

(164) 162

Evaluation of IAP, PIP, SPIP undertaken and implemented by
BCS officials under MATT2 Development Programme

Research Advisor
A.Z.M Shafiqul Alam

Research Project Director
Md. Akram Husain

Research Joint Project Directors
Abdul Baki
Md. Sanwar Jahan Bhuiyan
Md. Shafiqul Haque

Research Associates
AFM Amir Hussain
Tanjur Ahmed Joarder
Mohammad Mamun



Bangladesh Public Administration Training Centre
June 2014

ACKNOWLEDGEMENTS

We would express our deep gratitude to **Khandker Md. Iftekhhar Haider**, Rector of BPATC, for his enthusiastic encouragement and useful critiques of this research work. We are also grateful to the SBPATC authority for providing financial support to undertake the research. We respectfully acknowledge the valuable guidance we received from Mr. A.Z.M. Shafiqul Alam, former Rector of BPATC in the way of conducting the study.

Mr. Md. Shafi-ul Alam, former MDS (Project) and former Research Project Director of the research, Syed Mizanur Rahman, Director, Dr. Md. Zohurul Islam, Deputy Director, Md. Morshed Alam, Research Officer of BPATC. Mr. Md. Abdul Mannan, former Deputy Director of BPATC, and Dr. Khondoker Abdul Mottaleb, former Senior Research Officer, now working as Socio-Economist (CSISA-MI), CIMMYT-Bangladesh deserve thanks for their support at the preparatory stage of the study.

We extend our thanks and gratitude to Mr. Christopher Roger Fernando, International Consultant and Mr. Mosharraf Hossain, National Consultant of MATT-2 Project for their priceless advice in the initial stage of the study. We further express indebtedness to Mr. Md. Mahbub Hossain, Deputy Commissioner, Tangail, Mr. Md. Sharif Hasan, Deputy Director, Dr. Razu Ahmend, former Deputy Director and Ms. Afia Rahman Mukta, Research Officer of BPATC for their outstanding support in investigating some selected PIPs and SPIPs. Ms. Afia also deserves special thanks for her laborious effort in processing and analysing survey data of the study. Thanks also go to Mr. Alfazuddin, LDA of the Research Section, Mr. Hazrat Ali of SBPATC project, Mr. Md. Mostafa, MLSS of the Research Section for their support in conducting the research. Thanks also go to the faculty members of the Centre for attending the faculty seminar and providing us with their valuable comments.

Ms. Kanka Jamil, MDS, BPATC, and Dr. Shah Mohammad Sanaul Hoque, Deputy Secretary, Cabinet Division, have reviewed the report. We are also indebted to them for their thoughtful feedback on the same.

We owe our respect to the participant-Joint Secretaries of 65th SSC and participant-Deputy Secretaries of 93rd, 94th and 95th ACAD, who are also MATT2 alumni, for providing us with valuable feedback on their PIPs, SPIPs and IAPs in order to make this research successful. We further extend our thanks and gratitude to MATT2 alumni responding to the survey questionnaire of the study.

Thanks also go to the SBPATC project officials faculty members of the Centre for attending the faculty seminar and providing us with their valuable comments.

We do extend our thanks and appreciation to our families for their continuous support and encouragement in the way of completing the study.

Research Team
June, 2014

ACRONYMS

ACAD	Advanced Course on Administration and Development
ACR	Annual Confidential Report
APLC	Annual Pay & Liabilities Certificate
BCS	Bangladesh Civil Service
BISF	Bangladesh Insulator and Sanitary Ware Factory
BMET	Bureau of Manpower, Employment and Training
BPATC	Bangladesh Public Administration Training Centre
BR	Bangladesh Railway
BRTC	Bangladesh Road Transport Corporation
BRTA	Bangladesh Road Transport Authority
BSTI	Bangladesh Standards and Testing Institution
CS	Client-focused Service
DAE	Directorate of Agricultural Extension
DCC	Dhaka City Corporation
DFID	Department for International Development
DMTBF	Deepening Medium Term Budget Framework
DoE	Department of Environment
DSHE	Directorate of Secondary and Higher Education
DMB	Disaster Management Bureau
DMIC	Disaster Management Information Centre
DNA	Development Needs Area
DPE	Directorate of Primary Education
EPB	Export Promotion Bureau
ER	Expected Results
FA	Fully Achieved
FGD	Focus Group Discussion
GOB	Government of Bangladesh
GP	Grameen Phone
HR	Human Resource
IAP	Individual Action Plan
ICD	Inland Container Depot
IPU	Information Providing Unit
IT	Information Technology
ICT	Information and Communication Technology
LDA	Land Development Authority
LGED	Local Government Engineering Division
MATT2	Managing At The Top 2
MDS	Member Directing Staff
MFSTC	Mohammadpur Fertility Services and Training Centre
MLSS	Member of Lower Subordinate Staff
MoDMR	Ministry of Disaster Management and Relief
MoEF	Ministry of Environment and Forests

EXECUTIVE SUMMARY

Introduction

The MATT 2 programme was expected to generate performance improvement at the highest levels of the civil service and across all Ministries. It introduced experiential learning approach that allowed its participants to think out of box in order to identify and implement their team and individual projects which were considered as vehicle for change. The main focus of the study was to assess the current status of the PIPs, SPIPs and IAPs. These PIPs, SPIPs, and IAPs, were the vehicles by which the participants were supposed to achieve most of the objectives of the MATT2 programme.

Objectives of the Study

The specific objectives include (i) assessing the current status of selected PIPs, SPIPs and IAPs implemented by MATT2 participants; ii) assessing the replicability of the PIPs and SPIPs; (iii) exploring the factors that led to non-implementation, if any, of PIPs, SPIPs and IAPs (iv) recognizing the strength(s) and weaknesses (s) of MATT2 Development Programme; and (v) suggest policy implications, if any.

Methods of the Study

This evaluative study is based on qualitative method. It has been conducted through explorative visits on the location where selected PIPs and SPIPs were implemented. PIP batches 1 to 32 were considered for sample and 32 cases of PIPs were selected taking one from each batch. For SPIPs, group1 to 14 were considered and 14 SPIPs were selected (one from each batch). For selection of cases stratified random sampling was followed. This study also arranged Focus Group Discussions (FGDs) and conducted an open ended questionnaire survey. Collected data were analysed with qualitative, quantitative, and graphical terms to assess the status of PIPs, SPIPs and IAPs and their sustainability, identify the strengths and weaknesses of MATT2 development programme as well as its extent of influence in developing reform-minded civil servants.

Findings of the study

Case studies

Of 32 PIPs, 17 were fully implemented while 14 were implemented partially and one PIP was not implemented. Nine PIPs are running fully while four partially sustained. 18 PIPS did not sustain. Of 13 SPIPs six were fully implemented while the rest seven were partially implemented. In regards to sustainability 5 SPIPs sustained and 3 partially sustained. Replication status was poor, only one is fully replicated and other one is partially replicated.

The cases also revealed that PIPs and SPIPs, those had little focus and implemented in specific organizations, created demand by their internal and external clients, obtained institutional support and sustained. On the other, PIPs/SPIPs, those were widely focused and not specific to any organisation were not sustained and replicated.

The cases also revealed that absence of monitoring mechanism, diversified team members, lack of support and ownership from top, failure to bring all stakeholders on board resulted in partial and non-implementation of PIPs and SPIPs selected for the study. Neither team members nor the MATT2 authority attempted to develop any institutional mechanism for monitoring the PIPs/SPIPs in order to make them sustainable as well as replicable.

MOPA	Ministry of Public Administration
NA	Not Achieved/Not Applicable
NGO	Non-Government Organization
NHA	National Housing Authority
NR	No Response
O&M	Organization and Management
PA	Partially Achieved
PEST	Political, Economic, Social and Technological
PrM	Programme /Process Management
PM	People Management
PD	People Development
PMS	Performance Management System
PIO	Project Implementation Office
PIP	Performance Improvement Project
PPP	Public Private Partnership
RAJUK	Rajdhani Unnayan Kartripakha
REV	Regional Exposure Visit
RGEWA	Retired Government Employee Welfare Association
RPO	Regional Passport Office
SBPATC	Strengthening of BPATC
SIAP	Super Individual Action Plan
SMART	Specific, Measurable, Achievable, Realistic, Time bound
SPIP	Super Performance Improvement Project
SSC	Senior Staff Course
SSC	Secondary School Certificate
SSNP	Social Safety Network Programme
SSS	Staff suggestion scheme
SWOT	Strengths, Weaknesses, Opportunity and Threat
TO&E	Table of Organization and Equipment
UNO	Upazila Nirbahi Officer
WFA	Women Friendly Areas

EXECUTIVE SUMMARY

Introduction

The MATT 2 programme was expected to generate performance improvement at the highest levels of the civil service and across all Ministries. It introduced experiential learning approach that allowed its participants to think out of box in order to identify and implement their team and individual projects which were considered as vehicle for change. The main focus of the study was to assess the current status of the PIPs, SPIPs and IAPs. These PIPs, SPIPs, and IAPs, were the vehicles by which the participants were supposed to achieve most of the objectives of the MATT2 programme.

Objectives of the Study

The specific objectives include (i) assessing the current status of selected PIPs, SPIPs and IAPs implemented by MATT2 participants; ii) assessing the replicability of the PIPs and SPIPs; (iii) exploring the factors that led to non-implementation, if any, of PIPs, SPIPs and IAPs (iv) recognizing the strength(s) and weaknesses (s) of MATT2 Development Programme; and (v) suggest policy implications, if any.

Methods of the Study

This evaluative study is based on qualitative method. It has been conducted through explorative visits on the location where selected PIPs and SPIPs were implemented. PIP batches 1 to 32 were considered for sample and 32 cases of PIPs were selected taking one from each batch. For SPIPs, group1 to 14 were considered and 14 SPIPs were selected (one from each batch). For selection of cases stratified random sampling was followed. This study also arranged Focus Group Discussions (FGDs) and conducted an open ended questionnaire survey. Collected data were analysed with qualitative, quantitative, and graphical terms to assess the status of PIPs, SPIPs and IAPs and their sustainability, identify the strengths and weaknesses of MATT2 development programme as well as its extent of influence in developing reform-minded civil servants.

Findings of the study

Case studies

Of 32 PIPs, 17 were fully implemented while 14 were implemented partially and one PIP was not implemented. Nine PIPs are running fully while four partially sustained. 18 PIPS did not sustain. Of 13 SPIPs six were fully implemented while the rest seven were partially implemented. In regards to sustainability 5 SPIPs sustained and 3 partially sustained. Replication status was poor, only one is fully replicated and other one is partially replicated.

The cases also revealed that PIPs and SPIPs, those had little focus and implemented in specific organizations, created demand by their internal and external clients, obtained institutional support and sustained. On the other, PIPs/SPIPs, those were widely focused and not specific to any organisation were not sustained and replicated.

The cases also revealed that absence of monitoring mechanism, diversified team members, lack of support and ownership from top, failure to bring all stakeholders on board resulted in partial and non-implementation of PIPs and SPIPs selected for the study. Neither team members nor the MATT2 authority attempted to develop any institutional mechanism for monitoring the PIPs/SPIPs in order to make them sustainable as well as replicable.

MOPA	Ministry of Public Administration
NA	Not Achieved/Not Applicable
NGO	Non-Government Organization
NHA	National Housing Authority
NR	No Response
O&M	Organization and Management
PA	Partially Achieved
PEST	Political, Economic, Social and Technological
PrM	Programme /Process Management
PM	People Management
PD	People Development
PMS	Performance Management System
PIO	Project Implementation Office
PIP	Performance Improvement Project
PPP	Public Private Partnership
RAJUK	Rajdhani Unnayan Kartripakha
REV	Regional Exposure Visit
RGEWA	Retired Government Employee Welfare Association
RPO	Regional Passport Office
SBPATC	Strengthening of BPATC
SIAP	Super Individual Action Plan
SMART	Specific, Measurable, Achievable, Realistic, Time bound
SPIP	Super Performance Improvement Project
SSC	Senior Staff Course
SSC	Secondary School Certificate
SSNP	Social Safety Network Programme
SSS	Staff suggestion scheme
SWOT	Strengths, Weaknesses, Opportunity and Threat
TO&E	Table of Organization and Equipment
UNO	Upazila Nirbahi Officer
WFA	Women Friendly Areas

- The most important challenge to implement the PIPs was lack of financial support. Lack of stakeholders' cooperation and motivating stakeholders were also very important challenges to execute the PIPs.
- The most important factor for hampering the implementation was identified as 'inadequate support from the top'. Lack of monitoring mechanism and lack of financial support were also identified as responsible factors for the failure of the project.
- Of 82 IAPs, 51 were fully implemented whereas 23 were partially implemented and 4 were not implemented. The major challenge to implement the IAP was the difficulties to motivate stakeholders.
- Lack of support from Management was the most significant factor for non-implementing the IAPs. Lack of support from the stakeholders, time constraint, lack of technical support and monitoring were also identified as the important hindering factors.
- Of 16 respondents of stage-2, 9 have fully implemented their SPIPs, 5 have partially implemented and only one could not implement the SPIP. Here also the most significant challenge to implement the project was difficulties in motivating stakeholders. Other challenges were communication problem, fund and time constraints.
- Cause of partial and non-implementation of SPIP were lack of support from the management, lack of funds and weak teamwork.
- The main **strength of MATT2** programme was its methodology (experiential learning) which helped the participants to develop and implement a project. It also emphasized on developing reform-oriented civil servants as well as changing their attitude, building team culture and developing self confidence.
- The three important **weaknesses** revealed by the study were - absence of monitoring mechanism in MATT2, inadequate time to implement the project effectively and subjective and nontransparent evaluation system.
- MATT2 developed pro-people attitude among them according to great majority of the respondents.

Conclusions

The study assessed the present status of selected PIPs, SIPs and IAPs, and explored a range of issues that were collectively responsible for insignificant rate of sustainability of replication of projects and action plans implemented by the participants attending the MATT2 development workshop. Moreover, the study found the programme enhanced the capacity of the participants to identify, analyse and implement a project at individual level.

The study also found that team work and monitoring is the key to successful implementation, sustainability and replicability of PIPs and SPIPs. Proper identification of a problem to prepare and implement a project is

Focus Group Discussions (FGD)

In the FGDs, the study obtained feedback of 59 PIPs and 9 SPIPs. Out of 54 PIPs, 46 were fully implemented, 10 were implemented partially, 3 PIPs were not implemented, 23 PIPs sustained of which 6 were replicated and 5 teams developed monitoring mechanism. On the other hand, of 8 SPIPs, 6 were fully implemented, 3 were implemented partially, and 5 SPIPs sustained of which one was replicated and 2 teams developed monitoring mechanism.

Besides the PIPs and SPIPs the study received feedback on 63 IAPs. Of them, 58 were fully implemented, 3 were partially implemented, 2 were not implemented, 16 IAPs sustained. The reasons for the PIPs, SPIPs and the IAPs being partially successful or unsuccessful include absence of monitoring mechanism, lack of commitment among team members, lack of support from the top, non-availability of land for public convenience, lack of technical support, lack of funds, profit motive of local NGOs, transfer from the location of IAP etc.

The study found that MATT2 development programme was well-structured and result-oriented, and it was a unique programme with a combination of both theory and practice. It helped the participants formulate, design and implement a project.

It facilitated to build team spirit among them and opportunity to build and demonstrate leadership quality. It also helped develop pro-people attitude among the participants.

Furthermore, it helped the participants identify the root causes of a real problem and address the issue instantly. Moreover, it also helped generating innovative ideas and use SWOT, PEST & SMART methods to analyse the problem they identified.

MATT2 Indeed created huge scope for improving presentation and communication skills especially in English, which in turn enhanced the participants' confidence level. The REV, MATT2 Facilitators, punctuality and discipline played a pivotal role in the successful completion of their projects.

However, MATT2 was not without its weaknesses too. Absence of monitoring mechanism in MATT2, lack of resource, non-transparent evaluation system was heavily frustrating for its participants. The PIP team formation and project selection were not proper and all members of the project team were not equally committed. There was little scope to actively involve all stakeholders i.e., head of the office or institution. MATT2 authority was identified as rigid and bearing autocratic attitude. Time constraint, tightly scheduled programme and difference of opinions among the facilitators on PIPs preparation stage created confusion among the PIP team members.

FGD conducted with the facilitators of the MATT2 Programme revealed that team building approach, stakeholder analysis, problem identification and analysis and the result analysis were some of the major strengths while scanty time allocation for selecting the PIPs, emphasis on team work to identify the reform theme, lack of comprehensive briefing were the weaknesses of the programme. Absence of proper monitoring, non-transparent evaluation system and lack of capacity building of the facilitators were also identified as the weaknesses. However, the FGD recommended learning review session, Experiential Learning approach; mind mapping and IAP to be incorporated in the training curricula of BPATC.

Questionnaire Survey

The study conducted a pre-tested questionnaire survey among the MATT2 alumni. Key findings of the survey are as follows:

- Of 82 PIPs 58 were fully implemented while 20 were partially implemented and only two were not implemented.

CONTENTS

Acknowledgements	ii
Acronyms	iii
Executive Summary	v
CHAPTER ONE	10
Introduction	10
CHAPTER TWO	13
Literature Review	13
CHAPTER THREE	24
Methods and Materials	24
3.0 Introduction	24
3.1 Justification of undertaking Qualitative Method	24
3.2 Justification of undertaking Questionnaire Survey	25
3.3 Target Population.....	25
3.4 Sampling Procedure.....	25
3.5 Checklist and Questionnaire Development and physical visits and Survey	25
3.6 Conducting Case Studies.....	26
3.7 Expert Opinion.....	26
3.8 Data Analysis and Presentation.....	26
3.9 Ethical Consideration.....	27
CHAPTER FOUR.....	28
Data for the Study	28
4.0 Introduction	28
4.1 Field Report on Selected PIPs.....	28
4.2 Field report on selected SPIPs	69
4.3 Findings of FGDs Attended by MATT2 Alumni	85
4.4 Findings of FGD with MATT2 Facilitators	90
4.5 Data Collected Through Questionnaire Survey	91
CHAPTER FIVE.....	101
Key Findings, Conclusions and Recommendations	101
5.0 Introduction	101
5.1 Findings of cases	101
5.1.1 Findings of focus group discussions	101
5.1.2 Findings of questionnaire survey	102
5.2 Conclusions.....	104
5.3 Recommendations	104
Bibliography	106
Annexure	109
a) Important Texts of Focus group Discussion	109
b) List of participants attended the FGD	139
c) List of PIP/SPIP discussed in the FGDs	141
d) Checklist for cases	146
e) Questionnaire	147
f) Checklist for FGD.....	150

also important. The study, furthermore, revealed that the Stage2 was introduced without proper assessment of the success and failure factors of PIPs. Absence of monitoring system and scattered working places of team members were identified as two important factors for insignificant rate of sustainability and replicability of PIPs. Without addressing these problems SPIPs were undertaken. Consequently, SPIPs' destiny was similar to PIPs. Again, the Stage2 selection process was not found transparent. Besides, Stage2 was introduced as a reward for successful implementation of PIPs which motivated the participants, but no reward system was designed for successful implementation of SPIPs.

Despite insignificant rate of sustainability and replicability of PIPs, SPIPs and IAPs MATT2 programme infused some skills among the participants. These skills included teambuilding, problem identification, project formulation, clients' needs assessments, presentation skills, and proficiency in English language. It also jerked the mindset of the civil servants towards effective service delivery to the client citizens.

Recommendations

In spite of all limitations, the study suggests following issues for consideration in order to utilize the learning from MATT2 project:

1. In order to develop team building skills all public training institutions should introduce experiential learning approach. BPATC could also introduce projects in ACAD and SSC similar to PIP. Further, mind mapping techniques could also be incorporated in the course curricula. To this end course curricula need to be thoroughly revisited and redesigned after certain intervals so that the participants can derive the benefits of the MATT Programme.
2. In order to make the training programme result-oriented, action plan similar to IAP could be introduced in ACAD and FTC. An effective monitoring mechanism has also to be developed for sustainability of those projects.
3. In this respect, ministerial support has to be ensured in the process of implementing all these programmes mentioned above. There has to have the provision of mentoring the projects undertaken by the participants of these courses and the mentors have to have incentives for so doing.
4. Successful and sustainable projects have to be recognized by the proper authority and an attractive incentive mechanism like overseas exposure visit and/ or provision for special increment in the service has to be devised to encourage the respective participants.
5. Special measures have to be undertaken by the Ministry of Public Administration for the PIPs under implementation by MATT Batches 39 and 40 and recognize their efforts by providing feedback to the PIPs and also by providing certificates to them.
6. The grey areas emanated from the MATT Programme have to be identified and it demands further study to identify to what extent the mind- set of the civil servants has changed.
7. MATT2 development programme spent huge resources in terms of both time and money. Therefore, an impact assessment study could be undertaken by independent third-party to explore the value for money spent against it.

CHAPTER ONE

Introduction

1.0 BACKGROUND

Managing at the Top (MATT2) was a DFID and Government of Bangladesh (GOB) funded programme intended to organizational and individual-based development. MATT2 has two stages – Stage1 and Stage2. It replaced an earlier MATT1 which had an individual-focused approach without worthwhile organizational linkages. The Stage1 of MATT 2 started in 2006 while the Stage2 started in 2008, and both the stages continued until January 2013. The project was aimed at creating a critical mass of reform-minded civil servants who through mutual support and pressure, through their strategic and influential locations within the civil service, and through their own improved performance would generate and demand administrative reform from inside the BCS. The purpose is to be achieved through a combination of appropriate training, support to reform of human resource management systems, and demand-generation activities aimed both within the Bangladesh Civil Service (BCS) Administration Cadre and at civil society 'users'.

The project expected to generate performance improvement at the highest level of the civil service and across all Ministries through a performance-oriented management training programme for around 2,000 civil servants at the level of Joint Secretary, Deputy Secretary and Senior Assistant Secretary. This was supposed to comprise around 74% of those who were able to reach at the Secretary level. It included all of the 6% of women civil servants at this level and they themselves would become the focus of the creation of a further critical mass aimed at generating gender-sensitive reform within the Bangladesh Civil Service (BCS) Administration Cadre.

The MATT2 Development programme covered management-training focusing on providing competencies; skills and attitudes that would promote individual, organizational and institutional change through a combination of learning methods linked to performance improvement projects (PIPs). In the Stage1, small teams of four to six participants altogether developed and implemented a project (PIP) in 4 months after completion of a 6-week-long workshop. During the development of a PIP, the participants were given inputs through a series of group presentations. A key element of the programme was the use of experiential learning ('learning by doing') and the avoidance of academic and / or management theory-based approaches. Experiential learning was used to focus participants on work-based reform through the development and implementation of PIPs. A portion of the best performers in the Stage1 programme was then selected for the Stage2 programme. In the Stage2 programme, small teams of four-five officers undertook Super-PIPs (SPIP). The SPIPs were expected to be capable of delivering a much broader reform potential. The SPIPs were selected from a list of reform priorities drawn up with the Government of Bangladesh during strategic workshops with secretaries from the BCS. Alongside PIPs and SPIPs, the officers also took small individual projects known as Individual Action Plans (IAPs) in the Stage1 and Super-IAPs (SIAPs) in the Stage2 programmes. PIPs and SPIPs aimed at enhancing team building capacity of the participants while IAPs were focused on enhancing individual capacity in terms of taking reform initiatives in their organizations.

1.2 RATIONALE OF THE STUDY

Evaluation of any programme facilitates to identify ways in which we can improve the programme. Evaluation further enables us to determine that the programme is aligned with set objectives. More importantly it helps to demonstrate the value that the programme is adding¹. The three specific reasons to evaluate a training programme are to — justify the existence and budget of the training department by showing how it contributes to the organization's objectives and goals; decide whether to continue or discontinue training programmes; and gain information on how to improve future training programmes (Kirkpatrick and Kirkpatrick, 2009).

Under MATT2 programme, there were 305 PIPs, 72 SPIPs and over 1600 IAPs initiated by the participants. However, no formal evaluation was done to assess the status of those projects. In this backdrop the Centre has undertaken the study to evaluate the IAPs, PIPs and SPIPs implemented under the MATT 2 programme. These PIPs, SPIPs, and IAPs, were the vehicles by which the participants were supposed to achieve most of the objectives of the MATT 2 programme. However, no in-depth study was conducted to explore the status of PIPs, SPIPs, and IAPs undertaken and implemented by the civil servants under MATT2 programme.

1.3 RESEARCH QUESTIONS

- (1) Have the implemented PIPs, SPIPs and IAPs achieved the targeted results? If so, to what extent have the results been achieved?
- (2) Is there any factor that has an effect on the non-achievement of the targeted results of PIPs, SPIPs, and IAPs? If so, to what extent the factors are accountable for the non-achievement of the targeted results?

1.4 OBJECTIVES OF THE RESEARCH

- (i) To assess the current status of selected PIPs, SPIPs and IAPs implemented by MATT2 participants;
- (ii) To assess the replicability of the PIPs and SPIPs
- (iii) To explore the factors that led to non-achievement, if any, of PIPs, SPIPs and IAPs;
- (iv) To identify the strength(s) and weakness of MATT2 Development Programme
- (v) To suggest policy implications, if any

1.5 SCOPE OF THE STUDY

The study considered the selected number of PIPs and SPIPs to know the present status of the targeted output, their sustainability and replicability. It did not consider the impact of the projects on the target people or organisations. Also views of MATT2 alumni were solicited about the same including strengths and weaknesses of the MATT2 development programme. The study further obtained the views of beneficiaries of the projects during explorative visits.

¹ Richard. Why bother with training evaluation? Evaluation Focus. <http://evaluationfocus.com/reasons-for-conducting-training-evaluation/> . Accessed on 24.05.14

1.6 LIMITATIONS

The main focus of the study was to evaluate the output of the PIPs, SPIPs and IAPs. Impact of MATT2 on the attitudinal change of the participants was not under purview of the study. Thus, this study could examine to what extent the MATT2 project helped developing a critical mass of competent, reform-minded, and gender-sensitive civil servants with improved performance and capacity to meet millennium development goals.

Members of PIP and SPIP teams were posted in different places of the country. Their projects were also implemented around the country. Due to their new place of posting, retirement from the service they could not maintain any contact with place/organisation where their projects were implemented. More importantly PIP and SPIP implementation was one shot programme and thus, no monitoring mechanism was developed and neither the team members nor the MATT2 authority developed any monitoring mechanism for sustainability of the projects. Consequently, research team could not always find the right person to contact to obtain more detail and accurate information about the selected PIPs/SPIPs. Despite all limitations, the research team believes that the study report will be helpful for determining the future course of action with regard to further improvement of the initiatives of the Centre especially about utilization of learning from MATT2.

1.7 ORGANISATION OF THE MATERIALS

The study report is divided into five different chapters. Introductory chapter (Chapter One) presents a brief description about MATT2 development programme including research questions; research objectives; rationale of the study; scope of the study; limitations, and organisation of the study. Literature review is presented in Chapter Two. Chapter Three describes methods and materials of the study. Chapter Four portrays data analysis. Finally, Chapter Five presents findings, conclusions and recommendations of the study.

CHAPTER TWO

Literature Review

2.0 BACKGROUND

This project was initially identified following the completion of the first Managing at the Top (MATT-1) project in June 2002 when Government of Bangladesh (GOB) invited DFID to prepare a similar but larger project. A Scooping Mission was fielded in January 2003 to prepare a Project Concept Note which was approved by DFID in August 2003.

DFID's Country Assistance Plan (CAP) for Bangladesh 2003-06 was finalised in September 2003. This suggests that 'It is important for DFID to continue to work with influential agents of change in Government and civil society to ensure that key reforms are put in place. To do this effectively requires a balanced portfolio supporting a variety of approaches to amplify demand (on the state), support competition (to the state), assist political processes (within the state) and enhance response capacity (of the state)'. This project responds to the last category. The CAP also states that to achieve satisfactory impact, activities should be consistent with GOB priorities as listed in the PRSP.

Improved performance of the Civil Service is at the heart of the Government of Bangladesh policy framework. The PRSP states that 'A competent and motivated public administration system is central to achieving the poverty reduction and development goals of this strategy². This project seeks to respond to key features of the PRSP Medium Term Policy Matrix. These are the introduction of merit-based recruitment and promotion within the Civil Service, strengthening of the Career Planning Cell in the Ministry of Public Administration, and continued efforts to develop expertise and professional skills³.

These objectives have been further articulated in the Ministry of Public Administration's Public Administration Training Policy published in May 2003 which includes the objective of 'a dynamic and enlightened Public Administration capable of integrating and transforming progressive ideas into reality for good governance'. The strategy includes strengthening of training institutions, specifically BPATC, encouragement of partnerships with private training institutions, and co-ordination by the National Training Council (NTC) headed by Prime Minister.

2.1 INTRODUCTION OF MATT2

The Managing at the Top 2 (MATT-2 project) was a seven years programme designed to develop a critical mass of senior managers and develop reformed human resource management systems within the Bangladesh Civil Service (BCS) as an important building block for incremental administrative reform. The project was aimed at creating a critical mass of reform-minded civil servants who through mutual support and pressure, through their strategic and influential locations

² GOB 2002 IPRSP : National Strategy for Economic Growth, Poverty Reduction and Social Development, ERD, Ministry of Finance.

³ ibid Medium. Term Policy Framework, Objective.

within the civil service, and through their own improved performance would generate and demand administrative reform from inside the BCS.

The project was expected to generate performance improvement at the highest levels of the civil service and across all Ministries through a performance-oriented, management- training programme for around 2,000 civil servants at the level of Joint Secretary, Deputy Secretary and Senior Assistant Secretary. The project planned to include all of the 6% of women civil servants at this level and they themselves would become the focus of the creation of a further critical mass aimed at generating gender-sensitive reform within the Bangladesh Civil Service (BCS). Total cost of the project was estimated Tk.19073.41 (16573.41 FE + 2500.00 GOB) lakh⁴.

The programme comprised management-training focusing on providing competencies; skills and attitudes that would promote individual, organizational and institutional change through a combination of learning methods linked to performance improvement projects (PIPs). The programme performance was assessed over 3 stages enabling high performers to graduate to more intensive learning. The training was provided by the BPATC supported by local and international consultants who sought to build a sustainable capacity for reform-oriented training.

The project also provided technical assistance to the Ministry of Public Administration, which is responsible for the HRM of the civil service, to develop HR policy, systems and practice for need-based deployment of staff based on work force and career planning, merit-based promotion and performance appraisal. MATT-2 also provided technical assistance to BPATC to deliver MATT-2 programmes and to develop a sustained training capacity suitable to develop effective senior public sector managers.⁵

It has been indicated in the MATT-2 design approach that the goal of the project was to contribute to the development of reform-minded civil servants where the public sector would promote pro-poor policy and effective service delivery. The main purpose of the project was to create a contingent of competent and reform minded civil servant enabled to develop and deliver Government Policy. These would provide following four major outputs of the project.

The MATT-2 comprised of following inputs to meet the objective of developing critical mass of officers in the Administrative cadre to equip with new competencies, and skill for changing themselves and reform in public sector. The quantitative outputs of the project were as follows:

- Total 1890 minimum Senior and Mid-level Officers will be trained over 6 years at BPATC.
- Work based Performance Improvement Project totaling 64 per year which will reinforce training and provide additional learning-by-doing that contribute to wider reforms.
- 480 Senior and Mid-level Officers will participate Overseas Training Programme which will aim to develop key leadership competencies and policy analysis skill, and
- 30 Fellowship will be awarded to pursue Post-Graduate Study Programme with a focus on Public Service and HRD.
- 18 Study tour, Internship and Scholarship⁶.

⁴ Technical Assistance Project Proforma (TAPP) of MATT-2 Bangladesh Public Administration Capacity Building Programme, 2005

⁵ Technical Assistance Project Proforma (TAPP) of MATT-2 Bangladesh Public Administration Capacity Building Programme, 2005

⁶ Technical Assistance Project Proforma (TAPP) of MATT-2 Bangladesh Public Administration Capacity Building Programme, 2005

Identification of the training needs, conceptualization, design and development of implementation mechanism as enunciated in this project document was done by the consultants supported by DFID.

MATT-2 Output

Output-1

Human resource policies and systems developed to enable more appropriate deployment of well-motivated staff in the civil service. The project will also provide technical assistance to the Ministry of Establishment which is responsible for Human Resource Management of the Civil Service to develop Human Resource Policy, Systems and Practice for need based promotion and performance appraisal. Moreover, project will provide and alternative set of incentives for civil servants based on performance rather than patronage as a basis of personal advancement. Besides, MATT-2 participants will have the incentive and the opportunity to apply training more effectively and promotion will much knowledge skill and experience.

Output-2

A large cohort of more effective and citizen-focused managers will be trained in the project to promote change in the areas of Individual Development, Organizational Development and Institutional Development.

Output-3

Strengthened, sustainable capacity for training for effective senior public sector managers. The project will also supplement the existing BPATC faculty with specialist training expertise in the areas of behavioural, organizational development and human development through a combination and to the development of International Training Centre.

Output-4

Expectations raised that BCS can be more effective through this project developing the means to enhance the demand for administrative reforms and performance improvement. It will also enhance both internal and media channel of demand on civil service performance through enabling civil society, acting as a pro-poor.

2.2 GOAL OF THE PROJECT

The goal of the project was to contribute to the development of a reformed civil service and to achieve 'a critical mass of competent and reform-minded civil servants enabled to develop and deliver government policy' for the overall development of the country.

The major thrust of the project was to develop a critical mass of competent, reform-minded, and gender-sensitive civil servants with improved performance and capacity to meet millennium development goals. Besides, it would develop reformed human resource management systems within the Bangladesh Civil Service, including through the development of the Career Planning

Wing as well as to strengthen civil service training capacity through the development of faculty and training staff at BPATC.⁷

It attempted to raise skills and confidence with the Administrative cadre to support public sector accountability and responsiveness to the needs and interests of poor people and to raise public and internal civil service expectations about the capacity of the senior civil service, in order to generate demand for improved public sector performance.

2.3 RATIONALE FOR MATT2

Human Resource Development (HRD) is a fundamental pre-requisite for improving public service performance and promoting public sector reform. Developing new leadership competencies, values and skill amongst the senior Civil Servants in support of democratic administration, improve service delivery, customer satisfaction, poverty reduction and market-oriented growth are the main challenges of Bangladesh. In this regard, the importance of developing a critical mass of civil servants is not only to enhance their knowledge, skills and information base but also to articulate the demand for civil service reforms from within⁸.

Moreover, evaluation of the MATT-1 experience indicated that although participants valued the training and exposure provided, they felt isolated and frustrated on return to their workplaces due to the lack of understanding from peers and absence of support from seniors for new ways of operating. As a result, apart from individual's own performance improvement, there was little evidence of systemic impact as a result of the MATT-1 intervention. It appears that the original MATT-1 project was limited in its success because the impact exerted by training only 100 senior civil servants over 3 years was too little and too isolated to be significant or sustained.

The MATT-2 HRD targeted the Administrative Cadre at the rank of Senior Assistant Secretary and above within sufficient years of remaining service to enable them to reach the most senior levels of management (Secretary). Only those from the Administrative Cadre (entering either from Civil Service entrance or by examination to transfer cadre to become Deputy Secretary Level) are eligible to reach the rank of Joint Secretary, Additional Secretary or Secretary. The project will also provide training to develop new leadership competencies, knowledge, and attitudes for contemporary public sector management with a focus on understanding the needs and wishes of citizen's.

2.4 MATT2 PROGRAMME STRUCTURE

The MATT-2 programme comprised with the following components designed to meet the objectives of developing a critical mass of officers in the administrative cadre equipped with new competencies, values, skills and experience to promote change management and reform in the public sector. The main components at each stage are:

⁷ Technical Assistance Project Proforma (TAPP) of MATT-2 Bangladesh Public Administration Capacity Building Programme, 2005

⁸ Ministry of Establishment (2003), quoted in Project Memorandum, May 2004, in Annex-3, p-2.

(i) In-country Training Course (Stage1)

That was a six week-long course which mainly focused on improve performance and pro-poor service delivery, and it was administered in a two major integrated parts. First part of the programme held at Bangladesh Public Administration Training Centre (BPATC), Savar, Dhaka for four weeks and the second part of the programme was 2 weeks Regional Exposure Visit in the neighboring countries (Thailand and Singapore).

In-country Training Course has got two major components one is (i) intensive training at BPATC and Group based Performance Improvement Project (PIP) which was expected to reinforce training and provide additional learning-by-doing through initiatives that to be contributed to wider reforms. While the second component was (ii) Regional Exposure Visits in the neighbouring countries which was expected to provide the scope of sharing ideas and experiences with senior bureaucrats of the concerned countries visited. PIPs were implemented in batches of around 5 participants resulting 63 PIPs per year⁹.

(ii) Overseas Training Course (Stage-2)

The course aimed to develop key leadership competencies and policy analysis skills of the participants to be selected on the basis of performance of Stage1. The proportion of selection was 1:4. The outstanding and hyper performers from Stage1 to be selected on the basis of Group Report on PIP, IAP Report, and individual contribution in PIP implementation, Team behavior, Mentors Evaluation and IELTS score. The selected participants would have to get change to train up in UK Universities on leadership, policy analysis, development management, RBM and project management etc. The selected participants had to take Super Performance Improvement Projects and Super Individual Action Plans as a part of action learning and reform initiative. The programme planned to select and develop 480 administrative leaders during the last 4 years round of the programme duration.¹⁰

MATT-2 provided a practical, performance-oriented training programme designed to supply the requisite skills and attitudes to promote change in the interdependent areas of:

Understanding and Developing Self: arising from an understanding of new competencies, attitudes and behaviours that support change and performance improvement;

Understanding and Developing Others: arising from an understanding of strengths and weakness of team-mates that improve performance;

Organizational and Institutional Development: arising from an understanding of new systems and skills visa vis an understanding of how policies, laws and regulation promote change and reform that improve performance, and

⁹ Technical Assistance Project Proforma (TAPP) of MATT-2 Bangladesh Public Administration Capacity Building Programme, 2005

¹⁰ Technical Assistance Project Proforma (TAPP) of MATT-2 Bangladesh Public Administration Capacity Building Programme, 2005

Understanding and responding the Needs of the Clients: arising from an understanding the needs of the clients, and ability to prioritize their needs; specially the needs of the poor and women that improve performance¹¹.

The programme was designed to allow experiential learning and participatory training methods to develop improved management performance through interpersonal skills for leadership (attitudes, particularly with regard to poverty and status, and competencies), tools for strategic, performance, human resource and change management, tools for service planning and targeting, customer focus, and policy development for new public management and public policy reform. Particular methods adopted to address attitudinal change, for example to challenge bureaucratic culture, and approaches to poverty reduction and gender equality. The whole workshop was preceded by a rapid TNA to discover skills and knowledge gaps and to elicit attitudes to poverty and gender.

In order to identify development needs, one more strategic workshop was arranged with the participation of Additional Secretaries and Secretaries to Government. The highest priority issues for reform identified DNA workshops and formally approved by the Secretaries' Strategic Workshops (Sept 06, Nov 07 & Jan 09).¹²

The gist of the DNA areas and sub areas were as follows:

- 1. People Management (PM)**
 - a. Ethics/values/standards
 - b. Leadership/Team-building/Getting Results
 - c. Responsibility/Accountability Issues
- 2. Programme/Process/Resource Management(RM)**
 - a. Resource Planning/Management
 - b. Process Analysis/Strategic Management
 - c. Convergence/Joint-up Governance
- 3. Client-Focused Services (CS)**
 - a. (Dealing with) Undue Internal/External Political Pressure
 - b. Stakeholder Analysis/Profiling (to provide more focused services)
 - c. Pro-client, Demand-driven Service (especially for the poor)
 - d. Pro-women, Needs Driven Services (especially for the poor)
- 4. People Development**
 - a. HRD/Learning Development
 - b. (Dealing with) Culture/Organizational Environment
 - c. Self-development
- 5. Understanding Organization (OD)**
 - a. Organization Analysis-Improving the Organization (make it more effective & efficient)¹³

¹¹ Technical Assistance Project Proforma (TAPP) of MATT-2 Bangladesh Public Administration Capacity Building Programme, 2005

¹² Briefing note of Programme Director, B40DW, MATT-2, Wrkshop-40, 4 November 2012

¹³ Briefing note of Programme Director, B40DW, MATT-2, Wrkshop-40, 4 November 2012

2.5 PERFORMANCE IMPROVEMENT PROJECTS (PIPs)

The PIPs were expected to build on the experience of Portfolio Projects in MATT-1 and would require trainees to apply acquired learning to own work-place based project facilitated and supported by MATT facilitators. The Performance Improvement Project (PIP) has essentially been taken by the participants of stage-1 on group basis. PIP was considered as one of the important vehicles of experiential learning. For implementing and reporting the PIP, each team was given four months of time.

The purposes of the PIPs were to:

- (i) explore and demonstrate examples of citizen-focused reforms, especially those targeted at women and the poor
- (ii) devise and demonstrate simple reform measures which may be effected within any unit of government
- (iii) investigate and implement key reform measures including those identified in PRSP and other reform policies
- (iv) reinforce formal training content with practical experience of designing and implementing an on-the-job, workplace-based project
- (v) provide an additional learning dimension of learning-by-doing
- (vi) put into practice some of the skills and concepts learnt in formal training sessions' including: leadership, staff and programme management, delegation, team-working, service/task analysis and reform, including optimizing citizen-focus, gender analysis and planning, proposal writing, presentation and negotiation, work programming for PIP implementation and performance measurement.¹⁴

PIP assessment was undertaken both on individual and team basis. Individuals would be required to submit completion reports that would essentially include detail of the individual's own role and contribution to the PIP, and an analysis of the strengths and weaknesses of PIP process and outcome. The PIP reports were assessed to show evidence of learning from both the practical experience reflecting attitudinal change; knowledge and skills gained through the training assessment criteria. Assessment was also made of the PIP as a whole, so that individuals would have a combined score of individual and team performance. Assessment of the PIP as a whole was done against key criteria covering design, implementation and outcome and including:

- (i) individual evidence of learning from the practical experience reflecting attitudinal change, knowledge and skills gained through the MATT-2 training (based on a PIP report)
- (ii) assessment of the PIP as a whole covering design, implementation and outcome and including:

¹⁴ Technical Assistance Project Proforma (TAPP) of MATT-2 Bangladesh Public Administration Capacity Building Programme, 2005

- (iii) practicability, reform orientation, and direct or indirect poverty reduction and gender equity outcomes.
- (iv) effective implementation including successful process
- (v) outcome and
- (vi) Application of learning from the MATT-2 training.¹⁵

PIP assessment was undertaken both on individual and team basis. Individuals were required to submit completion reports that would include detail of the individual's own role and contribution to the PIP, and an analysis of the strengths and weaknesses of PIP process and outcome. The report would be assessed to show evidence of learning from both the practical experience reflecting attitudinal change; knowledge and skills gained through the training assessment criteria. Assessment would also be made of the PIP as a whole, so that individuals would have a combined score of individual and team performance. Assessment of the PIP as a whole would be against key criteria covering design, implementation and outcome and including:

- quality of design including the extent to which consideration has been given to target the poor and women
- effective implementation including successful process
- outcome
- application of learning from the MATT-2 training¹⁶

2.6 SUPER PERFORMANCE IMPROVEMENT PROJECTS (SPIPs)

SPIP is nothing but the upper version of PIP. The participants those who were selected for stage-2 of MATT-2, had to take SPIP on team basis. The SPIP were expected to take on far reaching and overarching reform areas in public management. For implementing and reporting the SPIP each team was given six months of time.

2.7 INDIVIDUAL ACTION PLAN (IAP)/SUPER IAP

PIP was completely team assignment, while Individual Action Plan (IAP) was assigned to participants for taking and implementing individual project. It was nothing but mini form of PIP/SPIP but the participants were to take and implement IAPs/SIAPs personally. The underlying philosophy of IAP was to assign an individual task for every participant for judging their individual capacity to take and implement reform initiative. Super PIP is the upper version of PIP which was introduced for the participants of stage-2. Under MATT2 programme, there were 305 PIPs, 72 SPIPs and over 1600 IAPs that were undertaken and implemented so far by the participants.

¹⁵ Technical Assistance Project Proforma (TAPP) of MATT-2 Bangladesh Public Administration Capacity Building Programme, 2005

¹⁶ Technical Assistance Project Proforma (TAPP) of MATT-2 Bangladesh Public Administration Capacity Building Programme, 2005

2.8 REVIEW OF MATT2 PROGRAMME

MATT-2 programme was completed in 31st January 2013. After completion of the programme, no all-out review or evaluation has been done. Even IMED did not take any initiative to evaluate the programme. The exceptional experiential learning method, PIP-SPIP-IAP-SIAP based learning tools, activity based workshop, integrated development focus (understanding and developing self, understanding and developing others, understanding and developing organization, understanding and prioritizing the needs of the clients), team-based assignment and activities, day to day learning review activities attracted the attention of HRD experts of home and abroad. But no significant study has been conducted so far to evaluate the effectiveness of the programme.

As the part of regular evaluation, DFID, the programme sponsoring authority, took initiatives to evaluate MATT-2 programme engaging third party evaluator. In a report of third party evaluation, the following comments were made by the evaluators regarding PIP:

'A total of 287 Performance Improvement Projects (PIP) and 52 Super Performance Improvement Projects (SPIP) have been completed at the end of May 2012 – above target over the programme period. The S/PIPs practical workplace-based projects which MATT participants are required to work on in teams after the MATT courses. The S/PIPs are assessed and are required to introduce reforms which will improve service delivery with increased citizen-focus and where possible should target improving services for women and poor people.'¹⁷

The Independent Third Party Evaluator mentioned 'the programme has developed an effective means of commissioning, implementing and assessing PIPs and SPIPs with full involvement of Secretaries and with long-term support and supervision from experienced PIP mentors. The PIP process helps to prolong the engagement of MATT participants for up to 6 months beyond the formal training courses through a long-term mentoring process.'¹⁸

The Independent Third Party Evaluator also mentioned 'All participants commented that the PIPs were an essential part of the very successful experiential learning method and many PIPs have been cited as important examples of reform. The MATT office has written up a series of case studies of 26 PIPs. The PIPs have tackled an enormous range of sectors and contexts. Interviews with participants have demonstrated the sense of achievement created by the PIPs and the potential for reform the process has – notably by creating ownership of a reform initiative and a responsibility to carry it through. The analysis indicated that 23% of the S/PIPs had gender equality either as a primary or secondary focus, and 29% had a focus on poverty reduction'.¹⁹

From the evaluation report it is evident that PIPs and SPIPs undertaken were highly successful. Those PIP and SPIP were reform-focused and poor clients and women were benefitted. The PIPs and SPIPs were given effective support and mentoring from the higher authority of the Bangladesh Civil Service.

¹⁷ INDEPENDENT THIRD PARTY EVALUATION REPORT, 2012. (http://iati.dfid.gov.uk/iati_documents/3681013.doc. ACCESSED ON 01/06/2014)

¹⁸ INDEPENDENT THIRD PARTY EVALUATION REPORT, 2012. (http://iati.dfid.gov.uk/iati_documents/3681013.doc. ACCESSED ON 01/06/2014)

¹⁹ Independent Third Party Evaluation Report, 2012. (http://iati.dfid.gov.uk/iati_documents/3681013.doc. accessed on 01/06/2014)

From the report of The Independent Third Party Evaluation of 2013, it is evident that undertaken PIPs and SPIPs were highly successful in terms of reform focus, poverty focus and women focus. The report categorically mentioned '60 PIPs per year commissioned, implemented and assessed. The Performance Improvement Projects (PIP) and Super Performance Improvement Projects (SPIP) are practical workplace-based projects which MATT participants are required to work on in teams after the MATT courses. The PIP and SPIPs are assessed and are required to introduce reforms which will improve service delivery with increased citizen-focus and where possible should target improving services for women and poor people. The programme has developed an effective means of commissioning, implementing and assessing PIPs and SPIPs with full involvement of Secretaries and with long-term support and supervision from experienced PIP mentors. The PIP process helps to prolong the engagement of MATT participants for up to 6 months beyond the formal training courses through a long-term mentoring process. A total of 303 Performance Improvement Projects (PIP) and 70 Super Performance Improvement Projects (SPIP) were completed by the end of January 2013.²⁰

Quoting the opinion of Cabinet Secretary of Government of Bangladesh, The Independent Third Party Evaluator mentioned categorically 'Unfortunately there is no hard evidence of the impact or sustainability of PIPs – either as a learning tool or as reform initiatives. As the Cabinet Secretary commented – there is no doubt that MATT2 has generated many micro-reforms but it is not possible to tell whether they add up to a macro-reform.'²¹

In an in-depth interview with Mr. Iqbal Mahmood, the then Secretary of Ministry of Public Administration of Bangladesh Government conducted by Rushda Majeed of The Woodrow Wilson School of Public and International Affairs and The BOBST Centre for Peace and Justice, Princeton University, USA, Mr. Mahmood expressed his satisfaction with the overall process and contents of MATT-2 HRD programme. He also expressed his experience as one of the participants of MATT-2 HRD programme. The learning obtained from MATT-2 in PIP implementation, he mentioned, were working with team with mutual respect, problem identification and analysis, stakeholder analysis and techniques of feasibility study. In the same interview he viewed that replication of PIP is very difficult; it needs (sufficient) resource and cooperation from Ministries and so on²².

2.9 RESEARCH GAP

There is no evidence of in-depth evaluation on MATT-2 Programme. The mid-term evaluation of third-party, initiated by DFID, also was partial in nature. The third party has made satisfactory comments on PIPs and SPIPs assessing the perception of the mentors, high officials, participants, facilitators and faculty members of BPATC. The third-party evaluators seldom visited any PIP or SPIP project practically. The study of third party was based on current status and outputs achieved immediately. Their comments made by third-party evaluator on sustainability and citizen-centrism of PIP and SPIP were premature. The adopted methodology of their study was not clear and was not proper to make such type of conclusion.

²⁰ INDEPENDENT THIRD PARTY EVALUATION REPORT, 2013. ([HTTP://IATI.DFID.GOV.UK/IATI_DOCUMENTS/4095796.DOC](http://iati.dfid.gov.uk/iati_documents/4095796.doc). ACCESSED ON 01/06/2014)

²¹ Independent Third Party Evaluation Report, 2013. (http://iati.dfid.gov.uk/iati_documents/4095796.doc. Accessed on 01/06/2014)

²² From an Interview of Iqbal Mahmood, Secretary of MoPA, conducted by Rushda Majeed of The Woodrow Wilson School of Public and International Affairs and The BOBST Center for Peace and Justice, Princeton University, USA, http://www.princeton.edu/successfulsocieties/content/data/oral_history/zg5_cs_iqbal_mahmood_id381/iqbal_mahmood.txt. accessed on 01/06/2014

Moreover, the third party evaluation did not cover the status of IAPs and SIAPs. For filling up the research gap, the study was undertaken to assess selected PIPs, SPIPs, and IAPs in terms of status of implementation, sustainability, replicability, reasons for non-achievements of targeted results or outputs/outcomes.

CHAPTER THREE

Methods and Materials

3.0 INTRODUCTION

This evaluative study is based on qualitative method. It has been conducted through explorative visits on the location where selected PIPs and SPIPs were implemented. This study also arranged Focus Group Discussions (FGDs) and conducted an open-ended questionnaire survey. Collected data were analysed with qualitative, quantitative, and graphical terms to assess the current status of PIPs, SPIPs and IAPs, and their sustainability, identify the strengths and weaknesses of MATT2 development programme as well as its extent of influence in developing reform-minded civil servants.

Table3.1: Basic Information on MATT2 Development Programme

MATT2 Dev. Programme	Stage-1	Stage-2
No. of Batches	40	18
No. of Participants	1631 (Female-225)	361 (Female-60)
No. of PIPs	305	72
Note: 1) Stage1: Batch1: 24 September-10 November 2006/Batch 40: 11 November - 20 December, 2012 2) Stage2: Group1: 13 Sept - 26 Oct., 2008 /Group18: 26 Nov. - 24 Jan, 2013 3) The regional exposure has been replaced by in-country programme from Batch 39 (Bangla MATT). There was no stage 2 from Batch 38.		

3.1 JUSTIFICATION OF UNDERTAKING QUALITATIVE METHOD

The relevance of a specific methodology rests upon the particular purposes and area of inquiry (Huda, 2005: 49). In order to conduct this research, we have adopted the qualitative method mainly because of its nature and the subject matter. It is an interpretative method. Here we gave more importance on understanding the ground reality deeply and wholly which required an in-depth qualitative approach. The present study was very complex and was not easy to understand this complexity only with quantitative data. Since the qualitative approach mandates close attention to historical detail in an effort to construct new understanding of culturally or historically significant phenomenon (Huda, 2005:49), present study has adapted this method.

In this study, researchers have employed the FGD technique as a part of in-depth group interview due to nature of the present research topic and research question. One of the main objectives of the present research was to identify the strengths and weaknesses of MATT2 Development programme. It was hardly possible to find out the strength(s) and weakness(s) of any programme or activities without FGDs. On the other hand, the purpose of an FGD is to obtain in-depth information on concepts, perceptions, and ideas of the group. An FGD aims to be more than a question-answer interaction. Here the idea is that group members discuss the topic among themselves. So the present study used FGD technique for better understanding of the said objective as well as the research. Apart from group interview in the FGDs held with the MATT Alumni, the research team also pursued interview with the participants individually to gather specific information related to the current status of the PIPs/SPIPs and IAPs of the research.

3.2 JUSTIFICATION OF UNDERTAKING QUESTIONNAIRE SURVEY

Questionnaire survey is one of the important data collection techniques which are widely used and is a popular method. Since the MATT 2 alumni are posted throughout the country, so it was found most applicable and accessible method to get the opinion about the strengths and weaknesses of MAT2 Development Programme which was set as one of the objectives of this research. Researchers of the present study distributed as many as 250 questionnaires and they got 82 questionnaires back.

3.3 TARGET POPULATION

For this study the target population was drawn from the MATT2 alumni, who are civil servants of Bangladesh Government.

3.4 SAMPLING PROCEDURE

- Firstly, we have selected 32 PIPs and 14 SPIPs through stratified random sampling as cases for the study. For this study we considered batch 1-32 and group 1-14 for selection of PIPs SPIPs respectively.
- For convenience of the study we selected those IAPs which were implemented at the Bangladesh Secretariat.
- Thirdly, we organised 12 FGDs participated by 77 alumni of MATT2 Development Programme. Of 12, 10 FGD participants attended the 93rd, 94th and 95th ACAD, and 65th Senior Staff Course conducted at BPATC. Of 10 FGDs four were attended by the officials with the rank and status of Joint Secretaries to the government and six were attended by Deputy Secretaries. One FGD attended by the MATT2 alumni working at BPATC and another FGD conducted with the participation of MATT2 facilitators.
- An open-ended questionnaire was distributed among the MATT2 alumni of which 82 responded to it.

3.5 CHECKLIST AND QUESTIONNAIRE DEVELOPMENT AND PHYSICAL VISITS AND SURVEY

Before collecting primary data we developed and pretested a checklist for evaluating the selected PIPs and SPIPs; we also developed and pretested another checklist for evaluating selected IAPs; and further, we prepared an open-ended questionnaire and pre-tested it for conducting survey among the MATT2 alumni.

Secondly, we have visited all locations where selected PIPs, SPIPs and IAPs were implemented. Before visiting the location we have tried to contact the MATT2 alumni relevant to selected cases for the study. However, we could not get connected with all of them.

An open-ended questionnaire was distributed with a request letter to 250 alumni of MATT2 alumni. After repeated request we have received 82 filled-in questionnaires.

Table3.2: Samples of the Study

Cases	No of cases
1. PIP	32
2. SPIP	14
	46
	Respondents
1. FGDs (12)	80
2. Questionnaire Survey	82
Total	162

For secondary data, relevant reports, articles and documents were consulted.

3.6 CONDUCTING CASE STUDIES

For this study we selected 32 PIPs and 14 SPIPs through stratified random sampling. To assess the current status of the PIPs and SPIPs, the expected results of the PIPs and SPIPs were studied with special emphasis as an indicator. Before, explorative visits to the place of implementation of the sample PIPs and SPIPs we contacted the concerned team members who implemented the projects. However, in most cases, they were not available in project area because of their transferable jobs. In order to obtain real picture we interacted with the beneficiaries and solicited views about the current status of the projects. We also crosschecked their views with the concerned MATT2 alumni.

3.7 EXPERT OPINION

The study also solicited expert opinions starting from the proposal preparation phase up to report writing phase. Experts include one former Secretary and one current Secretary to the Government, one national expert on training and consultancy and one international consultant on training.

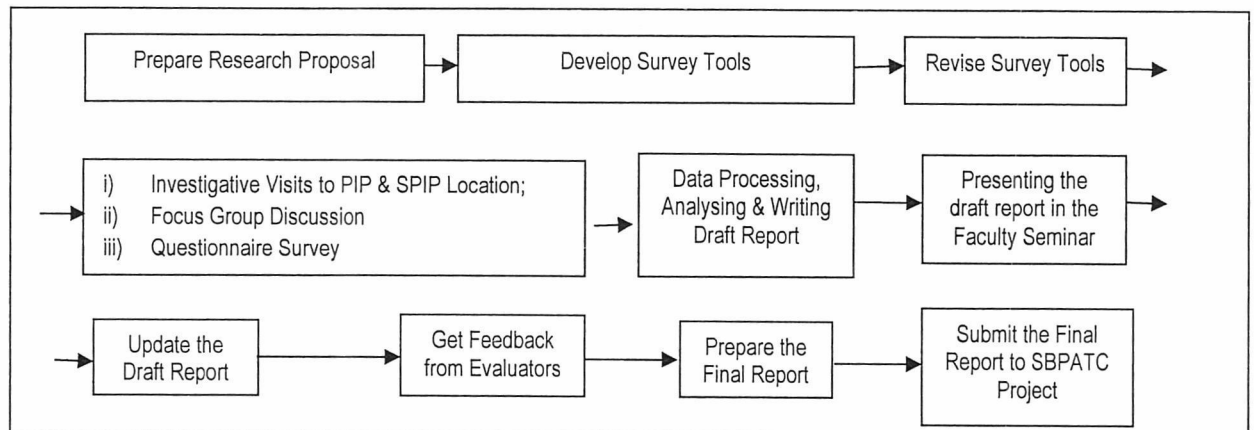
3.8 DATA ANALYSIS AND PRESENTATION

Firstly, we prepared a short structured report for each PIP and SPIP evaluated under study. After in-depth reading we identified the relevant information and analysed them. We also prepared a summary report on the IAPs we evaluated and analysed them. Ten reports were also prepared on the FGDs and analysed them.

3.9 ETHICAL CONSIDERATION

In order to conduct this piece of research, researchers had to talk to some MATT2 alumni who were found feeling not comfortable to give their opinion regarding MATT2 Development Programme during FGDs. We found that in few cases they felt uncomfortable to express their passion and opinion freely and openly about the strength and weakness of MATT2 Development Programme. Researchers promised to the respondents, that their identity would never be disclosed and their opinion would only be used for research.

Flow Chart of the methods followed in the study



CHAPTER FOUR

Data for the Study

4.0 INTRODUCTION

This chapter presents the field report of exploratory visits of selected PIPs and SPIPs implemented by the participants attending the MATT2 development programme, transcripts of FGDs and data of questionnaire survey participated by MATT2 alumni.

4.1 FIELD REPORT ON SELECTED PIPs

CASE-1

1. **PIP Title:** Establishment of a Day-care Centre at Head Office, LGED, Agargaon, Sher-e-Bangla Nagar, Dhaka
2. **Location of the PIP:** Agargaon, Dhaka
3. **Implemented by** MATT-2, Stage -1, Batch-1, Team-A.
4. **Background Information:** The PIP was aimed at providing day-care facility for 20-25 working mothers at LGED Head Quarter. A wide number of mothers work in the public sector of Bangladesh. There are a few organizations which have standard day-care facilities in the country. A day-care centre was established for providing day-care facility for 20 – 25 working mothers at LGED HQ, Dhaka. It is expected that both LGED and the mothers will benefit from this PIP. The PIP team collected data through a questionnaire with the mothers who might use the day-care centre, and with their supervisors. The vision was that the centre will assist the linkages between mother and child while encouraging performance at work. The day-care centre can boost the mothers' availability and performance in their offices with clear benefits for LGED. LGED appears to have taken full ownership and responsibility for the Centre and is supporting it enthusiastically. This PIP is clearly relevant for assisting the GoB's steps, in the recent past, to attract and develop women in jobs in the public sector. It can also make a positive contribution to motivate female employees and it has a considerable potential for roll-out across GoB.
5. **Status of achievement of expected results:** The following key results were achieved in the project time period-
 - A day-care centre accommodating 20-25 children up to age six established in LGED.
 - Early departure of mothers from the office reduced.
 - Mental satisfaction and productivity of mothers increased.
 - An action plan up covering accommodation, resources, training, medical linkages, responsibilities and controls drawn.
 - LGED arranged the facility for around 25 children up to the age of 6 (six) years.

Current Status: The centre was opened by the Chief Engineer, LGED, on 8 February 2007, and is operating successfully. Currently,

- The day –care centre remain open from 9:00 a.m. to 5:30 p.m.
- Now 22 children are registered. It is found during the visit that every mother from MLSS to officer can get the opportunity to keep the children.
- It's a nit & clean large room with required facilities.
- One doctor (LGED person) regularly visits the day-care centre in every afternoon.
- 4 care givers (Rank MLSS), one supervisor and one assistant supervisor are working in the day-care centre. All of them are LGED employee.
- 4 care givers received training from "Fulki", Dhanmondi. At present, only one remains in the centre. Other three are transferred in district level LGED office. They are working their regular activities as MLSS.
- LGED limits the children up to 5 years now.
- Payment: 400 Tk/ children for Officers and 300 tk/children for staffs. This money is deposited in LGED Fund.
- Pre-primary education facility is available in the centre. Assistant supervisor teaches the children.
- Mothers bring the food regularly. Sometimes simple food like boiled egg, biscuits are provided by the care givers. All the mothers feed their children in lunch time. Lactating mothers feed their children from time to time. In case of 3 yrs and above children, care givers give food in interval.
- A committee called 'Gender committee' looks after the day care centre. The committee consists of 11-12 members. The chairman is one of the superintendent engineer and an executive engineer act as in-charge of the centre.
- During the visit, mothers urged for a pre-primary school in LGED, increase the number of care givers, separate room for comparatively bigger children (age 4 yrs -6yrs), age limit should increase up to 6 yrs.

6. **Factor(s) in case of Partial or non-achievement:** No major factors has been identified that can hamper the success of this project.

7. **Strengths and Weakness of PIP:** The strength of the PIP is –

- Mothers can give more time to the office work, concentrate their job. They get the mental satisfaction. That increase working mothers' productivity in public sector.
- LGED own this centre.
- Strong monitoring system.

Weakness:

- Capacity should increase.
- Separate room is essential for 4 years above children.

8. **Sustainability:** The project is fully sustainable.

9. **Conclusion:** This PIP is clearly relevant for assisting the GoB's steps, in the recent past, to attract and develop women in jobs in the public sector. It can also make a positive contribution to motivate female employees and it has a considerable potential for roll-out across GoB.

CASE-2

1. **PIP Title:** Mutation, Mortgage and Sale Permission in National Housing Authority (NHA): Ensure speedy services.
2. **Location:** National Housing Authority, Segunbagicha, Dhaka
3. **Implemented by:** MATT 2 –Stage1, Batch 2, Team F

4. Background

National Housing Authority (NHA) is responsible for the mutation, mortgage and sale permission of city lands in Dhaka capital city. But the process and procedure to do these and obtained the required services from the NHA by the clients was so lengthy and troublesome. To introduce a client focused and a time bound approval procedure of mutation, mortgage and sale permission in NHA and to introduce information sheet, Billboard and issue instruction/ circulars for delegation and to establish transparency and accountability in client services, also to provide preferential services to the female, old and disabled clients, the above mentioned PIP was taken.

5. Status of Achievement of expected results:

- A client focused and time bound process of approval has been established in NHA. Clients and stakeholders are getting their required services within 40 days especially in case of Mutation.
- Clients' facilities have been improved by providing a reception room with attached bathroom and an inquiry desk also established so that the clients can get their relevant information.
- A Citizen Charter has been prepared incorporating clients' right, information about the services offered by NHA.
- NHA officials have been trained but no guidelines for training and motivating of the officials of NHA were prepared yet.
- Providing ID card to the office bearers of NHA is under process.

6. Factor(s) in case of partial or non-achievement:

The team members were well motivated and got support from the authority. But due to lack of fund, the PIP was not fully implemented. Some of the components of the PIP are still under processed. Frequent transfer of the team members also hindered implementation of the project. Further absence of policy and guidelines for the training and motivating of the officials of NHA hindered the full implementation of the project.

7. Strengths and weakness of PIP/SPIP:

- Strength: Strong monitoring and support from the authority.
- Weakness: Lack of fund and frequent transfer of officials. The disposal time of the cases was reduced but not in all cases due to lack of effective monitoring mechanism.

8. Sustainability/Replicability:

The speedy disposal of mutation, mortgage and sale permission cases of NHA is established and it is sustained.

9. Conclusions and recommendation:

The PIP is partially implemented and some of its components still under processed. The clients of NHA are getting better services.

A time bound disposal procedure for speedy client services introduced in NHA should be institutionalised and replicated in other similar service delivery organisations of the government.

CASE-3

1. **Title of the PIP:** Implementing a One-stop Information Centre in RAJUK.
2. **Location of the PIP:** RAUK, Dhaka.
3. **Implementation of PIP:** The PIP was aimed at reducing the sufferings of clients and providing access to proper information with special attention to disadvantaged clients/women. The specific objectives of the PIP was to provide information to a client from one place, mitigate the sufferings of the cliental group by providing easy access to genuine information, serve clients from the entry point of the office to minimize the pressure on working sections and ensure an atmosphere where clients feel free to come for service.
4. **Background information of PIP:** RAJUK is a major service institution of government, responsible for planning development of Dhaka and its adjoining area, controlling development work through construction plans, and providing Dhaka with well-planned residential projects. But, delays in service delivery, absence of transparency and harassment of clients are common phenomena of RAUK. The PIP was designed to resolve the sufferings of clients and provide access to right information.
5. **Status of Achievement of expected results:** All the four expected results of the PIP were achieved. The achieved results were-
 - Formal agreement of RAJUK on implementation of Information Centre and Help Desk (ICHHD) was collected.
 - ICHHD in place, manned by 4 personnel and equipped with telephone, intercom and computer was established. At present there was no computer, no telephone available. Only two person works in reception desk.
 - ICHHD provided with extensive information base on RAJUK documentation, officials, processes, contacts were found available. during the visit, the system was not found.
 - Separate seating arrangements for male/ female provided in front of ICHHD. During the visit a few seating arrangement were found. It was insufficient and not separated for male and female.

Current Status: The PIP has achieved all the results in their stipulated time. During the visit it was found that only a desk and two chairs are exist in the ICHHD with a name plate of ICHHD. There were no computer, no intercom, no official document are available in the ICHHD. Beside the ICHHD, a manual old fashioned lack of modern facilities reception desk was found in the ground floor of RAJUK. People work their manually, only movement register was found there.

To know movement of the file, clients have to go first floor in MIS Section. Most of the activities are also done manually. Furthermore, new officers are not familiar about ICHD.

6. **Factor(s) in case of partial or non-achievement:** No major factor was found which hammered the PIP.

7. **Strengths and weakness of PIP:**

Strength

- Creating a customer-focused environment for RAUK by introducing an Information Desk.
- Reducing the sufferings of the common people.

Weakness

- No monitoring system was introduced after completion of the project.
- The RAUK Authority did not own the project.

8. **Sustainability/Replicability:** The project is not sustained.

9. **Conclusions and recommendation:** This PIP was expected to reduce the harassment of the clients by providing necessary information from a single desk. This could be a model for providing a more customer-focused environment for RAJUK as well as other service sector government offices in Bangladesh.

CASE-4

1. **PIP Title:** Establishment of Disaster Management Information Centre (DMIC) in Disaster Management Bureau (DMB).
2. **Location:** Disaster Management Relief Bhaban, 92-93, Mohakhali Commercial Area, Dhaka.
3. **Implemented by:** MATT 2 –Stage1, Batch 4, Team D

4. **Background**

The Disaster Management Bureau (DMB) works as an important public sector agency to reduce the overall vulnerability poor and women from different impacts of disaster. It undertakes different risk reduction activities as well as conducts humanitarian assistance programs efficiently to enhance the capacity of poor and disadvantaged by strengthening and coordinating programmes undertaken by various government and non-government organizations related to disaster risk reduction and emergency response. The PIP was intended to improve coordination amongst agencies at all levels for easy access to appropriate timely and accurate information pre- during and after disaster in order to reduce the poor and women vulnerable to disaster. Keeping this view in mind the PIP team took the initiative to establish a Disaster Management Information Center (DMIC) in DMB.

5. Status of Achievement of expected results:

- The DMIC is fully equipped a full information system set-up with relevant software and hardware that includes PCs, printers, faxes and modems for 64 District Disaster Management Information Centres. The DMIC is now fully functional.
- Early warning systems developed. DMIC project open to all.
- Database of cyclone shelter is updated up to 2009. Height of 485 cyclone shelters was increased.
- Initiative have been taken to weather, flood forecasting and early warning for river port through IVR. The Service is available through all mobile subscribers.
- Interactive Voice Response (IRV) hotline extended up to 10941.
- IVR – 2,12,125 hits until Dec'13, 70,000 hits just in 4 days of MAHASSEN
- PIO/DRRO (487) and other stakeholder are connected with e-mails to communicate Early Warning Advises.
- Bulk SMS – 10,000 at MAHASSEN to Disaster Management Committee (DRRO,PIO, UNO, DC, UP Chairman), still in hand 90,000 Bulk SMS
- CPP is the Early Warning Recipient of DMIC for wider dissemination
- Successfully piloted early warning dissemination in flood prone Sirajganj and cyclone prone Cox's Bazar through Cell Broadcasting (CB)
- SMS service to disseminate disaster early warning during and after disaster instruction will be circulated to officials of relevant disaster management.
- DMIC now prepare "Situation Report" based on review and analysis of the disaster information management and dissemination with particular emphasis on emergency response and operations. Also prepare other disaster report which includes detail analysis of a specific disaster including lesson learned.
- Regular situation report disseminated during disaster.
- The ways the DMIC disseminates its information include --Disaster Management Information Portal (www.dmic.org.bd/dmin); Cyclone Shelter Database (www.dmic.org.bd/csdb); Disaster Incident Database (www.dmic.org.bd/didb); Disaster Management Committee Contact/ Union Map (www.dmic.org.bd/dmccdb); Union Factsheet (www.dmic.org.bd/factsheet); Hazard Map (www.dmic.org.bd/inmap)
- DMIC remain open 24 / 7 during disaster.
- The DMIC, along with the 64 District DMICs are fully operational and it is supervised by the Director, DMB.
- The DMIC is linked with the Bangladesh Meteorological Department and, during an emergency; it is open 24 hours and also acts as an Emergency Information Centre.
- Flood Forecast (Deterministic Forecast has been increased to 3 to 5 days).
- 5000 fishermen will received early warning up to 225 nautical miles (Economic zone of Bangladesh) by April, 2014 through Bangladesh Meteorological Department (BMD)

6. **Factor(s) in case of partial or non-achievement:** Lack of fund caused partial achievement of expected results in regards to strengthening information service for risk reduction,

establishing partnership and connectivity among govt. agencies and NGOs/ civil society partially and ensuring good communication.

7. **Strengths and weakness of PIP/SPIP:** The DMIC is making an important contribution in assisting DMB to dealing with the recent disasters as a centre of excellence. HR, infrastructure and planning are the main strength of DMIC. Due to PIP intervention the DMIC has played important roles during the recent devastating flood, the threatened Tsunami and the Cyclone Sidr. It is generally acknowledged that this has helped reduce the impact of such disasters.

Weakness: Actual figure of disaster victim is not uploaded in website regularly. Attitudes of PIOs are a big challenge for DMIC.

8. **Sustainability/Replicability:** The DMIC is fully operational. It facilitates DMB to dealing with the disasters successfully.
9. **Conclusions and recommendation:** The DMIC is the information hub of the Ministry of Disaster Management and Relief (MoDMR). It facilitates DMB to dealing with the disasters successfully. However, Human resource and HR capacity is a big challenge for DMIC. PIOs are overloaded by diversified activities. Its IT specialists are not valued. These issues need to address by the government with due care.

CASE-5

1. **Title of the PIP/SPIP :** Poverty Reduction of some rural poor woman through production of NakshaiKantha, Cusion Cover and Purse
2. **Location of the PIP/SPIP:** Keraniganj Upazilla under Dhaka District
3. **Implemented by :** Team-G, Batch-05, MATT-2
4. **Background information of SPIP/PIP:** The PIP aimed at creating full time or part time job opportunities for rural poor women through producing and selling Nakshi-Kantha, Cusion covers and Purses after imparting necessary training. Members of the target group were fully unskilled on making the aforesaid products at pangaor village in Keranigonj.
5. **Status of Achievement of expected results:** The PIP was implemented in 2007. After long time (07 years) the activities of the PIP have been evaluated at field level in 2014. So, it was not possible to meet with all concern stakeholders and collect the all information. Though I meet with local Member and Sub Assistant Agriculture Officer, they did not provide the whole picture of the project. With their help finally, I could find only three trained women out of 30. According to the local people opinion most of the targeted women are now married and they live in their husbands houses which are far away from the place. The three women said that they had received only training program on preparing nakshikatha and others handicrafts for 01 month from the project. After the training they did not get any other opportunities from the project.
6. **Factor(s) in case of partial or non-achievement:** The project had 07 expected results. Due to evaluation after long time, it was not possible to meet main stakeholders. So, it is really hard to write the achievement level of the expected results of the PIP. But, the first expected result i.e the training of the thirty women was done.

7. **Strengths and weakness of PIP/SPIP:** I could not get the overall view of the project during my visit at project area (Pangaor) in Keranigonj. At the situation, mention any strength or weakness of the PIP, it would not be realistic or pragmatic.
8. **Sustainability/Replicability:** The project had started in 2007 at south Pangaon in KeraniganjUpazila. But, I could not find any activities of the project during my visit on 05 April, 2014.
9. **Conclusions and recommendation:** The follow up activity is done after longtime. The absence of father's/ mother's/husband's name in the list off addresses of targeted 30 women made more difficulties to identify the targeted women at large village area. From the visit at the project area, it can be said that the training program was held, but the status of other activities of the project could not cited clearly and truly.

CASE-6

1. **Title of the PIP:** Speedy Disposal of Pension Cases in the Directorate of Secondary and Higher Education (DSHE).
2. **Location of the PIP:** Directorate of Secondary and Higher Education (DSHE)
3. **Implemented by :** Stage 1 Batch 6 Team E
4. **Background information of PIP:** Delay in case of pension is common scenario in the public sector of Bangladesh. In some cases it takes years together even decade for the ill fated pensioners to get their retirement benefits. The PIP aims to reduce the sufferings of the pensioners. The main purposes were to- remove the bottlenecks and make the pension process easier and effective; appoint a Pension Welfare Officer at every level; reduce the sufferings of the pensioners by ensuring they receive their pension benefits; and create opportunity for women in the family pension case.
5. **Status of Achievement of expected results:** As depicted in the report submitted by the team the PIP has been achieved following expected results:
 - Pension Welfare Officer has been appointed;
 - Computerised data base format has been introduced to continue the system;
 - Information of pensioners has been hosted in the web page of DSHE;
 - 100% complete. Against a target of 60%, 74% has been achieved;
 - Concerned pensioners and their family members are getting full cooperation of the DSHE office and staff. The process is working smoothly.

Current Status: During recent visit it has been found that the PIP is working smoothly. Due to legal constraints no separate recruitment has taken place for Pension Welfare Officer. However, one of the class 1 officers of that office is working as Pension Welfare Officer. The designated officer is undergoing training. In his absence another officer is discharging the responsibilities. The substitute officer is well informed of the various issues related to the PIP. In this case some common weaknesses such as ownership, succession, monitoring have not been found. However, in terms of documentation, the traditional procedure i.e. preservation of hard copies is still followed. Computerised documentation is yet to be implemented.

6. **Factor(s) in case of partial or non-achievement:** Despite smooth running of this PIP appointment of Pension Welfare Officer could not be implemented. Because creation of new post in public sector is very complex and time consuming. Computerised data based information is yet to be implemented although DSHE maintains a website. Fascination to the status quo is the main reason behind this backwardness.
7. **Strengths and weakness of PIP:** The PIP can be characterised by a number of strengths. Gender sensitivity can be identified as one of the major strengths. Before launching the initiatives considerable ground works were done. Necessary data and information were collected. Although being launched in 2008 the officers and staff are aware of this initiative. As a result the PIP is still functional. It appears that all concerned have been motivated successfully. The office maintains a web site. But the information is kept manually. This is due to traditional mind set i.e. resistant to change.
8. **Sustainability/Replicability:** The suffering of the senior citizens particularly women can be reduced significantly by fastening the disposal of pension cases. Therefore, such an initiative can be replicated in the public sector organisations of Bangladesh. However, there should be due importance on the data base information. Side by side manual record should continue. Moreover, provision should be made for the deployment of a full time officer to look after the issue.
9. **Conclusions and recommendation:** The process is running successfully. A full time officer needs to be vested with responsibility to look after the process. There should be more emphasis on data based record management.

CASE-7

1. **Title of the PIP:** Introducing Environment-friendly Household Waste Management System in a selected community of Dhaka City Corporation
2. **Location of the PIP/SPIP:** Sobahanbag Colony (E-type) under Dhaka District
3. **Implemented by :** Team-E, Batch-07, stage-1, MATT-2
4. **Background information of SPIP/PIP:** Household waste disposal has become a serious concern for city dweller as well as the authority responsible for its management. Collection, transportation and final disposal of carried out in such a way that it creates a lot of environmental hazards. The PIP intends to replace practice of household waste disposal system in a way that can eliminated environmental hazards and at boost the income of stakeholders.
5. **Status of Achievement of expected results:** The PIP had five expected results. The four expected results were initially achieved, only failed to make a provision for recycling system of non-organic waste. Presently, any activity of the project is not operating. According to discuss with one team member, it was revealed that after one month of completion of the project the most of the activities were not functioning.
6. **Factor(s) in case of partial or non-achievement:** The PIP could not make a provision for recycling system of non-organic waste as the other activities of the project were not sustain after one month of completion of the project.

7. Strengths and weakness of PIP/SPIP:

Strength

- The beneficiaries were highly educated and senior governmental officials.

Weakness

- The former local household waste collector group was not considered as vital opponent stakeholder in the project
8. **Sustainability/Replicability:** The project had started with full of hope on April, 2008 at Sobahanbag Govt. Colony (E type). But, the activities are not operating now in the area. The former local household wastecollector group was not considered as vital opponent stakeholder in the project. . After the completion of the project, the former collector group was directly affected in terms of monetary issue .So, they acted as a strong opponent which ultimately led to fail the sustainability of the project.

9. Conclusions and recommendation:

The PIP introduced an integrated approach to effectively and efficiently manage the household waste of city dwellers. But the activities of the project are not sustained due to the following reasons:

- Former house hold waste collectors group acted as opponent stakeholder
- In some cases, it was hard to motivate the highly educated beneficiaries.

Recommendation

- The project should motivate and actively involved the former household waste collectors group in the activities of the project
- The concern personnel of city corporation should involve more actively

CASE-8

1. **PIP Title:** Introducing an Internal Audit System in BPATC
2. **Location:** BPATC
3. **Implemented By:** Batch 8-Team B
4. **Background:** Existing external audit system based on post-facto basis that result in delay in meeting and settling audit objections. Generally the irregularities occur in audit because of lack of knowledge of government rules and regulations as well as negligence in some cases. In order to identify the audit related problems and address them when they occur or are about to occur PIP team-B of Batch8 developed and introduced an internal audit system introduced in BPATC.
5. **Status of Achievement of expected results:** The PIP achieved all of its three expected results during implementation period. The project intervention ensured formation of an Internal Audit Committee at BPATC and ensured training of concerned officials of the Centre. Project intervention further prepared a handbook on Internal Audit System. Moreover, a separate office order was also issued to all departments and sections of BPATC to follow the procedures of the handbook in office domain.

Current status:

- During investigative visit by the research team identified that despite formation of an internal audit committee headed by one director, the committee was found not functional. No activities exist.
 - A number of officials were trained, but no information was found during the visit. No use of training was observed.
 - A handbook on Internal Audit System was prepared as a normal guideline for BPATC management process. No evidence was found about the use of the handbook on Internal Audit System
6. **Factor(s) in case of partial or non-achievement:** Not applicable.
 7. **Strengths and weakness of PIP:** Motivation and determination of the PIP team achieved it targeted results. The idea was innovative and internal audit was considered as an effective and useful fund management tool of BPATC. However, building ownership at the top management as well as failure in obtaining policy support from the Audit Department could be considered as weakness of the PIP.
 8. **Sustainability/Replicability:** The PIP was not sustained and replicated.
 9. **Conclusions and recommendation:** The PIP team set a good example for government organizations for proper utilization of public resources by introducing internal audit system within the existing rules. A good example of internal audit system has been set in BAPTC and it can now be easily introduced in many other government organizations for proper utilization of public resources. It would be useful tool to pave the way to minimize wrong doings in financial management and also ensures handling of public money/resources in a transparent and accountable manner. BPATC could rethink about the PIP to streamline its spending procedure by checking leakage of public resources; and facilitates its employees for proper financial management

CASE-9

1. **PIP Title:** Introduction of BRTC Bus Service for Women and Children-Mirpur to Gulistan.
2. **Location of the PIP:** Mirpur to Gulistan, Dhaka.
3. **Implemented by:** Batch 9, Team A.
4. **Background Information:** Dhaka is the capital city of Bangladesh with more than ten million people. But transport system in Dhaka city is highly inadequate in comparison to its population. Commuters, both male and female, have to fight to get a foothold in the public transports, buses, during peak hours of the week days. This is more challenging for the women commuters. The focus of the PIP was on reducing the sufferings of these disadvantaged groups during peak hours in one of the busiest routes by introducing special bus service for women and children. During the feasibility test and base line survey, the PIP team found inadequate number of buses in comparison to the demand, significant increase in the number of women passengers, women and children are elbowed out by male passengers during boarding of buses, ineffective reserved seats for women, women and children cannot reach destination on time.

5. **Status of achievement of expected results:** The following key results were achieved in the project time period-
 - BRTC bus service for women and children passengers introduced from Mirpur to Gulistan and Khilgaon Taltola to Gulistan routes, ply for three months (on trial) and opened formally on 24 July 2008 by the Chairman, BRTC and Joint Secretary (Admin), Ministry of Communication
 - Daily 255 women and 61 children are benefitted per trip by available BRTC bus service, by which a total of 1000 women and 244 children got benefit..

Current Status:

 - This PIP has been implemented fully and successfully. Primarily, four BRTC buses (four trips) were running at morning from Mirpur to Gulistan and Khilgaon Taltola to Gulistan during peak hour. Daily per trip about 255 women and children are benefited by these BRTC bus services. Furthermore, from 13 May 2009, another new bus had been introduced from Mirpur to Gulistan via Farmgate. Moreover, two BRTC buses are providing a service for women and children from Mirpur to Gulistan and Khilgaon to Gulistan in the morning and evening during peak hour. So, the busses are still running in the morning and in the evening peak-hour to facilitate women and children commuters.
6. **Factor(s) in case of Partial or non-achievement:** No major factor has been identified that can hamper the success of this project.
7. **Strengths and Weakness of PIP:** The strength of the PIP is –
 - Women and children are getting benefit from this project.
 - This project focuses on a social issue and it directly relates to the beneficiaries.

Weakness:

 - No significant weakness has been found.
8. **Sustainability:** Four busses are running from Mirpur to Gulistan and Khilgaon Taltola to Gulistan during peak hour in every morning and evening time. That's why The PIP is sustainable. And it is replicable to other busiest roads of Dhaka city to reduce the difficulties of women children commuters.
9. **Conclusion:** Women and children have to move to their jobs, to school and other businesses. The PIP is expected to help devise a sustainable strategy for women commuters of the Dhaka city. The project is successfully running still now. So, the government can consider this achievement for further development of women and children commuters in other places also.

CASE-10

1. **PIP Title:** Introduction of IT in Class VI: A Pilot Project in Mohammadpur Model School and College.
2. **Location of the PIP:** Mohammadpur Model School and College, Mohammadpur, Dhaka..
3. **Implemented by:** The PIP was aimed at enhancing the skills of students at lower classes for using IT as a tool of their learning. This project is implemented by Batch: **10**; Team : C. period of implementation : 22nd Sept. 2008.
4. **Background Information:** Computer knowledge is becoming essential now-a-days for keeping pace with the developments taking place all over, nationally and internationally. The learning should start early in age so that a young student of today does not have to struggle later to cope with his surroundings. The PIP has shown that the computer education is possible to start even at school level with very good results. It has sought to remove any computer-fear in the mind of the youngsters, thus showing a path to others in the schools. The PIP is a torch bearer in this respect and others can easily follow this example. In 2008, Computer education has been introduced in class IX as an optional subject in Bangladesh. It is observed that children are more capable of getting new things promptly than adult ones.
5. **Status of achievement of expected results:** The following key results were achieved in the project time period-
 - 28 (twenty eight) students were trained successfully and given skills in MS Word, MS Excel and MS Power Point by 22nd September 2008.
 - Target students started using IT as a tool of learning by 22nd September 2008.

Current Status: The PIP has been implemented fully and successfully in September 2008. In Bangladesh computer education has been introduced in class IX as an optional subject in 2008. It was not compulsory subject at the project implementation period. But computer education has been initiated as a compulsory subject for secondary schools in 2012. However, during the visit the principal of the college mentioned that students who have got the training by the project personnel, they passed the SSC Exam now. And they got admission in different colleges of Dhaka City. So the idea of the project is not still alive now. There is a national textbook of computer education for class six. So teachers of the school are following the national text book. MS Word, MS Excel and Ms PowerPoint are not being included in the syllabus of class VI. Moreover, they did not know about their neighbouring schools whether they use more than the syllabus or not on computer education. Furthermore,

- The school has a computer lab where 30/32 computers are available.
 - School has computer teacher for different classes.
 - Teachers are trained on computer by BANBEIS.
6. **Factor(s) in case of Partial or non-achievement:** No major factor has been identified that can hamper the success of this project.
 7. **Strengths and Weakness of PIP:** The strength of the PIP is –
In English medium schools, students have got the opportunities of learning computer education at class STD-2- STD -3 level. But students of the general school do not get the opportunities at

primary level. So through this project, a large number of school students had got the opportunities to develop their IT Skill. In future they will not have any computer-fear in the mind. Now from the government initiative, computer education is compulsory for secondary school's students.

Weakness:

No monitoring system was established to look after the project.

8. **Sustainability:** Government of Bangladesh has been introduced Computer education at secondary school from class VI. So, Mohammadpur Model School and College are following the government's instruction. Therefore, the PIP was not sustainable and replicated in any other schools in their curriculum.

9. Conclusion: Now-a-days, computer is a part of our daily life. Children are more capable of getting new things promptly than adult ones. Feeling this, the Government of Bangladesh has introduced computer education at school level. Moreover, the government had a vision to make the country digitalized. So, Computer education has been introduced in school level. The result of the project might have an impact on this policy issue.

CASE-11

1. **PIP Title:** Developing computer-based leave records and supplementary merit records for the promotion process at RAJUK.
2. **Location:** RAJUK
3. **Implemented by** MATT 2, Batch 11, Team C
4. **Background:** The Rajdhani Unnayan Kartripakkha (RAJUK) emerged through the ongoing crisis of planned and controlled development of Dhaka City. RAJUK established in April 30, 1987 by replacing Dhaka Improvement Trust (DIT). The prime intension of the organization was to develop, improve, extend and manage the city and the peripheral areas through a process of proper development planning and development control. The PIP aimed at converting the out-of-date maintenance of RAJUK's leave and supplementary merit records into a computerised programme with a view to speedy disposal of leave, merit-based promotion and pension cases of RAJUK officers.
5. **Status of Achievement of expected results:** The PIP team's initial investigations found that RAJUK's MIS records did not include leave records management or information for merit-based promotion. This was leading to some job dissatisfaction and inadequate management practices. The PIP initiative was only successful to develop a data base of 150 officials of RAJUK in order to address the LPR (Leave Prior to Retirement) system and merit-based promotion. This data base now in kept in the computer. Data base is not updated. Back to previous system to deal with the activities on the said issues.
6. **Factor(s) in case of partial or non-achievement:** Implementation of the project required crash programme but the PIP team could not bring all stakeholder on board. Lack of awareness, language barrier, (it would better if the format was in Bangla), lack of cooperation

and lack of coordination between organogram and place of posting were the factors that hindered the implementation of the project. Also employees could not understand the benefit of the PIP, their attitude to not giving information on service as well as complexity in service (started the service from Master Rule basis) also hindered the implementation of the PIP.

7. **Strengths and weakness of PIP:** Identifying the needs of a computerbased data-base for personnel management was the main strength. However, failure to bring main target people was the main weakness.
8. **Sustainability/Replicability:** The PIP is not sustained.
9. **Conclusions and recommendation:** The PIP provides a model for public sector organisations for their human resources management. RAJUK management could restart the project considering the learning from the mistakes and could take a crash program for its implementation.

CASE-12

1. **PIP Title:** Facilitating Client-friendly process (using Pension Section as a Pilot Mechanism) in the Ministry of Establishment.
2. **Location:** Ministry of Public Administration
3. **Implemented by:** Team H of Batch 12 of Stage 1
4. **Background:** This PIP focuses on the working culture of the office – the way policy is framed without consulting the people for whom it is meant/made for. The PIP was to Facilitate Introduction of Client Friendly Process (Using Pension System as a Pilot Mechanism) in the Ministry of Public Administration. PIP was intended to achieve the following results:
 - i. Clients are well informed of the process;
 - ii. "Welfare officer" designated/appointed to deal the pension case on behalf of the client;
 - iii. A room for the welfare pension seeker allotted and under process of furnishing;
 - iv. Clients feedback system developed and operationalised;
 - v. Grievance handling system, (deputation to secretary and direct communication with welfare officer) established;
 - vi. Institutional mechanism engaged to further the process: Retired Government Employee Welfare Association has been engaged as an institutional lobby to make the Government, hear and act according to the expectation of the client.
5. **Status of Achievement of expected results:** The achieved results are as follows:
 - 5.1 Welfare Officer designated to deal the case on behalf of the clients;
 - 5.2 Clients were informed the whole pension process through website;
 - 5.3 An sitting arrangement was done in the room of the Section-in-Charge;

The following results were achieved during the implementation period but at present were not found functional:

- Clients feedback system developed and operationalised;
- Grievance handling system, (deputation to secretary and direct communication with welfare officer) established;

- Institutional mechanism engaged to farther the process: Retired Government Employee Welfare Association has been engaged as an institutional lobby to make the Government, hear and act according to the expectation of the client.

6. Factor (s) in case of partial or non-achievements:

The PIP has partially achieved its results. And the rate of success is not more than 60%. Lack of continuity of same official as section in-charge is the main cause of disruption. During the PIP implementation, the Team achieved all expected results but due to weak monitoring mechanism and lack of regular follow-up the achievements were not sustained. The team made an institutional mechanism that was involvement of Retired Government Employee Welfare Association as an institutional lobby but currently the activity of RGEWA was not found.

7. Strengths and weakness of PIP:

Strengths: This PIP has a demonstration and demand creation affect. The outcome of the PIP was to reduce the un-necessary hassle and ease the cumbersome process of pension approval. The outcomes also suppose to create demand for the reform in the pension approval process in other organization. The number of client of this PIP is very big.

Weakness: The Team failed to motivate high officials in this regard. Due to lack of follow-up mechanism a good number of results were not sustained.

8. **Sustainability/Replicability:** The PIP was implemented fully within the implementation period. But due to lack of motivation and follow-up action the major portion of the PIP is not exist. It has a wide scope of replication but no evidence of replication is found.
9. **Conclusions and recommendation:** After implementation of the PIP, the team made a good number of recommendations. The recommendations are valuable and if implemented those could obviously reduce the sufferings of the pensioners. For reducing the sufferings, Government may encourage the formation of the cliental group to counterbalance one sided government influence as a system of accountability framework

CASE-13

1. **PIP Title:** Facilitating the process of court cases of the Ministry of Public Administration for protection of public interest.
2. **Location:** Ministry of Public Administration
3. **Implemented by:** Team A of Batch-13 of Stage 1
4. **Background of the PIP:** To formulate a guideline in facilitating the court cases of the Ministry of Establishment in different courts of law to solve common difficulties in managing the cases due to lack of knowledge and training. The PIP addresses a large number of court cases that have been instituted against MoE. There is an absence of specific guidelines for management of court cases, especially regarding the provisions of law and the role of officers and government lawyers. This frequently leads to acute problems which the guidelines would help resolve. Dhaka citizens need information on services ranging from birth certificates to

graveyard service but access to required information has been difficult. Modern ICT developments make it possible

i. **Specific Objectives of the PIP:**

- ii. The main objectives of the PIP were to develop detailed guidelines for dealing with the court cases of the ministries and divisions. The guidelines were piloted and assessed the outcome of the guidelines. This was followed by an orientation programme for the dealing officers.

5. **Status of Achievement of expected results:**

A feasibility test and detailed discussions with key stakeholders was followed by analysis of available information, leading to drafting of guidelines dealing with the issues that were identified. Then, workshops were used to validate the draft and they were finalized and approved by the Secretary, MoE. This was followed by an orientation programme, use of the guidelines and assessment of the outcome. The guidelines are now in use and they define, clearly, the role of the relevant officers involved in the process. There has been a reduction in pending cases which has helped government pleaders and concerned people.

6. **Factor(s) in case of partial achievement:**

- a. The PIP was implemented fully and the dealing officers were getting benefit from it.
- b. .

7. **Strengths and weakness of PIP:**

Strengths of PIP: The Team was very committed to implement it. The concern officer of Law Cell of MoPA as mastermind of the project took challenges to implement it. Before implementation, there was no detailed guideline for pre-court processing of the civil cases. The guidelines (or SOP) helped a lot in streamlining the court cases management by the government side which actually reduced the suffering of the parties and upheld the interest of the government.

Weakness of the PIP: Apparently, there is no weakness found in the project but in implementation process there is a serious need for orientation of concerned officers.

8. **Sustainability/Replicability:** The SPIP is sustainable one. The detailed guidelines are being practiced in different ministries and divisions.

9. **Conclusions and recommendation:**

It is one of the successful PIPs of the MATT-2 program. For getting sustainable benefit from the PIP, arrangements should be made to ensure the responsibilities of government pleaders (GP, PP, AAG, Advocate on record, Panel Advocate, etc.) by the government and periodical accountability of officials concerned should be monitored and ensured as per guidelines; and data base of all cases should be maintained for efficient management of cases in government offices.

CASE-14

1. **Title of the PIP:** Making Allotment Process Transparent and Accountable in the directorate of Government Accommodation.
 2. **Location of the PIP:** Directorate of Government Accommodation, Ministry of Housing and Public Works.
 3. **Implementation by:** Stage1-Batch14-Team-A
 4. **Background information of PIP:** The PIP was aimed at minimizing the sufferings of the government officials in getting allotment of accommodation by honest and proper application of rules and procedures. This project dealt with the main focused area of the government to digitize govt. machinery of Bangladesh. The demand of government accommodation is very high in the country then the available accommodation facilities. Only 7% - 9% facilities are accessible to the government officers. The procedures of getting allotment are also tricky. Understanding the accommodation need, this PIP was initiated to reduce the sufferings of govt. officials in getting allotment of govt. accommodation through improving the system. This PIP mainly focused on the digitalization of directorate of Accommodation. Information regarding accommodation was available in online. The facilities were downloading the application, rules and regulations, information regarding priority point grade system available in online. So that it is expected to reduce the harassment in terms of collecting information and submission of completed forms. This project has been termed as one step forward towards achieving Digital Bangladesh by 2021.
 5. **Status of Achievement of expected results:** Among the seven expected results of the PIP, the two were achieved, one was partially achieved and four were not achieved.
 - The first result- A point- based priority grading system of allotment in consultation with the incumbents designed and finalized by 15 Feb. 2009 – was achieved partially. All the papers and documents were prepared lack of enforcement it was not fully achieved. Therefore, no grading system exists at present.
 - A database for all current allottees and prospective applicants was developed.
 - Local area network was not been established in the Directorate under the project.
 - New software was introduced by which application form is made available on line and provisions have been there for the applicants to download the form and fill it and send it hand to hand/ by mail/online.
 - Two site offices were not established by the project due to less involvement of staffs.
 - Motivational training programme for staff and officers of the Directorate was not arranged.
- a. Provision was made in the software to inform the results of the applicants within one month from the date of application due to the transfer of the team leader from directorate.

Current Status: The PIP has achieved two results and partially achieved one for the time being. During the visit, it was found that a formal inauguration of the PIP was arranged. Application form was made available on line still now and provisions also available for the applicants to download the form and fill it and send it hand/ or by mail. However, most of the activities were going sloth due to the transfer of the team leader.

6. **Factor(s) in case of partial or non-achievement:** Transfer of the team leader from the Directorate as he was the director of Directorate of Government Accommodation.
7. **Strengths and weakness of PIP:**
 - a. **Strength**
 - Identify the loopholes of improper accommodation allotment allocation system and plan for initiate a new digitalized system.
 - b. **Weakness**
 - Transfer of the team mates hampered the activities.
 - Permanent Officials of the directorate did not own the project.
8. **Sustainability/Replicability:** The project is not sustainable.
9. **Conclusions and recommendation:** This PIP was expected to contribute providing accommodation related information online. So that transparency and accountability of officials will be ensured to a large extent and as a results malpractices will be immensely reduced. Therefore, harassment of collecting information and submission of completed forms will be removed. People will get proper service for the organization.

CASE-15

1. **Title of the PIP:** Mainstreaming children with mild to moderate disabilities in primary education.
2. **Location of the PIP:** a. Senpara Parbata Government Primary School, Mirpur b. Baraboo Government Primary School, Mohammadpur c. Bangabandhu Primary Government Primary School, Mohammadpur.
3. **Implemented by:** Stage-1, Batch-15, Team - E.
4. **Background information of PIP:** In Bangladesh primary education has been made compulsory in the recent past. Still many boys and girls remain out of schooling. The condition of the disabled children numbering around 1.6 million is even worse. It is revealed that only 4% of such children are blessed with schooling facilities. The remaining 96% children with disability are outside the schooling facilities. The United Nations Organisation documents have described disability as, 'physical, hearing, speech, visual, intellectual and multiple disabilities. A person who has disability but can lead daily life without any assistive devices is known as 'mild disability' where as a person who has disability and needs support is called 'moderate disability'.
5. **Status of Achievement of expected results:** According to the report submitted by the team the key results to be achieved are:
 - a. A total of 23 (15 boys and 8 girls) children with mild to moderate disabilities enrolled in mainstream primary schools by 10 March 2009.

- b. A total of 23 (15 boys and 8 girls) mid to moderate disabled children absorbed in mainstream primary schools by 20 June 2009.

All the three primary schools covered by the PIP have been visited recently and the concerned Head Teachers have been interviewed.

It has been informed from Senpara Parbata Primary School that the teachers are aware of the special needs of the disabled children. At present there is no disabled child in this school. The particular facilities needed by disabled persons i.e. have not found there. As the PIP was launched long ago sufficient information has not been found from that school. However, the teachers are aware of the special privileges particularly 20 minutes extra time for the disabled children during examinations sanctioned by the ministry.

The teachers of Baraboo Primary School are not well informed of the PIP. But the Head Teacher informed that two children with moderate disabilities were studying in the school in the recent past. The Head Teacher informed all the teachers have sympathy and awareness regarding the special privilege of the disabled children (20 minutes extra time in examination).

The Head Teacher of Bangabandhu Primary School has been found sympathetic to the disabled children and awareness regarding their rights and privileges. At present there is no disabled child in that school. She informed that during recent past two children with disability studied in the school and were taken care of properly. All the teachers are aware of the special privilege of the disabled children approved by ministry (20 minutes extra time during examination). However, they do not have sufficient information about the PIP.

6. **Factor(s) in case of partial or non-achievement:** From the visit to the three primary schools it has been found that the teachers are not informed of the PIP. There is no provision for imparting training to the teachers because disabled children have special needs and special training is needed to deal with them properly. Another lacking is the stakeholders i.e. guardians and community leaders, public representatives, NGOs have not been involved. Their involvement could be strength. The PIP was undertaken in 2009 that is a considerably long time. It appears there had been hardly any monitoring to ensure the sustainability of the initiative that aims to address a very sensitive area of our social life.
7. **Strengths and weakness of PIP:** The scope of this PIP is one of its strengths. The weaknesses include lack of monitoring mechanism. Moreover, important stakeholders such as guardians of students, NGOs, community leaders and public representatives have been kept aside. Absence of training for teachers is another weakness.
8. **Sustainability/Replicability:** Noble initiatives like this PIP should be replicated in all the educational institutions of the country gradually for mainstreaming the disabled students. The inclusion of the educated/trained disabled persons will add to the knowledge and skill of the human resources of Bangladesh. However, monitoring and stakeholders' involvement should be given importance.
9. **Conclusions and recommendation:** The following lessons may be learnt for the discontinuation of the PIP: monitoring is one of the prerequisites for the sustainability of any initiatives; involvement of stakeholders should be ensured; and concerned persons should be equipped with necessary skills through training.

CASE-16

1. **Title of the PIP:** Improvement of services and facilities and interior decoration in a single passenger train through public-private partnership
2. **Location of the PIP:** Inter City Subarna Train plying between Dhaka and Chittagong
3. **Implemented by:** Stage-1, Batch-16, Team-B.
4. **Background information of PIP:** The services delivered by the public sector need to be improved in most of the areas in Bangladesh. In this regard collaboration/partnership with private organisations can play a vital role. On the other hand our government is also giving emphasis on public –private partnership that aims to improve service delivery by public organisations, eventually fasten the pace of development. Through this process all concerned i.e. government, private entrepreneurs and above all mass people are benefited in the forms of less expenditure, campaign and better service respectively. In fact, public-private partnership is a global trend. Grameen Phone, the largest mobile phone operator of the country, has been selected as the private counterpart for this purpose.
5. **Status of Achievement of expected results:** According to the document prepared by the PIP team the expected results were: 1) Improvement of services, facilities and interior decoration in a single passenger train through private enterprise by 9 August 2009; 2) Ensuring facilities for female, disabled and elderly passengers by 9 August 2009. PIP intervention resulted in signing a MoU between Bangladesh Railway and Grameen Phone. As a part of MoU Grameen Phone Ltd decorated one coach of Subarna Express (a passenger train) with a LCD television instead of six coaches- as informed by one member of them PIP team. Also appointment of one attendant was done by GP.

Current Status: During recent visit it has been found that the persons on duty in Subarna train are informed of the PIP. It has also been informed that the various components of the PIP were implemented. However, the initiatives were implemented in 2009. Almost five years have been passed. The various facilities extended through the PIP have not been found visible during the visit. Sufficient information could not be gathered from the concerned personnel regarding the where about of those facilities. It also appears that there is no or inadequate monitoring of that PIP. However, it has been told that initially the newly introduced facilities were going on smoothly but did not last long.

6. **Factor(s) in case of partial or non-achievement:** As mentioned earlier such a noble initiative did not sustain. As neither GP nor BR wanted to take the responsibility of supervision of service, targeted results were not fully achieved. The personnel working in BR at present are not well informed of the PIP. Therefore, there are some limitations in terms of communication. The PIP lacked monitoring and supervision. After the transfer of the concerned persons the PIP was not well nurtured. The initiative was deprived of ownership.
7. **Strengths and weaknesses of PIP:** The strengths of the PIP are: a. Aimed to improve better service delivery; b. Implementation of Public-private Partnership (PPP) in the micro level; c. Inclusive nature i.e. emphasis on women, senior citizens and disabled persons.

The weaknesses include a. Inadequate or no monitoring and supervision b. Communication gap between the Team members and the existing manpower c. Lack of ownership d. Lack of coordination between public and private counterparts.

8. **Sustainability/Replicability:** Although suffered premature demise the PIP is an innovative and noble initiative. It is an example of the practice of PPP in micro level. Establishing succession, coordination, monitoring and supervision similar initiatives may be undertaken throughout the railway network across the country. It can be replicated in the state owned bus service (long routes of BRTC) after customization. It is also relevant to mention that SR Trading, a private company currently providing similar services in different inter-city passenger trains namely Subarna Express and Mahanagar. The company also supervises the service as reported by one of its staff.
9. **Conclusions and recommendation:** In order to ensure the sustainability of the PIPs coordination, monitoring and supervision mechanisms need to be improved.

CASE-17

1. **Title of the PIP:** Piloting mushroom cultivation at two secondary schools of savar for achieving local based crop one village one product approach in Bangladesh.
2. **Location of the PIP:** Savar, Dhaka
3. **Implemented by :** Team-A, Batch-17, Stage-1, MATT-2
4. **Background information of SPIP/PIP:** School curriculum in our country is still very general in nature and does not satisfy the practical needs of student's future career .Poverty is a barrier to secondary school retention, which is a major challenge to career development. Since current curriculum does not respond to the employment, entrepreneurship and practical skills, students do not have any earning while they are studying. Therefore, the set purposes of this PIP are to introduce local-based crop cultivation- one product approach in secondary school certificate agriculture syllabus in order to enable student by learning.
5. **Status of Achievement of expected results:** Among the four expected results of the PIP, the three were successfully achieved but the PIP team initially could not reform in SSC level agricultural syllabus.
6. **Factor(s) in case of partial or non-achievement:** The concern authority initially gave the assurance to reform SSC level agriculture syllabus but finally the reformed was not happened. The mushroom cultivation topic was not included in agriculture syllabus of class IX & X during the implementation of PIP, butnow this topic is elaborately include in agriculture syllabus of class VIII. The activity of the project may contribute to include the topic in class VIII.
7. **Strengths and weakness of PIP/SPIP:**

Strength

 - The selected project area (two schools) was placed to near Mushroom Development and Training Centre
 - Available of mushroom spawn at Savar
 - The trained manpower's on mushroom were also available at Savar

Weakness

- Class rooms were selected as a place of mushroom production of both schools, which places are now use as class room.
 - Watering was disrupted at Doshaid high school during the school holyday or vacation of school.
 - Absence of linkage between mushroom producer and spawn producer
 - Absence of linkage between mushroom producer and buyer
8. **Sustainability/Replicability:** The project had started on May, 2009 at BPATC School & College and Doshaid High School at Savar, Dhaka. But, the activities of the project are not operating now in the two schools. The vacant classrooms were used for mushroom cultivation at both schools, which are now used as class rooms.
9. **Conclusions and recommendation:** The PIP introduced a new approach to make awareness about mushroom cultivation as well as create source of income for the students of secondary schools. But, the activities of the project are not sustained due to the following reasons:
- Selection of place: Class rooms were selected as a place of mushroom production of both schools, which places are now using as class room.
 - Irrigation problem: During school holyday and vacation, the school authority of Doshaid High School could not water the mushroom plant, as consequence the many spawns dried.
 - Lack of linkage: Absence of linkage between mushroom producer and spawn producer.
 - The mushroom cultivation topic was not include in agriculture syllabus of class IX & X during the implementation of PIP, but now this topic is elaborately include in agriculture syllabus of class VIII. The activity of the project may be contribute to include the topic in class VIII

CASE-18

1. **Title of the PIP:** Export Promotion through Online Response to Trade Queries at Export Promotion Bureau
2. **Location of the PIP:** Head office of Export Promotion Bureau (EPB), Karwan Bazar, Dhaka
3. **Implemented by:** Stage-1, Batch-18, Team-H :
4. **Background information of PIP:** For the last one decade the economic growth of Bangladesh has been in and around 6%. Rapid and constant growth in export earning is one of the major reasons behind such a development. The import expenditure is higher than export earnings. But every year the gap between export earnings and import expenditure is being narrowed down. In the past the export trade of Bangladesh was largely dependent on less than 10 items that makes the economic condition of a country vulnerable. In course of time considerable number of goods and services are added to the export list that enhances the sustainability of the economy. Considerable numbers of entrepreneurs from home and abroad are joining the export and import business respectively. Lack of necessary information available online is likely to work as a bridge-hood between the local and overseas entrepreneurs in this regard. Export Promotion Bureau (EPB) is responsible for strengthening our export trade through providing with necessary facilities to the exporters and importers of Bangladeshi goods and services. Therefore, the MATT-2 team has undertaken the PIP that will gear up our export trading, eventually contribute significantly towards economic development of Bangladesh.

5. **Status of Achievement of expected results:** The expected results are as follows:
 - a. An online system for submission of trade queries was designed, developed and added to the existing website of EPB (www.epb.gov.bd) on 15 September 2009.
 - b. System developed for Effective Response online. In line with the action plan an office order dated 27.8.09 was issued by EPB deputing of an official with specific job responsibilities to meet trade enquiries online. An official circular dated 26.8.2009 issued spelling out a policy guideline on operational activities, internal and business network (linking trade bodies) of supporting the online system and setting time span for response and monitoring arrangement.
 - c. A comparative study of pre and post test reveals that the rate of receipt of trade queries during October-November 2009, increased by 43% compared to the corresponding period of the previous year.
 - d. Linkages among EPB, trade bodies/chambers entrepreneurs, especially women entrepreneurs, exporters and foreign buyers established through the operational arrangement of the online system.

During visit to this project it was found that the expected results have been achieved. The system is looked after by a designated official. She informed that there is an e-mail address particularly to deal with the queries from local exporters and overseas buyers. One designated officer checks the mails everyday and instant replies are given. Later on, elaborate information is given through the website based on the queries made.
6. **Factor(s) in case of partial or non-achievement:** No factor could be identified that causes partial or non-achievement of the expected results.
7. **Strengths and weakness of PIP:** A number of strengths have been found. The procedure of dealing with the queries is responsive in nature. The queries are met within minimal span of time through e-mail. Moreover, elaborate answers are given through the website if need be. The concerned officers have specific job responsibilities.

The officer in charge of the mechanism is directly recruited by EPB and her job is not transferrable. Therefore, there is no scope for the problem of institutional memory.

The services are provided online. Therefore, any sort of turbulence can not affect the activities of this mechanism. It also saves money and time.

No remarkable weakness was found. However, it is informed that the EPB office space is rented from Trading Corporation of Bangladesh (TCB). At present renovation work is going on in this building that includes the online service providing sight. As result the activities of this set up is interrupted for the time being. But hopefully the problem will be over with the completion of the renovation works.

8. **Sustainability/Replicability:** The PIP is blessed with institutional support. The personnel are deputed through specific job responsibilities narrated in the relevant office orders. Moreover, they have been found enthusiastic. By now the PIP has become an integral part of EPB. Therefore, it is expected that the initiative will sustain. Organisations dealing with public service and public interest may replicate this forward looking initiative.
9. **Conclusions and recommendation:** The PIP is working in full swing. Gradually, more number of local and overseas entrepreneurs becoming interested to help themselves through the services provided by this set up. It is expected that this PIP will contribute significantly to diversify our export trade and eventually give our fast growing economy a robust form.

CASE-19

1. **Title of the PIP:** Creating employment opportunity for the poor women of Rayerbazar slum, Dhaka as domestic aid under a new code of conduct.
2. **Location of the PIP:** Rafik Mia Slum, Rayerbazar, near Urban Primary Health Care
3. **Implemented by:** Stage-2, Group 19, Team H :
4. **Background information of PIP:** The main focus of the PIP was to create code of conduct for domestic aids, prepare a data-base of 100 women employee at least 20 slum women as domestic aids under this code of conduct and thus create social positive change in our mind-set towards the basic needs of the domestic aids.
5. **Status of Achievement of expected results:** The Team prepared a framework for code of conduct for domestic aid. They also prepared a data base of 100 women employers and a data base of 20 slum dwellers. The Rafik Mia Slim was the place where the PIP team rented a room and implemented their PIP doing everything from that room. The people over there mentioned in the interview that they have heard that some years back some people tried to do something. But they could not mention anything specifically. While asking further about whether there was any code of conduct, they brought some slum women. The women interviewed said that they can remember, but they do not see any such type of working sustaining there.
6. **Factor(s) in case of partial or non-achievement:** Asking the members of the PIP team it was found that a framework code of conduct for domestic aid was prepared and it was introduced to the women of slum dwellers in consultation with the employers of the slum dwellers.
7. **Strengths and weakness of PIP:** An agreed code of conduct for the employers and the employees were introduced. The employers were aware and motivated to abide by the behavior set in the framework. However, there was little monitoring after the project implementation was done. So, they are not following now the guidelines set in the framework.
8. **Sustainability/Replicability:** The PIP was running as long as the MATT team followed up the activities of both the employers and the employees. Now it is not sustaining.
9. **Conclusions and recommendation:** If the government adopts the framework prepared and introduced to the slum dwellers, then both the parties in concern can be benefitted.

CASE-20

1. **Title of the PIP:** Developing a model of one-stop service centre for providing driving training and issuing licences under joint collaboration of BRTC, BRTA and District Administration, Gazipur.
2. **Location of the PIP:** BRTC Training Institute, Gazipur (One Stop Service Centre)
3. **Implemented by:** Stage-1, Batch -20, Team-A :
4. **Background information of PIP:** Issuing of driving license usually takes much longer time in Bangladesh. One of the important factors behind such a delay is weak coordination among three concerned agencies, namely Bangladesh Road Transport Corporation (BRTC), Bangladesh Road Transport Authority (BRTA) and District Administration, Gazipur. On the other hand the number of various types of automobiles is increasing rapidly. The time consuming process of issuance of driving license is worsening the crisis of skilled drivers. It was found that normally it used to take approximately three months from the beginning to the end of this process. The team undertook the project with aims to minimise the time from three months to one month and delivering better service to the stakeholders.
5. **Status of Achievement of expected results:** The following expected results have been achieved-
 - a. An MoU was signed between authorities of BRTA and the District Administration, Gazipur on 27 January 2010.
 - b. The one-stop service centre was operationalised for providing driving training and issuing of driving licences. Under the new arrangement a fresh training programme began on 7 December 2009 with a total of 109 trainees including 3 females.
 - c. A web page of the one stop service centre was developed and linked to the existing website of the BRTC on 8 December 2009
 - d. Driving competency test was held under new arrangement on 28 January 2010.
 - e. Driving licences were issued in favour of the successful trainees by BRTC on 24 February 2010 i.e. 30 days of the result of the competency test.
 - f. Driving licences were handed over from the one-stop service centre on 27 February 2010. During visit it was found that the process developed by the MATT Team is still active. The web site is functioning properly. After completing all the needful the successful trainees of driving competency test are informed that the licence is ready for delivery. The 30 days time-frame is reasonably maintained.
6. **Factor(s) in case of partial or non-achievement:** Being a public organisation BRTC needs to maintain the government rules and procedures. The driving licences are prepared by firms selected through international tender. The firms selected for various terms are from Malaysia, Pakistan and Singapore. Because of international open tendering no selected firm can be assured of its selection for the next term. The process takes significant time. Moreover, every newly awarded company tries to do something exceptional than the predecessors. It also takes some time. It is hardly possible to overcome this problem because abiding by government rules is mandatory.
7. **Strengths and weakness of PIP:** The PIP is blessed with support from the higher authority. People working at BRTC have welcomed the new system. The officer looking after the overall activities belongs to the permanent manpower of BRTC. Therefore, there is hardly any possibility of vacuum caused by her transfer in near future.

One weakness is many people are still not aware of the people centric arrangement. On some occasions problem of coordination arises with other organisations i.e. BRTA and District Administration, Gazipur.

8. **Sustainability/Replicability:** Successful implementation of this PIP has enabled the service recipients to save both time and money. The website facility has been immensely beneficial particularly for the people living in the interiors. Such an effective mechanism should be customised and introduced in organisations dealing with public service delivery.
9. **Conclusions and recommendation:** This initiative has been largely effective in terms of delivering better service within relatively shorter time. However, a large section of the stakeholders are not aware of this service. There should be some measures like campaign for publicising such a noble initiative.

CASE-21

1. **Title of the PIP:** Promoting the use of Medicinal Herbs and Establishing A Medicinal Herbal Garden as a pilot Project at Quisharchar Ismail Hossain High School', Manikganj Upazila, Manikgonj.
2. **Location of the PIP:** Quisharchar Ismail Hossain High School', Manikganj Upazila
3. **Implemented by:** Team: B of Batch: 21.
4. **Background Information:** ;. The PIP was aimed at establishing a medicinal herbal garden in a particular school to orient people with medicinal herbs and promote its use as medicine for improving their health condition. The PIP intended to promote the use of medicinal herbs in secondary school students because at present, use of medicinal herbs is declining tremendously. People are not using herbs as medicine in their health care, mostly, due to unavailability and unacquaintance with medicinal herbs. Before implementation of the project, targeted people knew only 1-5 herbal plants. 20% targeted people did not know any medicinal herbs. Through this PIP some people got oriented with about twenty-five types of medicinal herbs. Not only that they learnt what type of herbs will be used for what type of disease. Even then, targeted people have planted medicinal herbs in their homestead areas. Other people of the locality were also encouraged to use medicinal herbs as medicine instead of chemical medicine. Female members of a family might be involved in producing medicinal herbs and they would be encouraged to use it. This project expected to engage large number of people as well as students who will be ultimately well oriented with medicinal herbs and they will use medicinal herbs as medicine for primary health care. The PIP proposed to replicate this project in every secondary school of Bangladesh from the assurance of DG Education. The PIP planned some people may take interest to plant medicinal herbs commercially, so that they could earn money by selling it to different pharmaceutical industries for producing herbal medicine professionally. Consequently, poor people would be able to buy this medicine cheaply.
5. **Status of achievement of expected results:** The following key results were achieved in the project time period-
 - A herbal Garden as a pilot project on medicinal herbs established on 25 Jan, 2010.
 - 25 people (male and female) trained as resource persons on 28 Jan, 2010.

- 200 people (150 student, 10 teachers, 35 guardians and 5 GB members) oriented with 20 (twenty) types of medicinal herbs on 25th March, 2010.
- 100 people involved for planting and nursing medicinal herbs on 20 April, 2010.
- 150 people used medicinal herbs as medicine on 20 April, 2010.

Current Status: The PIP has been implemented fully and successfully in April, 2010 and the herbal garden was handed over to school authority. But there was no monitoring system by the PIP Team as well as the school authority. However, during the visit it was found that the school area was filled by sand for construction purpose very recently. The garden was not found there at present except some medicinal herbs like-Tulshi, Pathar kuchi, etc.. The headmaster of the school told that the garden was established with 25 different medicinal herbs; teachers, students, guardians and Governing Body's members trained on use of medicinal herbs. He also mentioned that the school is situated in a rural area and the surrounding people used to apply the medicinal herbs as primary health care. Students and general people are still using the medicinal herbs instead of chemical medicine from their homestead garden. But there was no monitoring system. So that they could not mention to what extent the number is increased, how many students or guardians are still using medicinal herbs. Finally, the school authority gives the assurance that they will re-establish the garden after completion of the construction works.

6. **Factor(s) in case of Partial or non-achievement:** Not applicable

7. **Strengths and Weakness of PIP:** The strength of the PIP is –

- The school is placed far away from the town. In case of any primary health care people can use the medicinal herbs instead of allopathic treatment.
- They can easily save their hassle from any infectious disease as well as money for treatment cost in **primary health care**.

Weakness:

- No monitoring system exists in maintaining the medicinal herbs garden.

8. **Sustainability:** the PIP was not sustainable and replicated in any other schools.

9. **Conclusion:** A Medicinal herbal Garden as a Pilot Project was established at 'Quisharchar Ismail Hossain High School', Manikganj Upazila. The expected results were fully achieved at stipulated time. It was remained for one or one half years. But it was not sustainable or replicated in any other school.

CASE-22

1. **Title of the PIP:** Creation of Safe Overseas Employment Opportunities for Disadvantaged Women in Middle East through Skill Development on House-Keeping: A Pilot Project in the Bureau of Manpower, Employment and Training (BMET).
2. **Location of the PIP:** Bureau of Manpower, Employment and Training (BMET), Kakrail, Dhaka
3. **Implemented by :** Stage-1, Batch-22, Team-E
4. **Background information of PIP:** In terms of remittance earnings Bangladesh ranks among top countries in the world. Approximately 8.5 million Bangladeshi expatriate workers are employed in various countries and they are sending US\$18 billion every year. The amount is

increasing day by day. This money is injecting fresh blood into the veins of the national economy of Bangladesh. However, most of the expatriate Bangladeshi workers are unskilled. The portion of semi-skilled and skilled labour is not very high. Therefore, compared to the huge number of labours the amount of remittance is far below. In case of women workers the scenario is even worse. Most of them are employed as house maids. Many of them are allegedly forced to act as sex workers or become victims of sex abuse. Some dishonest recruiting agencies realise high amount of service charge from the helpless people who search for job abroad. Prudent and timely government intervention in this regard can improve the prevailing condition. The MATT team have undertaken the PIP in order to pave the way for smooth overseas employment of Bangladeshi women involving the local administration.

5. **Status of Achievement of expected results:** The results achieved are:
 - a. Fair selection of 10 disadvantaged women for overseas employment assistance from local administration has been completed;
 - b. Ten disadvantaged women are trained on house-keeping (professional training on house-keeping, useful communicative words, orientation about host country);
 - c. Employ disadvantaged women in Middle East at government approved cost (Tk. 20,000) has been ensured; and
 - d. Monitoring for the welfare, security and safety of expatriate women has been ensured.

At present the Director (Immigration) looks after the PIP. He is thoroughly informed of and concerned about the sustainability of this initiative. He has feeling of ownership and sense of belongingness about the PIP. During recent visit to BMET it has been found that the service delivery system of this organisation is much responsive and faster. A monitoring cell for enquiring of the Bangladeshi female expatriate workers was noticed and found operational.
6. **Factor(s) in case of partial or non-achievement:** Frequent transfer of officials is one of the major obstacles to the success of most of the public sector development initiatives. This PIP is no exception. But the present Director (Immigration) is affiliated with the project passionately.
7. **Strengths and weakness of PIP:** The successful implantation of this PIP followed by large replication of it is likely to bring about significant changes in the manpower export from Bangladesh particularly in case of female workers. The rampant exploitation of the innocent job seekers outside the country by the dishonest recruiting agencies would be minimised. Such projects would always gain support from people because these are in line with public sentiment. Moreover, it has been able to get support from the higher authority. Even after the transfer of the concerned officer the successor is dealing with this passionately. All these are the strengths of this PIP.

The weaknesses include frequent transfer of officials. Recruiting agencies are often blessed with support from powerful quarters. Sometimes they themselves are powerful pressure groups. These might act as the obstacles to the success of such initiatives particularly if it spreads across the whole country.

8. **Sustainability/Replicability:** This PIP is concerned with combating very strong vice i.e. rampant corruption by a section of overseas recruiting agencies. Millions of people are likely to be benefited if this PIP is replicated throughout the country.
9. **Conclusions and recommendation:** This noble initiative may open a horizon of economic prospect for the overseas job seekers from Bangladesh. Effective coordination between recruiting agencies, job seekers, government officials and public representatives is a pre-condition to its success. All out support from administration and law enforcing agencies is also vital.

CASE-23

1. **Title of the PIP:** Strengthening of 'Information Providing Unit' Under 'Right to Information Act-2009' at the Directorate of Primary Education, Dhaka
2. **Location of the PIP:** Directorate of Primary Education, Mirpur, Dhaka.
3. **Implemented by :** Stage-1, Batch-23, Team-A
4. **Background information PIP:** In order to ensure transparency and accountability at all spheres of public service, Bangladesh government has enacted Right to Information Act (RTI-2009) in 2009. Despite having a huge number of service recipients throughout the country Directorate of Primary Education did have any effective mechanism to deliver the information to the stakeholders. Considering this reality the mentioned MATT-2 team members took the initiative to launch information providing unit equipped with modern Information and Communication Technology (ICT) facilities in this office that is closely linked to public interest as well as nation building. Prior to this there was an information providing unit in that office. But it was not that much effective.
5. **Status of Achievement of expected results:** This PIP contains as many as five expected results i.e. Information Providing Unit of DPE Strengthened; An approved list of information along-with gender segregated data made available to the citizens; Designated Officer made fully functional with Information Providing Unit; A Cob Kiosk procured and installed at Information Unit of DPE; and 18 clients' request (10 male and 8 female) for information compiled. After visiting the project and interviewing the designated officer it can be ascertained that the expected results have been achieved and the activity is going on in full swing. The response from the stakeholders is satisfactory. The officer, currently in charge of this project has ownership on this.
6. **Factor(s) in case of partial or non-achievement:**
 - No direct obstacles to achieve the objectives have been found. However, there are some problems during the journey of this activity that have derived from the awareness level of the stakeholders. For example, this department is concerned with two main activities namely, recruitment of primary school teachers and allocation of stipend among primary school students based on the result of the primary school final examination. Naturally, people seek information on these issues.
 - As per government rules 60% of the primary school teachers are recruited from among female candidates. There are some set rules regarding the posting of the female teachers (nearer to their home). Sometimes, people from areas where the literacy rate is higher, express dissatisfaction. The aggrieved persons want to know the result of other candidates that is beyond the authority of the office.

- In order to reduce eradicate drop out of students at primary school level government allocates 'stipend' that is quite different from the previously practiced 'primary scholarship' awarded among students with extra ordinary result. The number of recipients of the stipend is many folds higher than primary scholarship. Quota system is also followed there. Due to lack of awareness about the difference between stipend and scholarship some over enthusiastic guardians feel aggrieved over the allocation of stipend. Sometimes, they want to see the result of others that is not possible.
7. **Strengths and weakness of PIP:** The strengths of this PIP include ownership/belongingness of the successors, response from stakeholders and quick response from the authority. The weaknesses include lack of awareness among stakeholders regarding the purview of the available information, spatial limitation, centralised administration etc.
 8. **Sustainability/Replicability:** Such initiatives may be undertaken in offices that are concerned with proving service to people. For example, utility services, local government bodies etc.
 9. **Conclusions and recommendation:** This PIP is a large step towards ensuring transparency in public services. However, the awareness level among the service recipients regarding the availability of the information needs to be improved. It should be made clear which information is available and which are not under legal bindings. In this regard, campaign through electronic and print media may be an effective mechanism.

CASE-24

1. **Title of the PIP:** Establishing a drug awareness information and drug abuse help center for the Hazrat Shah Ali Model High School, Mirpur, Dhaka : a pilot project
2. **Location of the PIP:** Hazrat Shah Ali Model High School, Mirpur, Dhaka
3. **Implemented by :** Team-E, Batch-24, MATT-2
4. **Background information of PIP:** Drug abuse is now prevalent everywhere including educational institutions, is causing great damage to the adolescents, young as well as age-groups. It is now serious national problem which deserves immediate and proper attention with number of drug abusers is increasing day by day in our country. Against this increasing number treatment and rehabilitation facilities are merged. Also the treatment remains too expensive. For the backdrop, the team had taken a project to make awareness the students about the abuse of drug.
5. **Status of Achievement of expected results:** Among the five expected results of the PIP, the four were successfully achieved through the active participation of students, community people, teacher, local police personnel and guardians. The team could not make MoU with the NGO(Piet).
6. **Factor(s) in case of partial or non-achievement:**
7. **Strengths and weakness of PIP:**
Strength
 - Initially local community and guardians were actively involved the program

- The teachers owned the program
- UNO was actively involved
- The project was integrated approach

Weakness

- There was a financial involvement in school feeding activity. Thirteen donors were selected to donate BDT 5000 per month to run the feeding program.
8. **Sustainability/Replicability:** The project had started with full of aspiration on August, 2010 at Shakta Government Primary School in Keraniganj Upazila. But, the most of the activities are not operating now in the school. The school feeding activity was continuing upto 24 March, 2012. The students were received periodic medical checkup till 30 June, 2011. Hygiene form activity was run upto March, 2011. The mother forum activity is still running but 02 months interval.
9. **Conclusions and recommendation:** The PIP introduced an integrated new approach to provide the basic nutrition and health service to the students of primary school. But the most activities of the project are not sustained due to the following reasons:
- Lack of fund: The thirteen donors were committed to donate fund per month, but after March, 2012 the donors did not contribute the money to run the feeding program. This feeding program was most effective to increase attendance of the students at school. When stop the activity, along with other activities was also stopped.
 - Transfer of UNO: When the project was running concern UNO had been transferred. As consequence the coordination among the stakeholder was hindered.
 - Lack of communication: The PIP team did not keep communication with the school teachers and other stakeholders after 2012.

Recommendation

- The Project should initially make a large seed money from the donors.
- The amount of interest of the seed money should meet up the expense of school feeding program.

CASE-25

1. **PIP Title:** Developing a Hygienic Sanitation System in non government Secondary Girls' Schools: A pilot project at Dhamrai Upazilla, Dhaka.
2. **Location of the PIP:** Three Selected School in Dhamrai Upazilla, Dhaka.
3. **Implementation of PIP:** The PIP was aimed at bringing remarkable changes for comfortable staying of female students during the class time, change of attitudes towards hygienic health and sanitation and develops self contributory approach among the students. On the other hand guardians and teachers feel secured with the improved situation. The project was implemented by Team-F, Batch-25.
4. **Background Information:** Safe Water and sanitation is inevitable for the development of public health. The most important strategy for maintaining hygienic sanitation is to raise public awareness that the people of the country must change unhealthy behaviour and practices in order to achieve sustained health benefits. To make aware and educate the students regarding personal health and hygiene is certainly an effective tool in this purpose. Women are most lagging behind-segment in our society. Therefore, it is very important to maintain hygienic

system in secondary girl's school in our country. It is also necessary that the whole community be involved in planning, design, decision making and implementation stages of all sanitation programmes as their effective participation will ensure their commitment and ownership towards the sustainability of hygienic sanitation system.

5. **Status of achievement of expected results:** The following key results were achieved in the project time period-
 - Hygienic sanitation system at Hamida Afaz Girls High School, Kalampur Amatunessa Girls High School and Dhamrai Girls High School introduced.
 - Installation of one tube well and construction of hygienic toilets with drainage system and proper sanitation has been completed at Hamida Afaz Girls High School.
 - Covered Sanitary Bins with toiletries (soap, tissue paper, towel, phenyl, bleaching powder etc.) placed inside the toilets in all three schools.
 - Self-contributory fund generated and cleaners appointed in all schools.

Current Status:

- This PIP has been implemented successfully. However, During the visit Only Hamida Afaz Girls' School recognized that Members from team –F, Batch 25, had installed a tube-well and construct a toilet with covered bins and toiletries in their school, The school authority mention that after this project period BRAC WASH Authority renovated the toilet and other facilities. But they do not have a proper drainage system. That is why, after two or three months the toilet is filled up with human waste and they have to clean it. Other two school also have the female toilets with one tube-well each. But they mentioned that the toilet was built by BRAC WASH Authority. Female students are using the toilets. One cleaner is appointed and paid by school authority. There is no contributory fund exist at the three schools. The headmasters mentioned that guardians and members of the governing body raised against their voice and some of the female teachers were insulted by them.

6. **Factor(s) in case of Partial or non-achievement:** No major factor has been identified that can hamper the success of this project.

7. **Strengths and Weakness of PIP:** The strength of the PIP is –
 - Female students can be aware off hygienic sanitation system
 - This project focuses on a social issue and it directly relates to the beneficiaries.

Weakness:

- No monitoring system exists there.
- No community involvement was ensured.

8. **Sustainability:** The project is physically sustainable but the system is not feasible in the locality.

9. **Conclusion:** The female students of three selected schools of Dhamrai Upazilla are aware of personal health and hygiene by changing their behaviour and attitude. it will bring a positive change in the prevailing hygiene and sanitation system in girls' school especially in rural areas in Bangladesh.

CASE-26

1. **Title of the PIP:** Establish a pre-primary Education Centre for children of ethnically disadvantaged groups(Harizan and Rabidash Community): A pilot project at Wari Sweeper Colony in Dhaka city
2. **Location of the PIP:** Sweeper Colony, Wari, Dhaka
3. **Implemented by :** Stage 1 Batch 26 Team H
4. **Background information of PIP:** The Harizan and Rabidas communities are placed at the lowest strata of the traditional caste based society that originated almost 5000 years ago. The mentioned communities are literally treated as 'untouchables' and deprived of most of the basic human rights including education. As a bid for the upliftment of the disadvantaged groups the PIP has been undertaken. As those people belong to Hindu religion the temple based approach has been selected.
5. **Status of Achievement of expected results:** According to the report submitted by the team the project intervention ensured establishment and operationalisation of a temple based pre-primary education center at Wari City Colony. Also Two female teachers appointed to ensure quality education in temple-based preprimary education centre from poor family. Further 32 Children (15 girls) of Harizan and Rabidash Community received pre-primary education for 3 months and they get admitted into mainstream primary schools. Moreover, a steering group within the Harizan and Rabidash Community set up to continue the process for making the project sustainable.
Current Status: While contacted over telephone one of the team members informed that although the PIP was launched it did not last long. At the initial stage the activities were going on in full swing. Gradually the enthusiasm started declining. Finally the initiative could not sustain.
 The PIP has been visited recently. The living standard of the inhabitants, in a word is 'inhuman'. It has been found that the activities of the PIP are not going on. One of the inhabitants of that colony was interviewed. He told that he is informed of the PIP undertaken by the MATT Team. But it no longer survives.
6. **Factor(s) in case of partial or non-achievement:** No doubt the initiative is a philanthropic step. But such a noble venture did not survive. In order to keep any initiative active a permanent body is needed. Keeping this in mind a steering committee consisting of the stakeholders particularly the beneficiaries was formed. On the other hand transfer is a common phenomenon in government service. Frequent transfer of officials sometimes works as an obstacle for the development of ownership and belongingness to any entity or initiative. Moreover, vital issues such as coordination, monitoring, supervision, feedback were not given due importance. As mentioned earlier, these under-privileged communities are struggling for mere survival. Therefore, without continuous external support in the forms of logistic assistance, consultancy, monitoring and supervision it is hardly possible to ensure the sustainability of any effort that are even beneficial for them.
7. **Strengths and weakness of PIP:** By objective and scope it is a micro level initiative towards social reform which is strength of this PIP. Formation of a steering committee involving the beneficiaries is strength.

The PIP has not included the local representatives in the steering committee. This is one weakness. Moreover, the steering committee does not appear to be functional in terms of coordination, review, monitoring and supervision.

8. **Sustainability/Replicability:** The PIP may be replicated in cases of any initiative that aims to uplift the condition of backward or under-privileged sections of the society with customization.
9. **Conclusions and recommendation:** Due to lack of monitoring and supervision many noble initiatives do not survive. A functional, permanent body is needed for the survival of such initiatives.

CASE-27

1. **Title of the PIP:** Introducing Community Participation Approach for Ensuring Regular Cleanliness of Baridhara Lake (Northern part) in Existing Programme of Dhaka City Corporation (DCC)
2. **Location of the PIP:** The Project area is located at Gulshan-Baridhara area in Dhaka city. The exact location is from Madani Avenue Bridge to Kalachandpur Bridge.
3. **Implemented by :** Stage-1, Batch-27, Team-E
4. **Background information of PIP:** In order to maintain the cleanliness of any establishment particularly wet-land community involvement is vital. In mega city Dhaka the wet-lands are hardly maintained properly. Most of these are subject to pollution and encroachment. Such a reality is making the lives of the city dwellers miserable. Lack of initiatives by the concerned government agencies and little or no involvement of the community in such initiatives are worsening the cleanliness of the water bodies of Dhaka city.
Gulshan and Baridhara areas are important from various aspects. The foreign diplomatic offices are located in these areas. Besides, many donor agencies, local and foreign commercial bodies have their head offices there. For various purposes many foreigners reside and visit Gulshan and Baridhara. Therefore, the image of Bangladesh is to some extent related to these areas. Thus the proper maintenance of Baridhara Lake is likely to play a vital role to improve the living conditions of the city dwellers of Dhaka as well as improving the image of Bangladesh at international level.
5. **Status of Achievement of expected results:** According to the report submitted the results achieved are:
 - a. Community participation ensured by December 4, 2010;
 - b. Awareness regarding not to make the lake dirty developed among the related people through publicity by December 15, 2010;
 - c. All garbage removed from the project area by January 31, 2011;
 - d. Mosquito breeding places destroyed using larvicides by February 1, 2011;
 - e. Continuous maintenance (watching, cleaning and mosquito control of the lake ensured by February 28, 2011;
 - f. Community participation model developed, tested and operationalised through DCC's cleanliness programme in Gulshan-Baridhara lake (Northern part) by February 28, 2011.
 For successful implementation and sustainability of this project series of meetings were held involving government officials, public representatives and eminent citizens. Contribution from the local people was also received following mutual agreement. As many as eight persons from among the poor unemployed people have been appointed as watcher cum cleaners by the local councillor and the community. During visit to this project

these people were found on duty. From observation it was found that the cleanliness and maintenance of the lake under the project area is appreciable. In terms of cleanliness the difference between the project area and the rest is clearly distinguished.

6. **Factor(s) in case of partial or non-achievement:** No major factor has been identified that can impede the success of this PIP. However, during the visit it has been found that although there is no garbage at the PIP area but all the pedestrians were not equally conscious about not to leave unwanted things in the lake area.
7. **Strengths and weakness of PIP:** The team has successfully brought all concerned i.e. local community, public servants and public representatives under the same umbrella. Participatory approach is one of the major strengths of this PIP. In recognition of their success Dhaka City Corporation has already officially endorsed the model for maintaining the cleanliness of the water bodies under its jurisdiction. The issue is delicate in nature, the interest of many people are involved with it. Considering this reality the team involved all concerned and has gone incrementally not in a hurried manner. Employment of eight poor people is another success or strength.
No remarkable weakness has been found in this PIP.
8. **Sustainability/Replicability:** The PIP is at present active. This may be replicated to maintain the cleanliness of the wetland of Bangladesh and saving them from encroachment. Considering the different nature of the wetlands the model may customised if need be.
9. **Conclusions and recommendation:** In many parts of Bangladesh wetlands are facing two major threats i.e. encroachment and pollution. The success of this PIP may contribute a lot to maintain wetlands' cleanliness and save these from encroachers. In suitable cases government may go for Public Private Partnership (PPP) for beautification/introducing income generating activities (amusement) in these areas.

CASE-28

1. **Title of the PIP:** Ensuring hygienic handling, sale and storing of meat at Karwan Bazar Meat Market by involving and activating all stakeholders: A pilot project
2. **Location of the PIP:** Karwan Bazar (Meat Market), Tejgaon, Dhaka.
3. **Implemented by :** Stage-1, Batch-28, Team-G
4. **Background information of PIP:** Maintaining cleanliness and hygiene of the grocery market is a serious problem throughout the country. Even in the capital city there are so many problems. Business ethics, in terms of weight and quality, is often violated. Therefore, public health is affected to a large extent. In order to fulfil consumers' of getting quality food at fair price vigilance teams are in action. But these activities hardly have any long-term impact in overcoming food adulterity. Any sustainable mechanism for ensuring the selling of hygiene grocery items in terms of quality and weight is hardly found. Considering the importance of consumers' rights and health hazard issues the team have undertaken the PIP located at Karwan Bazar Meat Market aiming to ensure proper hygienic handling and sale of meat at Karwan Bazar Meat Market. It has been realised that in order to make such a step a success, the involvement of stakeholders is necessary. Meat sellers, members of Karwan Bazar Market and Meat Market Committees, Veterinary Inspector, concerned officers of Dhaka City Corporation (DCC) were involved with the activity.

5. **Status of Achievement of expected results:** According to the report submitted by the team the results achieved are:
 - a. A model of an improved hygienic procedure of handling, handling, sale and storing of meat has been set up by 31 March 2010;
 - b. An improved hygienic procedure of handling, handling, sale and storing of meat at Karwan Bazar meat market by at least 21 meat sellers has been ensured by 30 January 2011; and
 - c. Storing of meat by maintaining required freezing temperature ensured by 30 January 2011. It has been informed by the team members that despite having a good start the PIP have failed to sustain. After a certain stage the PIP started suffering from fund constraints. The desired financial support was not available. The activities of the PIP started declining and at present it no longer exists.
6. **Factor(s) in case of partial or non-achievement:** Non availability of funds appears to be the decisive factor behind the non-sustainability of the PIP.
7. **Strengths and weakness of PIP:** The strengths of the PIP include team work, adherence to SMARTS approach and involvement of stakeholders.
The major and decisive weakness of the PIP is non-availability of fund. Besides, unsatisfactory awareness level of meat sellers has also been noticed. Because the team implemented at least some of the stages for ensuring hygienic environment in the meat trading at Karwan Bazar by installing a number of equipments. But these have not been taken care of properly.
8. **Sustainability/Replicability:** Although the PIP has not been sustained the area addressed is important. Such activities may be introduced in the meat markets located in the cities like Dhaka, Chittagong, Rajshahi, Khulna and so on. Moreover, similar activities (with customisation) may be launched in the markets where perishable goods are traded. Adequate and timely flow of fund and improving awareness level of the stakeholders are necessary for the sustainability of such initiatives that are closely linked to public interest.
9. **Conclusions and recommendation:** Being a noble step towards safeguarding public interest the PIP could not sustain. However, taking lesson from the premature end of the PIP similar programmes may go on. In order to make such future initiatives a success improving awareness level of people particularly stakeholders and adequate, timely allocation of fund are necessary.

CASE-29

1. **Title of the PIP:** An Integrated Approach of Ensuring Basic Health, Hygiene and Nutrition(School Feeding) to the students of Shakta Government Primary School in Keraniganj Upazilla under Dhaka District
2. **Location of the PIP/SPIP:** Keraniganj Upazilla under Dhaka District
3. **Implemented by** : Team-G, Batch-29,MATT-2
4. **Background information of PIP:** The PIP initiated a new system to provide basic health and nutrition to the students of the government primary school by introducing school feeding program as well as using existing health facility card. Recent studies have found that among the govt. primary schools about 50% of the children are suffering from iron-deficiency and anemia. Around 70% of schools children are suffering from worm infestation. They are also suffering from cognitive function & short term memory due to deficiency of Vitamin A.
5. **Status of Achievement of expected results:** The PIP had four expected results, which were successfully achieved through the active participation of rich community people and gurdians. This program introduced an integrated approach of providing health, hygiene and nutrition at

the primary school. School feeding was one of the key activity of the approach. Under the activity school provided different type of nutritious food like mixed hotchpotch, egg, bread, banana etc to the students. This activity contributed to increase the attendance of students at school upto 97 to 98%. About 250 health cards were prepared and local government doctor visited the school and checkup the students monthly. Hygiene form was also developed and it was filled up by concern class teacher and submitted the form to head teacher weekly.

6. **Factor(s) in case of partial or non-achievement:** Not applicable

7. **Strengths and weakness of PIP:**

Strength

- Initially local community and guardians were actively involved the program
- The teachers owned the program
- UNO was actively involved
- The project was integrated approach

Weakness

- There was a financial involvement in school feeding activity. Thirteen donors were selected to donate BDT 5000 per month to run the feeding program.

8. **Sustainability/Replicability:** The project had started with full of aspiration on August, 2010 at Shakta Government Primary School in Keraniganj Upazila. But, the most of the activities are not operating now in the school. The school feeding activity was continue up to 24 March, 2012. The students were received periodic medical checkup till 30 June, 2011. Hygiene form activity was run up to March, 2011. The mother forum activity is still running but 02 months interval.

9. **Conclusions and recommendation:** The PIP introduced an integrated new approach to provide the basic nutrition and health service to the students of primary school. But the most activities of the project are not sustained due to the following reasons:

- Lack of fund: The thirteen donors were committed to donate fund per month, but after March, 2012 the donors did not contribute the money to run the feeding program. This feeding program was most effective to increase attendance of the students at school. When stop the activity, along with other activities was also stopped.
- Transfer of UNO: When the project was running concern UNO had been transferred. As consequence the coordination among the stakeholder was hindered.
- Lack of communication: The PIP team did not keep communication with the school teachers and other stakeholders after 2012.

Recommendation

- The Project should initially make a large seed money from the donors.
- The amount of interest of the seed money should meet up the expense of school feeding program.

CASE-30

1. **PIP Title:** Design and Develop the Re-examination System of Answer Scripts: An Experimental Project on Secondary School Certificate (SSC) Examination-2010, Dhaka Education Board.
2. **Location:** Board of Intermediate and Secondary Education, Dhaka.
3. **Implemented by:** MATT 2 –Stage1, Batch 30: Team-D
4. **Background**
The purpose of this PIP is to introduce re-examination system of answer scripts, on application in the Education Boards of Bangladesh, and thus to ensure justice through transparency and accountability by addressing the grievance of the aggrieved. Due to some bottlenecks in the evaluation system of examinees' answer scripts there is always a chance of lifelong impact on the career of some students which has no remedy at all. Therefore, a pragmatic system could be introduced for re-examination of answer scripts to ensure justice through transparency and accountability.
5. **Status of Achievement of expected results:** According to the feedback given by one member of the PIP team 100 Bengali and 100 English 1st papers answer scripts of SSC examination were re-examined with the help of examiners of Dhaka Education Board in 2001. The team submitted a proposal on re-examination system of answer scripts of SSC exams to the government as policy option for its effective implementation in the Education Boards of Bangladesh. However, the proposal still remains in the ministry's court. The research team also enquired the issues with a former official of said education Board and found antagonistic views.
6. **Factor(s) in case of partial or non-achievement:** As the issue is very complex as well as sensitive the PIP intervention could not bring the end results.
7. **Strengths and weakness of PIP/SPIP:**
 - **Strength:** The PIP aimed at address the grievances of students and guardians of which is directly related to clients' satisfaction.
 - **Weakness:** The PIP team failed to understand the multi-dimensional complexity of the issue. Also could not bring the main stakeholder, the teachers, on board.
8. **Sustainability/Replicability:** Not applicable
9. **Conclusions and recommendation:**
The Dhaka board authority informed the research team that the re-scrutiny system of answer scripts on application by the aggrieved students was a years old system in Dhaka board. There is no re-examination at all. The officials concerns could not give any information about the PIP.

CASE-31

1. **Title of the PIP:** Introducing Annual Pay & Liabilities Certificate (APLC) for the Govt. Servants: A Pilot project for the class officers of Directorate of Agricultural Extension(DAE)
2. **Location of the PIP:** DAE, Dhaka
3. **Implemented by** : Team-G, Batch-31, Stage 1, MATT-2
4. **Background information of PIP:** The government officials are always facing huge hassle to get pension and other service benefit. The main aim of the PIP to break the traditional

bureaucratic system, where maintaining lot of registers in different locations which are time consuming to provide better and quick service.

5. **Status of Achievement of expected results:** Among the three expected results of the PIP, the two were achieved. Finally, the third objective i.e. targeted pension employee did not submit the pension paper using the APLC.
6. **Factor(s) in case of partial or non-achievement:** The PIP team could not get the final approval from concern authority within the stipulated time.
7. **Strengths and weakness of PIP:**

Strength

 - Identify the crying need of government employee

Weakness

The PIP team did not get enough time to implement the all activities.
8. **Sustainability/Replicability:** The project had started with full of aspiration on August, 2011. The team developed APLC but could not use the certificate with the desired clients. According to the comments from the members of the team, this APLC is now considered by DMTBF project, Finance Ministry through some modification.
9. **Conclusions and recommendation:** The PIP introduced a new certificate to reduce the hassle for getting pension and other service benefit of government employee. This developed APLC by the PIP team may be near future approved and used by the pension seekers through the intervention by DMTBF project.

CASE-32

1. **Title of the PIP:** Retaining Potters into their Ancestral Occupation through Increasing Income by Introducing Aesthetic Design on Earthenware: A pilot project at Nalam village of Savar
2. **Location of the PIP:** Nalam Village of Savar.
3. **Implementation of PIP:** The PIP was aimed at retaining potters into their inherited occupation in order to protect pottery heritage. The project was implemented by Team-F, Batch-32, Stage 1, MATT-2.
4. **Background information of PIP:** This initiative focused on finding the potentials of the potters of Nalam village of Savar Upazila. There are 20-30 families live in the PAL Para of Nalam village. The 'Pals' are living here from 100 years. So, Pottery is the inherited occupation of these families. It is expected that capability of the potters will be increased through resource mobilization and competence development from the intervention of this PIP. Motivation with proper specialized training makes them skilled and subsequently they produce aesthetic designed better quality clay pots. The newly formed pottery cooperative's members are now confident and have started earning more. Marketing channel has already been established and their income will rise tremendously. This initiative will definitely attract other Pal community and have a great chance of replicating across the country.
5. **Status of Achievement of expected results:**
 - A society has been formed at Nalam with the members of the Pal Community. It has got registered as "Nalam Pottery Cooperative Society Ltd." on 4 October 2011 by the Department of Cooperatives and has started functioning. But the society does not

work at present. Because there is no common land for producing the pottery. People work individually as before.

- Sixteen potters including ten women have been imparted six weeks' training on aesthetic design on earthenware by 10 October 2011 and have showed their capability at the exhibition titled "Aesthetic Designed Earthenware - Pottery Exhibition" held at Alliance Française de Dhaka during 12-15 October, 2011. Now, they did not use the training because they were not working with the machineries.
- Marketing linkages have not been permanently established with Aarong International or any other organizations. Any member from the cooperative society does not use producer ship to Aarong right now.
- Another result was income of 2 members of the newly formed society has been increased by 20%, while for others it is in between 10 - 40 %. Income of the 2 members of pottery society has been increased slightly.
- Two part-time potters become full timer by this time and expecting a few more will join them shortly. During the visit, no significant result has been shown.
- Some 4 women have earned more through this ancestral occupation than before. During the visit, no significant result has been shown.

Current Status: The PIP has achieved all the results for the time being. But activities of the 'Nalam Pottery Cooperative Society Ltd' are not found in a shape. The potters identified that scarcity of land is a main problem to run the society and to produce product together. They also mentioned that if the supply of gas is available that would be easier and time saving to produce their product. During the visit, it is found that new generation of Pal families are not interested to continue this profession. They told that their production cost is very high now because they have to buy raw materials from 'Shimulia', Savar. They also mentioned that raw materials from 'Bijoynagar' are cost effective and high quality materials. Aarong use that type. But the Pals from Nalam village did not collect from Bijoynagr. It's time consuming and costly. Another major problem is identified for upholding the PIP that is marketing problem. No stable marketing system was developed to sell the products. A few of the trained potters are producing better quality products and started getting more price than before even for the traditional items. The new generation members are not now interested to continue in this inherited pottery occupation.

6. **Factor(s) in case of partial or non-achievement:** No major factor (s) was found.
7. **Strengths and weakness of PIP:**
 - a. **Strength**
 - Identify the prospects of ancestral occupation like pottery.
 - b. **Weakness**
 - Inefficient marketing systems affect the sustainability of the project.
8. **Sustainability/Replicability:** The project is not sustainable and replicate in other Pal community as well as any other community.
9. **Conclusions and recommendation:** This PIP has contributed to poverty reduction and women development and developed confidence level of Pal community of Nalam village. Adopting this income increasing PIP model across the country will help retain pottery heritages

4.2 FIELD REPORT ON SELECTED SPIPS

CASE-1

1. **SPIP Title:** Designing Placement Policy for BCS Administration Cadre Officers and Test it below Deputy Secretary Level.
2. **Location:** Ministry of Public Administration
3. **Implemented by:** Team C of Group 1 of Stage 2
4. **Background:** The transfer and placement of the BCS Administration Officials became critical as the structure and system of governance experienced a major overhaul with the introduction of the sub-district system by upgrading the old local level administration into full fledged administrative units. The change required a large number of new officers to work at remote stations which eventually increased the size of the administration manifold. The government sustained initial resistance from within regarding placement of officers at far flung and remote areas, and the problem still remains unresolved because of lack of specific policy guidelines or regulations. It is widely believed that the placement of officers has an unclear relationship with the actual strategic and operational needs of the service. Because of the unitary system of government and concentration of socio-economic and cultural facilities, most of the officers tend to remain in and around the centre, i.e., the capital city of the country. The trend poses great threat to place the right person at the right place resulting in poor service delivery as well as creating impediment to overall development.

Moreover placement is not based on any set of objectivity or criteria, which mismatches with individual aptitude, experience and synchronized training programs at appropriate intervals. Dissatisfaction among officers prevails due to arbitrary decision in placement, non-existence of any predictable mechanism for future postings. It lacks in diversification of job experience. It is alleged that wide external influence occurs on and off for placement of officers to the most coveted posts, leading to emergence of a capital-centric favored class.

So, the SPIP is intended to achieve the following objectives:

1. To categorize around 3000 posts to support a placement policy;
2. To develop criteria for placement;
3. To align training provision for placement;
4. To groom officers with diversified experience

5. **Status of Achievement of expected results:**

The achieved results are as following

- a. The Team studied the background information of placements of 160 officers of the target group.
- b. The Team developed a draft transfer and placement policy on the basis of their study.
- c. The draft transfer and placement policy was consulted with the key stakeholders and finalized for piloting.

The Team could not achieve the following results

To align training provisions for placement and grooming officers with diversified experience.

6. **Factor(s) in case of partial or non-achievement:**

The SPIP has partially achieved its results. And the rate of success is not more than 50%. The main challenges of partial non-achievement of the SPIP were less attention of policy makers,

negative mentality of privileged group, lack of overall policy guidelines regarding placement fear of lose of authority.

7. Strengths and weakness of SPIP:

Strengths of the SPIP: The objectives of the SPIP are high demanding by the targeted officers. The officers in general are highly expecting this type of placement policy as because the officers of general category are suffering from very subjective judgments in posting and placement activities. The policy also expected to contribute in sound and objective HR practice.

Weakness of the SPIP: The team failed to motivate high officials. They also failed to mobilize the support of the stakeholders. They also failed to pilot the draft policy. In implementation phase, they rather studied the placement cases of 160 officers.

8. **Sustainability/Replicability:** The Team made a recommendation with 5 suggestions. The policy suggestions were very important for sound practice of HR placement and posting. But the recommendations made by them was not implemented or replicated.
9. **Conclusions and recommendation:** The objectives of the SPIP were very important for sound HR practice but those were not implemented.

CASE-2

1. **SPIP Title:** Reforming Performance Management System in Regional Passport Office, Dhaka.
2. **Location:** Regional Passport Office, Dhaka.
3. **Implemented by:** MATT 2 – Stage 2 Group 2: Team D
4. **Background:** The quality of service by the Passport offices is not up to the mark. Complaints of unusual delay caused by red-tapism are rampant. It has, therefore, become urgent to take suitable measures to improve the service delivery process and the related administrative process for ensuring public satisfaction and, at the same time, building a good image of the Passport offices. With the previous experience on a PIP entitled "One Stop Service Centre in Regional Passport Office, Dhaka" the SPIP Group 2: Team-D undertook the project in order to improve its service through improved management system.
5. **Status of Achievement of expected results:** The team intended to achieve following objectives—
 - To develop strategic objectives & goals and introduce a PMS aligned with those objectives & goals for RPO, Dhaka;
 - To deliver Passports on the day fixed for delivery;
 - To help employees achieve marked improvement in the quality of service;
 - To improve citizen-clients' satisfaction level significantly;
 - To provide preferential customer service to the poor, the disadvantaged and women to make the system more inclusive;
 - To use the PMS for HRM activities;
 - To make the PMS sustainable and replicable.

Current Status: During visit by research team found that passport were delivered on day fixed for it. Clients received SMS and collect their passports from the counter accordingly. According to Director (Passport- Admin), most of the employees were found motivated and work beyond office hours whenever necessary. This result has been replicated in other RPOs outside Dhaka. On the other, about 10000 people visit the Passport office everyday. But personnel strength is not sufficient enough to provide them with the desired service with full satisfaction. Moreover, RPO Dhaka does not have the capacity to deliver preferential service to the poor, the disadvantaged and women to make the system more inclusive;

6. **Factor(s) in case of partial or non-achievement:** Infrastructure, personnel strength, proper training, lack of awareness by the authority as well as lack of ownership were the key factors for partial achievement of intended objectives of the SPIP. However, despite these limitation the project contributed to increase the performance level of RPO, Dhaka..
7. **Strengths and weakness of PIP/SPIP:**
 - Strength: Strong monitoring and support from the authority.
 - Weakness: Lack of training of the concern officials.
8. **Sustainability/Replicability:** The SPIP is partially replicated to other organizations.
9. **Conclusions and recommendation:** This SPIP had the potential to address pressing problem experiencing by the RPOs of the country. Learning would be very useful to further improvement of performance of RPOs in order to address the clients' needs in this area and raise their level of satisfaction.

CASE-3

1. **Title of the SPIP:** Improving Service Delivery of Organization and Management (O&M) Wing of Ministry of Public Administration Through Reform of Existing Process
2. **Location of the SPIP:** Organization and Management (O&M) Wing of Ministry of Public Administration, Dhaka.
3. **Implementation of SPIP:** The SPIP was aimed at optimizing the service delivery of O&M wing through upgrading the existing complicated process and by introducing inter-ministerial coordinated service delivery system. This SPIP was implemented by MATT 2 Stage 2 Group 4 Team D. developing a new system to simplify the process of disposal by updating the existing complicated processes of O&M wing.
4. **Background information of PIP:** Activities related to creation of post, dismissal of post and other related services are very critical and cumbersome which are dealt by O&M wing of Ministry of Public Administration. The focused of the PIP was to develop a new simplified process of disposal in order to simplify the process, save time and for the improved service delivery, certain decision making power to be delegated, subject to follow the existing rules. A number of necessary steps was taken to establish one stop type of inter ministerial co-ordinate service delivery system in O&M wing.
5. **Status of Achievement of expected results:** Among the seven expected results of the PIP, the two were achieved, one was partially achieved and four were not achieved.
 - The first result- A point- based priority grading system of allotment in consultation with the incumbents designed and finalized by 15 February 2009 – was achieved partially.

All the papers and documents were prepared lack of enforcement it was not fully achieved. Therefore, no grading system exists at present.

- A database for all current allottees and prospective applicants has been established by 28 Feb 09.
- Local area network was not been established in the Directorate under the project by 31 March 09;
- New software has been introduced in this project by which application form is made available on line and provisions have been there for the applicants to download the form and fill it and send it hand to hand/ by mail/online.
- Two site offices was not been established by the project due to less involvement of staffs.
- Motivational training programs for staff and officers of the Directorate had not been arranged.

Provision had not been made in the software to inform the results of the applicants within one month from the date of application due to the transfer of the team leader from directorate.

Current Status: The PIP has achieved two results and partially achieved one for the time being. During the visit, it was found that a formal inauguration of the Project was arranged. Application form is available in online and people can download the form. However, most of the activities were going sloth due to the transfer of the team leader. Application form is made available on line still now and provisions also available for the applicants to download the form and fill it and send it hand to hand/ or by mail.

6. **Factor(s) in case of partial or non-achievement:** Transfer of the team leader from the Directorate as he was the director of Directorate of Government Accommodation.

7. **Strengths and weakness of PIP:**

a. **Strength**

- Identify the loopholes of improper accommodation allotment allocation system and plan for initiate a new digitalized system.

b. **Weakness**

- Transfer of the team mates hampered the activities.
- Permanent Officials of the directorate did not own the project.

8. **Sustainability/Replicability:** The project is not sustainable.

- **Conclusions and recommendation:** This PIP was expected to contribute providing accommodation related information online. So that transparency and accountability of officials will be ensured to a large extent and as a results malpractices will be immensely reduced. Therefore, harassment of collecting information and submission of completed forms will be removed. People will get proper service for the organization.

CASE-4

1. **SPIP Title:** Introducing a Standard practice and Procedure for periodic Revision of Organogram and Table of Organization and Equipment (TO&E) for Public Offices: Pilot case in Ministry of Establishment (now Ministry of Public Administration)
2. **Location:** Ministry of Public Administration
3. **Implemented by:** Team C of Group-5 of Stage 2
4. **Background of the SPIP:** Considering the absence of adequate practice of procedure for regular and periodic review and revision of TO&E of different Ministries and other public offices of the government, the initiative was taken for built up a regular model process for Ministry of Public Administration. The developed practice and procedure can help HR managers in the public sector to respond to the changing needs and undertake sustainable new initiatives and phase out the obsolete. The SPIP is to create opportunity for public offices to face the challenges of new initiatives for effective and efficient governance and increase organizational capacity of the public offices to match the mandate of the government. The outcome of the SPIP is to meet customer needs and expectations as well as operationalising new roles in the ever changing globalised world.
So, the SPIP was intended to achieve the following results:
 - A Standard Practice and Procedure introduced and operationalised to review and update organogram and Table of Organisation and Equipment (TO&E) for public offices at regular intervals (preferably 5 years);
 - Revised and updated organogram & Table of Organisation and Equipment (TO&E) in place as a pilot in the Ministry of Establishment (excluding its subordinate offices, attached departments and autonomous bodies);
 - A manual with associated ICT application prepared on 'Public Office Organogram and TO&E Management' and its regular update process.
5. **Status of Achievement of expected results:** The ground work on the SPIP was done by the Team. They studied different organization under MoPA and developed SOP draft. The Team also developed a good number of Format. The full achievement of the intended results was not obtained. The Team also developed software for developing database. The Team did all the preparation and ground work but unfortunately, the SPIP was not implemented with full swing.
6. **Factor(s) in case of partial achievement:** The SPIP was not implemented fully nor did it generate expected outcome. Since the SPIP was very challenging and its implementation needed very strong support from the higher authority so they failed to implement it in a credible way. Due to temporary absence of the focal point officer, the Team faced difficulties in implementation of the SPIP. For making a database, the Team developed necessary format and procured chart-developing software with the financial assistance of a development project. The Team did necessary ground work on which basis the Ministry is recently took initiative to develop a database. However, due to non-availability of necessary funds for training and procurement of chart writing software could not be procured (though the UNDP supported 21st Century Civil Service project committed to provide the fund).

7. Strengths and weakness of PIP:

Weakness of the PIP: The team actually did necessary groundwork on it but failed to mobilize all out support of the high officials of the ministry.

Sustainability/Replicability: Since the SPIP was not implemented in full a swing so question of sustainability/replicability is not valid here. But their ground work made an impact which create realization of the authority to take initiative to develop a database of TO&E.

Conclusions and recommendation:

The groundwork and survey made by the SPIP Team created a basis for further improvement of management of TO&E of ministry of Public Administration. The authority can now implement and pilot the SPIP in a priority basis.

ASE-5

- . **Title of the SPIP :** Ground Water Replenishment by Rainwater Harvesting: A Pilot Project
- . **Location of the SPIP:** BPATC under Dhaka District
- . **Implemented by :** Team-A, Group -06, Stage 2, MATT-2
- . **Background information of SPIP:** The huge extraction of soil water to meet our basic needs leads to vulnerable our soil resources specially ground water. The project installed and operationalized a rainwater harvesting system at BPATC syndicate building to contribute improving the water level in soil. The PIP had also plan to incorporate the issue in relevant courses of BPATC for replicating the idea and method all over country.
- 5. **Status of Achievement of expected results:** The PIP was implemented in July 2010. The PIP had achieved all the expected results except incorporate the rain water harvesting issue in all relevant courses of BPATC.
- 3. **Factor(s) in case of partial or non-achievement:** Initially, the team member tried to incorporate the issue in courses but most of the courses were not directly related with the aspect, except Environment and Disaster Management courses. Initially, the above course 2-3 times arranged demonstration class but this practice were not continue due to absence of follow up of the PIP team with BPATC authority. Moreover, the duration of course (Environment and Disaster Management) was short and having many sessions.
- 7. **Strengths and weakness of SPIP**
 - Strengths**
 - One of the members had engineering background and also served as a faculty member in BPATC
 - BPATC provided all the cost of making the structure of rain water harvesting system
 - BPATC concern staffs were actively involved in this project
 - Weakness**
 - Required maintain cost
 - Initial cost is high
- 8. **Sustainability/Replicability:** The project had started in 2010 at syndicate building in BPATC. Still, the rain water harvesting system is functioning with some limitations. The ground channel

- of harvesting rain water is about to block due to deposit of Pigeon's excreta. Moreover, the measurement of harvest rain water is not counting. This issue is not incorporate as a topic in present on going courses of BPATC.
9. **Conclusions and Recommendation:** Maintaining work is imperative to run the existence rain water harvesting system effectively. The PIP team failed to include maintenance work in regular maintenance work of BPATC.

CASE-6

1. **SPIP Title:** Introducing Model Performance Management System (PMS) in the Department of Environment (DoE) under the Ministry of Environment Forests (MoEF).
2. **Location:** Department of Environment (DoE), Proribesh Bhaban E/16, Agargaon, Sher-e-bangla Nagar, Dhaka-1207.
3. **Implemented by:** Team C of Group 7 of Stage 2
4. **Background:** Performance Management System (PMS) is an objective process of evaluating the performance and competence of an employee in terms of the requirements of the job for which s/he is employed. It facilitates to obtain, analyze and record information and data about a person at work regarding her/his performance and potentials in terms of the requirements of the assignment in relation to the strategic goal of the organization. With the purpose replace the current ACR (Annual Confidential Report) system the SPIP team C of Group 7 of Stage 2 piloted the SPIP to design, develop and introduce an effective performance Management system in order to improve the performance of the Department of Environment (DoE) and it's officials.
5. **Status of Achievement of expected results:** The SPIP was achieved nine of its 10 targeted results. It could develop a strategic goal of DoE in order to reduce water pollution for four out six rivers but could not be operationalised. During the evaluation visit at DoE following status of SPIP were identified:
 - An effective Model Performance Management System was developed and tested in DoE but not continued. Currently the DoE management takes information to fix individual level action plan and evaluate the performance.
 - PMIS software installed and operationalised in all 21 Offices of DOE in Bangladesh.
 - Meet the People Program introduced in DoE to reduce the people's grievances as well as to have their views on environmental protection and development. This program is running in every 2nd Thursday of every month. Polluters' attendance usually poor and victims attendance is higher. Journalist, teachers and students usually attend the Meet the People Program. Till date 27th programme has been conducted.
 - Conducted awareness campaign among the main polluter (industrialists) of Dhaka, Chittagong, Khulna and Gazipur could not sensitized them properly.
 - Polluters Pays Principles has been introduced all over the country.
 - Ship breaking rules & guidelines, solid waste management rules developed and followed.
 - A proposal on Performance Award Policy developed and was sent to the Ministry and was discussed by Finance Minister. However, it yet to approved.
 - Revenue generation performance is higher than the target (25% was the target)
6. **Factor(s) in case of partial or non-achievement:** Lack of fund especially negotiation with World Bank was not successful that cause non-implementation the strategic goal on reduction

influential factor for partial achievement of the SPIP. Frequent transfer of the team also hindered implementation of the project. Attitude of all targeted officials under SPIP were not positive. Further absence of policy and legal framework of the government hindered the implementation of the project.

Strengths and weakness of SPIP: Commitment of then the Director General of DoE helped partial implementation of the SPIP. No criteria /system were developed to measure the performance of the employees of DoE.

Weakness of the SPIP: Team members implemented the project along with their regular routine jobs that hinder them put their full effort on the SPIP activities. Attitude of all targeted officials positive to the SPIP there was no policy and legal framework of the government on PMS. SPIP piloted for six month though PMS requires one year.

Sustainability/Replicability: PMIS was not sustained.

Conclusions and recommendation: In order to ensure better performance introduction of a new model PMS for the public servants needs a lot of efforts, time and resource investment.

ASE-7

1. **Title of the SPIP:** Increasing workers' safety (especially fire safety) through improved worker-owner relationships leading to increased productivity of Padma Polycotton Knit Fabrics Ltd, Dhaka: a pilot project.
2. **Location of the SPIP:** Padma Polycotton Knit Fabrics Ltd, Dhaka
3. **Implemented by:** Stage-2 Batch-8 Team-B
4. **Background information of SPIP:** Readymade Garments (RMG) is the largest contributor to the export earnings of Bangladesh. More than 80% of the export earnings of this country come from this sector alone. A total of four and half million workers of which around 80% female-work in more than 5000 garments factories spreading across the country. Therefore, the contribution of garments industries is significant in terms of women empowerment. The United States of America (USA) and the European Union (EU) are the major buyers of the garments products from Bangladesh. There are growing pressures from these buyers to undertake various safety related measures and improvement of working conditions including health care facilities. Failure in implementing the mentioned measures for the workers may result in sanction by the buying countries that will be a debacle for Bangladesh economy. Considering the importance of Garments sector in the national economy the team formulated and implemented the SPIP.
5. **Status of Achievement of expected results:** As mentioned in the SPIP document submitted by the team the results achieved are as follows:
 - a. Safe working condition (fire safety) and welfare of the workers of a Garment factory through agreed Codes of Standard. The factory owner and workforce have reached to an

- agreement on desired/necessary improvement of working environment and condition. Worker participation contributing to building belongingness and ownership were made operational; and
- b. Safety Committee for monitoring and improving safety conditions of the workers were made. Installation of identified safety equipments in a Garment Factory is ensured. Mechanism to combat occupational accidents is introduced.
- During visit it has been found that the garment section is temporarily closed. The management could tell anything definitely regarding the resumption of this unit although garment is the larger part of that establishment. However, the knitting and dyeing section is in operation.
- The employees have trained on fire fighting. Various teams are formed and specific responsibilities are assigned. The existence of fire extinguishing equipment has been found. The number and width of the stairs are found satisfactory. It appears that even if there is outbreak of fire the casualty deriving from stampeding is minimal or nil. Fire warning systems have also been noticed. There is space for providing health care services but due to the temporary closure of the garment unit it is abandoned for the time being.
6. **Factor(s) in case of partial or non-achievement:** In terms of capital, workforce and income the garment unit is much larger. But it is not in production at present that has an adverse impact on the overall performance of this enterprise. But the management has the optimism regarding the re-opening of this vital unit. This hardship to some extent has a negative impact on the achievement of the results. In spite of this the enthusiasm of the management is remarkable.
7. **Strengths and weakness of SPIP:** Monitoring and supervision by the management to retain the mechanism is one of the strengths of this SPIP. People are aware of the benefits of such initiatives. The sense of belongingness from the parts of workers and management is also noticed.
- The major weakness is the non-operation of the garment section, the larger portion of the enterprise.
8. **Sustainability/Replicability:** In spite of the partial operation of the industry the SPIP is still functional. In order to ensure long term sustainability of the RMG industry of Bangladesh such initiatives need to be replicated in all the garment factories of the country.
9. **Conclusions and recommendation:** The replication of this SPIP will bring about long term benefit for the RMG sector. There should be more emphasis on ensuring safety measures for the workers. This SPIP encourage other RMG owners to take measures for ensuring workers' safety.

CASE-8

1. **SPIP Title:** Facilitating employment of persons with disabilities in class 1 and 2 posts in the services of the government and providing physical facilities for them in Bangladesh Secretariat.
2. **Location:** Ministry of Public Administration
3. **Implemented by:** Team D of Group-9 of Stage 2
4. **Background of the SPIP:** A size of about 1.4 million being disabled denotes more or less an exclusion of a big part of population from society considering the socio-cultural outlook and perspective of the country. Affirmative action in support of widening scope for employment for the disabled ensures higher degree of social inclusion and greater extent of human resource

come forward to replicate the same.

Key Objectives of the SPIP: The objectives of the Super Performance Improvement Project (P) are given below:-

Ensure identification and compilation of suitable posts in all 52 Ministries/Divisions and related Departments/Offices for the persons with disabilities;

Ensure reservation of 1% quota for employment in the service of the government and statutory bodies;

To ensure framing of rules and regulations for recruitment of persons with disabilities in the service of the Government and statutory bodies;

Ensure setting up of infrastructural supports and other physical facilities in all 8 buildings in the Bangladesh Secretariat;

Ensure reservation of at least 2 seats in each bus/coach in public transport system ; and

Ensure preparation of database of at least 500 - 700 suitable posts.

Status of Achievement of expected results:

The significant portion of the SPIP was implemented. The SPIP ensured 1% reservation of the quota for employment in the service of the government and statutory bodies. The SPIP also developed some infrastructural facilities in all 8 buildings in the Bangladesh Secretariat.

Factor(s) in case of partial achievement:

The SPIP implemented fully and it has been contributing in creating far-reaching impact in the society.

Strengths and weakness of SPIP:

Strengths: The implementation of the SPIP, with all its economic and social ramifications, is expected to render big impact on the lifestyle and overall well-being of the persons with disabilities on the broad canvas of the society. The Project has ensured reservation of seats in all four tiers in the services of the Republic. The SPIP along with the governmental steps will also influence organisational propriety and behavioural correctness in the society.

Physical facilities provided in the Secretariat will induce others to replicate it in their respective work-places. Gradually the required infrastructural and the super structural settings will be in place and that will lead them to be able to live a life independent of other people's benevolent supports or all exclusive social conditioning as well.

Allocation of reserved seats for the persons with disabilities in the mass-transport systems will encourage persons with disabilities to travel or commute with more comfort and certainty and such measure is also didactic to other co-passengers to hold proper respect for them and reminding them of their rightful accruals from the society.

In all, the way in which the changes in the social interactions will reset and effectuate social relationships will ultimately lead to bring about positive changes in social dynamism directed towards a stable social setting where disabled are included equitably upholding human rights and social justice in the country.

Weakness of the SPIP: The Team selected a very wide area for their SPIP. Apparently there is no significant weakness; but maintaining reservation of some seats in every public vehicle needs regular monitoring.

8. **Sustainability/Replicability:** The SPIP is sustainable one. The legal provision in favour of reservation of quota for person with disability is ensured. The team also formulated necessary Rules and Regulations in favour of reservation policy and ensured compliance of those in Ministry/Division and Department level.
9. **Conclusions and recommendation:** The SPIP implemented in a credible way and it has a far-reaching and over-arching impact in the society. But regular follow-up and monitoring may create momentum in this regard.

CASE-9

1. **Title of the SPIP:** Implementing an agreed code of practice on Environmental education at 5 selected school in Dhaka City Corporation: A pilot project
2. **Location of the SPIP:** Zigatola Govt Primary School, Moneshor Govt Primary School, Rayer Bazar Govt Primary School, Rajmohuri Govt Primary school and Aiub Ali Govt Primary School
3. **Implemented by:** Stage-2, Group 10, Team C :
4. **Background information of PIP:** The main focus of the PIP was to develop positive attitude and behavior of student and teachers, SMC, Guardians, and community people. It was intended to institutionalize an agreed code of practice based on environmental indicators to protect the environment.
5. **Status of Achievement of expected results:**

All the Headmistresses of all five schools told that the PIP was still sustaining. The PIP Team developed an agreed code of practice regarding the environmental development and all the schools are still following the practices. Visiting Zigatola Govt primary school it was found that the PIP Team provided them with big mirrors in front of all the corridors so that the students and the teachers can ensure tidiness of their face and also of their dresses. They provided some flower tub so as to increase the beauty of the school. Baskets were provided in all the floors to keep all the dirts in the basket. Rhymes charts were hung on the wall of the class rooms to attract the attention of the students. The rhymes were related to environment and books related to environment were also provided in the library of the school. The Headmistress of Moneshor Primary School mentioned that a committee was formed with the participation of the local elites, Management Committee and the students leaders. She also mentioned that medicinal or herbal garden was established in the school. Workshop was held in the school for sensitizing awareness among the children. And she said that all these things are still in place and the project is running smoothly with the initiative of the Management Committee. The Headmistress of the Rajmohuri School said that all the things mentioned above are with them also. But there is no monitoring from the committee that was formed to sustain the project. They school authority themselves are trying their best to maintain all those things. The

Factor(s) in case of partial or non-achievement: The project was implemented...

Strengths and weakness of SPIP:

- a. Mass awareness was built in the process of implementing the project.
- b. Local participation in developing the environment of the school was ensured.
- c. The students were motivated.

However, there were some **weaknesses** of the project.

There was little monitoring after the project implementation was done.

There was no provision for hand wash, pure water and some other things.

Sustainability/Replicability: The SPIP is still sustainable because the efforts provided by the school authority.

Conclusions and recommendation: The SPIP is working in full swing. It so seems that due to lack of budget the SPIP Team did not include many other important elements in their project. The government can take a full package and implement the project in all the schools of the country.

But there is no monitoring from the committee that was formed to sustain the project. They school authority themselves are trying their best to maintain all those things. The Headmistress of Rayer bazar Primary School mentioned that if sanitation, the facilities of hand wash and provision of pure water could be kept there, then the situation might improve more.

CASE-10

SPIP Title: Developing a Model Effective Management System for Outdoor Services of Mohammadpur Fertility Services and Training Centre (MFSTC) in Dhaka.

Location of the SPIP: Mohammadpur Fertility Services and Training Centre in Dhaka.

Implementation of SPIP: The PIP was aimed at developing a model for effective outdoor services for improved treatment of the out-patients of Mohammadpur Fertility Services and Training Centre in Dhaka. The project was implemented by MATT Stage -2, Group-11, Team-C.

Background Information: The digitized serial maintenance of out-patients in a public hospital of Bangladesh combined with other reform activities ensures improved hospital environment, transparency in out-door services and expected treatment to the poor out-patients. Therefore, the SPIP is designed to introduce a system of 'first come first serve' for out-patients, increase per out-patient's consultation time and increase outdoor ticket counters and install water purifiers at out-door departments of Mohammadpur Fertility Services and Training Centre in Dhaka for better services to the patients. The Govt. may replicate this SPIP in other public hospitals of the country. The specific objectives of the SPIP were- i) To introduce a system of 'first come first serve' for out-

patients by 30 Sept 2012; ii) To increase ticket counters for out-patients from 2 to 3 by 30 Sept 2012; iii) To install 3 water purifiers on 3 floors in front of out-door departments by 30 Sept 2012.

5. **Status of achievement of expected results:** The following key results were achieved in the project time period-
- A system of 'first come first serve' for out-patients introduced with electronic devices by 30 Sept 2012;
 - Ticket counters for out- door patients increased from 2 to 3; by 30 Sept 2012.
 - Three (3) water purifiers installed on 3 floors in front of out-door departments.

Current Status:

This SPIP has been implemented successfully. However, During the visit it is found that the LED display board of the reception is unusable which was provided by MATT 2, Stage-2, Group-11.Team -c. The display board was run by software and at present, the software is not functional. The operator opined that one day training was not sufficient for using the software. It is also found that almost 90% of the ticket counters is digitized for serial maintenance of out-doors patients. All the ticket counters (except two or three) of three floors of the hospital are working very well, people are getting services through a well established system. But the digital ticket counter of ultrasonography department is now out of use. The concerned technicians urged for digitized counter system. Moreover, all three water purifiers are unusable now and there is scarcity of pure drinking water for out-door patients. Although they mentioned automation of the MFSTC, it is time consuming.

6. **Factor(s) in case of Partial or non-achievement:** No major factor has been identified that can hamper the success of this project.
7. **Strengths and Weakness of PIP:** The strength of the PIP is –
- People have been getting medical treatment from MFSTC in a better environment rather than the previous time.

Weakness:

- No monitoring system exists there.
- No community/hospital authority involvement was ensured.
- None other hospital replicate this system.

8. **Sustainability:** The project is partially sustainable.
9. **Conclusion:** The patients are getting medical treatment in a better environment on 'first come first serve basis' then the previous time. The Hospital authority should consider patients' sufferings and re-establish the facilities which MATT participants' already introduced. The system of better service delivery should replicate in other hospital also.

Title of the SPIP: Develop an Automated Maternity Allowance Programme for the Poor Lactating Mother'
Location of the PIP/SPIP : Baria Union Parishad. Gazipur Sadar
Implemented by : BATCH-12, Group A

Background information of SPIP: Under the guidance of MATT-2 and BPATC facilitators, the SPIP team designed a Super Performance Improvement Project (SPIP) targeted on marking improvements in the civil service. The SPIP Team- A of Group-12, focused on the Medium Term Budget Framework 2009-10 to 2011-12 to be in line with government policies to pave disadvantaged people's access to scarce public resources.

Social Safety Net Program (SSNP), is meant for improvement of the conditions of the hardcore poor, all over the country. Out of 14 social safety net programs, 9 provide cash support to the beneficiaries. However no systematic monitoring system is built within the programs to check transparency of these programs. Since Union Parishads are now becoming centers of different kinds of development activities we, after much examinations and discussions, finally decided to develop an automated system for improved selection and monitoring of maternity allowance program for the poor lactating mothers at Baria union of Gazipur Sadar Upazila. It was expected that SPIP will help improving transparency and accountability of social net program entitled 'Maternity Allowance Program for the Poor Lactating Mothers'. The team arranged a number of interactions with the Gazipur district administration and other stake holders. It found that the leakage and targeting errors of SSNP can be reduced with improvement of its management and simplification of procedure involved at different stages. Beneficiary selection is the one of the stages where manipulation can take place. System automation is one of the ways to bring in better transparency and accountability in the process that ensures social support given to the right person and at the right time he/ she needed it most. The local stakeholders' support, involvement and ownership of the project made it easier to implement it to the satisfaction of all.

Expected results before implementation: SPIP is expected to develop an Automated System for Improved Delivery and Monitoring of Maternity Allowances Programme for the Poor Lactating Mothers. The manual system being used has no systematic monitoring mechanism within the SSNP to check the proper selection and on time delivery of allowance to the beneficiary. By automation, the Team expects improvement in the accountability and transparency of the delivery system.

Current status of expected results: Data base of the entire population of Baria Union has been prepared under the SPIP and installed in the UNO, Gazipur Sadar and Baria Union information centre. The data base is capable of capturing the information very easily of the population who belongs to lower tier of the poverty and the target beneficiary of SSNP.

6. Factors behind successful implementation of the project:

- Team work
- Local support and local ownership of the project. Questionnaire and database both are prepared in consultation and input from union. Data were collected under the guidance of UP Chairman Baria. Without support and supervision from UNO Gazipur, the project was not

possible to implement. Support of the Mentors (Secretary, MOWCA) helped the project to glide on.

Last but not the least- SPIP was very well conceived and plan of action was practically drawn.

Factor(s) in case of partial or non-achievement OR delayed implementation: Official responsibility and time engagement of the team members made the implementation delayed

7. **Strengths and weakness of SPIP:** SPIP objective was very much within line of reform plans of the government. On the other hand, too many activities needed to achieve the planned objective but time was the constraint for this little more ambitious project
8. **Sustainability/Replicability:** The UNO already planning to replicate it in her other unions
9. **Conclusions and recommendation:** This project could be replicated in other parts of the country.

CASE-12

1. **Title of the SPIP:** Development of a holistic Business strategy for improving the profitability, increasing network, and competitiveness of the Bangladesh Insulator and Sanitaryware Factory (BISF)
2. **Location of the SPIP:** Boxnagor , Mirpur, Dhaka
3. **Implemented by:** Stage 2, Batch 13, Team B
4. **Background:** Bangladesh Insulator and Sanitaryware Factory Limited (BISF) was established with foreign technical collaboration and is in production since April, 1981. It is a government owned industrial enterprise and was setup as an important substitute industry with an aim to achieve self reliance. The factory is located in about 30 Acres of land at Mirpur area of Dhaka City and is adjacent to the National Zoo. Its total manpower is about 800 peoples. The team of batch13 of Stage2 took the initiative to develop a holistic business strategy so as to achieve profitability of the factory
5. **Status of achievement of expected results:** The PIP was implemented partially.
6. **Factors in case of partial or non-achievement:** There are lot of factors that contributed to the partial achievement of the expected results. In order to achieve profitability of the factory, the PIP Team proposed to send inept, aged and inactive staff to retirement. There was the same proposition by the parliamentary committee who were also involved with the betterment of the factory. As a result, the staff of the factory became lessened. So whatever profitability was achieved that was at the cost of the people or staff of the factory. Advertisements were given to the media to attract the promotion of sale of the company. But sale didn't increase. As a result there was an inverse impact in the profitability. Primarily awareness building was done. A business strategy like private company was adopted. Supplementary tax, vat was exempted to 15%.
7. **Strengths and weaknesses of the SPIP:** After MATT-2 PIP Team was involved in the implementation of their project, they could involve also the parliamentary committee in their activities. The inactive and inept people were sacked from the factory. As a result work spirit increased in the process of doing the works. Some fund was released to the factory. The Team also proposed to buy some pick up for the factory to enhance the capacity to sell goods more.

their support and the factory came back to its previous condition and even more so that it lost some of its staff. Profitability was not achieved at long last.

Sustainability/Replicability: The project was not implemented successfully and hence it could not be replicated elsewhere.

Conclusions and recommendations: The PIP under study was mainly implemented basing on some paperwork. A lot of recommendations were put forward showing the roadmap for the implementation of the expected results of the PIP. Projects like this require a lot of efforts and continuity of the process. Since the team withdrew their support at one stage the PIP could not finally show its outcome.

SE-13

SPIP Title: Making public places women friendly: a model pilot for establishing Women Friendly Areas (WFAs) in a shopping mall in Dhaka City

Location of the SPIP: Bashundhara Shopping Mall, Dhaka.

Implemented by: MATT Stage -2, Group-14, Team-B.

Background Information: All the public places of the country like Bangladesh are dominated by male. Most of physical facilities/structures are male friendly. There are very limited facilities for women in the public places all over the country. If there is some, those are poorly maintained. This will discourage women mobility in the public places. Cultural barriers are not always the reasons of less mobility of women in different public places. Absence of facilities also discourages women to move even shopping malls that further limit women's involvement in public life. Keeping this view in mind the SPIP team-B of Group-14 initiated their project with a new approach to brought change the public sector working culture and to influence the policy for bottom up approach. The SPIP was aimed at increasing women's access to public life and expanding their choices. The project was executed in Bashundhara Shopping Mall in Dhaka city.

5. **Status of achievement of expected results:** The following key results were achieved in the project time period-
- Designing and setting agreed standard of WFAs based on customers' expectations in collaboration with the selected mall and MOWCA finalized by 15 February 2012.
 - Establishment of WFAs in the selected mall completed and made functional by April 2012.
 - Number of women shoppers and their stay increased at least 10 percent by 30 June 2012.
 - Policy choices/options based on an evaluation study identified and forwarded to the Government by 30 June 2012.

Current Status:

- This SPIP has not been implemented successfully still now. PIP team has identified WFAs like – Clean toilet, prayer room, breast feeding area, baby change facilities, baby care area, children area, healthy food facilities, first- aid facilities, setting arrangement for pregnant and

elderly people, provision of educating people through communication materials. However, during the visit it is found that Mall owners has established a decorated room for lactating mothers, enlarged the prayer room for women. Beside these, the mall owners mentioned that they have established the shopping mall women friendly at the very beginning. Before the intervention of the PIP team, they established a separate prayer room with clean toilets, a common first aid treatment center at the ground floor, restaurants for food at eighth floor, children corner at eighth floor from the very beginning. They also mentioned that they did not arrange any media coverage about the women friendly environment of the shopping mall. Moreover, Government did not take any policy action regarding this issue. Other shopping mall of the Dhaka did not replicate the idea of women friendly environment, according to mall owner's view.

6. **Factor(s) in case of Partial or non-achievement:** PIP Team opined that shopping mall owners are not willing to fulfill all the requirements of the PIP team. On the other hand, Mr. Habib (senior level officer), on behalf of the Bashundhara Shopping Mall owners mentioned that they are very eager to accomplish all the requirements of SPIP Team members. So, it seems that there is a communication/coordination gap between PIP team members and Mall owners.
7. **Strengths and Weakness of PIP:** The strength of the PIP is –
 - It can increase the mobility of women in public places of Dhaka city.**Weakness:** Lack of coordination between the SPIP team and supporters.
8. **Sustainability/Replicability:** Partially sustained.
9. **Conclusion:** The SPIP could be revisited and replicated in other shopping malls around the country

4.3 FINDINGS OF FGDs ATTENDED BY MATT2 ALUMNI

The study conducted 11 Focus Group Discussions (FGD) of which 26 (2 women) belong to the rank and status of Joint Secretaries, 58 (4 women) are Deputy Secretaries to the Government and one with the rank equivalent to Senior Assistant Secretary. Among them 66 attended the Stage-1 and only 9 were selected for Stage-2. Under Stage-1 FGD participants undertook 59 PIPs and under Stage-2 only 8 SPIPs were undertaken. Under Stage-1 respondents PIP batches range from 7 to 40 and regards to Stage-2 SPIP groups from 4 to 18.

4.3.1 Information on PIPs

DNA area

Of 59 PIPs 38 focused the DNA area of Programme /Process Management (PrM) followed by 12 PIPs on Client-focused Service and 8 were on People Development (PD). Only one PIP addressed the People Management (PM).

		FI	PI	NI	Y	N	DK	Y	N	DK	Y	N	DK
	12	9	2	1	5	4	2	1	2	2	2	8	1
	8	8	0	0	5	0	3	2	2	1	0	6	2
	1	0	1	0	0	1	0	0	0	0	0	1	0
	38	29	7	2	14	8	14	3	7	3	3	25	8
al	54	46	10	3	24	13	19	6	12	6	5	40	11
IA Area	No of SPIP	Implementation Status (8)			Sustainability (8)			Replicated (8)			Monitoring Mechanism (8)		
		FI	PI	NI	Y	N	DK	Y	N	DK	Y	N	DK
	2	2	0	0	2	0	0	1	0	1	1	0	1
	1	1	0	0	0	0	1	0	1	0	0	1	0
	1	1	0	0	0	0	1	0	0	1	0	0	1
l	4	1	3	0	2	0	2	0	3	1	1	2	1
tal	8	5	3	0	4	0	4	1	4	3	2	3	3

Implementation Status

59 PIPs 46 (78.0%) were fully implemented while 10 (17.0%) were partially implemented. Only three (5.0%) PIPs were not implemented successfully. In case of sustainability, 24 (43.0%) PIPs sustained while 13 (23.0%) PIPs did not sustain. No information on the sustainability of 19 (34.0%) was obtained from the FGDs.

Of 24 sustained PIPs 6(25.0%) were replicated while 12(50.0%) PIPs were not replicated. Participants attending the FGDs could not provide any information about replication of rest (250%) PIPs. Focus group discussions revealed that out of 56 implemented PIPs 7(13.0%) PIPs do not exist while participants showed their ignorance about present status of the 25 (45.0%) PIPs. Although 56 PIPs were implemented by the FGD participants only 5 (9.0%) teams developed monitoring mechanism for their projects while no monitoring mechanism was developed for 40 (71.0%) PIPs. No information on monitoring mechanism was found for the rest 11 (20.0%) PIPs. Thus, absence of monitoring mechanism developed by the PIP teams could be considered as the most important weakness for sustainability of the projects undertaken by them.

Success factors for successful implementation PIPs

Participants of FGD also identified some factors behind their successful implementation of their PIPs. The most important success factor is involvement of beneficiaries followed by team work and support from the top. Other important success factors include —leadership, support from local government organisations, proper assessment of clients' needs, support from the concerned ministers/local MPs, district administration, and local elites. Cooperation of local NGOs and availability of local resource/raw materials were also significant factors for their success.

Participants further identified the lack of commitment among PIP team members and lack of support from the top as two key factors for partial implementation of the PIPs. Also, time and resource constraints, lack of political commitment and support from the target group as well as lack of coordination among the implementing authorities were identified as hindering factors.

Two PIPs were not implemented due to non-availability of land for public convenience, lack of technical support from BSTI and Science Laboratory and high cost as well.

4.3.2 Information on SPIPs

DNA area

Of 8 SPIPs 4 focused the DNA area of Programme /Process Management (PrM) followed by 2 PIPs on Client-focused Service and 1 was on People Development (PD) and another one PIP addressed the People Management (PM).

Implementation Status

Of 8 SPIPs 5 (63.0%) were fully implemented while 3 (37.0%) were partially implemented. No case of failure was found in case of SPIP implementation. In case of sustainably, 4 (50.0%) SPIPs are sustained while no information on the sustainability of rest 4 (50.0%) was obtained from the FGDs. Of 4 sustained SPIPs only one was replicated while 4 were not replicated. Participants attending the FGDs were ignorant about replication of rest 3(26.0%) SPIPs.

Stakeholders' commitment, involvement of local representatives, team work, commitment, support from top and organisation concerned as well as mentor's guidance were identified as the influential factors behind successful implementation of SPIPs.

On the other hand, lack of support from concerned business organisation, lack of funds, lack of team work, rush attitudes among clients 'to get the benefit as well as profit motive of local NGOs hindered the full implementation of SPIP.

Although 8 SPIPs were implemented by the FGD participants only 2 teams developed monitoring mechanism for their projects while no monitoring mechanism was developed for 3 SPIPs. No information on monitoring mechanism was found for the rest 3 SPIPs.

Focus group discussions revealed that out of 8 implemented PIPs only 4 are still running while participants attended the FGDs showed their ignorance about present status of the rest 4 SPIPs. Hence, absence of monitoring mechanism seems to be an important weakness for replication of the Super Performance Improvement Projects undertaken by them. Other reasons they mentioned are lack of budget constraints, lack of supervision and not being able to coordinate the programme later.

4.3.3 Information on IAP

Out of 75 participants attending the FGDs 63 provided the information on their Individual Action Plan (IAP). Of 63 IAPs 57 were fully implemented while 2 were partially implemented and the rest 3 were not implemented. The reasons for not being fully implemented were the lack of coordination among different wings of the ministry. Two IAPs were not implemented because of transfer from the location of selected IAP as well as lack of support from the top and another failure was due to budget constraint.

It was also reported in the FGDs that of the 54 fully implemented IAPs only 16 sustained of which two were replicated. Six IAP did not sustain and no information was found about sustainability of rest 32 IAPs.

It is also revealed that IAPs tried to focus on the four pillars of the MATT2. Of 58 IAPs, 18 assessed organisation development followed by clients' needs (17). Ten IAPs were implemented the focus of developing others within the organisations and only three concentrated on developing self. No information on the focus was found about rest IAPs.

4 Strength of MATT 2 Development Programme

MATT2 alumni attending the FGDs were asked to mention strength of the programme that they attended earlier. In response to this question they identified following the strength of the MATT2 Development Programme:

- This programme was well structured and result-oriented. It was a unique programme combination of theory and practice that allowed the participants to identify a problem through brainstorming in a group. It helped them formulate, design and implement a project. This programme based on experiential learning, allowed the participation to learn by doing through trial and error.
- Approach of the MATT2 Development Programme was participatory that allowed all members to involve in developing a project, build team spirit among them and opportunity to build and demonstrate leadership quality.
- This program brought positive change in their mindset and helped develop pro-people attitudes. It helped them to identify the root causes of a real programme and address the issue instantly. It also helped generating innovative ideas and use SWOT, PEST & SMART methods to analyse the problem they identified.
- MATT2 Development Programme created huge scope for improving presentation and communication skills especially in English, which in turn high their level of confidence.
- According to FGD participants, Regional Exposure Visit (REV) was one of the significant strength of the programme.
- MATT2 facilitators and their delivery were also viewed as one of the important strengths.
- This programme developed ownership and creativity among the participants.
- Punctuality and discipline of the MATT2 Development Programme were appreciated by the alumni attended the FGDs.

4.3.5 Weakness of MATT 2 Development Programme

MATT2 alumni were asked to mention some weakness of the programme that they attended earlier. They have identified following weakness of the MATT2 Development Programme:

- The most serious weakness of the MATT2 programme was the absence of follow-up and monitoring mechanism. It emphasized on report, well articulation but not implementation and scaling up of the projects undertaken by the participants.

- MATT2 alumni opined lack of resource and budget as a weakness that hindered the implementation process of the projects.
- Participants expressed their serious grievance about the evaluation system of their performance. According to them evaluation system was not transparent and it heavily frustrated them.
- It was further viewed by the FGD participants that the PIP team formation and project selection were not proper and all members of the project team were not equally committed. Also there was no scope to actively involve all stakeholders i.e., head of the office or institution.
- MATT2 authority was identified as rigid and with autocratic attitude, according to FGD participants. There was a gap among participants, authority and service recipients.
- Time constraint and tightly scheduled programme further created huge pressure and stress in the participants.
- All facilitators were not up to the standard. Difference of opinions among the facilitators about PIP created confusion among the PIP team members that resulted in delay in completion of their tasks.
- Lack of orientation to the participants with their stakeholders and work as well as lack of ownership were also considered as one of the weaknesses of MATT2 Development Programme.
- Further, top-down approach, absence of physical training and design of the programme were also identified as weakness.

4.3.6 Success of MATT2 Development programme in developing reform minded civil servant

- Most of the alumni attending the FGDS viewed that MATT2 Development Programme was significantly successful in developing reform-minded civil servants. It played an important role in the civil service and some changes were wrought in the mindset of the civil servants.
- Intervention of MATT Development programme helped making pro-people bureaucracy. It built a culture of positive thinking among the civil servants. It jerked at the mindset of the participants.
- Teamwork among the officials was developed which was essential for any reform. Office environment has also been changed by MATT intervention.
- Participants of FGDs further viewed that reform will take place subject to favorable condition. This kind of program could be organised by own funding.
- They also suggested for bringing change in SSC and ACAD curricula.
- A significant number of FGD participants mentioned that MATT-2 was partially successful in making reform-minded civil servants but success is not visible. However, they opined that at least it started the initiative to build reform minded civil servants.

- Most of the participants of the reform minded civil servants to a considerable extent although one participant said that there was no reform in it.
- According to a few FGD participants MATT2 Development Programme was not successful in developing reform minded civil servants. They could see neither any visible change occurred among the top nor developed any ownership.

FINDINGS OF FGD WITH MATT2 FACILITATORS

The study also organised one FGD with MATT2 facilitators attended by five officials. The facilitators discussed the issues on PIP selection process, evaluation system of participants' performance, strengths and weaknesses of MATT2, and learning of the program which could be incorporated in BPATC's training courses.

The FGD revealed that despite following step-by-step process for the selection of PIP, time allocated for selection was not enough. In some cases group discussion was dominated by one or two participants. In that case, individuals rather than the group could be entrusted with the task of identifying the reform theme. Briefing session prior to joining the programme was not satisfactory cause all nominated participants were not present in the session. As a consequence, they failed to understand the issue properly. A comprehensive briefing on reform would better facilitate the participants. Again, some of the officials involved in the programme were not equally innovative.

4.1 Evaluation System of Participants' Performance

At the very beginning of the MATT2 programme, participants were thoroughly briefed about the evaluation system which was discontinued later. Lead facilitators could be included in the evaluation team during final presentation of PIPs/SPIPs. Only 15.0% importance was provided to PIP which was not justifiable as there was no monitoring system of IAP. Even MATT facilitators were not aware of the evaluation system of participants' performance. The facilitators had the opportunity to evaluate on 5% of the total marks. It would be much better if the facilitators

4.2 Strengths of MATT2

The study revealed that the team building approach of MATT, stakeholder analysis, problem identification and analysis and the result analysis was the major strengths of the MATT2 Programme.

4.3 Weaknesses of MATT2

The FGD with the faculty members also revealed that no feedback mechanism was developed to listen to the problems of the participants; No initiative was taken to develop BPATC faculty in line with the TAPP; No step was taken to build the capacity of the facilitator to write a learning case. To some the programme was very painstaking. Team formation was not properly done. There was no follow-up mechanism and assessment system was not transparent. Time was also constraint.

4.4.4 Learning that could be incorporated in BPATC training curricula
Learning review session, Experiential Learning approach (SSC and ACAD), Mind Mapping, IAP (ACAD and SSC) can be incorporated in BPATC Curricula.

4.5 DATA COLLECTED THROUGH QUESTIONNAIRE SURVEY

4.5.1 Demographic Information

There were 82 MATT2 alumni responded to the survey questionnaire. Among them 72 were male and rests 10 were female. Regarding rank and status, 53 were Deputy Secretaries to the Government followed by 28 Joint Secretaries. Only one respondent was Senior Assistant Secretary (Table1). Of 82 respondents only 16 (20.0%) were selected for Stage2 programme of which only 2 were female (Table2).

Table4.2: Status and Gender Distribution of the Respondents

Status	Gender		Total
	Male	Female	
Joint Secretary	25	3	28
Deputy Secretary	46	7	53
Sr. Asst. Secretary	1	0	1
Total	72	10	82

Table4.3: MATT 2 Stages and Gender of the Respondents

Stages	Gender		Total
	Male	Female	
Stage 1	58	8	66
Both Stage 1 &2	14	2	16
Total	72	10	82

4.5.2 Implementing Status of PIP

The study revealed that 58 (71.0%) of the respondents fully implemented their PIPs while 20 (24.0%) partially implemented their project. Only 4 (5.0%) PIPs were not implemented (Table3). Therefore, in terms of implementation success rate could be considered as satisfactory.

Table4.4: Implementing Status of PIP

Implementing Status	No of Respondents	%
1) Fully Implemented	58	71.0
2) Partially Implemented	20	24.0
3) Not Implemented	4	5.0
Total	82	

PIPs. Among the respondents 70 respondents reported as 15 types of challenges (Table4). The most important challenge they encountered was lack of financial support (35.0%) followed by lack of stakeholders' cooperation (32.0%) and influencing stakeholders (21.0%). Five other important challenges were— influence of vested interest group (14.0%), inadequate support from the top (13.0%), socio-cultural barrier (12.0%), lack of technical support (10.0%) and time constrain (9.0%). Also lack of monitoring of PIP, undue political influence, legal barrier, communication factors, team work, transfer of team members and political commitments were revealed by the studies as challenges the respondents encountered during implementation of their projects.

Table 4.5: Challenges encountered during PIP Implementation

n=78

Challenges	No. of Respondents	%
1. Lack of financial support	27	35
2. Lack of stakeholders cooperation	25	32
3. Difficult to motivate stakeholders	16	21
4. Influence of vested interest group	11	14
5. Inadequate Support from the top	10	13
6. Socio-cultural barrier	9	12
7. Lack of technical support	8	10
8. Time constraint	7	9
9. Lack of monitoring	5	6
10. Undue political influence	5	6
11. Legal barrier	4	5
12. Communication factors	3	4
13. Team work	3	4
14. Transfer of team members	2	3
15. Political commitments	2	3

Multiple responses recorded.

1.5.4 Factors behind partial or non-implementation of PIP

Out of 82 PIPs 20 were partially implemented and four were not implemented. Nine of 24 respondents also identified some factors that caused partial or non-implementation of their PIPs while 15 of them did not provide any information on this issue. According to the respondents inadequate support from the top (89.0%) followed by lack of monitoring mechanism (78.0%) and lack of financial support were the three most responsible factors for their failure (Table5). Also lack of stakeholders' cooperation (44.0%), difficulties in motivating the stakeholders (44.0%), and lack of technical support (33.0%) along with weak teamwork (33.0%) barred them to implement their projects. Further, socio-cultural barrier (22.0%), influence of vested interest group (22.0%), legal barrier (11.0%) and time constraint (11.0%) were also mentioned as barring factor for the PIP implementation.

Table4.6: Factors behind partial or non-implementation of PIP

Factors	No. of Respondents	%
1. Inadequate support from the top	8	89
2. Lack monitoring	7	78
3. Lack of financial support	6	67
4. Lack of stakeholders cooperation	4	44
5. Difficult to motivate stakeholders	4	44
6. Lack of technical support	3	33
7. Weak Teamwork	3	33
8. Socio-cultural barrier	2	22
9. Influence of vested interest group	2	22
10. Legal barrier	1	11
11. Time constraint	1	11
Multiple responses recorded.		

4.5.5 Implementing Status of IAP

As part of the MATT2 workshop participants also undertook individual action plan (IAP). The study revealed that majority of the respondents (62.0%) fully implemented their IAP while 28.0% of them implemented partially. Five percent respondents could not implement their IAP and rest of them did not respond to this issue (Table6)

Table4.7: Implementation Status of IAP

Implementation Status	Frequency	%
Fully Implemented	51	62
Partially Implemented	23	28
Not Implemented	4	5
No Response	4	5
Total	82	100.0

4.5.6 Challenges encountered during IAP Implementation

Of 74 respondents 27 identified some challenges they encountered while implementing their IAP. Of 27 respondents 16 (59.0%) faced the difficulties to motivate stakeholders (table7). Obtaining support from the management (48.0%), lack of technical support (37.0%), lack of stakeholders' support (37.0%), time constraint (37.0%), lack of funds (30.0%), lack of monitoring mechanism (26.0%) and transfer from the IAP location (15.0%) were also identified as challenges by them to implement IAPs. Legal barrier (7.0%), weak teamwork (7.0%), lack of personnel strength (4.0%), socio-cultural barrier (4.0%), and influence of vested interest group (4.0%) were also considered as challenges for the said issue.

T

Difficulties to motivate stakeholders	10	48
Lack of support from the management	13	37
Lack of technical support	10	37
Lack of stakeholders' support	10	37
Time constraints	10	30
Lack of fund	8	26
Lack of monitoring	7	15
Transfer	4	7
Legal barrier	2	7
3. Teamwork	2	4
1. Lack personnel strength	1	4
2. Socio-cultural barrier	1	4
3. Influence of vested interest group	1	4

Multiple responses recorded.

5.7 Factors behind partial or non-implementation of IAP

Out of 82 respondents 23 have partially implemented their IAPs while four could not implement their IAP. Among the 27 respondents 18 have identified as many as eight factors responsible for partial implementation and non-implementation of their IAPs (Table 8). Lack of management support (33.0%) was the most significant factor followed by lack of support from the stakeholders (22.0%), time constraint (17.0%), lack of technical support (17.0%) and lack of monitoring (17.0%) were responsible factors that resulted in partial implementation and non-implementation of their IAPs. Also undue political influence (6.0%), transfer (6.0%) and lack of funds (6.0%) hindered their success.

Table 4.9: Factors behind partial or non-implementation of IAP

n=18

Factors	No. of Respondents	%
1. Lack of management support	6	33
2. Lack support from the stakeholders	4	22
3. Time constraint	3	17
4. Lack of technical support	3	17
5. Lack of monitoring	3	17
6. Undue political influence	1	6
7. Transfer	1	6
8. Lack of funds	1	6

Multiple responses recorded.

4.5.8 Implementation Status of SPIP

Out of 82 respondents only 16 had undergone SPIP programme. Among 16 respondents 9 (56.0%) have fully implemented their SPIP while 5 (31.0%) have implemented partially and one (6.0%) could not succeed (Table9). One respondent did not give any information about SPIP.

Table4.10: Implementation Status of SPIP

Implementation Status	Frequency	%
Fully Implemented	9	56
Partially Implemented	5	31
Not Implemented	1	6
No Response	1	6
Total	16	100.0

n=16

4.5.9 Challenges encountered during SPIP Implementation

Respondents have encountered ten different challenges while implementing their SPIP (Table10). The most significant challenge they experienced was difficulties in motivating stakeholders (38.0%). Other important challenges include— communication problem (19.0%), fund (13.0%) and time constraints (13.0%), lack stakeholders' support (13.0%), weak teamwork (13.0%), lack of technical support (13.0%) and monitoring (6.0%), support from the top (6.0%) and transfer of team members (6.0%).

Table4.11: Challenges encountered during SPIP Implementation

Challenges	No. of Respondents	%
1. Difficulties in motivating stakeholders	6	38
2. Communication problem	3	19
3. Fund constraints	2	13
4. Time constraints	2	13
5. Stakeholders' support	2	13
6. Weak teamwork	2	13
7. Lack of technical support	2	13
8. Lack monitoring	1	6
9. Support from the top	1	6
10. Transfer	1	6

n=16

Multiple responses recorded.

4.5.10 Factors behind partial or non-implementation SPIP

Respondents (5) who partially implemented their SPIP and not performed the said task (1) identified some factors behind it (Table11). The three most important factors were lack of support from the management (33.0%), lack of funds (33.0%) and weak teamwork (33.0%). Other factors include— influence of vested interest group (17.0%), time constraint (17.0%) and lack of technical support (17.0%).

of support from the management	2	33.0
of funds	2	33.0
k team work	1	17.0
ence of vested interest group	1	17.0
e constraint	1	17.0
k of technical support	1	17.0

Multiple responses recorded.

4.11 Implementation Status of SIAP

Respondents also undertook 16 SIAP of which 9 (56.0%) were fully implemented while 3 (19.0%) were partially implemented and 2 (13.0%) were not implemented (Table12). Two (13.0%) respondents did not give any information about implementation status of their SIAP.

Table 4.13: Implementation Status of SIAP

n=16

Implementation Status	Frequency	%
Fully Implemented	9	56
Partially Implemented	3	19
Not Implemented	2	13
No Response	2	13
Total	16	100.0

4.12 Challenges encountered during SIAP Implementation

The study also revealed five important challenges encountered by the respondents while implementing their SIAP (Table13). Challenge of obtaining support from the stakeholders has been experienced by 6 (38.0%) respondents. Other challenges include— time constraint (13.0%), support from the top management, transfer from the SIAP location (6.0%) and lack of ICT expert (6.0%).

Table 4.14: Challenges encountered during SIAP Implementation

n=16

Challenges	No. of Respondents	%
Lack of stakeholders cooperation	6	38.0
Time constraint	2	13.0
Support from the top management	2	13.0
Transfer	1	6.0
Lack of ICT expert	1	6.0

Multiple responses recorded.

4.5.13 Factors behind partial or non-implementation SIAP

Respondents (5) also identified few factors for partial and non-implementation of their SIAP (Table14). These factors are — absence of monitoring by project authority, lack of support from top management, reluctance among support staff, time constraints and transfer from SIAP location.

Table4.15: Factors behind partial or non-implementation SIAP

Factors	No. of Respondents	%
Absence monitoring by project authority.	1	
Lack of support from top management	1	
Reluctance among support staff	1	
Time constraints	1	
Transfer	1	

4.5.14 Strengths of Matt2 Development Programme

Respondents were asked to identify some strengths of MATT2 Development programme. Of 82 respondents 12 did not respond to this question. Responding to this question they pointed out thirteen strengths of the said programme (Table15). The main strength of MATT2 programme was its participatory method/experiential learning that help the participants to develop and implement a project (46.0%). It also emphasized on developing reform oriented civil servants as well as change their attitude (26.0%), building team culture (21.0%) self confidence (19.0%). Respondents further mentioned that MATT2 programme created an opportunity to generate innovative ideas (16.0%) among them. Moreover, Regional Exposure Visit (13.0%), using SWOT/SMART (10.0%) and action oriented approach (10.0%) were important strengths of the programme. Other significant strengths include —opportunity to enhance English language proficiency (7.0%), strong facilitator team (6.0%), discipline (4.0%), field visit (3.0%) and Learning Points (1.0%).

Table4.16: Strengths of Matt2 Development Programme

Areas of Strengths	frequency	%
1. Participatory method/experiential learning to develop and implement a project	32	46
2. Reform oriented and attitude changing	18	26
3. Develop team culture	15	21
4. Building self confidence	13	19
5. Opportunity to generate innovative ideas	11	16
6. Regional Exposure Visit (REV)	9	13
7. Using SWOT/SMART	7	10
8. Action oriented approach	7	10
9. Opportunity to enhance English language proficiency	5	7
10. Strong Facilitators team	4	6
11. Discipline	3	4
12. Field visit	2	3
13. Learning Points	1	1
Multiple responses recorded.		

ed out by the respondents were absence of monitoring mechanism in MATT2, inadequate time to implement the project effectively (27.0%) and subjective and nontransparent evaluation system (22.0%). The design of the programme excluded theoretical knowledge (17.0%), provision of funds to implement the PIPs/SPIPs (13.0%) and lack of support from the top (11.0%) were also identified as significant weaknesses of the programme. Further, they viewed that weak teamwork (9.0%), imposed team formation and PIP selection to some extent (6.0%) and incomplete end of batch 39 and 40 (5.0) created frustration among them. Difference of opinions among the facilitators sometimes confused the participants (2.0%). They also viewed that it could change the mindset of a negative person (2.0%). Country selection for REV was not relevant to Bangladesh (2.0%) and absence of REVS for batch 39 and 40 (2.0%) as well as lack of accountability of MATT consultants both national and international (2.0%) were also considered as weaknesses of MATT2 programme.

Table 4.17: Weaknesses of Matt2 Development Programme

n=64

Areas of Weakness	Response	%
1. Absence of monitoring mechanism in MATT2	21	33.0
2. Inadequate time to implement the project effectively	17	27.0
3. Evaluation system was subjective and not transparent	14	22.0
4. Design of the programme exclude theoretical knowledge	11	17.0
5. Absence of provision of funds to implement the PIPs/SPIPs	8	13.0
6. Support from the top was not always available	7	11.0
7. Teamwork was weak	6	9.0
8. Team formation and PIP selection to some extent imposed	4	6.0
9. Incomplete end of batch 39 and 40	3	5.0
10. Difference of opinions among the course management that created confusion among the participant groups. Facilitators' view	1	2.0
11. It can't change the mindset of a negative person.	1	2.0
12. No REV for batch 39 and 40	1	2.0
13. Country selection for REV not relevant to Bangladesh	1	2.0
14. Lack of accountability of MATT consultants both national and international	1	2.0

Multiple responses recorded.

4.5.16 Recognized Changes in participants after attending the MATT2

Respondents were further asked whether they recognised any changes in them after attending the MATT2 workshop. Most of the respondents (79.0%) responded positively while 12 (15.0%) gave negative response. Five (6.0%) did not respond to the question.

Table4.18: Respondents Recognized any Changes in them after attending the MATT2

Response	Frequency	%
Yes	65	79
No	12	15
No Response	5	6
Total	82	100.0

4.5.17 Changes that occurred in participants after attending the MATT2

A great majority of the respondents (69.0%) opined that MATT2 developed pro-people attitude among them. They now confidently identify, analyze and solve a problem (45.0%). They also work in a team more effectively and efficiently (28.0%). Their project preparation and implementation skill (8.0%), English language proficiency (6.0%), negotiation skill (3.0%), IT skill (2.0%) and listening skill (2.0%) were also enhanced (Table18).

Table4.19: Changes that occurred in participants after attending the MATT2

Changes	Frequency	n=65
1. Develop pro-people attitude among them	45	69.0
2. Identify, analyze and solve the problem	29	45.0
3. Enhance team building capacity	18	28.0
4. Project preparation and implementation skill enhanced	5	8.0
5. Enhance English language proficiency	4	6.0
6. Negotiation skills	2	3.0
7. IT skill increased	1	2.0
8. Improve listening skill	1	2.0

Multiple responses recorded.

4.5.18 Incorporation of MATT2 Learning in other Training Courses

Respondents were further asked to provide some suggestions how to make learning from MATT2 programme useful in other training programmes. Out of 82 respondents 42 have suggested to incorporate some learning from MATT2 in different courses especially at BPATC. They have suggested to incorporate 14 learning from MATT2 (Table19). The two most important issues that were recommended are incorporation of PIP and IAP in all core courses of BPATC (60.0%) and follow the MATT2 participatory approach/experiential learning method (57.0%). They also suggested developing monitoring mechanism for IAP/PIP if incorporated (12.0%). Further, team building activities (10.0%), learning points (7.0%) and mind-mapping/SWOT (5.0%) could also be incorporated as viewed by them. Staff suggestion scheme (SSS) as Singapore (2.0%), SMART (2.0%), REV (2.0%), Recap session (2.0%), Result based activities (2.0%), leadership building (2.0%), Field visit (2.0%), GS from successfully implemented PIP/SPIP team (2.0%) —were also suggested by them to incorporate BPATC's training courses.

1. Incorporation of PIP and IAP in SSC/ ACAD/FIC	20	57.0
2. MATT2 Participatory approach/Experiential learning method	24	
3. Monitoring of IAP/PIP if incorporated	5	12.0
4. Team building activities	4	10.0
5. Learning points	3	7.0
6. Mind mapping/SWOT	2	5.0
7. Staff suggestion scheme (SSS) as Singapore.	1	2.0
8. SMART	1	2.0
9. REV	1	2.0
10. RECAP	1	2.0
11. Result based activities	1	2.0
12. Leadership building	1	2.0
13. GS from successfully implemented PIP/SPIP team	1	2.0
14. Field visit	1	2.0

Multiple responses recorded.

5.0 INTRODUCTION

The MATT2 project aimed at developing a citizen-centered service mindset amongst Bangladesh Civil Service and enhancing their management competence to bring affirmative changes into public organizations of the country. It introduced experiential learning approach that allowed its participants to think out of box in order to identify and implement their team and individual projects which were considered as vehicle for change. This evaluative study aimed at appraising the selected PIPs, SPIPs and IAPs implemented by BCS officials under MATT2 programme. To this end 32 PIPs and 13 SPIPs were selected randomly as cases, organised 10 FGDs and conducted a pre-tested questionnaire survey among the alumni of MATT2. Corollary findings of the study are presented below:

5.1 FINDINGS OF CASES

Of 32 PIPs, 17 were fully implemented while 14 were implemented partially and one PIP was not implemented. Nine PIPs are running fully while four partially sustained. 18 PIPs did not sustain. Of 13 SPIPs six were fully implemented while the rest seven were partially implemented. In regards to sustainability 5 SPIPs sustained and 3 partially sustained. Replication status was poor, only one is fully replicated and other one is partially replicated.

The cases also revealed that PIPs and SPIPs, those had small focus and implemented in specific organizations, created demand by their internal and external clients, obtained institutional support and sustained. On the other, PIPs/SPIPs, those were widely focused and not specific to any organisation were not sustained and replicated.

The cases also revealed that absence of monitoring mechanism, diversified team members, lack of support and ownership from top, failure to bring all stakeholders on board resulted in partial and non-implementation of PIPs and SPIPs selected for the study. Neither team members nor the MATT2 authority attempted to develop any institutional mechanism for monitoring the PIPs/SPIPs in order to make them sustainable as well as replicable.

5.1.1 FINDINGS OF FOCUS GROUP DISCUSSIONS

In all, the study obtained feedback of 59 PIPs and 9 SPIPs. Out of 59 PIPs 46 was fully implemented, 10 were implemented partially, 3 PIPs were not implemented, 23 PIPs sustained of which 6 were replicated and 5 teams developed monitoring mechanism. On the other hand, of 9 SPIPs, 6 were fully implemented, 3 were implemented partially, 5 SPIPs sustained of which one was replicated and 2 teams developed monitoring mechanism.

Besides the PIPs and SPIPs the study received feedback on 63 IAPs. Of them, 58 were fully implemented, 3 were partially implemented, 2 were not implemented, 16 IAPs sustained. The reasons for the PIPs, SPIPs and the IAPs being partially successful or unsuccessful include absence of monitoring mechanism, lack of commitment among team members, lack of support

study revealed that MATT2 development programme was well-structured and it was a unique programme with a combination of both theory and practice. It helped the participants formulate, design and implement a project. It facilitated to build team spirit among and opportunity to build and demonstrate leadership quality. It also helped develop people attitude among the participants. Furthermore, it helped the participants identify the root causes of a real problem and address the issue instantly. Moreover, it also helped generating creative ideas and use SWOT, PEST & SMART methods to analyse the problem they identified. MATT2 created huge scope for improving presentation and communication skills especially English, which in turn enhanced their level of confidence. The REV, MATT2 Facilitators, punctuality and discipline played a pivotal role in the successful completion of their projects.

However, MATT2 was not without its weaknesses too. Absence of monitoring mechanism in MATT2, lack of resource, non-transparent evaluation system was heavily frustrating for its participants. Facilitators only given 05.0% marks and the rest 95.0% laid with the MATT2 authority. There was no scope for the lead facilitators to evaluate the final PIP presentation as they were actively involved in the process. Further PIP team formation and project selection were not properly done. All members of the project team were not equally committed. There was no scope to actively involve all stakeholders i.e., head of the office or institution. MATT2 authority was identified as rigid and bearing autocratic attitude. There was enough time constraint and tightly scheduled programme and difference of opinions among the facilitators about PIP created confusion among the PIP team members.

3D conducted with the facilitators of the MATT2 Programme revealed that team building approach, stakeholder analysis, problem identification and analysis and the result analysis were some of the major strengths while scanty time allocation for selecting the PIPs, emphasis on team work to identify the reform theme, lack of comprehensive briefing were the weaknesses of the programme. Absence of proper monitoring, non-transparent evaluation system and lack of capacity building of the facilitators were also identified as the weaknesses. However, the FGD recommended learning review session, Experiential Learning approach; mind mapping and IAP to be incorporated in the training curricula of BPATC.

5.1.2 FINDINGS OF QUESTIONNAIRE SURVEY

The study conducted a pre-tested questionnaire survey among the MATT2 alumni. Key findings of the survey are as follows:

- Of 82 PIPs 58 were fully implemented while 20 were partially implemented and only 4 were not implemented.
- The most important challenge to implement the PIP's was lack of financial support. Lack of stakeholders' cooperation and motivating stakeholders were also very important challenges to execute the PIP's.

- The most important factor for hampering the implementation was identified as 'inadequate support from the top'. Lack of monitoring mechanism and lack of financial support were also identified as the most responsible factors for the failure of the project.
- Of 82 IAPs, 51 were fully implemented whereas 23 were partially implemented and 4 were not implemented.
- The major challenge to implement the IAP was the difficulties to motivate stakeholders.
- Lack of support from Management was the most significant factor for non-implementing the IAPs. Lack of support from the stakeholders, time constraint, lack of technical support and monitoring were also identified as the most important factors.
- Of 16 respondents of stage-2, 9 have fully implemented their SPIPs, 5 have partially implemented and only one could not implement the SPIP. Here also the most significant challenge to implement the project was difficulties in motivating stakeholders. Other challenges were communication problem, fund and time constraints.
- Cause of partial and non-implementation of SPIP were lack of support from the management, lack of funds and weak teamwork.
- In respect to SIAP, of 16, 9 were fully implemented, 3 were partially implemented and 2 were not implemented.
- The most important challenge for implementation of SIAP was 'obtaining support from the stakeholders'. Other challenges were identified as - time constraint, support from the top management, transfer from the SIAP location and lack of ICT expert.
- The most important factors for non-implementation of the SIAP were 'absence monitoring by project authority' & transfer from SIAP location.
- The main strength of MATT2 programme was its methodology (experiential learning) which helped the participants to develop and implement a project. It also emphasized on developing reform-oriented civil servants as well as changed their attitude, built team culture and developed self confidence.
- The three important weaknesses pointed out by the respondents were - absence of monitoring mechanism in MATT2, inadequate time to implement the project effectively and subjective and nontransparent evaluation system.

CONCLUSIONS

The study assessed the present status of selected PIPs, SIPs and IAPs, and explored a range of issues that were collectively responsible for insignificant rate of sustainability of replication of projects and action plans implemented by the participants attending the MATT2 development workshop. Moreover, the study found the program enhanced the capacity of the participants to identify, analyse and implement a project at individual level.

The study also found that team work and monitoring is the key to successful implementation, sustainability and replicability of PIPs and SPIPs. Proper identification of a problem to prepare and implement a project is also important. The study, furthermore, revealed that the Stage2 was introduced without proper assessment of the success and failure factors of PIPs. Absence of monitoring system and scattered working places of team members were identified as two important factors for insignificant rate of sustainability and replicability of PIPs. Without addressing these problems SPIPs were undertaken. Consequently, SPIPs' destiny was similar to PIPs. Again, the Stage2 selection process was found not transparent. Besides, Stage2 was introduced as a reward for successful implementation of PIPs which motivated the participants, but no reward system was designed for successful implementation of SPIPs.

Despite insignificant rate of sustainability and replicability of PIPs, SPIPs and IAPs MATT2 programme infused some skills among the participants. These skills included teambuilding, problem identification, project formulation, clients' needs assessments, presentation skills, and proficiency in English language. It also jerked the mindset of the civil servant towards effective service delivery to the client citizens.

3.3 RECOMMENDATIONS

In spite of all limitations, the study suggests the following issues for consideration in order to utilize the learning from MATT2 project:

1. In order to develop team building skills, all public training institutions could introduce experiential learning approach. The BPATC could also introduce projects in ACAD and SSC similar to PIP. Further, mind mapping techniques could also be incorporated in the course curricula. To this end course curricula need to be thoroughly revisited and redesigned after certain intervals so that the participants can derive the benefits of the course.
2. In order to make the training programme result-oriented, action plan similar to IAP could also be introduced in ACAD and SSC. An effective monitoring mechanism has also to be developed for sustainability of those projects.

3. In this respect, ministerial support has to be ensured in the process of implementing all these programmes mentioned above. There has to have the provision of mentoring the projects undertaken by the participants of these courses and the mentors have to have incentives for so doing.
4. Successful and sustainable projects have to be recognized by the proper authority and an attractive incentive mechanism like overseas exposure visit and/ or provision for special increment in the service has to be devised to encourage the respective participants.
5. Special measures have to be undertaken by the Ministry of Public Administration for the PIPs under implementation by MATT Batches 39 and 40 and recognize their efforts by providing feedback to the PIPs and also by providing certificates to them.
6. The grey areas emanated from the MATT2 Programme have to be identified and it demands further study to identify to what extent the mind- set of the civil servants has changed.
7. MATT2 development programme spent huge resources in terms of both time and money. Therefore, an impact assessment study could be undertaken by independent third-party to explore the value for money spent against it.

ue, Mohammad Ashraful (2012). Performance Appraisal System of Bangladesh Civil Service: an analysis of its Efficacy. *International Public Management Review*, 13(1), pp.38-59

obs, Colin (2009) How to bring about change in the Bangladesh Civil Service? Attempts to change datasets, behaviours and practice. *Public Administration and Development*, 29(3), 218-227

patrick, Donald L. and Kirkpatrick, James D. (2009) Evaluating Training Programme, Third Edition. San Francisco: Berrett-Koehler Publishers. www.bkconnection.com

jeed, Rushda (2011) Energizing the Civil Service: Managing At The Top2, Bangladesh, 2006-11. *Innovations for Successful Societies*. Princeton University, accessed at [p://www.princeton.edu/successfulsocieties](http://www.princeton.edu/successfulsocieties) on 28/05/2014

ATT2 Batch1, PIP Team-A (2007). Synopsis of PIP Title: Day-care Centre at Head Office, LGED, Jargaon, Sher-e-Bangla Nagar, Dhaka. [p://www.matt2.org/PIP_Batch_01_A_Synopsis.php?c_id=progresstodate](http://www.matt2.org/PIP_Batch_01_A_Synopsis.php?c_id=progresstodate). Accessed on 15.02.2014

ATT2 Batch10, PIP Team-C (2008), Team Report on "Introduction "IT" in Class VI: A Pilot Project in Mohammadpur Model School and College"

ATT2 Batch11, PIP Team-C (2008), Team Report on "Developing Computer based Leave and Supplementary Merit Records for the Promotion Process at RAJUK".

MATT2 Batch12, PIP Team-H (2009), Team Report on "Facilitating Client friendly process (using Pension Deduction as a Pilot Mechanism) in the Ministry of Establishment".

MATT2 Batch13, PIP Team-A (2009), Team Report on "Facilitating the Process of Court Cases of the Ministry of Establishment for Public Interest".

MATT2 Batch14, PIP Team-A (2009), Team Report on "Making Allotment Process Transparent and Accountable in the Directorate of Accommodation".

MATT2 Batch15, PIP Team-E (2009), Team Report on "Mainstreaming Children with mild to moderate disabilities in Primary Education".

MATT2 Batch18, PIP Team-H (2009), Team Report on "Export Promotion through Online Response to Trade Queries at Export Promotion Bureau".

MATT2 Batch19, PIP Team-H (2010), Team Report on "Creating Employment opportunity for the poor women of Rayerbazar slum, Mohammadpur, Dhaka as domestic aid under a new code of conduct".

MATT2 Batch2, PIP Team-F (2007), Team Report on "Mutation, Mortgage and Sale Permission in National Housing Authority (NHA): Ensure Speedy Services".

- MATT2 Batch20, PIP Team-A (2010), Team Report on "Developing a Model of One-stop Service Centre for Providing Training and Issuing Driving License under joint Collaboration of BRTC, BRTA and District Administration".
- MATT2 Batch21, PIP Team-B (2010), Team Report on "Promoting the use of Medicinal Herbs and establishing a Medicinal herbal Garden as a Pilot Project at 'Quisharchar Ismail Hossain High School', ManikganjUpazila".
- MATT2 Batch22, PIP Team-E (2010), Team Report on "Promoting the use of Medicinal Herbs and establishing a Medicinal herbal Garden as a Pilot Project at 'Quisharchar Ismail Hossain High School', ManikganjUpaCreation of safe overseas employment opportunities for disadvantaged women in Middle East through skill development on house-keeping: A pilot project in Bureau of Manpower Employment and Training (BMET)zila".
- MATT2 Batch23, PIP Team-A (2010), Team Report on "Strengthening of Information Providing Unit under 'Right to Information Act, 2009' at the Directorate of Primary".
- MATT2 Batch25, PIP Team-F (2010), Team Report on "Developing a Hygienic Sanitation System in Non-Government Secondary Girls' Schools: A Pilot Project at Dhamrai Upazila, Dhaka".
- MATT2 Batch27, PIP Team-E (2010), Team Report on "Introducing community participation approach for ensuring regular cleanliness of Gulshan-Baridhara Lake (Northern Part) in existing programme of Dhaka City Corporation (DCC)".
- MATT2 Batch3, PIP Team-C (2007), Team Report on "Improving the Efficiency of Container Handling in Dhaka Inland Container Depot (ICD)".
- MATT2 Batch30, PIP Team-D (2011), Team Report on "Design and Develop the Re-Examination System of Answer Scripts: An Experimental Project on Secondary School Certificate (SSC) Examination - 2010 in Dhaka Education Board".
- MATT2 Batch32, PIP Team-F (2011), Team Report on "Retaining potters into their ancestral occupation through increasing income by Introducing aesthetic design earthenware: A Pilot project at Nalam village of Savar".
- MATT2 Batch4, PIP Team-D (2007), Team Report on "Establishment of Disaster Management Information Centre (DMIC) in Disaster Management Bureau (DMB) with Modern Information Communication Technology (MICT)".
- MATT2 Batch6, PIP Team-A (2008), Team Report on "Speedy Disposal of Pension Cases in the Directorate of Secondary and Higher Education (DSHE)."
- MATT2 Batch8, PIP Team-D (2008), Team Report on "Establishment of ICT Business Resource Centre at Rangamati."
- MATT2 Batch9, PIP Team-A (2008), Team Report on "Introduction of BRTC Bus Service for Women and Children-Mirpur to Gulistan."
- MATT2 Group1,SPIP Team-C (2008), Team Report on "Designing Placement Strategy for BCS Administration Cadre Officers and Test it at Initial Level".

ATT2 Group11, SPIP Team-C (2011), Team Report on "Improving the Quality of Outdoor Services of Mohammadpur Fertility Services and Training Centre (MFSTC) in Dhaka".

ATT2 Group12, SPIP Team-A (2014), Team Report on "Develop an Automated System for Improved Delivery & Monitoring of "Maternity Allowances Programme for the Poor Lactating Mothers" in X Union: A Pilot project".

ATT2 Group13, SPIP Team-B (2012), Team Report on "Development of a holistic business strategy for improving the profitability, increasing network and competitiveness of the Bangladesh Insulator and Pottery Ware Factory (BISF)".

ATT2 Group14, SPIP Team-B (2012), Team Report on "Making Public Places Women friendly: A Model Project in establishing women friendly area in a shopping mall in Dhaka City".

ATT2 Group2, PIP Team-D (), Team Report on "Reforming Performance Management System (PMS) for Improving Strategic Objectives and Goals Oriented Functioning of the Regional Passport Office (RPO), Dhaka".

ATT2 Group3, PIP Team-B (2009), Team Report on "Developing and Testing a National Model for Rehabilitation & Social Re-integration of Recovering Drug Addicts".

ATT2 Group4, PIP Team-D (2010), Team Report on "Improving Service Delivery of Organisation and Management (O&M) Wing, Ministry of Establishment Through Reformation in Existing Process".

ATT2 Group5, PIP Team-C (2010), Team Report on "Introducing a Standard Practice & Procedure for Periodic Revision of Organogram and Table of Organization and Equipment (TO&E) for Public Offices: Pilot Project in Ministry of Establishment".

ATT2 Group6, PIP Team-A (2010), Team Report on "Ground Water Replenishment by Rainwater Harvesting: A Pilot".

ATT2 Group7, PIP Team-C (2010), Team Report on "Introducing Model Performance Management System (PMS) in the Department of Environment (DoE) under the Ministry of Environment Forests".

MATT2 Group8, PIP Team-B (2011), Team Report on "Increasing workers safety (especially fire safety) through improved worker-owner relationships leading to increased productivity of Padma Polycotton Knit Fabrics Ltd, Dhaka: a pilot project".

MATT2 Group9, PIP Team-D (2011), Team Report on "Identifying suitable Class 1 & Class 2 Posts in the service of the Government for Employment of Persons with Physical Disabilities and developing suitable Office Environment as well as Physical Facilities for them: A Pilot for the MoPA".

World Bank (2006) *Is Class I top tier ? Can the Civil Service be a key to progress in Bangladesh?*. Washington, DC: World Bank. Accessed at <http://documents.worldbank.org> on 28/05/2014.

A) IMPORTANT TEXTS OF FOCUS GROUP DISCUSSION

Focus group Discussion with MATT2 Alumni

FGD1: R²³-1

- ⇒ With the purpose to uplift the life status of the Cobbler Community Team-C, Batch 37 Piloted a PIP at Padma Bridge Project Area- South Medinimondal, Louhajong, Munsiganj.
- ⇒ PIP intervention ensured engagement of a female teacher for the education of the children of the cobbler community.
- ⇒ 20 Cobbler family who were displaced from Padma Bridge Project Area were rehabilitated
- ⇒ 3 (2 female and one male) were employed in NGO.
- ⇒ Formed 2 welfare society (male/female) formed for ensuring education of the children and other welfare activities of the community
- ⇒ 20 Cobber women got 3 months adult education training and 14 women of the community received 2.5 months sewing training on for income generating activities
- ⇒ Awareness on hygiene and sanitation created among the cobblers
- ⇒ Padma Bridge Project stopped its activities.
- ⇒ Distributed 15 set sanitary latrine to the Cobbler families.
- ⇒ PIP was successfully implemented because of involvement of target people. However, it is not sustained and replicated in other part of the country in similar nature.

FGD1: R-2

- ⇒ A PIP team of Batch 40 piloted Godagari Upazila of Rajshahi District to improve Lifestyle of Oraon people.
- ⇒ PIP team intervention was successful to ensure installation of 100 toilets and 4 tube-wells; established a pre-primary school and reconstruct the muddy road.
- ⇒ Organised awareness building program among Oraon people about health, hygiene and family planning with the cooperation from Manab Unnoyan Kendra, a local NGO.
- ⇒ The PIP is running with the help of Ethnic minority Group of Rajshahi.
- ⇒ Leadership, team work and proper identification of clients' need and their involvement made the PIP successful. Upazila Parishad and UNO also provided full support.
- ⇒ No monitoring mechanism developed.

FGD4: R-3

- This PIP team of 40th Batch undertook a project attempted to improve the lifestyle of 100 Oraon people (ethnic minority) of Godagari Upazila of Rajshahi District. The team effort brought following success-
 - Installed 100 toilets

²³ R= Respondent of FGD

- Established a pre-primary school
- Installed 4 tube-wells
- Reconstruct the muddy road.
- Organised awareness building program among Oraon people about health, hygiene and family planning with the cooperation from Manab Unnoyan Kendra, a local NGO.
- The PIP is running with the help of Ethnic minority Group of Rajshahi.
- Leadership, team work and demand of Oraon people made the PIP successful. No monitoring mechanism developed.

FGD1: R-3

- ⇒ With the intention to improve existing Civil Suit (related to public land litigation) Management System in order to protect government ownership on public land and reduce sufferings of people especially poor fishermen and landless families, Team-C of Batch 28 under Stage-1 piloted a PIP at Chapainawabganj Collectorate.
- ⇒ The PIP intervention developed and operationalised a model for civil suit management. The project ensured uploading of 28 compensation assessment case records including 17 Jalmahals (water bodies) and civil suit related information in Deputy Commissioner's website.
- ⇒ Also ensured peaceful possession of 81 families of poor fishermen and 22 landless families including settlers through vacating 4 injunction/ stay orders and preventing from imposing injunction orders in 7 cases by contesting 11 civil suits.
- ⇒ The PIP achieved its targeted results successfully. PIP is still running at Chapainawabgonj Collectorate smoothly.
- ⇒ Not replicated. No monitoring mechanism is developed.
- ⇒ Team D of Group-14 under Stage2 piloted a SPIP in Bashundara Shopping Mall in Dhaka City in order to make establish women friendly area there.
- ⇒ The SPIP partially achieved its targeted results. Still running at Bashundara Shopping Mall.
- ⇒ No monitoring mechanism developed to keep eye on the progress of the SPIP.

FGD1: R-4

- ⇒ With the intention to reduce of sound pollution and traffic congestion near hospitals and educational institutions Team-F of Batch 27 piloted an experimental project from Hotel Sonargoan to TSC Chatter in Dhaka city.
- ⇒ The project intervention developed an interactive community intervention and participatory approach by involving law-implementing agencies, NGOs, CBOs, civil societies.
- ⇒ Operationalized one parking and one non parking zone.
- ⇒ Partially implemented.
- ⇒ Place of posting, time constraints, lack of coordination among implementing authorities and lack of support from the top hindered the successful implementation of the PIP.
- ⇒ Not replicated.
- ⇒ No information was given in FGD about present status of the PIP.

FGD1: R-5

- ⇒ With the purpose to provide alternative jobs outside the tea garden to the dependants of tea garden workers aiming to change the life-style Team-A of Batch 34 PIP piloted a project at Imam Bawani Tea Estate, Habiganj.
- ⇒ PIP intervention ensured creation of a support fund of Taka 300,000/- to assist study of their dependants of tea garden workers in 2012.
- ⇒ Also ensured Distribution of stipend @ Tk 500/- per month to 7 students of secondary and @ Tk. 1000/- per month to a student of higher secondary level of Ragib Rabeya High School and College (four boys and four girls).
- ⇒ 26 dependants of the workers received stipend and learning materials.
- ⇒ Two out of 5 dependents of tea garden workers employed in Habiganj Gas Field.
- ⇒ Support from then the honorable minister for Social Welfare, DC Habiganj, 'Surjer Hasi Clinic', a 'Corporate Social Responsibility (CSR)' project of Chevron and participation of benefiicres made the PIP a successful one.
- ⇒ No information was given in FGD about present status of the PIP.
- ⇒ Not replicated in other tea estates of the country.

FGD1: R-6

- ⇒ With the purpose of making appropriate utilization of Khas (Govt. owned) lands by the landless people for raising their income Team-C of Batch 34 piloted a PIP in Companyganj Upazila in Noakhali District.
- ⇒ The PIP developed an operational model for agricultural khas land distribution and utilization among river eroded landless in 2012.
- ⇒ Also distributed 100 acres agricultural khas land & established ownership and possession of one acre to each river eroded landless family of Musapur Mouja, Companigonj Upazilla
- ⇒ Prepared a list of suitable crops through soil test for cultivation in the distributed land for optimal production.
- ⇒ PIP was successfully implemented because of support from the top and active participation of the beneficiaries.
- ⇒ Not replicated.
- ⇒ Do not know the latest development of the PIP

FGD1: R-7

- ⇒ Team D of Batch 39 piloted a PIP at Ishwardi Railway Station in order to improving service delivery system to the Passengers
- ⇒ PIP intervention ensured improved facilities at Ishwardi Railway Station.
- ⇒ More than one lakh taka was spent for this PIP
- ⇒ PIP was implemented.
- ⇒ Still funtional
- ⇒ Not replicated in other railway station in the country.

FGD1: R-8

- ⇒ With the intention to provide primary health care and safe delivery services to the poor peoples of detached char areas through community participation the PIP Team-F of Batch 31 piloted a project at Nunertek char in Narayanganj
- ⇒ PIP intervention successfully formed a 18 member Management Committee involving local community to maintain and operationalize Primary Health Care and Ambulance Boat Services ambulance boat for the people of water bound detached area Nunertk Char.
- ⇒ A boat has been used as an ambulance.
- ⇒ A Mobile Medical Team was formed that included Medical Officer, Asst. Surgeon Sonargaon, One Junior Staff Nurse and Medical Attendants of Sonargaon Health Complex.
- ⇒ A seven-day long training programme was designed with the help of CS and DD family planning for 06 medical attendants.
- ⇒ PIP was implemented successfully.
- ⇒ Involvement of Involved UNO, UHFPO, UFPO, UP Chairman and UP Women member as well as financial support from local organisations and local elites were the key success factor of the PIP.
- ⇒ The project is not running due to obtain financial support from UNO/Upazila parishad
- ⇒ Not replicated similar part of the country.

- ⇒ TeamB-Group-15 under Stage-2 piloted a SPIP at Narayanganj City Corporation to ensure Hygienic Environment of Narayanganj City Corporation through Proper Waste Management by Converting Waste as Resources.
- ⇒ SPIP was partially implemented.
- ⇒ Lack of funds was the main cause of partial implementation.

FGD2: R-1

- ⇒ With the purpose of improving efficiency of land port and confidence of clients, the Team-H of Batch 32 piloted a PIP at Akhaura Land Port, Brahmanbaria in 2010.
- ⇒ PIP team intervention ensured establishment of a Foreign Exchange Branch in the Sonali Bank Limited of Brahmanbaria District in order to enhance Banking facilities by the exporter, traders and relevant stake holders of Akhaura Land Port.
- ⇒ Also ensured availability of Phytosanitary Certificate with in 8:00 am daily to expedite the export of perishable goods has been established.
- ⇒ No Branch of EPB yet to open.
- ⇒ Inadequate accommodation for officials to stay the place.
- ⇒ PIP was partially implemented despite whole hearted effort from the team.
- ⇒ Present status of the PIP is not known to the concerned FGD participant.

FGD2: R-2

- ⇒ With the purpose to promote income generating activities of the disaster prone ultra-poor women in coastal area through improved crab-fattening practice the PIP Team-F of Batch 28 PIP undertook a project at Burigoalini Union of Shyamnagar Upazila under Satkhira District, the coastal area that and devastatingly damaged by AILA hit in 2009 .

- ⇒ PIP intervention demonstrated the improved crab-fattening practice to 30 ultra-poor women
- ⇒ Additional 480 Kg (approx.) quality crab added in the local crab market per month due to project intervention
- ⇒ The project created employment opportunity for the poor coastal people.
- ⇒ Raw materials for making cages were not available.
- ⇒ The PIP was fully implemented and replicated.
- ⇒ Proper needs assessment of the client was the key success factor of this PIP

FGD2: R-3

- ⇒ With the purpose of appropriate utilization of Khas (Govt. owned) lands by the landless people for raising their income, PIP Team-C of Batch 34 PIP piloted in Companyganj Upazila in Noakhali District a project to design an operational model for distribution of agricultural khas (Govt. owned) land for production among the river-eroded landless families.
- ⇒ Developed an Operational Model for agricultural khas land distribution and utilization among river eroded landless people in 2012.
- ⇒ Distributed 100 acres of khas land among 100 river eroded landless family of Musapur Mouja, Companigonj Upazilla within 100days
- ⇒ Prepared a list of suitable crops through soil test for cultivation in the distributed land for optimal production.
- ⇒ Team work and involvement of target group as well as support from the top made the project successful.
- ⇒ No current status was found in the FGD.

FGD2: R-4

- ⇒ PIP Team-B of Batch 26 piloted a project at Sreenagar Upazila under Munshigonj District to provide required benefits to the expatriates' families of Bangladesh through establishing a digital database.
- ⇒ Project intervention ensured development of a database and linked with the web site of DC office, Munshiganj.
- ⇒ The database incorporated information about the problems of the expatriates' families of Atpara union under Sreenagar Upazilla of Munshiganj district.
- ⇒ PIP team considered 211 expatriates' families and addressed significant number of their problems We have taken into consideration problems of to solve.
- ⇒ Then the Deputy Commissioner of Munshiganj and support from all local level public department officials as well as Union Parishad Chairman made the PIP successful.
- ⇒ Don't know about present status of the PIP

FGD2: R-5

- ⇒ With the purpose to popularise mushrooms and mushroom enriched food products among the people as an alternative source of food supplement PIP Team A of Batch 40 piloted a project at Sylhet Sadar Upazila

- ⇒ PIP intervention established a linkage among the mass people including diabetic patients, mushroom producer and Sylhet Diabetic Society
- ⇒ Awareness among the diabetic patients was developed.
- ⇒ PIP was fully implemented
- ⇒ The RMO of Sylhet Diabetic Shamity and Mushrooms Extension sub-center, Sylhet committed to extend their for continuation of the PIP.

FGD2: R-6

- ⇒ With the purpose of reducing sufferings of the justice aspirants by timely submission of seized materials (alamot) to the court PIP Team-F of Batch 38 undertook a project to introduce and Operationalise Digital Management System for Storing Seized Materials (Alamot) at District Malkhana, Khulna, Bangladesh.
- ⇒ PIP intervention ensured preparation of a digital database/inventory of seized materials (alamot).
- ⇒ More than 70% of the targeted results have been and the implementation is going on.
- ⇒ No monitoring was done after 2012.

FGD2: R-7

- ⇒ PIP Team-H of Batch 30 piloted a project at Manikganj Town in order to improve road traffic management system through integrated approach of concerned agencies.
- ⇒ Road divider was installed.
- ⇒ Footpath was constructed
- ⇒ Auto rickshaw stand was established
- ⇒ Implemented.
- ⇒ Information of present status was not found during FGD.

FGD2: R-8

- ⇒ With the purpose to ensure safe journey for the passengers of Launches in Inland waterway Team-B of Batch 33 piloted a PIP at Sadarghat Terminal in Dhaka in order to minimizing the overloading of Launches during peak period specially Eid festival in Inland waterways.
- ⇒ PIP intervention ensured creation of a comprehensive database of Launches
- ⇒ A discount package of launch fare for the passengers has been offered during Eid festival
- ⇒ Two mobile courts have been conducted for 7 days before and after the festival.
- ⇒ The PIP was completed within the stipulated time framework but not sustained.
- ⇒ Launch owners are not interested and they are also powerful

FGD2: R-9

- ⇒ With the purpose to help poor women victims of violence by extending support and advice to them the PIP G of Batch 21 piloted a PIP at Kayetpara Union of Rupgonj Upazilla, Narayanganj.
- ⇒ PIP team intervention was successful to establish an Advice and Help Centre for Women Victims of Violence at Kayetpara Union of Rupgonj Upazilla.

- ⇒ The PIP was successfully completed within the stipulated time.
- ⇒ No information about present status was found in the FGD.

FGD3: R-1

- ⇒ Batch-35-TeamB-PIP Title: Introducing e-service to the expatriates for disposal of land related selected issues at Upazila Land Office, Golapganj, Sylhet
- ⇒ The PIP regarding e-service of land related documents was successfully implemented.

FGD3: R-2

- ⇒ The PIP regarding ICT based classroom was not successfully implemented.

FGD3: R-3

- ⇒ The PIP regarding Cage fish culture was successfully implemented.
- ⇒ Cage fish culture has now been very popular after the implementation of their PIP. And now it is being introduced in many areas of the country.

FGD3: R-4

- ⇒ The PIP on introducing and operationalizing the digital system of Malkahan was fully implemented.

FGD3: R-5

- ⇒ The PIP as regards to producing biofertilizer in Jessore District was fully implemented.

FGD3: R-6

- ⇒ The PIP on UISC, Matuail, Sarulia, Demra was successfully implemented.

FGD3: R-7

- ⇒ The PIP on Mashroom and Mashroom enriched food products with special reference to diabetic patient was implemented successfully.
 - ⇒ PIP intervention established a linkage among the mass people including diabetic patients, mushroom producer and Sylhet Diabetic Society
 - ⇒ Awareness among the diabetic patients was developed.
 - ⇒ PIP was fully implemented
 - ⇒ The RMO of Sylhet Diabetic Shamity and Mushrooms Extension sub-center, Sylhet committed to extend their for continuation of the PIP.
- However most of the respondents responded saying that they do not have any information about the current status of the projects.
 - Two other PIPs are also running right now.
 - After they withdrew any attention, the projects did not run as before.

FGD4: R-1

- ⇒ Intervention of Team-D of batch-34 resulted in improvement of workplace for the female workers of 25 rice processing plants at Ashuganj Union in the district of Brahmanbaria. The PIP team completed the renovation work of shelters at processing plants for female workers. Also 25 sanitary latrines at 25 rice processing plants for female workers were completed and made usable. Daily minimum wage of Tk.200 per female worker was ensured by the PIP team. Further, the team established a day care -cum-pre-school centre at the middle of 25 rice processing plants and made it operational.
- ⇒ This PIP was a successful one with the leadership of former Deputy Commissioner of Brahmanbaria. A 29 member committee headed by UNO, Ashuganj was formed for this PIP.
- ⇒ Team work and extensive visit to the location are the influential factor behind successful implementation of the PIP. This PIP also replicated in the adjacent areas.
- ⇒ However, there is no monitoring mechanism developed to maintain the progress of this PIP.

FGD4: R-2

- ⇒ PIP Team D of Batch 37 of MATT2-Stage-1 piloted a PIP in Mohanpur village of Tetulia Union under Mohanganj Upazila of Netrakona district to develop livelihood of seasonal unemployed rural poor in haor area through Case fish culture floating and homestead gardening
- ⇒ PIP team developed and operationalized a model of integrated approach for livelihood improvement of seasonal unemployed rural poor in haor area.
- ⇒ 30 case for fishing was installed by involving 55 seasonal unemployed beneficiaries including 30 women (5 widows Income of). This effort helped the increase of income of targeted poor family's income by 20% in comparison to previous year (2011) with an ascending trend.
- ⇒ Leadership, team work, addressing the local demand, demonstration, locally available of seeds (for case fishing) was the key influential factors behind successful implementation of the PIP.
- ⇒ The PIP is still running though there is no monitoring mechanism developed for replicating the idea in other parts of the country similar to this nature.

FGD4:R-3

- ⇒ PIP Team F of Batch 36 developed a model for the humane treatment and adequate physical and environmental facilities for the "Under Trial Prisoners" (UTPs) in the court premises of Sunamganj district
- ⇒ The PIP was fully implemented and still running due to demand generated by the Team.

- ⇒ However, this model is not replicated in the court premises of any other district of the country.

FGD5: R-1

- ⇒ The current status of the PIP on Effective Disposal of Land Transfer Notices at AC (Land) Office is that the PIP was implemented properly and it was sustainable.
- ⇒ The factors behind successful implementation of the PIP were that people could be motivated. Stakeholders participated in the programme.

FGD5:R-2

- ⇒ About the PIP on Making Allotment Process Transparent and Accountable in the Directorate of Government Accommodation respondent mentioned that primarily there were some activities about the MATT but now there is almost no activities prevalent in the PIP area.
- ⇒ The PIP was implemented partially. The reasons behind the PIPs not being successful were the lack of political commitment. There was a huge lack of commitment of the higher authority. E-management could not be introduced properly. The facilities for information disclosure were maintained for some days. But it discontinued later.

FGD5: R-3

- ⇒ The SPIP was undertaken on expatriate workers. The project was undertaken in Narsingdi. It sustained and two objectives were implemented fully. It was replicated in other areas also. In implementing Stakeholders commitment played a pivotal role in implementing the SPIP alongside the involvement of Union Parishad Chairman, Upazilla Chairman,

FGD5:R4

- ⇒ The focus of the project is to ensure effective use of consumable items and tracking of furniture and fixtures of BIAM.
- ⇒ About the implementation status of PIP, he mentioned that the PIP was not perfectly implemented. He also mentioned that a format was developed but could not be implemented fully and it was not replicated elsewhere. A report was made but no effective work was done. Factors that are responsible for not being able to implement the PIP are the lack of integration in the Team. Follow-up steps were not taken properly.

FGD5:R-5

- ⇒ The PIP on improvement of services, facilities and interior decoration Subarna Express (a passenger train) through private enterprise was implemented and it sustained over there. The concept has been developed and government is introducing the same.

FGD6: R-1

- ⇒ PIP on developing a Hygienic Sanitation System in non government Secondary Girls' Schools at Dhamrai Upazilla, Dhaka was fully implemented.
- ⇒ Intervention of Team-F of batch-25 resulted in improvement of hygienic sanitation system at Hamida Afaz Girls High School, Kalampur Amatunessa Girls High School and Dhamrai Girls High School in Dhamrai upazila. Installation of one tube well and construction of hygienic toilets with drainage system and proper sanitation has been completed at Hamida Afaz Girls High School. Covered Sanitary Bins with toiletries (soap, tissue paper, towel, phenyl, bleaching powder etc.) placed inside the toilets in all three schools. Self-contributory fund generated and cleaners appointed in all schools.
- ⇒ Involvement of all stakeholders was the key success factor behind implementation of this PIP. Do not give any information about the present status of this PIP.

FGD6: R-2

- ⇒ In 2010, PIP Team G of Batch25 under MATT2-Stage-1 piloted this PIP with the view to address the most vulnerable workers in Eastern Refinery Ltd, a petroleum refinery, at Chittagong to reduce the occupational health hazards in their working place and to extend their life expectancy.
- ⇒ The PIP team ensured the use of the special safety equipment by 20 casual workers in ERL. Also ensured compliance of safety rules by 20 casual workers. As a result this PIP intervention, 7.63% rate of absenteeism of 20 casual workers due to illness related to occupational health hazards reduced. In the 347 Board meeting of ERL held on 11 Nov, 2010, a resolution adopted by the board of directors of ERL taking the decision that hence forth the safety gears will be provided to the casual workers during work time by ERL authority (from their own fund) to protect them from occupational health hazards.
- ⇒ The PIP was fully implemented.
- ⇒ Involvement of labour leaders and management of the Eastern Refinery and support from then the State Minister Ministry of Power and Energy and Mineral Resources and former Principal Secretary to the PM made the PIP successful.
- ⇒ The PIP is still running though there is no mechanism developed to replicate it in other same kind of industries in other parts of the country.

FGD6: R-3

- ⇒ Team H of Batch18 under Stage-1 piloted their PIP in EPB with an intention to create an ICT based system and process in EPB to cater the needs of trade inquirers online and thereby strengthen the institutional capacity of this organization in its assigned task of increasing export which is a strategy of NSAPR to attain faster rate of growth.
- ⇒ The intervention of the PIP designed and developed an online system for submission of trade queries and added to the existing website of EPB in September 2009.
- ⇒ In order to make the new system functional, an office order was also passed by EPB deputing of an official with specified job responsibilities to meet trade enquiries online.

- ⇒ The PIP team intervention successfully established a linkages among EPB, trade bodies/chambers, entrepreneurs, especially women entrepreneurs, exporters and foreign buyers through their new online system
- ⇒ Commitment and team work were the key factors behind successful implementation of the PIP.

FGD6: R-3 on SPIP

- ⇒ With the purpose of ensuring participation of persons with disabilities in the services of the government in class I and II posts, providing PWDs (persons with disabilities) with physical facilities the SPIP Team D of Group-9 piloted a project in the Secretariat in 2012.
- ⇒ The Team identified suitable posts for the PWDs in Class I and Class II posts in the government service and created 1% quota for employment of them in Class I and II posts in the services of the government. As a result of this SPIP intervention the Cabinet Committee's resolution and the gazette notification thereon to reserve 1% quota for the PWDs was adopted.. Henceforth all recruitment in the government service is to comply with this legal provision.
- ⇒ Construction works for the provision of physical facilities like, ramp, toilet, and car park were installed in a number of buildings and premises in the Secretariat.
- ⇒ Database for all the identified posts for PWDs have been developed and handed over to the desk officer of the Ministry of Public Administration by the SPIP team.
- ⇒ The SPIP was fully implement and running.
- ⇒ Team work, commitment, support from Former Secretary of MoPA and Disability Foundation as well as Mentor of the Team was the influential factors behind successful implementation of this SPIP.

FGD6: R-4

- ⇒ In 2009, the PIP Team E of Batch-19 under Stage-1 piloted a project in BIAM with the purpose to develop a standard acquisition system for transparent and effective use of consumable items, furniture and fixtures.
- ⇒ PIP team effort developed and applied a standard documents/formats related to consumable items, furniture and fixtures.
- ⇒ The PIP team also established a transparent record keeping and asset tracking system and accountability in BIAM.
- ⇒ The PIP was fully implemented due to commitment and leadership.
- ⇒ No information about present status found during FGD.

FGD6: R-5

- ⇒ The PIP D of Batch-11 piloted a PIP in Women Agricultural training Institute (WATI), Zirabo, Dhaka to identify some suitable, poor women and to develop their professional management skills and create opportunity for their employment as middle managers in RMG sector through extending PPP.
- ⇒ As a result of PIP intervention, a link was established between the Dept of Women Affairs and the RMG sector and a MOU was signed to utilize WATI for mutual benefit.

- ⇒ A new training curriculum was developed, jointly, and, after 3 months training for 30 women, 2 were recommended for staff management jobs, 17 for Quality Inspector jobs, and 6 for Trainee Operator jobs.
- ⇒ PIP was implemented.
- ⇒ No information about current status was given by the team member attended in FGD.
- ⇒ No step was taken to institutionalize the PIP.
- ⇒ No member from this team was selected for Stage2 which demoralized the team members

FGD6: R-6

- ⇒ The PIP Team B of Batch19 under Stage-1 introduced an On-line Help Request to Uttara Model Police Station of the Dhaka Metropolitan Police in 2011.
- ⇒ PIP was implemented but not institutionalized.
- ⇒ No information on present status of the PIP was found in the FGD.
- ⇒ Not replicated.

FGD6: R-7

- ⇒ With the intention to replace the present practice of household waste disposal system in a way that can eliminate environmental hazards and at the same time boost the income of stakeholders The PIP team E of Batch7 under Stage-1 piloted a project in Sobhanbagh Officers quarter, Dhaka.
- ⇒ PIP team helped the community to separate organic and non-organic household waste at the source by providing two different types of waste basket.
- ⇒ Organic waste used for composting in the newly-established plant at Kalabagan.
- ⇒ PIP was implemented but not sustained.
- ⇒ No current status of the PIP was found in the FGD.

FGD7: R1

The PIP titled Providing Health Care Facilities for the students of Laxmipur Govt. Primary School, Gazaria, Munshigonj was implemented fully. But since they withdrew themselves from the PIP, there was no follow-up of the PIP and they did not have any update about the PIP. Whether the PIP is being replicated or not is not known still.

FGD7: R2

- ⇒ The PIP on developing an Effective Framework to Optimize Attendance and Contact Hours in Binodpur Primary School to Enhance Education Quality was implemented properly. Local community support played a crucial role in implementing the PIP. The current status is good and it is continuing.
- ⇒ He undertook SPIP on developing an HRM Policy for BCS with special emphasis to capacity development of BGA in order to ensure good governance. The SPIP was also implemented properly.

FGD7: R-2

- ⇒ The SPIP on developing HRM Policy for Bangladesh Civil Services with special emphasis on Training, Placement and Promotion of BCS Administration Cadre Officers was implemented fully. Since they are not monitoring the development of the project, they do not know the current status of the SPIP.

FGD7: R-3

- ⇒ The PIP on Integration of the Transgender (Hijra) population into mainstream society: A pilot project in Dhaka city was implemented and appreciated much. Training was provided to them in three trades. However, sustainability is not satisfactory. There is a lack of commitment.

FGD7: R-4&5

- ⇒ The PIP on Enhancing Revenue Collection of City Corporations through Community Participation was implemented successfully. But they do not have any connection with the PIP currently.

FGD7: R-6

- ⇒ The PIP on Design and Develop the Re-examination System of Answer Scripts: An Experimental Project on Secondary School Certificate (SSC) Examination-2010 was successfully implemented in the area.

FGD8: R-1

- ⇒ PIP team E of Batch 29 piloted a PIP in Haripur Union under Paba Upazila in Rajshahi District to ensure proper selection of beneficiaries of Old Age Allowance under SSN program by using a database in 2011.
- ⇒ The PIP team prepared the data base of beneficiaries with the participation of deserving old people.
- ⇒ The new list of the beneficiaries for was prepared for the year 2011-12 which was accepted by Paba Upazila Parishad.
- ⇒ The most deserving beneficiaries who were not listed have been enlisted immediately after completion of the PIP.
- ⇒ The PIP was fully implemented.
- ⇒ Katakhal Municipality of Rajshahi district has accepted this program and is preparing a database for selection of beneficiaries of all Social Safety Net Program of the Municipality.
- ⇒ Support from senior officials and involvement of all stakeholders made the PIP a successful one. Do not about the present status of this PIP.
- ⇒ Not replicated.

FGD8:R-2

- ⇒ PIP Team-E of Batch 25 undertook the project with the intention to introduce informal learning and recreational facilities for the children of prisoners, and skill development program for the female prisoners of Mymensingh Central Jail.
- ⇒ The team procured elementary books, Toys, TV set, painted Meena Cartoons (Wall paintings), installed cradle established informal learning and recreational facilities for the children of female prisoners.
- ⇒ The PIP intervention successfully organised a 3-week-long skill development training program on tailoring, cutting, sewing and block-boutique for 17 female prisoners in Mymensingh Central Jail and awarded Certificate to them.
- ⇒ PIP was fully implemented within the stipulated time from obtaining support from then the secretary, Ministry of Home Affairs, IG Prisons of Bangladesh and District Magistrate of Mymensingh.
- ⇒ Not replicated.

FGD8: R-3

- ⇒ In 2009, the PIP Team F of Batch 20 focused to ensure oral health care of Medical Backside Slum Dwellers Tongi Gazipur with a token cost of Tk.30 by the Sapporo Dental College Hospital.
- ⇒ PIP team was successful to sign an MOU between slum dwellers representatives and Sapporo Dental College authority for providing oral health care with a token cost by Sapporo Dental College Hospital.
- ⇒ Intervention of the PIP team established of a help desk, issued of health cards to 28 patients and organized several motivational campaign and intervention camps.
- ⇒ Out 50 patients 8 obtained dental cap.
- ⇒ The PIP is running except dental cap.
- ⇒ Not replicated.

FGD8: R-4

- ⇒ PIP Team C of Batch 17 piloted a project in order to increase productivity of by introducing 'Quality Circle' in 50 Selected Looms of Sacking Production in Karim Jute Mills Ltd., Demra, Dhaka.
- ⇒ The PIP intervention ensured increase of sacking production in 50 selected looms in 2009;
- ⇒ Also ensured reduction in unit cost of sacking production in the selected looms
- ⇒ Furter the PIP team was successful to make arrangement of one separate wash room for female workers
- ⇒ PIP was fully implemented due to support form Secretary, BJMC.
- ⇒ However, Labours were not sincere.
- ⇒ No monitoring mechanism was developed to replicate the PIP

FGD8:R-5

- ⇒ PIP Team B of Batch 20, piloted a project with the intention to provide Primary Health Care (PHC) and WATSAN facilities to SANTALS and MOSHURS community at Sheikpura Union Under Dinajpur Sadar Upazila.
- ⇒ Project intervention ensured installation of 10 tube-wells and 20 toilets with the involvement of involving the Santal and Moshur community people for safe drinking water and use of household purposes and hygiene sanitary behavior.
- ⇒ Five young Santal and Mushur including two women were imparted training for making toilet ring pan/slab for their capacity building
- ⇒ PIP was fully implemented with active participation of community people as well as support from local MP, Dinajpur Zill Parishad, LGED, Public Health Department .
- ⇒ The PIP has been replicated replicated to Santhal community of Sankarpur Union under Sadar Upazila of Dinajpur District.

FGD8 R-6

- ⇒ With the purpose to help poor women victims of violence by extending support and advice to them the PIP G of Batch 21 piloted a **PIP** at Kayetpara Union of Rupgonj Upazilla, Narayanganj.
- ⇒ PIP team intervention was successful to establish an Advice and Help Centre for Women Victims of Violence at Kayetpara Union of Rupgonj Upazilla.
- ⇒ The team identified 141 cases of violence of which 25 cases got counseling support, 11 got information support for legal action, and 6 cases got remedial measures within this short span of time.
- ⇒ The PIP was successfully completed within the stipulated time.
- ⇒ It has been replicated to Volabo Union Parishad of Rupgonj Upazilla.
- ⇒ No information about present status was found in the FGD.
- ⇒ No monitoring mechanism was developed.
- ⇒ Under Stage- Team-B of Group11 undertook a SPIP in order to make Solar Home System (Electricity) available to the Community through Self Financing based on Revolving Fund at Shibchar Upazial of Madaripur District.
- ⇒ SPIP team selected a Guccha Grum (cluster village) having 40 families.
- ⇒ Out of 40 households only 3-4 were provided with solar panel.
- ⇒ SPIP was partially implemented.
- ⇒ All members were not able to involve in implementation of the PIP because of their other official business. Further, hurriedness among the poor clients as well as profit motive of local NGOs hindered the full implementation of SPIP.

FGD8: R-7

- ⇒ Team- A, Batch 16 undertook a PIP to establish Public Conveniences with Special Arrangement for Women and Children at Important Public Places of Dhaka City with the Support of Private Entrepreneurs.
- ⇒ The PIP was not implemented due to non-availability of land for public convenience.

FGD9: R-1&2

- ⇒ In order to improve service delivery to the railway passengers PIP Team-D of MATT 2 Batch 39 piloted a project at Ishwardi Railway Station, Pabna.
- ⇒ The PIP team renovated the waiting room for class-I and class-II passengers at Ishwardi Railway Station.
- ⇒ The project intervention ensured procurement of 2 (two) colored TV and some furniture, looking glass for waiting room
- ⇒ Ensured cleanliness of toilet
- ⇒ Ensured procurement of mat for adjacent mosque and fixing of arrow marks of mosque
- ⇒ The PIP was fully implemented and still running
- ⇒ Support from local MP, local railway authority and law enforcing agency made the PIP a successful one.
- ⇒ No latest status of the PIP was informed in the FGD.
- ⇒ Not replicated.

FGD9: R-3

- ⇒ With the intention to reduce of sound pollution and traffic congestion near hospitals and educational institutions Team-F of Batch 27 piloted an experimental project from Hotel Sonargoan to TSC Chatter in Dhaka city.
- ⇒ The project intervention developed an interactive community intervention and participatory approach by involving law-implementing agencies, NGOs, CBOs, civil societies.
- ⇒ Operationalised one parking and one non parking zone.
- ⇒ Partially implemented.
- ⇒ Lack of support from drivers and car owners were two major factors of partial implementation of the PIP.
- ⇒ Not exist now

FGD9: R-4

- ⇒ PIP Team- of Stage1 Batch 40-B: Ensuring Health Care Services For the Rickshaw Paddler's Family Members(RPFMs): A Pilot Project at Motijhorna & Adjacent Area of Chittagong City Corporation (CCC)
- ⇒ Implemented

FGD9: R-5

- ⇒ Learning from Nimtali Fire tragedy the PIP Team-G of Stage1 Batch 37 piloted a project at Paiti in Demra area, Dhaka city with the purpose of developing a model for relocation of micro enterprises in the leather sector.
- ⇒ PIP team intervention clustered the leather enterprises after relocation
- ⇒ Ensured arrangement of soft loan for the leather enterprises from Janata Bank.
- ⇒ Established and operationalised a market linkage Bay Emporium, a potential buyer of footwear by signing of MoU between the leather micro enterprises and Bay Emporium.
- ⇒ Support from Bank, Bay Emporium, leather micro enterprises and strong team work were the key success factors.
- ⇒ Not exist now.
- ⇒ Renewal of land did was not possible that cause non-sustainability of the project.

FGD9: R-5

- ⇒ In order to facilitate product diversification and create marketing opportunity SPIP Team-C Stage 2 Group 18 undertook a project for Shatronchi weaver of Nishbetganj at Nishbetganj, Rangpur District.
- ⇒ The team intervention ensured imparting training to 50 Shatronchi Weavers on product diversification.
- ⇒ A cooperative society for Shatronchi Weavers was also formed with the support from Social Welfare Department.
- ⇒ A market linkage with international business organisation was also established.
- ⇒ The SPIP is still running although no project implementation report has submitted to MATT authority.

FGD9: R-6

- ⇒ PIP Team-G of Batch 36 undertook a project to ensure reduction of occupational health hazards among the Mosquito-Eradication workers of Zone-1 of DCC (North) – Uttara, Dhaka.
- ⇒ Team intervention ensured provision of some equipment to maintain occupation health.
- ⇒ Full participation of target group, demonstration activities, team work was the key factors to implement the PIP.
- ⇒ Due to budget constraint and conflict between cleaners and Mosquito-Eradication workers the PIP is not sustained.
- ⇒ Not running now.

FGD9: R-7

- ⇒ With the purpose to ensure savings the life of human beings and dogs through controlling rabies by immunization of dogs and ensured animal hazard free human livings PIP Team-E of Batch 37 piloted a project in the Dhamrai Paurashava and its surroundings.
- ⇒ The team effort identified 400 dogs in Dhamrai Paurashava of which more than 300 dogs were vaccinated.
- ⇒ Support for CDC of health Directorate and DG of Health helped in implementation of the PIP.
- ⇒ Present status was not known No information is found about replication.

FGD9: R-8

- ⇒ With the purpose to promote consumption of permitted food colour or no use of colour in sweets for safeguarding public health in Bangladesh Team-E of Batch 35 piloted a PIP in five sweet factories in Dhaka city.
- ⇒ The team intervention ensured collection and test of sweets from 7 sweet factories located in Dhanmondi, Rajarbag and Baily Road area of DCC.
- ⇒ Due to lack of technical support from BSTI and Science laboratory as well as high cost the PIP was not implemented.
- ⇒ However, the issue has been incorporated in the Safe Food Act 2013.

FGD10: R-1

- ⇒ Intervention of Team-C of batch-37 resulted in improvement of the life status of Cobbler Community. The PIP team completed the PIP within the time framework. For this initiative, several community based association were emerged and they worked for their betterment. They got the opportunity to address their problem to the appropriate authority because of their dislocation by the land acquisition for the Padma Bridge Project.
- ⇒ This PIP was a successful and implemented one with the help of concerned stakeholders (Padma Bridge Project Authority, Local People and local leaders).
- ⇒ Team work and extensive visit to the location are the influential factor behind successful implementation of the PIP. Though this PIP is not replicated in the adjacent areas but it is still continuing.
- ⇒ Several training has been conducted for the dislocated Families so that they could adopt.
- ⇒ However, there is no monitoring mechanism developed to maintain the progress of this PIP.

FGD10: R-2

- ⇒ PIP Team- A of Batch 38 of MATT2-Stage-1 piloted a PIP named as Introducing E-monitoring System of Primary School in Jessore District.
- ⇒ It is a successful and Fully Implemented PIP.
- ⇒ It replicated all the Primary Schools of Jessore District.
- ⇒ It was successful because of the direct cooperation from the then Deputy Commissioner of Jessore and the devotion of the team member.
- ⇒ Leadership, team work, addressing the local demand, demonstration, conducive and user friendly technology are the key influential factors behind successful implementation of the PIP.
- ⇒ The PIP is still running with the direct monitoring of district administration.

FGD10: R-3

- ⇒ PIP of Team A of Batch 15 developed an Education Management Information System (EMIS) at Savar Upazila Resource Centre (URC)
- ⇒ The PIP was fully implemented during the project time by the Team.
- ⇒ However, this model is not replicated and
- ⇒ Team is not aware and concern about the present status of the PIP

FGD10: R-4

- ⇒ Team-F of 34th Batch undertook a project attempted to improve Entrepreneurship of female workers through promoting Shitolpati using modern technology in Amirabad, avillage of Sonagazi, Feni.
- ⇒ This team trained 40 women on how to they marketed their hand made products
- ⇒ This project is still running though there is no monitoring mechanism developed
- ⇒ One of the main factors behind the successful of this PIP is available of Raw materials
- ⇒ The PIP is running with the help of the local people and beneficiaries

FGD10: R-5

- ⇒ PIP of Team C of Batch 32 undertook a project in order to establish a Skill Development Centre for Disadvantaged Women at Mohammadpur, Dhaka.
- ⇒ It was a successful and fully implemented PIP
- ⇒ It was successful because of the cooperation getting from the Ahsania Mission Dhaka and ownership development among the beneficiaries
- ⇒ This PIP is still continue but respondent does not know the present status of the PIP
- ⇒ There is no monitoring mechanism of this PIP

FGD10: R-6&7

- ⇒ PIP team F of Batch-18 undertook a project to introduce time saving and transparent Agricultural Credit Disbursement Process at Dighapatia Union of Sadar Upazila, Natore.
- ⇒ This PIP was not fully implemented because of the lack of co-operation among the team members and they do not know the present status of the PIP.

FGD10: R-8

- ⇒ PIP team H Batch-33 piloted a project at AC (Land) Office in AraihaazarUpazila, Narayanganj for effective disposal of Land Transfer Notices
- ⇒ This PIP was 100% Implemented
- ⇒ Fund was available for implementing this PIP
- ⇒ Administrative support from the district administration and support from the other stakeholders were available
- ⇒ It is still continue

FGD11: R-1

- ⇒ PIP team C of Batch16 piloted a project on Managing unmanned railway crossings
- ⇒ Fully implemented.
- ⇒ Suggested to mobilize local resources to sustain and replicate the project. MoC did not own the project.
- ⇒ FGD11:R-1 MATT 2 Stage2 Group9
- ⇒ SPIP on Identifying suitable Class 1 & Class 2 Posts in the service of the Government for Employment of Persons with Physical Disabilities and developing suitable Office Environment as well as Physical Facilities for them: A Pilot for the Ministry of Establishment was implemented and sustained. It was because of one time shot and not requires any monitoring.

FGD11:R-2

- ⇒ PIP Team D of Batch26 undertook a project titled 'Implementing a Code of User Practices for Optimising cost Effectiveness and Minimising loss of electricity: A Pilot Project at Dumuria Upazila under Khulna District'.
- ⇒ Fully implemented.

- ⇒ Energy efficient bulb, design in build construction to use sur—t, culture to off the switch while not electricity was required.
- ⇒ Support from host organisation, beneficiaries as well as from the top, was the key success factor.
- ⇒ Not sustained.

FGD11: R-3

- ⇒ PIP Team-B of Batch17 implemented a project on 'Improving the Productivity of Bangladesh Government (BG) Press'.
- ⇒ Fully implemented. Impression was increased from 2500 to 3500. Incentive of the stakeholders, repairing of machine and stakeholders' support were the success factor.
- ⇒ No information was found about present status of the project

FGD11: R-4

- ⇒ PIP Team B of Batch19 undertook a project on Income Enhancement of Female Workers of RERMP (Rural Employment and Road Maintenance Program) through Skill Development: a Pilot Project in Manikgonj Sadar.
- ⇒ Fully implemented.
- ⇒ Support from Department of Social Services and concerned ministry as well as RMP worker were the success factor.
- ⇒ Not sustained.

FGD11: R-5

- ⇒ PIP Team F of Batch 29 Improving Customer Relations Management (CRM) of State Owned Commercial Bank: 'A Piloting of Janata Bank, Sonargaon Upazila Branch, Sonargaon, Narayangonj'
- ⇒ Fully implemented.
- ⇒ Introduced online banking in the Branch;
- ⇒ Developed database of clients with their mobile number.
- ⇒ A sever was also installed.
- ⇒ Support from MD of JB, Branch Manager and teamwork were the success factors.
- ⇒ No follow-up mechanism was developed.
- ⇒ Current status was not known.

Information on IAP

- ⇒ **FGD1: R-1** implemented his IAP on Record Room of Narayangonj Collectorate.
- ⇒ **FGD1: R-2** developed a data base for Chuadanga Sadar Upazila under his IAP.
- ⇒ **FGD1: R-3** implemented his IAP on developing communication style
- ⇒ **FGD1: R-4** ensured digital file number at general Section of Mymenshingh DC office through her IAP.

- ⇒ **FGD1: R-5** implemented his IAP on speedy disposal of files at Ministry of Shipping.
- ⇒ **FGD1: R-6** implemented his IAP on pure drinking water
- ⇒ **FGD1: R-7** ensured improvement of waiting room facilities for the visitors at Prime Ministers' Office by implementing his IAP
- ⇒ **FGD1: R-8** took his IAP on speedy disposal of Copy of Records at

- ⇒ **FGD2: R-1** implemented his IAP on computer training at Bangladesh Land Port Authority. 5-6 people were trained. Not sustained.
- ⇒ **FGD2: R-2** took an IAP on milk production of livestock animal with low cost. Latest information was not known.
- ⇒ **FGD2: R-3** developed a feedback format for the boarders of Rupashi Bangla International Hotel through his IAP. It is working.
- ⇒ **FGD2: R-4** took an IAP to develop toilet facilities but due to budget constraint it was not implemented.
- ⇒ **FGD2: R-5** updated international Protocol which is running.
- ⇒ **FGD2: R-6** implemented his IAP on improvement of facilities especially provision of pure drinking water at Kamalapur Rest House. Still running.
- ⇒ **FGD2: R-7** undertook his IAP on digitalization of ADM court. Not functional.
- ⇒ **FGD2: R-8** introduced cost effective procurement of stationaries at NCTB through his IAP. Still working.
- ⇒ **FGD2: R-9** implemented her IAP on digital file management which is still working.
- ⇒ **FGD3: R-1-7** Most of the IAPs were implemented and replicated while some of them were not.
- ⇒ **FGD4:R-1** undertook an IAP on developing a database of poor artists of the country under Ministry of Cultural Affairs. The IAP was implemented and helps the decision makers in disbursing allowances in to poor artists throughout the country. However, the database requires regular updating.
- ⇒ **FGD4:R-2** took his IAP on customer service delivery in Khulna Development Authority (KDA) which was partially implemented.
- ⇒ **FGD4:R-3** introduced public hearing concept in Parliamentary Standing Committee through his IAP. A total of 9 public hearing was successfully organised till date. The IAP create opportunity of the members PSC to interact with the mass people and create demand to listen their voice in the parliament. This IAP is still running.
- ⇒ **FGD4:R-4** took a IPA on ICT for self-development which greatly benefit him.
- ⇒ **FGD5: R-1** : An IAP was undertaken to enhance the skills of the BG Press through training. Training is still continuing. Training is being provided in the City Corporation.
- ⇒ **FGD5: R-3:** About IAP he mentioned that his IAP was taken to provide literacy to the maid servants. Necessary documents were shifted from commerce ministry to finance ministry. Shifting was completed. And it sustained and it was need-based. However, he could not remember about the SIAP.
- ⇒ **FGD5:R4:** IAP on IMED Evaluation Guideline was prepared It was replicated and sustained. It was done need-based.

- ⇒ **FGD5:R-5:** The IAP was based on Front desk development. The main objective was to empower the front desk and decorate that.
- ⇒ **FGD6: R-1** compiled all government orders and circulars in order to facilitate the officials working in the Ministry of Health and Family Welfare.
- ⇒ Through his IAP, **FGD6: R-2** organised ICT training with the duration of 21 days for support staff of Ministry of Home Affairs. This ICT training still continues.
- ⇒ **FGD6: R-3** implemented an IPA on on-arrival VISA for foreign investors in Civil Aviation. He also implemented his SIAP in order to issue a work permit within two days instead of unlimited period of time. This system is still running.
- ⇒ **FGD6: R-4** implemented an IAP that resulted in process simplification of Monthly Payment Order (MPO) for the primary teachers under Compulsory Primary Education Project. His intervention helped complete the MPO process within 15 days. This system is not sustained.
- ⇒ **FGD6: R-5** implemented an IAP focusing on ICT literacy for class-iv employees of Field Administration wing of MOPA.
- ⇒ **FGD6: R-6** and Mr. Mohammad Shahed Sabur could not provide any information about their IAP.

- ⇒ **FGD7: R1:** IAP was taken on improving the team spirit among the officers and staff of Hospital-4 section of Ministry of Family welfare for better performance and service delivery. The IAP was implemented fully. But the present status is not known.
- ⇒ **FGD7: R-2:** The IAP was undertaken on improving the self.
- ⇒ An SIAP was taken to develop the self. The objective was to provide motivational activities to the children by conducting child survey. It was fully implemented. And it was replicated to some other areas too.
- ⇒ **FGD7: R-3:** An IAP was undertaken on introduction of online system for cadre official's disciplining system. It was partially implemented. The reasons for not being fully implemented were the lack of coordination among different wings of the ministry.
- ⇒ **FGD7: R-4&5:** The IAP was implemented fully.
However since they withdrew their supervision, now it is not functional. So far they could hear after some days of the implementation of their IAP, IT CONTINUED FOR SOME MONTHS.
- ⇒ **FGD8:R-1** established an Information Centre for Higher Education at UGC
- ⇒ **FGD8:R-2** organised Basic Computer Training (PowerPoint, Excel and Internet) for 8 employees of IRD/NBR. The IAP was fully implemented.
- ⇒ **FGD8:R-3** organized Basic Computer Training for 10 employees (5 male and 5 female), Implementation, Regulation and Law Wing of MoF. His IAP was fully implemented and still running.
- ⇒ **FGD8:R-4** has taken his IAP with the intention to design a webpage for Regulatory Reform Commission. It was implemented because of his transfer from the RRC.
- ⇒ **FGD8:R-5** Through his IAP, arranged public procurement training (PPR, PPA) for the employees of Dhaka RPATC which immensely benefitted the participants of course.
- ⇒ **FGD8:R-6** organised computer training for the staff of Cabinet Division. Completed three training programme with the duration of one week. 24 participants attended in each batch. No SIAP was implemented.

- ⇒ **FGD8:R-7** updated the website of Department of Youth Development under a project financed by UNFPA through his IAP. Day observations related to women issues were incorporated in the website.
- ⇒ **FGD9: R-1- FGD9: R-1**-implemented his IAP on beatification of DC office campus with flowers. IPA is sustained.
- ⇒ **FGD9: R-2**-introduced an Information system at International Mother Language Institute on all mother languages of Bangladesh.
- ⇒ **FGD9: R-3**- developed a LAN system in Chittagong Hill-Tract Ministry which is still running.
- ⇒ **FGD9: R-4**, through his IAP, prepared a database for all employees of Ministry of Food which help the authority to take decision on career planning.
- ⇒ **FGD9: R-5**-has developed a digitalized land management system in Postal Directorate for effective management of its official land throughout the country.
- ⇒ **FGD9: R-6**-created awareness on earthquake among the students, teachers and guardians of Bangsal Government Primary School, DCC through his IAP. Two drills were completed. Still running.
- ⇒ **FGD9: R-7**-developed unified curricula for all training institutes under Ministry of Expatriate Welfare.
- ⇒ **FGD9: R-8**-trained the employees of Information Commission on basic computer skills. Six employees were trained and they are working there.
- ⇒ **FGD11: R1**: Resolve audit objections by introducing tripartite meeting at Bangladesh Railway. Not sustained as the respondent was transferred to other workplace as well as BR authority did not own it.
- ⇒ **FGD11: R2**: Create a personnel database on foreign training at Office of the Tax Ombudsmen. Not sustained as said office was closed by the government.
- ⇒ **FGD11: R3**: Increase of file disposal rate at BRTA. Not sustained
- ⇒ **FGD11: R4**: New information retrieval system for BPATC Library: online cataloging. Implemented but not sustained as the respondent went for overseas study for 10 months.
- ⇒ **FGD11: R5**: Introduce digital file tracking system at Coordination Branch of ERD. Lack of cooperation from the top resulted in non-implementation of the IAP.

Strength of MATT2 development programme

- ⇒ Well structured programme
- ⇒ Participatory approach
- ⇒ Learning by doing opportunities
- ⇒ Practical -Project proposal designing and implementation
- ⇒ Unique combination of theory and practice
- ⇒ Opportunity to show creativity for the participants
- ⇒ Bring positive change of mindset.
- ⇒ Empower the participants
- ⇒ Capacity building to prepare project through participatory approach
- ⇒ Learning by doing opportunities
- ⇒ Practical -Project proposal designing and implementation

- ⇒ Presentation skill improved
- ⇒ Develop Knowledge and skill and build positive attitudes
- ⇒ Exposure visit/ whole of the government
- ⇒ Team spirit
- ⇒ Fluency of English among the facilitators
- ⇒ Maintaining punctuality and discipline
- ⇒ Brainstorming and innovations were encouraged.
- ⇒ Output oriented project implementation
- ⇒ MATT-2 Project helped people to go abroad and acquaint with the rest of the world.
- ⇒ Team building spirit was very helpful to accomplish any task better than before.
- ⇒ There was a chance to compare our strength with the counterpart.
- ⇒ SWOT/PEST Analysis was excellent.
- ⇒ Help participants to learn how to develop and implement a project through participatory approach.
- ⇒ Help participants to generate new ideas and allow them implement their own ideas
- ⇒ Bring positive change of mindset.
- ⇒ To many of the team members the main strength was the facilitators of the programme.
- ⇒ The methods utilized in the workshop programme were also seen as strength of the programme.
- ⇒ Experiential learning was cited as strength of the workshop.
- ⇒ The MATT-2 programme was need-based and result-oriented.
- ⇒ Project formulation, logical sequence, team spirit, effective Regional Exposure visit, stakeholders' involvement and the opportunity to develop presentation skills of the workshop participants are some of the strengths of the MATT-2 Workshop.
- ⇒ Help participants to learn how to SWOT, develop and implement a project through participatory approach.
- ⇒ Identification and application of Learning Points
- ⇒ Change management
- ⇒ Action Plan and learning by doing
- ⇒ Norm setting through participatory approach
- ⇒ SMART concept and group dynamics
- ⇒ Pro-people thinking
- ⇒ Experiential learning
- ⇒ Team Spirit
- ⇒ Exposure visit
- ⇒ Brain storming
- ⇒ Regional Exposure visit
- ⇒ There is no alternative to training like this.
- ⇒ Enhance the confidence level, paper preparation and paper presentation
- ⇒ Addressing the problems of the country
- ⇒ Resource persons were skilled to build the participants' confidence
- ⇒ Participatory
- ⇒ Self confidence building opportunities created

- ⇒ Learning by doing through undertaking a PIP
- ⇒ Attitude and mindset change process
- ⇒ PIP was developed without having any theoretical session
- ⇒ Help taking instant decision
- ⇒ Proper Identification of problems and fix them within shortest period of time with participatory method.
- ⇒ Unique way to identify and fix the problem (2) within a short time.
- ⇒ Use of latent intellect of the participants and team building
- ⇒ Problem identification at micro level.
- ⇒ Building team spirit
- ⇒ Developed positive attitude among the participants
- ⇒ Developed reform minded civil servants
- ⇒ Developed a mentality among the participants so that they can take decision immediately
- ⇒ Mind mapping and learning points system
- ⇒ Increasing analytical ability of participants
- ⇒ Participatory Approach
- ⇒ Help participants to learn how to develop and implement a project through participatory approach.
- ⇒ Help participants to generate new ideas and allow them implement their own ideas
- ⇒ Bring positive change of mindset.
- ⇒ Helped building self-confidence and enhanced English language proficiency. REV impact on mindset.
- ⇒ Problem identification through thinking out-of-box.
- ⇒ MATT2 helped developing creative thinking.
- ⇒ Teamwork
- ⇒ Created opportunity to take initiative

Weakness of MATT2 development programme

- ⇒ Roger's autocratic decision
- ⇒ Team formation was not practical
- ⇒ PIP area selection was not based on priorities
- ⇒ Top down. Lack of freedom
- ⇒ PIP selection
- ⇒ Absence of follow-up mechanism
- ⇒ Scattered.
- ⇒ Office head was not involved with the PIP
- ⇒ Stress
- ⇒ Evaluation was not transparent
- ⇒ PIP team formation
- ⇒ No financial support for PIP implementation
- ⇒ Certificate not awarded yet (batch 40)

- ⇒ Absence of follow-up mechanism
- ⇒ Evaluation system
- ⇒ Weak monitoring of the IAP
- ⇒ Participants were not aware about the topics.
- ⇒ Lot of money is spent in the process, but for implementing the PIP there was no budget allocation.
- ⇒ In house articulation and writing of report was excellent but in the implementation phase it was not so well.
- ⇒ Physical training was absent in the training programme.
- ⇒ Absence of follow-up mechanism
- ⇒ No scaling up mechanism
- ⇒ Trainees are sent to perform a situation without giving any previous ideas. Many thought of this as a penance.
- ⇒ In many cases, PIP was not replicated
- ⇒ There was a huge lack of commitment.
- ⇒ Basically there was no follow-up. In fact, they were not institutionalized.
- ⇒ To some of the participants, evaluation was not transparent. It was not objective-oriented.
- ⇒ The participants were not aware of the selection process.
- ⇒ Emphasis was much on learning point other than learning itself. Last but not the least it was mainly project-based.
- ⇒ The participants maintained that achievement was not to the expectation, and it was not up to the mark.

- ⇒ Rigid
- ⇒ Stage-2 selection process was not transparent
- ⇒ Typical behavior of the consultants
- ⇒ PIP area selection was not proper
- ⇒ No support during implementation stage
- ⇒ Absence of follow-up feedback/mechanism
- ⇒ Lack of ownership from the top
- ⇒ No scaling up mechanism
- ⇒ There was huge time constraint and schedule was very tight
- ⇒ Evaluation of the MATT-2 Project was faulty.
- ⇒ It was not fairly treated as a part of the evaluation.
- ⇒ Budget construction was there for the PIP implementation.
- ⇒ There was a gap with the MATT-2 officials and the service recipients
- ⇒ For long-time planning, budget provision had to be there.
- ⇒ Monitoring problem.
- ⇒ Evaluation was not transparent
- ⇒ No weak point
- ⇒ Lack of monitoring by the MATT2 consultant
- ⇒ No ownership building mechanism for parent organisation
- ⇒ No institutional support

- ⇒ Facilitators were not on the same web length.
- ⇒ Time constraints for implementation of PIP
- ⇒ Team formation and transfer of posting of the team members.
- ⇒ No monitoring mechanism was developed by MATT authority
- ⇒ Heterogeneous team members
- ⇒ No monitoring at policy level.
- ⇒ Sad ending of MATT2 especially for batch 39 and 40.
- ⇒ Disappointing ending of the MATT2 programme demotivated the PIP team members.
- ⇒ Lack of financial support
- ⇒ Attitudinal problem of Management
- ⇒ Evaluation system was not transparent
- ⇒ Supervision and involvement of the management was so high that it turned into autocracy
- ⇒ Huge pressure
- ⇒ Programme was not well designed
- ⇒ Absence of follow-up mechanism
- ⇒ No scaling up mechanism
- ⇒ No academic focus. No financial and logistic support to implement the project.
- ⇒ Stage2 selection process was not transparent.
- ⇒ No mechanism to make the PIPs sustainable.
- ⇒ Evaluation system was not transparent.
- ⇒ Absence of follow-up mechanism

Success of MATT2 Development programme in developing reform minded civil servant

- Successful in change in the mindset of the BCS with a greater extent.
- No ownership developed among the top.
- No change is visible among the top bosses.
- Successful in change in the mindset of the BCS
- No change among the top
- No ownership developed among the top.
- Success is not visible.
- *MATT-2 was successful in creating reform-minded civil servant to a considerable extent.*
- *It played an important role in the civil service and some changes were wrought in the mindset of the civil servants.*
- *Pro-people bureaucracy making was successful.*
- *Someone also mentioned that MATT-2 was partially successful in making reform-minded civil servants.*
- Intervention of MATT Development programme resulted in significant success in positive change in the mindset of the BCS.
- Changes are not visible.

- It was successful to a certain extent could change the mindset of the participants.
However, some participants said that it has an impact on the
- Change occurred but not visible.
- Most of the participants of the FGD maintained that MATT has been successful in making reform minded civil servants to a considerable extent although one participant said that there was no reform in it.
- Significant change occurred
- Teamwork among the officials developed which was essential for any reform
- Office environment has also been changed by MATT effort.
- This kind of program could be organised by own funding.
- Pro-people attitude has been developed
- Built positive thinking among the civil servants
- No significant change is visible at top level
- Jerk at the mindset of the participants
- Reform will take place subject to favorable condition.
- Bring change in SSC and ACAD.
- Intervention of MATT Development programme resulted in significant success in positive change in the mindset of the BCS.
- To some extent help develop reform minded civil servant.
- MATT development programme was successful in developing reform minded civil servant to a large extent, of course
- Yes, at least it was started the initiative
- No significant success in respect to develop reform minded civil servant
- Stage2 selection process was not transparent.
- Attitude was changed
- Mindset changed
- Mindset changed to some extent

Focus group Discussion with MATT2 Facilitators

Comments on PIP Selection Process

R1

- PIP selection process was okay but time was not sufficient enough.
- Step by step process was followed;
- Some cases one or two participants dominated the group
- Briefing prior to join the programme was not clear.
- All nominated participants were not present in the briefing session. As a result they could understand the issue properly.
- At the very first day a comprehensive briefing on reform could be done.

R2

- PIP selection process was okay but time was not too short.
- Individual task on identifying reform theme could have been better to select a project.

R3

- Selection process was democratic

R4

- PIP selection was fine but all officials are not equally innovative;
- Quality of PIPs varies batch to batch.
- We could not properly handled the participants have dominating tendency.

R5

- I am benefited from MATT2. I think time was not sufficient to identify a problem. As a result one or two members dictated the group.

Evaluation System of Participants' Performance

R1: At the very beginning of the MATT2 programme participants were thoroughly briefed about evaluation system which was discontinued later.

Lead facilitators could be included in the evaluation team during final presentation of PIPs/SPIPs. 15.0% importance was given on IAP which was not justifiable as there was no monitoring system of IAP.

R2: We evaluate 5.0% of the total marks 95.0% by MATT authority

R3: I was not fully aware about evaluation system of participants' performance

R4: We evaluate 5.0% of the total marks 95.0% by MATT consultant

R5: 5 marks were given to facilitators to evaluate the performance of the participants

Strength of MATT2

R1: Stakeholder analysis. I think no one would forget it when any task to be assigned.

R2: Problem identification and analysis

R3: Result analysis

R4: 4 MATT2 had the impact potential. It started with small change towards bigger one.

R5: Team building approach

Weakness of MATT2

R1: No feedback mechanism was developed to listen to the problems of the participants; No initiative was taken to develop BPATC faculty in line with the TAPP; No step was taken to build the capacity of the facilitator to write a learning case.

R3: Painstaking

R2: Team formation

R5:No follow-up mechanism; Assessment was not transparent

R5: Time constraint

Learning that could be incorporated in BPATC training curricula

- Learning review session
- EL approach in SSC and ACAD
- Mind mapping
- IAP in ACAD and SSC

B) LIST OF PARTICIPANTS ATTENDED THE FGD

Sl.No	Name, Designation and ID Number	MATT2-Batch Stage1/2
1.	Mr. Md. Mijanur Rahman (3432), Joint Secretary	14/9
2.	Mr. Md. Abu Sayed Sk. (2105), Joint Secretary	33
3.	Mr. Md. Khalilur Rahman (4509), Joint Secretary	19
4.	Mr. Shahidul Islam (4534), Joint Secretary	14
5.	Mr. Md. Abdul Malek (4548), Joint Secretary	16
6.	Mr. Md. Ashraf Shameem (4615), Joint Secretary	18/9
7.	Mr. Dipak Kanti Paul (4633), Joint Secretary	25
8.	Mr. Md. Ramjan Ali (4641), Joint Secretary	19
9.	Ms Iti Rani Poddar (4655), Joint Secretary	25
10.	Mr. Md. Mahbub-Ul Islam (4709), Joint Secretary	19
11.	Mr. Md. Ilias Lasker (4754), Joint Secretary	11
12.	Mr. Mohammad Shahed Sabur (4762), Joint Secretary	7
13.	Mir Ali Reza (4784), Joint Secretary	13
14.	Mr. Ranjit Kumar Sen (4797), Joint Secretary	30
15.	Mr. Md. Iftekhar Uddin Khan (4840), Joint Secretary	19
16.	Mr. Abu Taz Md. Zakir Hussain (4951), Joint Secretary	8/4
17.	Ms Rowshan Ara Begum (5002), Joint Secretary	13
18.	Mr. Md. Zafar Iqbal (5254), Joint Secretary	32/16
19.	Mr. Md. Mizanur Rahman (5324), Joint Secretary	16
20.	Mr. Narayan Chandra Debnath (5343), Joint Secretary	20
21.	Mr. Jyotirmay Barman (5371), Joint Secretary	17
22.	Mr. Sushanta Kumar Pramanik (7453), Joint Secretary	25
23.	Mr. Md. Nur-Ur-Rahman (5211), Joint Secretary	21
24.	Mr. Md. Mostaque Hassan (5336), Joint Secretary	29
25.	Mr. Md. Humaun Kobir (4812), Joint Secretary	20
26.	Khan Md. Nurul Amin (6283), Deputy Secretary	39
27.	Md. Nuruzzaman (5804), Deputy Secretary	37
28.	ABM Amin Ullah Nuri (5646), Deputy Secretary	31
29.	Md. Nazibul Islam (4229), CEO	28/14
30.	Md. A Hamid Zamadder (5746), Deputy Secretary	34
31.	Habibur Rahman (5826), Deputy Secretary	34
32.	Mallick Sayeed Mahbub (5995), DDLG	40
33.	Safique Ahmed Shibly (7533), Deputy Secretary (Senior Specialist)	33
34.	Aron Chandra Mahottam (5680), Zonal Settlement Officer	34
35.	Rashida Ferdouse (5757), DD (F) D.S	27
36.	Kaisarul Alam (7455), Deputy Secretary	26
37.	Mst. Tajkera Khaton (5839), Deputy Secretary	21
38.	Niranjan Debnath (5735), Deputy Secretary	30
39.	M. M. Tarikul Islam (4140), Deputy Secretary	32
40.	Ashrafuzzaman (6003), Deputy Secretary	38
41.	Dr. Pear Mohammad (4222), Deputy Secretary	28
42.	Dr. Abu Saleh Mostafa Kamal (5651), Deputy Secretary	40
43.	Mohammed Zaker Hossain (5432), Deputy Secretary	
44.	Md. Harun-or Rashid (5504), Mollah, Deputy Secretary	35
45.	Jillur Rahim Shahriar (5556), Deputy Secretary	37

Sl.No	Name, Designation and ID Number	MATT2-Batch Stage1/2
46.	Md. Zahidul Islam (5989), Deputy Secretary	38
47.	A.T.M. Siddiqur Rahman (5711), Deputy Secretary	40
48.	Dipak Ranjan Adhikary (5775), Deputy Secretary	36
49.	Md. Jahangir Hossain (7509), Deputy Secretary	36
50.	Hossain Ali Khondoker (5951), Deputy Secretary	38
51.	Md. Mushfiqur Rahman (5993), Deputy Secretary	40
52.	Md. Golam Mostafa (7527), Deputy Secretary	36
53.	A.B.M. Badiuzzaman (7551), Deputy Secretary	34
54.	Md. Hemayet Hussain (7495), Deputy Secretary	37
55.	Mr. Md. Ahsan Habib (4837), Deputy Secretary	15
56.	Shams-I-Ara Binte Huda (5414), Deputy Secretary	18
57.	Mr. Mohammad Mahbub Shaheen (5673), Deputy Project Director	32
58.	Mr. Md. Altaf Hussain Chaudhury (5796), Deputy Secretary	34
59.	Begum Ferdausi Akhter (5810), Deputy Secretary	18
60.	Mr. Krishna Kanta Biswas (5958), Deputy Secretary	37
61.	Mr. Mohammad Hiruzzaman (5964), Deputy Secretary	38
62.	Mr. Md. Shohel Imam Khan (6018), Deputy Secretary	33
63.	Mr. Md. Saifullahil Azam (6086), Deputy Secretary	40
64.	Dr. Mallick Anwar Hossain (6303), Deputy Secretary	39
65.	Mr. Md. Rashidul Hassan (6311), Deputy Secretary	39
66.	Mr. Md. Shawkat Ali (7549), Deputy Secretary	37
67.	Mr. Md. Badiar Rahman (7566), Deputy Secretary	37
68.	Mr. Md. Sherajul Islam (7525), Deputy Secretary	35
69.	Mr. AKM Hafizur Rahman (7554), Deputy Secretary	36
70.	Mr. Sudatta Chakma (4188), Deputy Secretary	27
71.	Syed Miznur Rahman, Joint Secretary	26
72.	Mr. Md. Touhidur Rahman, Deputy Secretary	16/9
73.	Syed Mohammad Mujibul Haque, Deputy Secretary	17
74.	Mr. Md. Abdul Hakim, Deputy Secretary	29
75.	Mr. Md. Zakir Hossain, Librarian, BPATC	19
76.	Mr. Banik Gour Sundar, MDS, BPATC	Facilitator
77.	Kazi Hasan Imam, Deputy Director, BPATC	Facilitator
78.	M. Arifur Rahman, PhD, Deputy Director, BPATC	Facilitator
79.	Mr. Md. Sharif Hasan, Deputy Director, BPATC	Facilitator
80.	Ms Afia Rahman Muktha, Research Officer, BPATC	Facilitator

C) LIST OF PIP/SPIP DISCUSSED IN THE FGDS

1. FGD1: R-1- Team-C 1 Batch 37: PIP Title: Improving the Life Status of Cobbler Community: A Pilot Project at Padma Bridge Project Area- South Medinimondal, Louhajong, Munsiganj.
2. FGD1:R-2- Batch-40/: PIP Title: Lifestyle improvement of Oraon people of Godagari Upazila of Rajshahi District
3. FGD1: R-3- Team-C Batch 28: PIP Title: Improving Existing Civil Suit (related to public land litigation) Management System: A Pilot Project at Chapainawabganj Collectorate.
4. FGD1:R-3- Stage2 TeamD-group-14: SPIP Title: Making Public Places Women friendly: A Model Project in establishing women friendly area in a shopping mall in Dhaka City
5. FGD1: R-4- Batch 27 Team-F; PIP Title: Reduction of Sound Pollution and Traffic Congestion near Hospitals and Educational Institutions: An Experimental Project from Hotel Sonargoan to TSC Chatter in Dhaka city.
6. FGD1: R-5- Batch 34 PIP Team-A: PIP Title: Designing an exit program for the dependants of tea garden workers: A pilot project at Imam Bawani Tea Estate, Habiganj.
7. FGD1: R-6- Batch 34 PIP Team-C : PIP Title: Designing an operational model for distribution of agricultural khas (Govt. owned) land for production among the river-eroded landless families: A pilot project in Companyganj Upazila in Noakhali District.
8. FGD1:R-7- Team D Batch 39: **PIP Title:** Improving Service Delivery system to the Passengers at Ishwardi Railway Station
9. FGD1:R-8- Batch 31 PIP Team-F: PIP Title: Providing Mobile Primary Health Care and Ambulance Boat Services for the people of water bound detached char areas through community participation – A pilot project at Nunertek char in Narayanganj
10. FGD1:R-8- Stage2-TeamB-Group-15 : SPIP Title: Ensuring Hygienic Environment of Narayanganj City Corporation through Proper Waste Management by Converting Waste as Resources – A Pilot Project
11. FGD2: R-1– Batch 32 PIP Team-H: PIP Title: Improving Efficiency of Perishable Goods Delivery at Akhaura Land Port
12. FGD2: R-2– Batch 28 PIP: Team-F: PIP Title: Increased Income Level of AILA (Super Cyclone) Affected Ultra-poor Women of Burigoalini Union of Shyamnagar Upazila under Satkhira District through Improved Crab Fattening Practice–A Pilot Project.
13. FGD2: R-3– Batch 34 PIP Team-C: PIP Title: Designing an operational model for distribution of agricultural khas (Govt. owned) land for production among the river-eroded landless families: A pilot project in Companyganj Upazila in Noakhali District.
14. FGD2: R-4– Batch 26 PIP Team-B: PIP Title: Providing required benefits to the expatriates' families of Bangladesh through establishing a digital database: A pilot project at Sreenagar Upazila under Munshigonj District.
15. FGD2: R-5– Batch 40 PIP Team-A: PIP Title: Popularising mushrooms and mushroom enriched food products to the mass people with particular attention to diabetic patients" – A pilot project at sadarupazilla under Sylhet district.
16. FGD2: R-6– Batch 38 PIP Team-F: PIP Title: Introducing and Operationalising Digital Management System for Storing Seized Materials (Alamot) at District Malkhana, Khulna, Bangladesh.
17. FGD2: R-7– Batch 30 PIP Team-H: PIP Title: Improving Road Traffic Management System of Manikganj Town through Integrated Approach of Concerned Agencies

18. FGD2: R-8– Batch 33 PIP: Team-B: PIP Title: Minimizing the overloading of Launches during peak period specially Eid festival in Inland waterways : A Pilot Project at Sadarghat Terminal in Dhaka.
19. FGD2: R-9– Batch 21, Team G; PIP Title: Establishment of an Advice and Help Centre for Women Victims of Violence at Kayetpara Union of Rupgonj Upazilla, Narayanganj.
20. FGD3: R-1 Batch-35-TeamB-PIP Title: Introducing e-service to the expatriates for disposal of land related selected issues at Upazila Land Office, Golapganj, Sylhet
21. FGD3: R-2 Batch-38-TeamG: PIP Title: Use of ICT in Teaching Techniques at Secondary Schools of Chittagong City Corporation (CCC)
22. FGD3: R-3: Batch-37-Team-D: PIP Title: Livelihood development of seasonal unemployed rural poor in a *haor* area by introducing integrated approach through Cage Fish Culture, Floating and Homestead Gardening – Pilot Project in village: Mohanpur under Netrokona district
23. FGD3: R-4: Batch-38-Team-F: PIP Title: Introducing and operationalising digital management system for storing seized materials (alamot) at District Malkhana, Khulna
24. FGD3: R-5: Batch-36-Team-D-PIP Title: Producing Bio-fertilizer Utilizing The Agricultural Waste Materials of Barinagar Bazar and its surrounding Areas under Sadar Upazila of Jessore district: A Model Project
25. FGD3: R-6: Batch-36-Team-B: PIP Title: Developing a model for effective selection, retention and provision of development support of entrepreneurs through optimal use of the facilities of the Union Information and Service Centre (UISC) – a pilot project in Sharulia, Matuail and Demra U.P, Dhaka
26. FGD3: R-7: Batch 40 PIP Team-A: PIP Title: Popularising mushrooms and mushroom enriched food products to the mass people with particular attention to diabetic patients" – A pilot project at sadarupazilla under Sylhet district.
27. FGD4:R-1- Batch-34/D: PIP Title: Designing and implementing a standard workplace for the female workers of rice processing plants (Chatal): A model project at Ashuganj Union in the district of Brahmanbaria. (February 2012)
28. FGD4:R-2- Batch-37/D: PIP Title: Livelihood Development of Seasonal Unemployed Rural Poor In Haor Area by Introducing Integrated Approach through Cage Fish Culture, Floating and Homestead Gardening- Pilot Project in Village- Mohanpur, Union- Tetulia, Upazilla-Mohanganj, District- Netrakona.
29. FGD4:R-3- Batch-36/F: PIP Title: Developing a model for the humane treatment and adequate physical and environmental facilities for the "Under Trial Prisoners" (UTPs) in the court premises of Sunamganj district
30. FGD4:R-4- Batch-40/: PIP Title: Lifestyle improvement of Oraon people of Godagari Upazila of Rajshahi District
31. **FGD5:** R-1- Batch 33 PIP Team-H- PIP Title: Effective Disposal of Land Transfer Notices at AC (Land) Office: A Pilot Project in Araihaazar Upazila, Narayanganj.
32. FGD5: R-2&3: MATT 2. Batch 14, Team A –PIP Title: Making Allotment Process Transparent and Accountable in the Directorate of Government Accommodation.
33. FGD5: R-3: Group9-Team-A: SPIP Title of SPIP- Providing Services to the Vulnerable Families of Expatriate Workers by Institutionalizing them at the Office of the Deputy Commissioners: A Pilot for Narsingdi District
34. FGD5:R4-MATT 2. Batch 19, Team E:PIP Title: Acquisition of standard system for transparent and effective use of consumable items, furniture and fixtures in Bangladesh Institute of Administration and Management (BIAM)–A Pilot Initiative.

35. FGD5:R-5:MATT 2. Batch 16, Team B:PIP Title: Improvement of services, facilities and interior decoration in a single passenger train through private enterprise
36. FGD6:R-1: Batch-25/F: PIP Title: Developing a Hygienic Sanitation System in non government Secondary Girls' Schools: A pilot project at Dhamrai Upazilla, Dhaka.
37. FGD6:R-2: Batch-25/G: PIP Title: Introducing Special Safety Measures to Protect the Casual Workers from Occupational Health Hazards in Eastern Refinery Ltd.
38. FGD6:R-3: Batch-18/H: PIP Title: Export Promotion through Online Response to Trade Queries at Export Promotion Bureau
39. FGD6:R-3: Group-9/D: SPIP Title: Identifying suitable Class 1 & Class 2 Posts in the service of the Government for Employment of Persons with Physical Disabilities and developing suitable Office Environment as well as Physical Facilities for them: A Pilot for the Ministry of Establishment
40. FGD6:R-4: Batch-19/E: PIP Title: Acquisition of standard system for transparent and effective use of consumable items, furniture and fixtures in Bangladesh Institute of Administration and Management (BIAM) – A Pilot Initiative
41. FGD6:R-5: Batch-11/D: PIP Title: Extending Private-Public Partnership to develop professional skills of women and generate managerial employment opportunities in the RMG Sector
42. FGD6:R-6: Batch-19/B: PIP Title: Introducing on-line Help Request to Police Station: A Pilot Project in a Police Station of the Dhaka Metropolitan Police
43. FGD6: R-7: Batch-7/E: PIP Title: Introducing Environment-friendly Household Waste Management System in a Selected Community of Dhaka City Corporation.
44. FGD7: R1: MATT 2. Batch 19, Team C: PIP Title: Providing Health Care Facilities for the students of a Govt. Primary School–A pilot project at Laxmipur Govt. Primary School, Gazaria, Munshigonj.
45. FGD7: R2: MATT 2: Batch 8, Team E –PIP Title: Developing an Effective Framework to Optimize Attendance and Contact Hours in Binodpur Primary School to Enhance Education Quality.
46. FGD7: R-2: Stage 2 Group 4, Team C: SPIP Title: Developing HRM Policy for Bangladesh Civil Services with special emphasis on Training, Placement and Promotion of BCS Administration Cadre Officers.
47. FGD7: R-3: MATT 2 Stage 1 Batch 32: Team-E: PIP Title: Integration of the Transgender (Hijra) population into mainstream society: A pilot project in Dhaka city.
48. FGD7: R-4&5: MATT 2. Batch 13, Team D: PIP Title: Enhancing Revenue Collection of City Corporations through Community Participation: Pilot Project in Ward # 27 of Rajshahi City Corporation.
49. FGD7: R-6: MATT 2 Stage 1 Batch 30 Team-D: PIP Title: The name of the Project is Design and Develop the Re-examination System of Answer Scripts: An Experimental Project on Secondary School Certificate (SSC) Examination-2010.
50. FGD8:R-1: MATT 2 Stage 1 Batch 29 Team-E-PIP Title: Ensuring Proper Selection of Beneficiaries of Old Age Allowance by using database in Ward No.2 of Haripur Union under Paba Upazila in Rajshahi District.
51. PIP Location: Ward No-02 of Haripur Union, under Paba upazila in Rajshahi district.
52. FGD8: R-2: MATT 2 Batch 25 PIP Team-E-PIP Title: Introducing Informal learning and Recreational Facilities for the Children of Prisoners, and Skill Development Program for the Female Prisoners of Mymensingh Central Jail: A pilot project.

53. FGD8: R-3: MATT 2. Batch 20, Team F-PIP Title: Ensure Oral Health Care of Medical Backside Slum Dwellers Tongi Gazipur with a token cost of Tk.30 by the Sapporo Dental College Hospital.
54. FGD8: R-4: MATT 2. Batch 17, Team C-PIP Title: Increasing Productivity by Introducing 'Quality Circle' in 50 Selected Looms of Sacking Production in Karim Jute Mills Ltd., Demra, Dhaka (1st Phase).
55. FGD8: R-5: MATT 2. Batch 20, Team B-PIP Title: Provide Primary Health Care and WATSAN Facilities to SANTALS and MOSHURS through Community Involvement at Sheikpura Union Under Dinajpur Sadar Upazil.
56. FGD8:R-6: MATT 2. Batch 21, Team G-PIP Title: Establishment of an Advice and Help Centre for Women Victims of Violence at Kayetpara Union of Rugponj Upazilla, Narayanganj.
57. FGD8 :R-6: SPIP: Stage2-Group11-Team-B Making Solar Home System (Electricity) available to the Community through Self Financing based on Revolving Fund at Shibchar Upazial of Madaripur District.
58. FGD8:R-7: MATT 2. Batch 16, Team A-PIP Title: Establishment of Public Conveniences with Special Arrangement for Women and Children at Important Public Places of Dhaka City with the Support of Private Entrepreneurs.
59. FGD9: R-1&2: MATT 2 Batch 39 PIP Team-D: PIP Title: Improving Service Delivery system to the Passengers at Ishwardi Railway Station
60. FGD9: R-3- MATT 2 Stage 1 Batch 27 PIP Synopsis: Team-F-PIP Title: Reduction of Sound Pollution and Traffic Congestion near Hospitals and Educational Institutions: An Experimental Project from Hotel Sonargoan to TSC Chatter in Dhaka city.
61. FGD9: R-4: MATT 2 Batch 40 PIP TeamB: Ensuring Health Care Services For the Rickshaw Paddler's Family Members(RPFMs): A Pilot Project at Motijhorna & Adjacent Area of Chittagong City Corporation (CCC)
62. FGD9: R-5: MATT 2 Stage 1 Batch 37 PIP Team-G-PIP Title: Creating a holistic model for successful relocation of leather micro enterprises: a pilot project in Demra area, Dhaka city.
63. FGD9: R-5: MATT 2 Stage 2 Group 18 SPIP-TEAM-C- Facilitating Product Diversification and Creating Marketing Opportunities for Shatranji Weavers at Nishbetganj, Rangpur Disrtrict
64. FGD9: R-6: MATT 2 Batch 36 PIP Team-G: Reducing Occupational Health Hazards of the Mosquito-Eradication Workers of Zone-1 of DCC (North) – A Model Project
65. FGD9: R-7: MATT 2 Stage 1 Batch 37 PIP Team-E-PIP Title: Develop and operationalize a management model of Controlling Rabies through mass dog vaccination (MDV): A Pilot Project at Dhamrai Pourashava, Dhaka.
66. FGD9: R-8: MATT 2 Stage 1 Batch 35 PIP Synopsis: Team-E-PIP Title: Preventing use of non-food colour in five sweet factories in Dhaka city –a pilot project.
67. FGD10:R-1- MATT 2 Stage 1 Batch 37 PIP Team-C: PIP Title: Improving the Life Status of Cobbler Community: A Pilot Project at Padma Bridge Project Area- South Medinimondal, Louhajong, Munsiganj.
68. FGD10:R-2- MATT 2 Stage 1 Batch 38 PIP Team-A-PIP Title: Introducing E-monitoring System of Primary Schools in Jessore District.
69. FGD10:R-3- MATT 2. Batch 15, PIP Team A-PIP Title: Making Information Work: Developing Education Management Information System (EMIS) at Savar Upazila Resource Centre (URC).
70. FGD10:R-4 MATT 2 Stage 1 Batch 34 PIP Team-F-PIP Title: Entrepreneurship development of female workers through promoting Shitolpati (a mat, made from a type of grass called murta/ mustak Clinogyne dichotoma) using modern technology in Amirabad, a village of Sonagazi, Feni.
71. FGD10:R-5- MATT 2 Batch 32 PIP Team C-PIP Title: Establishing a Skill Development Centre for Disadvantaged Women at Mohammadpur, Dhaka.

72. FGD10:R-6&7- MATT 2. Batch 18, PIP Team F-PIP Title: Introducing Time saving and Transparent Agricultural Credit Disbursement Process: A Pilot Project at Dighapatia Union of Sadar Upazila, Natore.
73. FGD10:R-8- MATT 2 Stage 1 Batch 33 PIP Team-H- PIP Title: Effective Disposal of Land Transfer Notices at AC (Land) Office: A Pilot Project in Araihaazar Upazila, Narayanganj.
74. FGD10:R-8MATT 2 Stage 2 Group 16 SPIPs-Team D-SPIP Title: Rural litter cleanup and conversion into useful resources through community mobilization
75. FGD11:R-1MATT 2 Stage1 Batch16 Group-C : Manage unmanned railway crossings
FGD11:R-1 MATT 2 Stage2 Group9: Identifying suitable Class 1 & Class 2 Posts in the service of the Government for Employment of Persons with Physical Disabilities and developing suitable Office Environment as well as Physical Facilities for them: A Pilot for the Ministry of Establishment
76. FGD11:R-2MATT 2 Stage1 Batch26 Group-D Implementing a Code of User Practices for Optimising cost Effectiveness and Minimising loss of electricity: A Pilot Project at Dumuria Upazila under Khulna District.
77. FGD11:R-3 MATT 2 Stage1 Batch17 Group-B Improving the Productivity of Bangladesh Government (BG) Press
78. FGD11:R-4 MATT 2 Stage1 Batch19 Group-B Income Enhancement of Female Workers of RERMP (Rural Employment and Road Maintenance Program) through Skill Development: a Pilot Project in Manikgonj Sadar.
79. FGD11:R-5 MATT 2 Stage1 29 Group-5 Improving Customer Relations Management (CRM) of State Owned Commercial Bank: 'A Piloting of Janata Bank, Sonargaon Upazila Branch, Sonargaon, Narayanganj'

D) CHECKLIST FOR CASES

Bangladesh Public Administration Training Centre
Savar, Dhaka

Evaluation of IAP, PIP, SPIP undertaken and implemented by BCS officials under
MATT2 Development Programme

Stage:

Batch/Group:

Team:

Title of the PIP

:

Location of the PIP

:

Period of Implementation

:

Expected Results	Status of Achievement			Factor(s) of Non-achievement (if any)	Current Status (Sustainability/Replicable)	Comments
	FA	PA	NA			
1.						
2.						
3.						

Note: ER-Expected Results, FA-Fully Achieved, PA- Partially Achieved, NA-Not Achieved

E) QUESTIONNAIRE

Bangladesh Public Administration Training Centre
Savar, Dhaka

**Evaluation of PIP, SPIP, IAP & SIAP Undertaken and Implemented by BCS Officials
under MATT2 Development Programme**

Feedback from the MATT2 Alumni

[This questionnaire is prepared for collecting information from the MATT2 Alumni in order to utilize the learning from MATT2 Development Programme in other training programmes organised by BPATC. Information obtained through this questionnaire will be used only for research purpose. Identity of the respondents will be kept confidential. MATT2 participants are requested to respond to the questionnaire. –Md. Akram Hossain, MDS, BPATC]

A) Personal Information of the Respondent

1. Please Identify Your Present Status [Please put Tick (✓) Mark]

- | | |
|--|---|
| (1) Senior Secretary & equivalent ☐ | (2) Secretary & equivalent ☐ |
| (3) Additional Secretary & equivalent ☐ | (4) Joint Secretary & equivalent ☐ |
| (5) Deputy Secretary & equivalent ☐ | (6) Sr. Asst. Secretary & equivalent ☐ |

2. Please Identify Your Gender [Please put Tick (✓) Mark]

- (1) Male ☐ (2) Female ☐

3. Please Identify the Stage of MATT2 Development Programme You Have Attended [Please put Tick (✓) Mark]

- 1) Stage-1 ☐ 2) Both Stage-1 & Stage-2 ☐

4. Please Mention the Batch of MATT2 Development Programme You Have Attended:

- (1) Stage1 Batch: ----- (2) Stage2 Batch: -----

B) Information on MATT 2 Development Programme

5. Please provide the Following Information about PIP and IAP:

Programme	Title/Issue (Just write key points of title/issue)	Place of Implementation
PIP		
IAP		

6. Please Provide Information about Implementation Status of Your PIP [Please put Tick (✓) Mark]

- 1) Fully Implemented ☐ (2) Partially Implemented ☐ 3) Not Implemented ☐

7. Please Mention One or Two Challenges that You Encountered in Implementing Your PIP:

- 1) -----
2) -----

8. If Your PIP is Partially or Not implemented Please Mention One or Two Factors responsible for that:

- 1) -----
2) -----

9. Please Provide Information about Implementation Status of Your IAP [Please put Tick (✓) Mark]

1) Fully Implemented ☐ (2) Partially Implemented ☐ 3) Not Implemented ☐

10. Please Mention One or Two Challenges that You Encountered in Implementing Your IAP:

- 1) -----
2) -----

11. If Your IAP is Partially or Not implemented Please Mention One or Two Factors responsible for that:

- 1) -----
2) -----

12. Please Provide the following Information about SPIP and S IAP: [questions 12 to 18 are applicable for Stage 2]

Programme	Title/Issue (Just write key points of title/issue	Place of Implementation
SPIP		
SIAP		

13. Please Provide Information about Implementation Status of Your SPIP [Please put Tick (✓) Mark]

1) Fully Implemented ☐ (2) Partially Implemented ☐ 3) Not Implemented ☐

14. Please Mention One or Two Challenges that You Encountered in Implementing Your SPIP:

- 1) -----
2) -----

15. If Your SPIP is Partially or Not implemented Please Mention one or Two Factors responsible for that :

- 1) -----
2) -----

16. Please Provide Information about Implementation Status of Your SIAP [Please put Tick (✓) Mark]1) Fully Implemented ☐ (2) Partially Implemented ☐ 3) Not Implemented ☐**17. Please Mention One or Two Challenges that You Encountered in Implementing Your SIAP:**1) -----
2) -----**18. If Your SIAP is Partially or Not implemented Please Mention one or Two Factors responsible for that :**1) -----
2) -----**19. Please Mention One or Two Strengths (if any) of MATT2 Development Programme:**1) -----
2) -----**20. Please Mention One or Two Weaknesses (if any) of MATT2 Development Programme.**1) -----
2) -----**21. Have You Recognised Any Change(s) in You after Attending the MATT2 Development Programme?**1) Yes ☐ 2) No ☐**22. If 'Yes', Please Mention One or Two changes in Performing Your Job:**1) -----
2) -----**23. Please Provide Suggestions to Make the Learning(s) From MATT2 Development Programme Useful in Other Training Programmes**-----

-----**Signature of the Respondent & Date
For Further Communication:**

Name:

Cell Phone:

E-mail Address:

We extend our sincere thanks and gratitude to you for your time and valuable opinion. -Md. Akram Husain, MDS,
BPATC Savar, Dhaka. Mobile: 01733992099. Md.akram84@gmail.com

F) CHECKLIST FOR FGD

Bangladesh Public Administration Training Centre
Savar, Dhaka

Evaluation of PIP, SPIP, IAP, SIAP undertaken and implemented by BCS officials under MATT2
Development Programme

1. Please give some feedback about the present status of your PIP/SPIP which you have undertaken during MATT2 workshop.
2. Please give some feedback about the influential factors behind successful implementation of your PIP/SPIP.
3. What are the influential factors behind partial or non-implementation of your PIP/SPIP?
4. Please give some feedback about the replicability/sustainability of your PIP/SPIP.
5. Please give some feedback about the present status of your IAP/SIAP which you have undertaken during MATT2 workshop
6. Please mention at least one strength of MATT2 development programme
7. Please mention at least one weakness of MATT2 development programme
8. To what extent the MATT2 Development programme is successful in developing reform minded civil servant?