targeting the most nutrition insecure households; and (v) home gardening. While it succeeded in (iii) by training IAPP's Community Facilitators and extensionists (SAOs and FAs), the other identified needs were not followed up. On the other hand, the project made a major achievement on nutrition with an activity which was not initially planned – incorporation of nutrition and food preparation in the Bangladesh Technical Education Board (BTEB)-authorized syllabus of 240 Agricultural Training Institutes (ATIs) for the first time. Since ATIs train all future field extension workers, reaching approximately 6,025 students per semester, this activity is believed to have a long-lasting positive impact on rural households' access to better knowledge of nutrition and food safety. In view of this significant achievement, 'exceeded planned expectations' is chosen for the project contribution to nutrition.
Gender	-	The project did not plan to explicitly address gender issues. It was noted by the review team that there is a need, in any future iterations or related projects, to incorporate a gender strategy to ensure higher participation of women.
Job Creation	-	The project did not set out to address job creation. The project was focused on building capacities of those already working within government and/or already farming, enabling them to do their jobs more effectively and with greater confidence. Feedback received during focus group interviews on the September/October review mission highlighted the increased confidence of staff who had received training, with at least two focus groups concurring that the skills acquired made them feel more employable in future.

13. Obstacles or Challenges faced by the Project (this could be operational, political, or other).

Hartals: One of the core obstacles faced by the project during implementation were the *hartals* (general strikes) in 2013 and 2014. The strikes, which were often violent in nature, restricted the

movements of FAO personnel and negatively impacted the provision of TA inputs by FAO staff based in HQ and the regional office. Specifically, the *hartals* caused delays in the implementation of TA activities. This is noted in the RF as being one of the reasons why participation was lower under some of the trainings and events.

Gender Obstacles: The low percentage of female beneficiaries (15.6% of total participants) highlights two core obstacles encountered by the IAPP-TA: (i) lack of a gender strategy or gender specialist during the project’s design and implementation¹⁶; and (ii) low number of female staff working in government positions within country. Development of a gender strategy could be addressed in future iterations of the project, or similar projects, by including a gender specialist within the project team. Low female representation in government is a more systemic issue experienced within the country¹⁷ and has resulted in a relatively small number of women participants when compared to the number of men. This could be considered a limitation, for any project, to outreach efforts in recruiting high numbers of female participants from government.

14. Sustainability after Project Completion (list any steps taken to ensure that project outcomes are sustained or any planned follow-on activity).

High level commitment to improving the capacity of investment operations in the sector: The project outcome (‘Strengthened individual and organizational capacities of selected stakeholder organizations to deliver increased and more effective public and private investments in agriculture and food and nutrition security, in particular in CIP priority thematic areas’) is closely linked with Programme 7 of the CIP (‘Strengthened Capacities for Implementation and Monitoring of National Food Policy and CIP Actions’). CIP implementation, including that of Programme 7, has been carefully monitored as a policy commitment of the GoB under the clear institutional mandate of the Food Planning and Monitoring Unit (FPMU) and with support from DPs. Annual CIP monitoring reports include data and information on CIP budget execution/delivery, which is a Programme 7 indicator. It is anticipated that the GoB will continue to address the issue of capacity building for CIP delivery in the next CIP (currently under preparation) and monitor its progress. This will provide a continuous, enabling policy environment to promote investment planning and delivery capacities in the AFSN sector among key stakeholders, including those which received direct support from the IAPP-TA.

¹⁶ At the time of project design in 2011, both the GAFSP and FAO guidelines were not as developed on addressing gender mainstreaming. Amendments were made and both now include gender as a key, cross-cutting theme to be addressed in ongoing and future projects.

¹⁷ As confirmed in Jannatul Ferdous’ 2014 journal article (Social Sciences) on [Women in Bangladesh Civil Service: Stumbling Blocks towards the Way of Participation](#) and UNDP’s 2012 Report on [Gender Equality and Women’s Empowerment in Public Administration](#)

Sustainability of imparted capacities: Sustainability of imparted capacities through the project is adequate. Provision of capacity building work with government officials meant longevity of built capacity in-country. Permanent officials would continue to work in government at various stages of involvement in the investment project cycle for at least three years or more, following training and project completion. Mandatory foundation courses at the BPATC for all public administration staff ensure that relevant curriculum revised through the IAPP-TA (focused on investment project cycle management) will be taught to all future staff, with relevant courses reaching approximately 1,405-1,605 civil servants per year. Similarly, curriculum on nutrition that was developed under the IAPP-TA with the BTEB is now part of the syllabus for 240 ATIs. These educational centers provide training to SAAOs (the government's agricultural extension officers) and reach approximately 6,025 extension workers per year. Given these mandatory training requirements, there is opportunity, as well as good resources already committed, within educational institutes to continue using the revised curriculum and course modules relating to investment project cycle management, as well as food security and nutrition. Partnerships developed with the BTEB/ATIs, BPATC, the University of Dhaka's Department of Development Studies, and the Village Education Resource Centre (VERC) suggest that the project had begun to embed itself within organizational structures.

No explicit sustainability plan was developed under the IAPP or the IAPP-TA to address continued use of Community Facilitators (CFs) and Field Assistants (FAs) (and their knowledge) after the closure of the IAPP project; however, the IAPP CFs and FAs confirmed during focus group sessions that they felt more employable in the area of agricultural extension/community mobilization than before IAPP-TA training had been provided, based on the new skills acquired. Aside from regular government opportunities as SAAOs/VFAs/FAs, there may be a chance for these CFs and FAs to continue their work under new government projects, like the second phase of IAPP (IAPP-II) which is currently under discussion, or the Missing Middle Initiative project (approved on 14 October 2016), jointly submitted by IAPP-TA supported Farmers' Organizations and FAO Bangladesh to the GAFSP. There may also be opportunity within the private sector, non-governmental organizations (NGOs), and/or FOs looking to hire extension workers.

Farmers Organizations: When considering results from work conducted with Farmers' Organizations, the establishment of the *Sara Bangla Krishok Jote* (SBKJ), a group representing a number of Farmers' Organizations across Rangpur and Barisal, indicates that there is some potential for the capacity development of FOs to be continued via the SBKJ's own network. The SBKJ has already developed a three year work plan and FOs within the SBKJ network have been in communication to share their knowledge with one another and their members. Members of the SBKJ explained that a mentorship system had been coordinated to share knowledge amongst FOs, but that human resources were already limited (only eight mentors were available and the demands for assistance have been high). SBKJ was selected to receive GAFSP's Missing Middle

Initiative (MMI) grant, approved on 14 October 2016, which is hoped to support the federation's further strengthening its human, technical and financial resources basis.

Considerations Moving Forward: Government ministries and departments still struggle to secure enough relevant human, technical, and financial resources to manage investment projects¹⁸. While there are educational requirements that can ensure knowledge through the IAPP-TA revised curriculum continues to be disseminated to new staff, there is no existing knowledge sharing or professional development mechanism built into the human resources policies of the government ministries that invests in the continuation of this capacity development work once the project is over. The project offered good training to planning staff at all stages of the investment project cycle, but these practices are not necessarily embedded yet within the departments/ministries themselves. At present, no explicit policy or regulation is in place to ensure professional development and thus sustained capacity building would depend largely on the prerogative of the individual person. Development of such a policy in future may be advantageous as a knowledge-sharing mechanism to ensure that imparted capacities reach beyond direct training participants.

15. Award, Acknowledgement, or major Media Coverage during the life of the project (provide links to any online content or separately submit any relevant material).

Krishikotha, a magazine with a readership of about 75,000, dedicated one of its issues to Farmers Organizations (FOs). The IAPP-TA team contributed articles that highlighted the positive roles FOs play in agriculture and food security. The magazine, which is published by the Agricultural Information Service (AIS) in the Ministry of Agriculture (MoA), is mostly read by the staff of the MoA and its departments at all levels. Accessible online by clicking [here](#).

After participating in a five-day study circle on government policies coordinated by the TA, the Sara Bangla Krishok Jote leaders from the north of the country independently organized a local-level dialogue with the upazila parishad (sub-district council) on land rights and farmers' access to government services. The dialogue was covered¹⁹ on 18 May 2015 by Radio Chilmari, a popular community radio broadcasting agency that has a programme on ensuring access of marginal communities to government services. During the dialogue, participating FOs raised three key issues: (i) provision of *khas* lands to landless farmers and FOs; (ii) mobilizing fishermen into organizations and helping them register their organizations; and (iii) the representation of FOs on *khas* land distribution committees.

Videos covering activities under the TA were also produced. Specifically for the:

¹⁸ Please see Appendix B of Annex 2 for more details regarding limited government resources.

¹⁹ No online link was available.

- Study tour (2014) for Bangladeshi Farmers’ Organizations to visit and learn from PAKISAMA, a national network of FOs, in the Philippines. Accessible online by clicking [here](#).
- Exposure visit in Kenya (2016) where Bangladeshi Government officials and FOs could learn from Kenya’s experience with partnerships between government and cooperatives. Accessible online by clicking [here](#).
- Final IAPP workshop organized by the IAPP-TA in both Cox’s Bazaar and Dhaka to collectively draw lessons from the IAPP. Accessible online by clicking [here](#).

16. Lessons Learned and Recommendations for Future Operations.

		LESSONS LEARNED	RECOMMENDATIONS (if any)
1	Project Design (including process and participation)	<p>Building flexibility in the design can augment relevance and responsiveness for capacity development projects.</p> <p>The IAPP-TA Component project had a Project Document that did not prescribe set activities at the start. Instead, it listed potential activities under each outcome with the caveat that a needs assessment would further determine which of those activities would be pursued. The specific targets, topic selection, and delivery modalities were clarified at the inception stage when the capacity needs assessment was conducted. Following the needs assessment, it was agreed that work plans would only be valid for one-year periods. This meant that activities were not determined five years in advance. Instead, the IAPP-TA was able to refine activities during implementation in order to respond to needs as they were expressed and elaborated by the target beneficiaries. During the first few years, the IAPP-TA project received requests from the related IAPP to provide assistance in areas where the IAPP team did not have sufficient knowledge or skills and/or thought that the TA project could deliver the services more efficiently and effectively (e.g. M&E, development of an Operations Manual, economic analysis for a new irrigation technology, and community mobilization for field assistants and community facilitators). Similarly, the project’s support to FOs was not detailed at the design stage, but an FO Mapping Exercise conducted in the first year of the IAPP-TA project’s implementation provided a comprehensive picture of FOs and served as a solid starting point from which to continue work and amplify efforts. By leaving some of the details out of the Project Design, with built-in mechanisms (e.g. needs</p>	

		<p>assessment, yearly work plans) to address details at later stages, the design remained flexible and allowed the project team to respond throughout implementation. As a result, the project succeeded in anchoring capacity building support to the specific needs of the actors as they emerged.</p> <p>Lack of gender strategy and consideration at design risks failing to address gender mainstreaming where opportunities exist.</p> <p>No gender considerations were taken into account in the project design. At the time (2011), both the GAFSP and FAO guidelines were not as developed on addressing gender mainstreaming. Amendments have since been made and both now include gender as a key, cross-cutting theme to be addressed in ongoing and future projects, but no changes were made during the IAPP-TA to better address gender as the project progressed. The project did not have a strategy to effectively reach out to women in its target groups and facilitate their participation in training events. Gender issues were not explicitly addressed in the FO Mapping and Capacity Assessment. The only explicit gender consideration included in the design was the requirement of sex-disaggregated data for the results framework (RF) indicators relating to the number of participants, which were monitored and recorded. Gender analysis was also noticeably absent from the IAPP-TA's Mid-Term Report (2014). The project missed an important opportunity to capacitate key stakeholders in gender analysis and mainstreaming actions in sector investment operations, which could significantly contribute to investment programmes/projects effectively addressing gender-differentiated needs and priorities of the rural population.</p>	<p>It is recommended to engage a gender specialist at design stage to analyze and contextualize gender in the project context and propose actions. The GAFSP should explicitly require gender integration and analysis for its projects.</p>
2	<p>Project Implementation (including institutional arrangements)</p>	<p>Support to FOs requires intensive and continuous inputs from qualified experts.</p> <p>Having dedicated experts on the IAPP-TA project team who could work and assist FOs throughout the duration of the project, responding to new needs as they arose, was key to the project's success in imparting sustainable capacities to FOs. The project recognized that, in order to be sustainable, FOs (and FO networks) must be built from the bottom up and guard against external factors</p>	<p>In order to achieve sustainable, institutional development in Civil Society Organizations (CSOs), projects must combine (i) continuity of support from qualified advisors</p>

	<p>that might undermine their legitimacy, credibility, and longevity. It was clear that this process would need to occur at the farmers' initiatives when certain conditions were right, recognizing that the result would not last if the project attempted to support or expedite the process in a top-down or prescribed way (as seen with many of the Bangladeshi FOs promoted by external organizations). FOs supported through the TA included only those which expressed interest in developing, i.e. each FO that participated in the project was keen to join of its own accord for the purpose of developing its capabilities/capacities. FOs were not selected solely based on region: interest needed to be expressed. The availability of dedicated experts from the project's start to closure ensured that this capacity development process could occur and would be supported continuously, as required. The continuity is also crucial for building trust with the developing FOs.</p> <p>The IAPP-TA placed FOs in the center of actions and offered them time and space, within the project's scope and focus, to move forward gradually when they were ready and willing. Knowledge gained and feedback obtained from one project action were then used to shape next steps. For example, an international study tour to the Philippines and an exposure visit to Kenya both highlighted the importance of FO federation and was followed by local exchange visits and networking workshops. Support to federation formation was then followed by support for organizational and leadership strengthening and training for business planning.</p> <p>To be clear, the project did not intend to create an FO federation; rather, the SBKJ was born because the project-supported FOs wanted it to be born. As a recognition to this platform of FOs, FAO-Bangladesh and the SBKJ jointly submitted a concept note on the Missing Middle Initiative (MMI) to the GAFSP, which was subsequently approved on 14 October 2016. The resulting MMI project will sustain SBKJ's role with smallholders in obtaining access to markets, finance, technology, and information. Although still in a nascent stage, the SBKJ leadership seems aware that the organization must be financially self-reliant and continue to strengthen organizational capacity through its own means.</p>	<p>with (ii) project flexibility in order to respond to actual institutional developments as they evolve.</p>

<p>3</p>	<p>Collaboration (including with Government counterpart, SE of associated investment project, CSOs)</p>	<p>M&E is one area in investment projects for which FAO’s technical assistance can provide good capacity building support.</p> <p>The importance of Monitoring and Evaluation (M&E) training provided through the IAPP-TA for the associated investment project was noted by IAPP staff and government ministries as being particularly useful in assisting the IAPP investment project in effectively monitoring its progress. The in-depth supports (including on-the-job training) provided by an M&E trainer through the IAPP-TA helped in establishing a detailed, comprehensive M&E system recognized by IAPP staff and government to be one of the most rigorous currently in use. With the development of such a detailed database to track progress toward indicators, as well as hands-on training to understand how best to utilize the M&E system, the IAPP team attributed the successful achievement of its PDO to the clear M&E that they had available to track progress and ensure their targets were met. More broadly, this type of M&E technical assistance could be seen as key to the successful implementation and achievement of indicators in investment projects.</p>	
		<p>Incorporation of high-level management in some of the core capacity building events is useful in generating governmental support.</p> <p>Making space for one or two higher-level management participants on some of the core capacity building events, like study tours, was valuable in generating higher-level support for capacity development (particularly of FOs) and should be considered in future projects. Specifically, allowing senior professionals to join the study tours under the IAPP-TA resulted in a more open-minded perspective on behalf of the IAPP management team with respect to accepting some of the cultural/behavioural changes promoted through the technical assistance component. This type of engagement with higher-level officials should also be considered for ministries and departments in order to receive support for the changes in organizational culture promoted through the project.</p> <p>Importance of forging strategic partnerships to reach beyond initial beneficiary groups and support the longevity of results.</p>	<p>Engagement with higher-level officials should be considered for capacity building projects targeting government officials.</p>

	<p>Partnering strategically with educational institutions, key organizations, and government bodies (e.g. the Food Policy Monitoring Unit (FPMU)) should be considered in future projects to support longevity of project results. For the IAPP-TA, strategic partnerships with the BTEB²⁰, Dhaka University, BPATC, VERC²¹, and Food Policy Monitoring Unit (FPMU) was effective in ensuring that updated curriculum focused on investment project cycle management, food security, and nutrition could be continued after project closure. Moreover, the partnerships provided assurance that the capacity building work would reach beyond the initial project beneficiaries and extend to greater numbers and new generations of the public. These strategically developed partnerships provide positive, concrete examples of how a project can embed itself within existing organizational structures and foster in-country ownership of the work efforts. The institutionalization and ownership of project work at the country level thus ensures that capacity building efforts can continue beyond project closure.</p> <p>Collaboration between SEs of an investment project and related TA for joint and self-standing activities can be mutually beneficial.</p> <p>Concept note development for the original GAFSP proposal was written with both the World Bank and FAO – the supervising entities for the investment project and technical assistance component, respectively. As part of this, the TA was designed to have both IAPP-supporting activities, as well as stand-alone capacity building activities. In addition to the TA’s planned activities that would support the IAPP, FAO positively responded to and conducted a number of ad-hoc activities at the request of the World Bank during project implementation (e.g. FEA of the buried pipe schemes, training more than 500 field staff, guidance on the preparation of an operations manual, etc.). For all of the TA’s self-standing activities (focused on capacity development and not directly targeted to support the</p>	
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²⁰ The BTEB provides the curriculum to the 240 Agricultural Technical Institutes (ATIs), which are responsible for training all of the government’s agricultural extension workers.

²¹ The Village Education Resource Centre is a private voluntary development organization (PVDO) with the mission of establishing and promoting “a dynamic and participatory sustainable process towards human development by empowering the people, especially the disadvantaged, through exploring, generating, and mobilizing resources to improve their quality of life.” The VERC regularly offers capacity building and education training for Bangladeshis (more info can be found online [here](#)).

		IAPP), the IAPP PMU was always invited and recommended to send attendees. It was accepted that at least one person from the IAPP-PMU should be in attendance at any given self-standing TA activity. Open dialogue and collaboration meant that FAO was able to respond positively to ad-hoc requests from the World Bank as they arose. Similarly, the IAPP-PMU could benefit and learn from attending stand-alone activities through the collaboration.	
4	Any GAFSP Specific Matters	<p>Continuous institutional engagement from upstream work, to project design, and throughout implementation</p> <p>FAO’s collaboration with the Government of Bangladesh has been based on a solid understanding of the country’s context, constraints, and needs. Continuity of involvement over the years within Bangladesh has afforded trust to the relationship between FAO and the government. Prior to the country’s application for the GAFSP grant, FAO had already been involved in the preparation of the Country Investment Plan. This deep level of involvement enabled FAO to design a coherent TA project and implement it satisfactorily as an SE. The same unit within FAO (i.e. FAO Investment Centre) played the key role at each stage of the project and CIP preparation; TA project design; and TA implementation supervision; with a core team from the unit providing continuous support. The continuity of these institutional and human resources is believed to have contributed to the design quality and satisfactory implementation support. Only through continued involvement and provision of resources was an appreciation and sensitivity to contextual growth and development possible – crucial when conducting capacity strengthening activities.</p>	

NOTE: **Please attach Final Results Framework to this report** and submit to the GAFSP Coordination Unit. It must contain baseline, target and actual value at end of project for **each** indicator.

FINAL RESULTS FRAMEWORK

INDICATOR ²²	BASELINE VALUE	TARGET VALUE	ACTUAL VALUE AT PROJECT COMPLETION
Impact	More effective, inclusive and country owned agriculture, food and nutrition investment programmes		
Indicator 1.1:	Number and nature of non-state actors participating actively in Government of Bangladesh (GOB) agricultural, rural development and food security (ARDFS) development Projects Steering Committee		
	0	2	2 <i>Achieved: two male representatives of two Farmer Organizations actively participated in IAPP PSC</i>
Indicator 1.2:	Budget execution performance of CIP portfolio (%)		
	0	70	70 <i>Achieved: Cumulative delivery over the 5 years of the CIP implementation amounted at USD6.2 billion which was 70% of the total financial budget (source: CIP Monitoring Report 2016)</i>
Indicator 1.3 (new):	Execution performance of the IAPP (associated investment project) as measured through progress towards PDO		
	N/A	100% of IAPP PDO indicators	
Indicator 1.4:	Circular is adopted that all projects of agricultural, rural development and food security (ARDFS) have mandatory farmer’s representative in their project steering committee		
	N/A	Circular is adopted	Circular was not adopted <i>Not achieved: The circular was not adopted, but the minutes of the last PSC meeting (August 2016) noted that this issue was raised by FO members and, in the response column, MOA was instructed to take necessary actions.</i>
Outcome	Strengthened individual and organizational capacities of selected stakeholder organizations (TBD) to deliver increased and more effective public and private investments in agriculture and food and nutrition security are applied, in particular in CIP priority thematic areas		
Indicator 2.1:	% of beneficiaries use knowledge learned / skills gained 6 months after learning event completion		

²² Indicators added at the mid-term review were marked ‘new’.

INDICATOR ²²	BASELINE VALUE	TARGET VALUE	ACTUAL VALUE AT PROJECT COMPLETION
	0	≥50% of beneficiaries	90.2% <i>Achieved: 90.2% of the respondents of a survey found the training useful</i>
Indicator 2.2:	% Change of CD interventions that were found relevant, efficient, effective and sustainable by Managers of participants		
	0	75%	78% <i>Achieved: managers' overall satisfaction rate was 78.6% in the Satisfaction Assessment of 2014²³</i>
Indicator 2.3:	Improved Curriculum has been incorporated in Government training institution syllabus as result of collaboration with IAPP-TA		
	0	At least in 3 institutions	3 <i>Achieved: BPATC, DDS (UD), and BTEB/ATI incorporated improved curriculum as results of collaboration with IAPP-TA.</i>
Indicator 2.4:	Number of dialogues initiated by the farmers at (sub) district or higher level using new skills obtained during IAPP-TA learning events		
	0	At least 8 cases recorded and showcased in project case studies	8 <i>Achieved: Eight dialogues were initiated by the farmers</i>
Output 1	Enhanced individual knowledge and skills and organizational capacity of selected stakeholders, including Government officials, NGOs, and CSOs in investment planning and project cycle management in the field of agriculture, food and nutrition security (i.e.: capacities to own, design, implement, monitor and evaluate investment operations in agriculture and food and nutrition security)		
Indicator 3.1.1:	[Human capacities] % of learning event (e.g. face-to-face training, study tours) beneficiaries who found learning events useful from a work perspective (directly after the event).		
	0	≥70% of beneficiaries rate the trainings events as useful	98% <i>Achieved: 98% of the trainees rated the training events as useful</i>
Indicator 3.1.2:	[Human capacities] # of stakeholders who have benefited from trainings, TA, study tours, guidelines and tools on sectoral planning and strategy, disaggregated by beneficiary group and gender		
	0	103	96

²³ Another Satisfaction Survey was planned before the project closure, but unable to be conducted due to the security situation.

INDICATOR ²²	BASELINE VALUE	TARGET VALUE	ACTUAL VALUE AT PROJECT COMPLETION
			Nearly achieved (93%): Male (87), female (9); GOB staff (58), NGO representatives (4), other (34)
Indicator 3.1.3:	[Human capacities] # of stakeholders who have benefited from trainings, TA, study tours, guidelines and tools on project cycle management, disaggregated by beneficiary group and gender		
	0	1,987	1,819 Nearly achieved (92%): Male (1,624), female (195); GoB (1,797), NGO (3), other (2)
Indicator 3.1.4:	[Organizational capacities] # of partnerships among ministerial training body and / knowledge institution established for RBPCM curriculum improvement		
	0	At least two	2 Achieved: BPATC and DDS (DU) established partnership
Output 2	Enhanced individual knowledge and skills and organizational capacity in technical areas related to investment operations, specifically nutrition and selected intervention in Irrigation and water management, seed sector quality assurance.		
Indicator 3.2.1:	[Human capacities] % of learning event (face to face training, study tours) beneficiaries found learning event on nutrition, irrigation and seed useful from a work perspective (directly after event)		
	0	70%	98% Achieved: About 98% of the beneficiaries rated learning events useful
Indicator 3.2.2:	[Human capacities] # of stakeholders who have benefited from learning events and technical assistance on nutrition, irrigation and seed, disaggregated by beneficiary group and gender		
	0	987	939 Nearly achieved (95%): Male (869), female (70); GoB (927), FO (12)
Indicator 3.2.3:	[Organizational capacities] # of partnerships among ministerial training body / knowledge institution established for nutrition and other technical area curriculum improvement		
	0	At least two	2 Achieved: BTEB/ATI and VERC
Output 3	Enhanced Capacity of key stakeholders including Farmer Organizations to participate in investment project design and implementation processes.		
Indicator 3.3.1:	FO leaders actively participate in network		
	0	≥ twice/year	twice/year Achieved
Indicator 3.3.2:	# of FO members and other stakeholders (selected GoB level officials, SAAOs, CF) who have benefited from project's activities, disaggregated by gender and region		
	0	2,220	2,695

INDICATOR ²²	BASELINE VALUE	TARGET VALUE	ACTUAL VALUE AT PROJECT COMPLETION
			Achieved: Male (2,103), female (592)
Indicator 3.3.3:	% of learning event (face to face training, study tours) beneficiaries found learning event useful from a work perspective (directly after event)		
	0	70%	92.9% Achieved

17. Feedback to GAFSP Steering Committee or GAFSP Coordination Unit (optional).

Continuous institutional engagement of the Supervising Entity (FAO) from upstream work to project design and implementation contributed to the TA project’s success and could be an important consideration in future projects. Not only does such continuity develop a deep knowledge base and understanding of a country’s context, constraints, and needs for better project design and implementation support, but it also builds trust. Only through continued involvement and provision of resources is an appreciation and sensitivity to contextual growth and development possible. This is especially important when considering capacity development projects.

Attention should be given to ensure enough relevant human, technical, and financial resources are made available for sustaining the capacity building results achieved specifically within government ministries and departments. At present, there is no existing knowledge sharing or professional development mechanism built into the human resources policies of the government ministries that invests in the continuation of this capacity development work. Continuation of built capacity currently depends largely on the prerogative of the individual person. The TA project offered good training to planning staff at all stages of the investment project cycle, but these practices are not necessarily embedded within departments and ministries – only within the curriculum of relevant training bodies (e.g. BPATC, ATIs, VERC, Dhaka University, etc.). Development of explicit policies or regulations to ensure professional development and thus sustained capacity building is recommended.

It must be noted that the SBKJ, a federation of FOs which the current project intensively supported, was selected as a recipient organization of GAFSP’s Missing Middle Initiative. This is a testimony that the project approach to FO strengthening was effective and led to a very positive and tangible result.

Weakness in gender mainstreaming is unlikely to be repeated for future projects as the new Project Cycle Management of the FAO requires gender to be addressed in the design, but it may be wise for the GAFSP to explicitly stipulate that any ongoing or future projects require gender analysis and gender mainstreaming.

Annex 1: List of People Met during the Terminal Report Preparation Mission (20 September – 5 October, 2016)

Ministry of Agriculture

Mohammad Moinuddin Abdullah	Secretary
Muhammad Nazmul Islam	Additional Secretary
Sukumar Saha	Joint Secretary

Department of Agricultural Extension

Name missing	Director of Planning
Syed Abu Siam Zulquarnine (through telephone)	Upazial Agriculture Officer

Department of Livestock Services

Name missing	Director of Planning
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Department of Fisheries

Mohammad Rafiqul Islam	District Coordinator, Planning Wing
Md. Sainar Alam	District Fisheries Officer

Agriculture, Water Resources and Rural Institution Division, Planning Commission

Sarder Hias Hossain	Division Chief
Abdul Azim Chowdhury	Joint Chief
Md. Shahajhan Ali Khandaker	Joint Chief
Md. Mahbulul Hoque Patwary	Deputy Chief

Food Policy and Monitoring Unit, Ministry of Food

Naser Farid	Director General
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Bangladesh Technical Education Board (BTEB)

Md. Mostafizur Rahman	Chairman
Md. Nayeb Ali Mondal	Deputy Secretary
Md. Akhtaruzzaman	Director (Curriculum)

Bangladesh Public Administration Training Centre (BPATC)

A.L.M. Abdur Rahman NDC	Rector
Tanjina Akhter	Assistant Director
Abdul Baki	Project Director & Additional Charge of Deputy Project Director SBPATC (Phase III)
Kaji Hasan Imam	Development Director
Jahidul Islam	Deputy Director, Planning, Programming and Recording

Md. Jayedul Haque Molla

Member Director Staff

**Department of Development Studies (DDS),
University of Dhaka**

Mohammad Abu Eusu

Professor and Chairman

Md. Khalek

Assistant Professor

Tayeb Hossain

Professor

IAPP Project Management Unit

Abdul Kader

Project Director

Md Uddin, Deputy Project Director

Deputy Project Director

Md Abdul Wadud

M&E Officer

Village Education Resource Centre (VERC)

Yakub Hossain

Deputy Executive Director

Subash Chandra Saha

Director of Training and Communications

Md. Jamal Hossain Kulin

Assistant Coordinator, Training and

Communication Section

Tuhin Sultana

Facilitator

World Bank

Manieval Sene

Senior Rural Development Specialist

FAO Representation in Bangladesh

Mike Robson

FAO Representative

Lalita Bhattacharjee

Senior Nutritionist

Naoki Minamiguchi

Chief Technical Advisor, MUCH Project

Shah Mohammad Mahboob

Consultant, Project on Strengthening EFCC

Capacities of MoEF and its Agencies

IAPP-TA Component Project Team

Md. Mahmud Hossain

National Team Leader

Md. Enamul Haque

Administrator

Imanun Nabi Khan

Institutional Development Specialist

Muhammad Mustafizur Rahman

M&E Officer

Israt Jahan

Nutrition Consultant

Masuma Yesmin

Administrative Assistant

FAO Investment Centre

Benoist Veillerette

Senior Economist

Florentina Williamson-Noble

Institutional Development Specialist

(Consultant)

Annex 2: Work Completed under Project Outputs

Overview: The overall Project Outcome of the IAPP-TA Component was “*strengthened individual and organizational capacities to deliver increased and more effective public and private investments in agriculture and food and nutrition security (AFSN), in particular in Country Investment Plan (CIP) priority thematic areas*”. The three Project Outputs were as follows:

- Output 1:** Enhanced organizational and human capacities to own, design, implement, monitor and evaluate investment operations in agriculture and food and nutrition security;
- Output 2:** Enhanced organizational and human capacities in technical areas related to investment operations, specifically water management, seed sector quality assurance and integration of nutrition into agricultural investments; and
- Output 3:** Greater inclusiveness and increased participation of key stakeholders, including those from the farming community, in investment project design and investment processes.

A total of 5 549 people benefited directly from the project, a figure that surpassed the initial target. The target number of direct beneficiaries was set at 5 360 (with no gender disaggregation provided) in the Results Framework (RF) at the time of the Mid-Term Review (MTR), as no set target had been established in the original RF. The breakdown of proposed and actual beneficiaries is provided in Table 1 below:

Table 1. Proposed and Actual Beneficiaries of the IAPP-TA Component

	<i>Proposed</i> Direct Beneficiaries	<i>Actual</i> Direct Beneficiaries (disaggregated by gender)
Beneficiaries of capacity development on sector planning	103	96 (including 9 women)
Beneficiaries of capacity development on Project Cycle Management	1 998	1 819 (195)
Beneficiaries of capacity development activities on nutrition	998	939 (70)
Farmers’ Organization members recipients of capacity development activities	2 261	2 695 (592)
Total	5 360	5 549 (866)

Activities for each of the IAPP-TA outputs were determined after the Capacity Needs Assessment had been conducted in October 2011, as part of Inception Report preparation. Eight overall types of learning event activities were proposed for the project, ranging from the more traditional training, mentoring, and workshops to technical assistance, study tours and higher education degrees (see Box 1 below for a complete overview of each activity type).

Box 1: Learning Event Activity Types

1. Training/Training of Trainers (ToT)

- Short and medium-term training sessions on a variety of topics including results-based project management, Monitoring and evaluation (M&E), sector-wide approaches, public expenditure reviews and participatory approaches to investment programmes; and
- ToT sessions on training topics and on training delivery itself, including training dedicated to the IAPP Community Facilitator (module development and training course delivery).

2. Provision of Technical Assistance from the FAO Investment Centre

- Investment programme design, implementation, M&E, sector-wide approaches and public expenditure reviews, including specific learning events for the IAPP (e.g. coaching for the operations manual, M&E system); and
- Guidelines and tools for formulation, implementation, M&E and coordination of investment projects.

3. Study Tours (multistakeholder knowledge exchanges).

4. Targeted studies and needs assessments (mission-based) to define bottlenecks and identify strategies to address them.

5. Mentoring of staff from key government offices.

6. Higher education degrees.

7. Workshops.

8. Outreach and communications events.

Output 1: Enhanced organizational and human capacities to own, design, implement, monitor and evaluate investment operations in agriculture and food and nutrition security (AFSN).

Activities under Output 1 were proposed with the intention of building capacities to own, design, implement, monitor and evaluate investment operations in AFSN. Of the eight activity types identified in the Capacity Needs Assessment, Output 1 oversaw activities that fell into the first five categories (see Box 1). By the time of the MTR, activities under this first output were effectively split into two target groups¹ so that they might better address both areas in need of capacity-building. These were as follows:

Group A: Staff members from government agencies and institutions, with the aim of strengthening capacities in investment project cycle management (particularly with project identification, design and M&E); and

Group B: IAPP-recruited staff members, with the aim of developing implementation capacities and enhancing effectiveness of the IAPP investment components themselves through on-the-job training, mentoring, study tours, retreats and technical assistance.

¹ Detailed information regarding the selection criteria of participants under these two target groups can be found in Appendix A.

Table 2. Learning Events under Output 1

	Name of Learning Event	Male	Female	Total	Female Participation (% of total)
1. Short & Medium-Term Trainings (including ToT)					
1	Community Mobilization Training for Community Facilitators (CFs) ² and Field Assistants (FAs) ³	417	56	473	11.84%
2	Community Mobilization Training for SAAO/VFA/FAs ⁴ (19 Batches)	430	32	462	6.93%
3	Results-Based (RB) M&E Course for senior officers	13	2	15	13.33%
4	Training on M&E and Troubleshooting for CFs and FAs (19 Batches)	427	45	472	9.53%
5	RB Project Identification and Design (PID) Training (4 Batches)	61	11	72	15.28%
6	RBPID Supervisors' Session	5	0	5	0%
7	RBPID Refresher Training	10	2	12	16.67%
8	Project Cycle Management (PCM) Training (Kuala Lumpur, Malaysia)	4	1	5	20%
9	PCM Training (Bangkok, Thailand)	2	0	2	0%
10	PCM Workshop	15	1	16	6.25%
11	COSTAB/Financial and Economic Analysis (FEA) Training	12	3	15	20%
12	FEA Training (4 Batches)	59	16	75	21.33%
13	FEA Refresher Training for Participants from First Batch	8	3	11	27.27%
14	Orientation Session on FEA with Supervisors	30	9	39	23.08%
15	RuralInvest Training (2 Batches)	31	3	34	8.82%
16	Good Agricultural Governance Training (2 Batches)	35	2	37	5.41%
17	Knowledge Management Training	2	2	4	50%
18	Medium-Term Job Training in the FAO Investment Centre (3 months)	3	0	3	0%
2. Provision of Technical Assistance					
19	Training on the Project Completion Report (PCR) for the Project Management Unit (PMU) and IAPP officials	17	1	18	5.56%
3. Study Tours					
20	IAPP Study Tour to India	12	1	13	7.69%
Uncategorized					
22	Team Building Retreat (2 Batches)	61	3	64	4.69%
Subtotal		1 654	193	1 847	10.45%

Participation in Learning Events

Satisfaction Rates: A total of 1 847 beneficiaries benefited from the learning events (such as face-to-face training and study tours) held under Output 1, with 98 percent indicating in immediate post-training surveys that they found the contents of the training to be useful⁵ from a work perspective (Indicator 3.1.1). In addition, beneficiaries were also asked to rate the usefulness of the

² Community Facilitators

³ Field Assistants

⁴ Sub Assistant Agricultural Officers/Veterinary Field Assistants/Field Assistants

⁵ "Useful training" means that the skills obtained during training were relevant and applicable in the participant's work environment

knowledge learned/skills gained six months after training took place, with 90.2 percent of the 461 respondents⁶ rating its usefulness to be high (4 or above on a 5-point Likert scale). Results from this second survey are particularly valuable because they indicate that the training remained useful in the longer term after participation in project activities had concluded and that knowledge was applied in the work environment. Of the total 1 847 beneficiaries, 1 819 received (or participated in) training, technical assistance, study tours, guidelines and tools focused on sectoral planning and strategy. A total of 96 beneficiaries received (or participated in) similar supporting activities that focused instead on nutrition, irrigation and seeds. Certain beneficiaries attended sessions in both focus areas. A breakdown of the training provided under Output 1 is given in Table 2.

NOTE: For all beneficiaries of IAPP-TA training

The IAPP-TA explicitly planned to focus capacity development efforts on individuals likely to remain in the sector in the short to medium term, and who might coordinate with existing interventions (such as the National Food Policy Capacity Strengthening Project) for the sake of sustainability of results. Additionally, many of the project activities were designed with “training of trainers” components to ensure that institutional capacities, as well as those of individuals, were strengthened to share any acquired knowledge with key actors in the future. The institutionalization of knowledge would then become a key measure to ensure sustainability of the outcomes under the project.

As is evident from Table 2, the learning events varied but could generally be categorized as short/medium-term training, technical assistance and study tours. Training topics ranged from PCM, RBPID, Results Based Monitoring & Evaluation (RBM&E), Financial and Economic Analysis (FEA) and Community Mobilization Training to other related areas that had been identified through the initial needs assessment. For the medium and short-term trainings (and TOT), a three-step training approach was used, consisting of initial training, supplementary training and troubleshooting/refresher courses after a period of six months. Refresher events were held to ensure better absorption and use of the material taught specifically after participants had had time to practice their new skills in the workplace.

Group A: Feedback from government staff confirmed that participants in *short-and-medium term training* on FEA, RBPID and PCM felt more confident in their ability to efficiently conduct their work to a higher quality. They confirmed that the number of higher-quality project proposals being prepared and eventually receiving approval had risen since the IAPP-TA project had begun to provide support⁷. Cross-departmental and cross-ministerial understanding of how high-quality project proposals, FEAs, and project management might appear had also risen. RBPID training, which covered the development of a logical framework, specifically resulted in the accurate design of Objectively Verifiable Indicators (OVIs) and Means of Verification (MOV) in recent projects⁸. Some challenges still exist, however, including low human resources with respect to physical people available to manage the work. Funding constraints were also a limitation to implementing all aspects of PCM in certain ministries, such as the Department of Livestock Services.

Group B: For the IAPP Project Management Unit (PMU) staff (“Group B”) who received capacity-building support through the TA, the recipients of the training went on to implement the IAPP project and conduct outreach/community mobilization. This resulted in a total of 226 826

⁶ Respondents were lower in number during the six-month follow-up than during the immediate post-training surveys.

⁷ The Director of Planning (DAE) confirmed that an additional nine projects had been approved and many more developed as proposals compared to the years before the IAPP-TA’s support.

⁸ Confirmed by government officials and the Director of Planning in the Department of Livestock Services.

farmers in the pilot areas of Rangpur, Unigram, Nilphamari and Lalmonirhat districts in the north and Barisal, Patuakhali, Barguna, and Jhalkathi districts in the south increasing their agricultural productivity. When disaggregated by IAPP focus area and gender, this meant 140 000 farmers working with crops (33 percent of them women), 38 826 farmers working with fisheries (28 percent of them women) and 48 000 farmers working with livestock (89% of whom were women). The **technical assistance** received in the preparation of a Project Completion Report (PCR) was also valued by staff. The **study tour** to India took a group of IAPP staff to Tamil Nadu, where they were able to visit two World Bank projects and learn about how project management was conducted in similar initiatives. It was this that introduced the IAPP team to the concept of seed villages and vermicompost. The resulting high levels of interest subsequently prompted another study tour (under Output 2) specifically to explore seed villages.

Sustainability

Group A: The provision of capacity-building work with government officials was translated into the longevity of the capacities built in-country. Permanent officials would continue to work in government at various stages of involvement in the investment project cycle for at least three years, following training and project completion. In addition, material concerning investment project cycle management was adapted as course modules in the curriculum for foundational courses at the Bangladesh Public Administration Training Centre (BPATC) and within the University of Dhaka's Department of Development Studies.

Group B: Given the high number of project beneficiaries reached under the IAPP, providing capacity-building support to PMU staff was instrumental to the success of the IAPP's outreach work with farmers in the pilot area. As mentioned above, outreach and community mobilization from CFs and FAs resulted in increased agricultural productivity for a total of 226,826 farmers: 140 000 farmers working with crops (33 percent of them women), 38 826 farmers working with fisheries (28 percent of them women) and 48 000 farmers working with livestock (89% of whom were women). In addition to the community mobilization training, the IAPP Project Director discussed the value of the M&E training, emphasizing that the technical assistance provided through the IAPP-TA on the establishment and use of a robust M&E system enabled the IAPP to accurately track and monitor their progress towards PDO indicators. This was then complemented by the respective abilities of CFs and FAs, after having received IAPP-TA training, in collecting field-level data for input to the M&E system.

No explicit sustainability plan was developed under the IAPP or the IAPP-TA to address continued use of CFs and FAs, and their knowledge, after the closure of the IAPP project. However, the IAPP CFs and FAs confirmed during focus group sessions that they felt more employable in the area of agricultural extension/community mobilization than before IAPP-TA training had been provided, based on the new skills acquired. Aside from regular government opportunities as SAAOs/VFAs/FAs, there may be a chance for these CFs and FAs to continue their work under new government projects, such as the second phase of the IAPP (IAPP-II), which is currently under discussion, or the Missing Middle Initiative project (approved on 14 October 2016), which was jointly submitted by IAPP-TA-supported farmers' organizations and FAO Bangladesh to the GAFSP.

Sustainability of Developed Curriculum – Reaching Beyond IAPP-TA Direct Target Groups: Much of the material concerning investment project cycle management (including RBPID, RBM&E and FEA) was adapted as course modules in the curriculum used for foundational courses at the BPATC. The Centre is the leading training institute in the public sector, through which all government, autonomous, and non-government organization (NGO) officers receive formal training. This means that any civil servant and public administrator entering Bangladesh's civil service must attend

foundation courses within the BPATC. Given these mandatory training requirements within the civil service, there are opportunity within educational institutes, as well as excellent resources already committed, to continue using the revised curriculum and course modules relating to the investment PCM. In addition, courses are also provided for mid and senior-level public administration staff. Specific examples of BPATC courses that have incorporated aspects of investment PCM in their curriculum include:

- **6-month Foundations Training Course: Module 17 “Project Management”** → Foundations Training Courses with the BPATC typically draw 1 000 to 1 100 participants⁹ per year and target professionals freshly entering the civil service;
- **3-month Advanced Course on Administration and Development: Module 7 “Public Project Management”** → Advanced Courses on Administration and Development draw between 175 and 205 participants (mid-level professionals) per year;
- **3-month Senior Staff Course: Module 7 “Project Management”** → Senior Staff Courses boast between 130-150 participants (senior professionals) on a yearly basis; and
- **2-week Specialized Short-Term Course: Module 4 “Managing Projects”** → The Specialized Short-Term Course on Policy Planning and Management is a non-mandatory course that caters to the needs of efficiency development for all different levels of public and private sector professionals, with a focus on skills development. Specialized Short-Term Courses draw between 100 and 150 participants each year. Of these, 15 to 25 participants per year take part in the short course on Policy Planning and Management/Project Management that contains the curricula revised under the IAPP-TA.

The University of Dhaka’s Department of Development Studies also showcased revised curricula as a result of the partnership developed with FAO technical experts under the IAPP-TA project. Specifically, undergraduate and master’s students taking the Bachelor of Social Sciences (BSS) in Development Studies (DS) and/or the two-year Master of Development Studies (MDS) programme – both of which enrol approximately 30 to 32 students per year – are introduced to the following curricula influenced by the IAPP-TA:

- **BSS DS: Project Management in Bangladesh** (DS303: third year, fifth semester); and
- **MDS: Project Planning and Evaluation** (DS509: second year, first semester);

These partnerships developed with the BPATC and the University of Dhaka’s Department of Development Studies demonstrate that the capacity-building work under the IAPP-TA had begun to embed itself sustainably within existing organizational structures.

Gender Obstacles

The low percentage of female participants in training events under Output 1 highlights two core obstacles encountered by the IAPP-TA Component project. The first was the lack of a gender strategy or gender specialist during the project’s design and implementation, while the second was the low number of female staff working in government positions within the country. The former is a missed opportunity that could be addressed in future iterations of the project (or similar projects) by incorporating a gender strategy and gender specialist within the project team. The latter, meanwhile, is a more systemic issue experienced within the country, whereby low female

⁹ As indicated in BPATC’s latest annual report: http://www.bpatc.org.bd/images/document/25_AnnualReport14-15.pdf

representation in government¹⁰ has resulted in a relatively small number of women available to invite to such trainings compared to the number of men in the same departments. This could be considered a limitation – for any project – to outreach efforts in recruiting high numbers of female participants from government. These two obstacles on gender participation hold for all outputs under the IAPP-TA project.

Participant Feedback: Reflections on Training under Output 1

Focus Group Feedback for RBPID and FEA Training Participants

During two focus group feedback sessions conducted during the final evaluation mission in September 2016, 16 recipients (including three women) of RBPID and FEA training came together to share their experiences and reflections. These participants included officials from the Department of Livestock Services (DLS), the Department of Agricultural Extension (DAE), the Department of Fisheries (DoF), the Ministry of Agriculture (MoA), the Planning Commission and the National Agriculture Training Academy (NATA), who were involved at various stages of the investment project cycle. Almost all participants provided specific examples of how they were actively using the knowledge obtained during training to prepare and monitor projects, including those as diverse as a “*roof top gardening in urban areas*” project (DAE) or the “*enhancement of fish production through the restoration of water bodies*” project (DoF). While participant numbers in RBPID and FEA were generally lower than those for community mobilization training courses, focus group participants emphasized that “*more of [them] wanted to come, but there are only so many who can leave the office at a time.*”

These comments, confirmed by every participant in the room, draw attention to the issue of low human power within the existing departments and ministries – a challenge that still impacts overall efficiency in the project approval/project management process. Despite low physical human resources, one man who attended both trainings went on to describe how the training in RBPID and FEA improved his personal efficiency, especially when he was transferred to a new division and was required to manage a new stage of the project cycle. “*I was happy because I knew exactly how to prepare the documents and assess the projects, even though it was a new position,*” the man explained. “*And others I worked with [who attended training under the IAPP-TA] also knew what they were doing.*” One woman added that, in sharing the training information with their divisions and other departments, a core group of staff were beginning to improve the quality of projects approved. Feedback from these focus groups highlights both the challenges (low human power) and successes (improved efficiency and quality) experienced as a result of the training.

¹⁰ As confirmed in Jannatul Ferdous’ 2014 journal article (Social Sciences) on [Women in Bangladesh Civil Service: Stumbling Blocks towards the Way of Participation](#) and UNDP’s 2012 Report on [Gender Equality and Women’s Empowerment in Public Administration](#)

Government Recognition: Where Have Efforts Been Working?

Department of Livestock Services (DLS): In a formal letter received from the department's Director of Planning (attached as Appendix B), it was explained that the training received under the IAPP-TA in RBPID and FEA is being actively applied in project formulation, all the way from project identification to implementation and monitoring. The training greatly increased the scope and depth of the department's project management work. Limitations to applying all steps of PCM were identified and included "*limited manpower, scarcity of resources, and congested time frame [sic]*". Despite these limitations, the DLS still managed to effectively introduce Net Present Value (NPV), Benefit and Cost Ratio (BCR), and Internal Rate of Return (IRR) – all taught in the IAPP-TA provided FEA training – in a recently formed Development Project Proforma (DPP). RBPID training, which covered the development of a logical framework, resulted in the accurate design of OVIs and MOV in recent projects. The Director of Planning specifically thanked the IAPP-TA team for arranging and providing "*such handy trainings for DLS officials.*"

Department of Agricultural Extension (DAE): Officials from the DAE explained that the community mobilization training provided through IAPP-TA was highly appreciated by the SAAOs and FAs who connect with farmers at field level in order to implement a number of agriculture-focused projects. When asked about any differences before and after staff had received training, the department's Director of Planning (DAE) indicated that staff had processed nine more projects than during the previous year. He also noticed that the quality of the proposals was higher compared with previous years and considered that this could be attributed to the training on PCM, RBPID and FEA provided by the IAPP-TA.

Output 2: Enhanced organizational and human capacities in technical areas related to investment operations, specifically water management, seed sector quality assurance and integration of nutrition into agricultural investments.

The original Project Document envisaged the following three core subactivities under Output 2:

2.1 Short-term (from one day to two weeks) and medium-term (from one to three months) training sessions, taking place mostly in Bangladesh, with some courses abroad, on the technical areas listed above. The target audience for training would be government and relevant stakeholders, including those targeted in the IAPP-GAFSP investment project and those involved in the above-mentioned technical areas in other investment projects.

2.2 Technical Assistance (TA) from FAO technical departments on irrigation and water management, seed sector quality assurance and integration of nutrition into agricultural investments. This support would be linked directly to the IAPP-GAFSP investment project, but also to interventions under the CIP.

2.3 Higher education degrees proposed to relevant government officials, further to a screening process ensuring that enhanced capacities through such degrees would be used to improve the efficiency of the institutions in the long run, with the ultimate aim of strengthening human capacities to deliver increased and more effective public and private investments in AFSN.

These activities were to fall under three main activity "types" from the original list (see Box 1), namely (i) type one (training/TOT); (ii) type two (technical assistance) and (iii) type six (higher education degrees). Recommendations and changes made at the Mid-Term are described in Box 2.

Box 2: Activity Changes Based on Mid-Term Recommendations

By the time of the MTR, it became clear that it would not be possible to undertake all of the activities originally proposed in the project document. Output 2 was downsized to focus mostly on nutrition activities, while the work relating to seed quality and irrigation was limited to targeted interventions rather than broader trainings. Reasons for this included: (i) requests to provide more detailed TA to the IAPP investment project with regard to preparation of an operations manual, improving the integration and sustainability of the Livelihood Field School (LFS) implementation under the investment project and assessing the financial viability of buried pipe irrigation schemes promoted through the IAPP; and (ii) the tense political situation in 2013 that led to a number of days of “*hartal*” (general strikes during which FAO was unable to function as usual) and that was not conducive to the public-private policy dialogue initially foreseen under Output 2.

Under this output, more than 900 participants were trained. The nutrition training and the participation in the study tour to seed villages in India brought about a substantial impact at the field level, as detailed below.

Table 3. Learning Events under Output 2

	Name of Learning Event/Activity	Male	Female	Total	Female Participation (% of total)
1. Short & Medium-Term Trainings (including ToT)					
23	Nutrition Training for CFs and FAs (19 Batches)	429	43	472	9.11%
24	Nutrition Training for SAAO/VFA/FAs (19 Batches)	425	26	451	5.76%
25	Asian Seed Congress (Bali, Indonesia)	3	0	3	0%
26	Seed Village Study Tour for Farmers (India)	12	1	13	7.69%
6. Higher Education Degrees					
27	Long Term PhD Course (3-year course)	2	0	2	0%
<i>Subtotal</i>		<i>871</i>	<i>70</i>	<i>941</i>	<i>7.44%</i>

Participation in learning events

Visits to the Seed Congress and Seed Villages: The numbers of participants in Table 3 show that while the nutrition trainings were well attended, participation in the **Seed Congress** to Indonesia, a high-level international event, did not garner as much participant interest. In order to respond to this low rate of participation, the IAPP-TA opted to switch approach at the MTR. Instead, the project coordinated an exposure visit to existing seed villages¹¹ in India, targeting a broader group of participants. The decision was also influenced by the high interest generated among IAPP staff following the previous study tour to Tamil Nadu carried out under Output 1¹². The resulting **Seed Village Study Tour in India** exposed a total of 12 farmers (including one woman) to the Seed Village Concept and contributed to the IAPP’s establishment of 216 seed villages in two regions.

Nutrition training: A total of 923 participants took part in the **nutrition training**, which was provided to all field extension staff from both the IAPP and government (and using the same selection criteria

¹¹ A “Seed Village” being a village wherein a trained group of farmers are involved in the production of seeds of various crops and cater to their own needs, as well as the needs of fellow farmers from their village and neighbouring villages, in an appropriate time and at an affordable cost.

¹² The IAPP group was keen on the seed village concept and was interested in promoting the Seed Village Concept under IAPP to enhance seed quality, so this became an appropriate alternative learning event for farmers.

found in Appendix A). The work developed a two-day curriculum to train the 472 CFs and FAs from the IAPP and to sensitize them on the most important nutrition messages (diversified diets, cooking methods, recipes, hygienic measures etc.). These were found to be very effective by IAPP participants. The training was then provided under subsequent batches to the government's permanent extension workers (SAAOs/VFAs/FAs). Participant feedback from focus groups held with extension workers during the final review mission in September 2016 highlighted that the nutrition messages had been useful beyond the regular extension work with farmers. Some of the extension workers had taken the training and shared it with their families and friends, valuing the information as both important and practical. This aligned with feedback received at Mid-Term, which indicated that the training on nutrition was perceived as very useful¹³ and practical for project extension workers who had not previously been exposed to the topics.

PhD Courses: One participant from the Ministry of Environment and Forests and a second participant from the Ministry of Agriculture undertook *PhD courses* in the School of Law at the University of Western Sydney, Australia. The thesis topics were: (i) Mainstreaming Climate Change in Investment Planning for Agricultural Development in Climate Risk Prone Developing Countries, with Particular Attention to Bangladesh; and (ii) Partnerships with Smallholder Farmers in Environmental Decision-Making and its Effect on Resilience to Climate Change. Both participants used the knowledge gained upon returning to their work with the Government. A feedback interview was held with one of the participants in September 2016. During the interview, the participant expressed how the IAPP-TA funding support for the PhD had been very useful. He also mentioned the difficulties experienced with funding being limited to three years, given the significant amount of research required for a PhD (the participant went on to recommend that four years of funding be allotted in future). This limitation was noticeable to the participant because he required an additional year of field work and write-up before he was prepared to defend his thesis. Upon completion, the participant returned to Bangladesh and stated that his research was made available to the Government. He was also able to use the knowledge gained to provide advice and guidance in his role as a government official.

Technical Assistance

TA to Promote Buried Pipe Schemes: The IAPP-TA conducted a financial analysis of the buried pipe schemes¹⁴, which were being promoted for use in the IAPP project. The analysis was presented at the Seed Congress in Indonesia and led to uptake of the buried pipe irrigation (technology for reducing water conveyance loss) by the Government of Bangladesh. Specifically, the EFA of the buried pipe schemes served as a useful decision-making tool for the Government to invest more in this new irrigation technology.

Sustainability

Curriculum on Nutrition and Community Mobilization: At the Government's request, a curriculum for the Government's permanent extension workers was developed by the IAPP-TA, in collaboration with the Government's official curriculum/training providers for agricultural extension workers. This included the Bangladesh Technical Education Board (BTEB) and the Agricultural Training Institutes (ATIs). The BTEB, which is responsible for the development and approval of curricula for any

¹³ "Useful training" means that the skills obtained during training were relevant and applicable in the participant's work environment. For field extension workers, nutrition training was described as "useful" because the topics covered were not previously familiar to participants, and they were able to convey these nutrition messages to farmers when they went to the field.

¹⁴ December 2013 Report is found here: <http://iappta.fao.org/iapptafoimg/FEA%20Report.pdf>

technical and vocational education, dictates the curriculum taught at all 240 ATIs across the country. The mainstreaming of a nutrition and food-processing curriculum developed under the IAPP-TA and in close collaboration with the Bangladesh Food Planning and Monitoring Unit (FPMU) in the Ministry of Food was approved by the BTEB. It is now part of the syllabus for the seventh semester of ATI courses. These courses are mandatory for all extension workers and anyone applying for a Diploma in Agriculture. In total, approximately 6 025 students per semester attend courses at the ATIs. This figure includes 2 900 students per semester at the 16 government ATIs and 3 125 students per semester in the 24 private ATIs. The curriculum is also being actively disseminated by the FMPU whenever and wherever relevant.

Institutionalization of Curriculum at Training Centres: Similarly to the curriculum developed in the BPATC and Department of Development Studies in the University of Dhaka, the curriculum on nutrition that was developed under the IAPP-TA and approved by the BTEB for use in the ATIs is another example of how capacity will continue to be built after the project's closure. Given the mandatory training requirements for extension workers and the approval of the BTEB for curriculum dissemination to all 240 ATIs, there are opportunities and good resources already committed within educational institutes to continue using the revised curriculum and course modules relating to food security and nutrition, reaching approximately 6 025 students per semester.

Output 3: Greater inclusiveness and increased participation of key stakeholders, including those from the farming community, in investment project design and investment processes.

The purpose of Output 3 was to strengthen farmers' organizations so that they could raise their voices in decision-making fora. The six activities planned fell under five main activity "types" (see Box 1), namely (i) type one (training/TOT); (ii) type two (technical assistance); (iii) type three (study tours); (iv) type seven (workshops); and (v) type eight (outreach and communications). Specifically:

3.1 Short-term (from one day to two weeks) and medium-term (from one to three months) training sessions, taking place mostly in Bangladesh, with some courses abroad, on participatory approaches to involve communities and farmers' organizations in investment operation cycles. Training participants would include government and other relevant stakeholders from the IAPP-GAFSP investment component, as well as those involved in the implementation of other agriculture and food security investment projects in Bangladesh.

3.2 Technical Assistance (TA) from FAO to farmers' organizations, for areas not covered by the IAPP investment project, in order to strengthen the FOs' organizational capacities to participate in the investment programming cycle. The TA would be linked to FOs working with the IAPP-GAFSP investment component and provide organizational and leadership development support to FOs. This aimed to strengthen their ability to be a part of the investment project cycle, helping to ensure that they could maintain momentum after the IAPP-GAFSP project closure.

3.3 Study tours for the Department of Agricultural Extension, Department of Livestock Services and the Department of Fisheries, as well as officials from the MoA and the Ministry of Fisheries and Livestock (MoFL) and farmers' representatives. Tours would involve visiting successful FOs in similar countries to gain knowledge on ways to strengthen leadership and management of the FOs in Bangladesh.

3.4 National farmer-to-farmer (peer-to-peer) field visits to enable Bangladeshi farmers to interact with other farmers who have had successful experiences in establishing and

strengthening farmer organizations. The peer-to-peer learning process would allow participants to learn directly from those who have the same understanding of the realities of farming.

3.5 Workshops with wide audiences at the regional level to inform and stimulate participation and contributions to the design and implementation of investment operations. Stakeholders in attendance would include farmers, NGOs, CSOs and local government.

3.6 Outreach and Communications/Information Campaigns sharing the benefits of, as well as explaining how to establish, farmer organizations. The campaign would include community meetings with farmers, mostly in the two IAPP-target zones of Rangpur and Barisal. It would also include the design and dissemination of promotional materials, in Bengali, such as leaflets and flyers to communities in the two zones.

Changes to activities based on recommendations made at the Mid-Term are explained later in Box 3. A breakdown of the actual training provided under Output 3 is given in Table 4.

Table 4. Learning Events under Output 3

	Name of Learning Event/Activity	Male	Female	Total	Female Participation (% of total)
1. Short & Medium-Term Trainings (including ToT)					
29	Study Circle for Farmers' Organizations (FO) Leaders	30	13	43	30.23%
30	Strengthening and Networking for FOs	30	16	46	34.78%
31	FO Training on Needs Identification and Business Planning	18	7	25	28%
32	Vermicompost Production and Marketing for FO Leaders	12	2	14	14.29%
33	Leadership and Confidence-Building for FOs	21	9	30	30%
3. Study Tours					
34	FO Study Tour (Philippines)	9	4	13	30.77%
35	IAPP and Farmers' Exposure Visit to Kenya	10	1	11	9.09%
36	Local Exchange Visit for FOs (9 Batches)	109	53	162	32.72%
7. Workshops					
37	Sensitization Workshop on the IAPP Exposure Visit to Kenya	46	7	53	13.21%
38	Mentoring Training Workshop for FO Leaders	12	4	16	25%
39	Confidence-Building, Leadership, and Negotiation Skills Workshop for FO Leaders	15	5	20	25%
40	Federated Farmers' Organizations Sharing Workshop	22	5	27	18.52%
41	Sharing Workshop: CFs/FAs with FO Leaders (10 Batches)	435	44	479	10.11%
42	Sharing Workshop: SAAOs/FAs with FO Leaders (10 Batches)	424	45	469	9.59%
43	Strategic Planning Workshop with FO Leaders	8	5	13	38.46%
44	Strategic Planning Workshop for FO Leaders	14	9	23	39.13%
45	Workshop and Launch of the FO Mapping Report	17	5	22	22.73%
8. Outreach/Communications Events					
46	Local Level Advocacy Dialogue	104	16	120	13.33%
	<i>Subtotal</i>	1336	250	1586	15.76%

Participation in Learning Events

Of the 1 586 individuals participating in Output 3 activities, 158 farmers took part in **short and medium-term trainings**. **Study circles** enabled farmers, including FO leaders, to learn about knowledge-sharing, organizational strengthening and networking, needs identification and advocacy, business planning, confidence-building and leadership skills and vermicompost production and marketing¹⁵. Under training for **organizational strengthening and networking**, FO leaders taking part in a focus group in September 2016 described how they had acquired greater understanding of: (i) FO constitution development; (ii) registration processes; (iii) transparency and accountability; (iv) basic business services; (v) network/federation development; and (vi) the role an FO network/federation in Bangladesh could play.

Leadership trainings, which focused on soft skills such as public speaking, organization, confidence-building and negotiation, increased the comfort level of FO leaders and members in negotiating and voicing common concerns as a group. **Needs identification and advocacy training** assisted the FO leaders in identifying and prioritizing local, regional and national-level challenges and needs. Following training, FO leaders began to meet at least twice a year, using their newly developed skills to facilitate discussions. These trainings, along with others under Output 3, contributed towards the self-direction of FOs and the eventual development of a national network of FOs – the Sara Bangla Krishok Jote (SBKJ). **There are now at least ten recorded cases in which FO leaders and SBKJ members have since advocated for themselves** to banks in regard to opening farmers’ bank accounts and to the Government in regard to land rights, fair deals on river water access and other topics of concern. All of the modules, tools, documents and learnings produced from these CD activities were translated into Bengali and disseminated among the farmers at the end of each training activity. FO leaders confirmed during a focus group in September 2016 that they were actively sharing these learning materials with their members and other FOs.

Study tours included a tour for FO leaders to the Philippines and an exposure visit to Kenya, as well as national exchange visits (peer-to-peer learning) between FOs. The mix of both study tours and national-level exchange visits encouraged FO leaders to engage in different types of dialogue and ways of sharing experiences among themselves and with government.

Philippines Study Tour: FO leaders developed action plans for their organizations during the study tour to the Philippines and began to implement them shortly afterwards. The tour saw 13 FO leaders visit PAKISAMA, a national confederation of FOs. Evaluation scores at the end of their visit and nine months thereafter were “very high” (the highest score on the Likert scale used). The action plans developed outlined what FO leaders would do for their own organizations with regard to: (i) sharing the findings of their visit with other members; (ii) developing and strengthening their FO’s constitution; and (iii) business planning and networking with other FOs. Focus group discussions with FO leaders in September 2016 during the final review mission confirmed that FOs had already begun to implement their action plans and share their knowledge with others.

IAPP and Farmers’ Exposure Visit to Kenya: As a result of the exposure visit to Kenya, the Government began supporting (and actively recommending to both the IAPP-TA and FO leaders) the development of a national federation of farmers’ organizations. The visit brought a Bangladeshi delegation of nine government policy-level officials and two FO leaders to meet government counterparts and FOs in Kenya. Participants saw and learned from the experiences of successful partnership between FOs and government in the context of investment projects. Government

¹⁵ *Vermicompost production and marketing was included as a result of high FO interest in starting a vermicompost site*

officials explained that the trip demonstrated to them how a national farmers' federation could work in partnership with government and constructively interact to help shape agricultural policies and/or disseminate important information from the Government to farmers at field level.

Farmer-to-farmer exchange visits within the country revealed the strong motivation of FOs to learn how to work with the Government, understand relevant laws and by-laws, register themselves and share lessons and insights. Some 162 farmers (53 of them women) took part in the visits. **The exchange visit process initially resulted in the formation of an informal FO network**, which has since grown into the SBKJ – a national FO network. The SBKJ developed as a result of farmers' common interests in strengthening and growing their informal network into a common space for sharing and building consensus on common agendas. It is critical to the sustainability of the project interventions and support provided to FOs through the IAPP-TA component after project closure. During exchange visits, "model FOs" and less developed groups met in the context of facilitated peer mentoring. Advocacy activities were also included. Following training, the less experienced FOs were able to initiate their own union-level dialogues (with additional potential to host dialogues at district and/or regional levels) with the support of the IAPP-TA as needed.

Workshops held under Output 3 were well attended and included a total of 1 122 participants. **Sharing workshops** were the most highly attended (975 participants), while 948 participants attended those facilitated by FO leaders for IAPP field staff (e.g. CAs and FAs) or government field staff (e.g. SAAOs/FAs). These **workshops proved to be very effective**, as identified both through an external evaluator (at the project's Mid-Term) and by the final review mission focus group with FO leaders (September 2016). FOs began to coordinate their efforts with regard to their actions and voicing their requests. Government perception of FOs and their abilities also began to change positively following the workshops. Both the IAPP and government field staff learned about ways to effectively engage and collaborate with FOs. Other sharing workshops brought together different FOs that had made progress towards their own sustainability and federation.

Farmers' Organizations Mapping Report: The report entitled "*Farmers' Organizations in Bangladesh: A Mapping and Capacity Assessment*,"¹⁶ which was launched through one of the Output 3 workshops, was considered a great step forward by all of the stakeholders involved (Government, non-state actors and development partners) and has become very useful for the public good. **The benefits identified within the mapping report** are twofold: (i) the report represents an otherwise unavailable source of valuable information to Bangladeshi society; and (ii) the launch event succeeded in creating a new space for interaction between government stakeholders and farmer representatives. The report is recognized as a comprehensive document that provides a much needed overview of the existing situation (a detailed landscape of current FOs), as well as a good participatory diagnosis of capacity development (CD) needs, including opportunities and challenges for strengthening FO integration into the investment programming process. Feedback from the launch event had a strong influence on the rest of the work under the IAPP-TA component, which is reflected in the sharing workshops and dialogue activities that were held in order to further develop communication between the Government of Bangladesh and FOs. In addition, interviews during the final review mission in September indicated that the report also positively contributed – together with the other activities under Output 3 – to progressively changing the Government's attitude towards FOs.

¹⁶ Full report is accessible via the following URL: <http://www.fao.org/docrep/019/i3593e/i3593e.pdf>

Local-level dialogues: Outreach/communication events in the form of local-level dialogues were also held under Output 3. Following initial CD training, farmers worked with their groups and local networks to: (i) match their challenges and needs with government processes and policies; (ii) identify opportunities and gaps; and (iii) prepare an inventory of actionable advocacy issues to be discussed at different levels with relevant agencies. **FOs are now working towards the development of a uniform agenda** to facilitate productive dialogue with the Government in future. Individual FOs also opened dialogue on specific local and district issues, such as the availability of government property for establishing a vermicompost plant. Specific and detailed case studies of ten FO dialogues that took place under support of the IAPP-TA were prepared by the IAPP-TA project team.¹⁷

Changing Government Perception

The FO work conducted under Output 3 contributed to the evolving attitude of the Government, its perception regarding the best ways to engage with FOs and its increasing willingness to engage in those ways identified. Some of the innovative work introduced through the IAPP-TA efforts under Output 3 included the initiation of interaction and dialogue between primary farmers' groups, promoted by the IAPP investment project with experienced, autonomous and federated FOs. The FO leaders were inspired by one another's vision during these interactions, shared strategies to cope with challenges and moved towards a common consensus on building a strong network of membership-based FOs (this was the initiation of the SBKJ). Government officials from MoA departments (DAE, DLS) as well as the Planning Commission highlighted during interviews held in the final review mission that communication and involvement with FOs was now considered a critical aspect of their work and that a great deal more could still be done to engage FOs more regularly. This was also emphasized by the IAPP Deputy Project Director during a meeting with the Secretary of Agriculture. These positive comments marked a noticeable change from the start of the project, when government support for FO engagement in agricultural investment projects was low.

¹⁷ The case studies (submitted as a separate document as part of the project) provide examples of FO dialogue initiated with the support of the IAPP-TA. They were prepared by the IAPP-TA project team and explain each case, their limitations and next steps.

Box 3. Activity Changes Based on Mid-Term Recommendations

The key recommendation provided at Mid-Term for Output 3 was to provide support that might enable emerging, sustainable FOs to become stronger and more active in investment processes. Priority was given to activities that could further achieve the following:

- (i) **Build on the findings of the mapping and capacity development assessment** (e.g. filling information gaps by organizing events to enable FOs to access relevant information on investment processes for better engagement);
- (ii) **Strengthen capacities of emerging FOs** to enhance their internal governance, management and self-assurance (including the articulation of their needs, views and expectations);
- (iii) **Encourage and facilitate FO networking**; and
- (iv) **Work on the enabling environment** where FAO has a unique comparative advantage as a neutral convener (e.g. by sensitizing government decision-makers to the value addition of involving FOs in investment processes).

Additional recommendations included: (i) blending more mature FOs with weaker/emerging ones so as to strengthen both groups; (ii) mixing FOs and local extension staff as a means to sensitize both sides on better ways to collaborate; (iii) sensitizing the Government at the central level on the value addition of working more closely with FOs; and (iv) linking FOs with existing processes, specifically in regard to the NFP and CIP monitoring.

Sustainability

National Farmers' Organization Network: The informal FO network, the SBKJ, which emerged as a result of the IAPP-TA's work with FOs and which represents a number of FOs across Rangpur and Barisal, is now a useful vehicle for continued farmer-to-farmer capacity development activities. It has become the platform that used by FOs to get organized, allowing them to participate in investment programming. Current leaders involved in the SBKJ have already moved towards a more clearly structured network with the assistance of the IAPP-TA. This has involved the creation of an action plan that articulates a mission, vision and intended scope of work and structure at local, regional and national levels. The SBKJ is now developing this plan into a draft constitution. On the basis of a draft constitution, FO leaders will then be able to mobilize an ad hoc or standing committee and necessary local and regional-level committees.

Work under the IAPP-TA supported the SBKJ development process by covering the mechanics and benefits of network development and organizational strengthening, as well as bringing farmer leaders together. The project provided resources and expertise upon request, but also allowed the impetus for the overall development of the SBKJ network, its constitution and its committees to come from the FOs themselves. In this sense, the IAPP-TA team was able to ensure that there was real interest coming from the farmers, as well as a commitment from FOs to continuing the network beyond the project closure. The SBKJ has also developed a three-year work plan, which will take its efforts beyond the closure of the IAPP project and the IAPP-TA component, while FOs within the SBKJ network are in continued communication to share their knowledge with one another and their members. In recognition of this platform of FOs, FAO-Bangladesh and the SBKJ jointly submitted a concept note on the Missing Middle Initiative (MMI) to the GAFSP, which was subsequently approved on 14 October 2016. **The resulting MMI project will sustain SBKJ's role** with smallholders in obtaining access to markets, finance, technology and information.

Existing obstacles and limitations

During the IMTR, considerable discussions took place about the role of the IAPP-TA project in support of the FOs' engagement in investment processes. The Government and some partners considered that a federation of FOs should be promoted by the project. However, within its scope and timeframe, the IAPP-TA could not aim to achieve a federated FO voice at the national level – in part because a federation, in order to be sustainable, must be built from the bottom up and excessively push against external risks that could otherwise undermine its legitimacy, credibility and sustainability. The IAPP-TA supported the informal network of FOs and the development of the SBKJ, but maintained throughout its support that the federation of farmers should be developed organically¹⁸. These same guidelines would apply for federating farmers at the local, regional and national level. The IAPP-TA was clear throughout the project that this process would need to occur at the farmers' initiative when certain conditions were in place, recognizing that if the project attempted to support or expedite the process in a top-down or prescribed way, the result would not last (as seen with many of the Bangladeshi FOs promoted by external organizations). With this in mind, the IAPP-TA focused instead on targeted contributions to enhance the provision of targeted information and support dialogue among FOs with a focus on national policy and investment matters.

While numerous FOs and the newly developed SBKJ have received good support through the IAPP-TA, the **SBKJ is still working to become a fully federated institution** at the national level. Despite the SBKJ's three-year work plan, which takes the group well beyond the closure of the IAPP-TA component and the IAPP project, there is still no clear indication that enough human, technical and financial resources will be available to support this network without the IAPP-TA. Members of the SBKJ explained that a mentorship system had been coordinated to share knowledge among FOs, but that human resources were already limited (only eight mentors were available and the demands for assistance have been high). This uncertainty regarding the assurance of human, technical and financial resources is an obstacle/limitation to the sustainability of the work conducted for Output 3. The recently approved MMI project may be an opportunity to address this support issue for SBKJ.

¹⁸ For example, sustainable and autonomous FOs must demonstrate a common set of characteristics, such as inclusive leadership, a strong membership base and needs-based service provision, etc.

Appendix A: Selection Criteria for Project Beneficiaries under Output 1

Recipients under Group A (capacity-building for staff from permanent government agencies and institutions) included any government staff involved with PCM at all stages for agriculture and food security/nutrition development projects, as well as government employees conducting outreach and community mobilization activities with farmers and related project beneficiaries. The rationale behind this was to ensure knowledge dissemination across the entire investment project cycle, rather than at one stage alone.

Government employees conducting outreach and community mobilization activities included SAAOs, FAs and VFAs, all of whom are responsible for implementing government agricultural development projects at the field level and working directly with farmers. Selection criteria for government employees and related staff to receive support as part of Group A included the following:

- **Learning Needs Analysis:** All participants for training and study visits were required to complete a Learning Needs Analysis, which asked participants to justify their need for training and to demonstrate a linkage between the training and the job that they currently perform. It also asked them what they expected to be able to do differently after the learning event.
- **Agreement to follow-up:** Follow-up was conducted four to six months after the learning event in order to help IAPP-TA project managers to assess how these events were progressing, learning and understanding from the participants how much of the material from a given learning event had been absorbed and used. The commitment from the IAPP-TA team was to ensure that all learning was needs-appropriate, could make a difference, had the potential to change existing attitudes and ultimately might help participants to work better in a measurable way.
- **Continuation of Service (3-year minimum):** Participants needed to be at least three years away from retirement and participants in overseas training were required to commit to at least three years of service after returning from training in order to encourage innovative thinking and robust investment project design and delivery in the years after the IAPP project had closed. This was applicable for both trainees who went to Rome and for those who attended the shorter study trips abroad.

Government Recipients under Group A

Group A recipients included planning staff and officers from within the:

- **Ministry of Planning** (Planning Commission; Implementation Monitoring & Evaluation Division);
- **Ministry of Finance** (Economic Relations Division);
- **Ministry of Fisheries and Livestock** (Department of Livestock Services; Department of Fisheries);
- **Ministry of Disaster Management and Relief;**
- **Ministry of Women and Children Affairs;**
- **Ministry of Food;**
- **National Agriculture Research System** (Bangladesh Rice Research Institute; Seed Certification Agency; Bangladesh Agricultural Research Institute; Bangladesh Fisheries Research Institute);
- **Ministry of Health and Family Welfare;**
- **Ministry of Agriculture** (Department of Agricultural Extension; Bangladesh Agricultural Development Cooperation (autonomous));
- **Ministry of Local Government, Rural Development & Cooperatives;** and
- **Bangladesh Public Administration Training Centre.**

Recipients under Group B (capacity-building to enhance implementation and effectiveness of the IAPP project) included project staff of the IAPP that worked both in the office on general management and M&E, as well as CFs and FAs doing agriculture extension work.

The IAPP investment project had the Project Development Objective (PDO) of enhancing agricultural productivity (crops, livestock and fisheries) and livelihoods in agro-ecologically constrained areas by strengthening the integration of key aspects impacting agricultural production. These were:

- (i) **Research-extension-farmer linkages** in order to furnish relevant technologies and practices to farmers;
- (ii) **Technology promotion** with enhanced availability of improved seed to ensure sizeable spread effects;
- (iii) **Introduction of improved crop and water management practices;** and
- (iv) **Training and capacity-building of farmers' groups** along with promotion of key productive assets.

Appendix B: Letter of Appreciation from the Director of Planning (DLS)

Training Under IAPP Project (TA Component)

- 1) Result based project Identification and design (RBPID).
- 2) Financial and Economic Analysis (FEA).

Participants: List/No. (Officers of DLS)

Contents of RBPID:

- 1) Project cycle management.
- 2) Stake holder analysis;
 - PRA (Participatory Rural Appraisal)
 - FGD (Focused Group Discussion)
 - Interview
- 3) Problem Tree
- 4) Objective Tree
- 5) Logical Framework;
 - Activities
 - Outputs
 - Outcomes
 - Goal
 - OVI (Objectively verifiable Indicator)
 - MOV (Means of Verifications)

Contents of FEA

- NPV (Net Present Value)
- IRR(Internal Rate of Return)
- BCR(Benefit Cost Ratio)

Both in Financial and Economic Aspects.

Knowledge gathered and uses of its:

Knowledge gather from these training is applied in project formulation narrowly from project identification to project implementation and monitoring, these training exposes as a great scope for DLS. But there are some limitations to apply these tools properly. Actually DLS try to perform all the steps of project cycle management more precisely. Limited manpower, scarcity of resources and congested time frame are the barriers of it. Anyhow after having this training ,DLS have been introduced NPV (Net Present Value), BCR (Benefit & Cost Ratio) and IRR (Internal Rate of Return) in recently formed DPP. Last three projects, we have used economic analysis and financial analysis partly.

But Logical Frame work formulation of a DPP brought a sudden change after having this Training. So, one OVI and MOV are also designed more accurately. Feasibility study is performed by formulating specialized committee because we have no economic code in DLS for conducting feasibility study.

Lastly, I want to say my gratitude to FAO team to arrange such type of handy trainings for DLS officials. Hope these training fulfill the objective of the development project.

Wish this Journey will go long way.