

## TECHNICAL ASSISTANCE COMPLETION REPORT

Division: Bangladesh Resident Mission

TA No. Country and Name				TA AMOUNT APPROVED: \$920,000	
TA 2012-BAN: Khulna-Jessore Drainage Rehabilitation				REVISED AMOUNT: \$920,000	
Executing Agency		Source of Funding		TA Amount Undisbursed:	TA Amount Utilized
Bangladesh Water Development Board		Japan Special Fund		\$53,458.38	\$866,541.62
DATE	APPROVAL	SIGNING	FIELD	TA Completion Date:	
	14 December 1993	17 December 1993	1 May 1995	Original 31 October 1997	Actual 31 December 1998
				Actual Closing Date	
				Original 31 January 1998	Actual 31 August 2000

### TA Description

The technical assistance project (TA) was piggybacked to Khulna-Jessore Drainage Rehabilitation Project (Loan No. 1289-BAN [SF]), approved in December 1993. The TA aimed to help support the involvement and participation of beneficiaries, which was a new and innovative concept to be implemented for the first time in Bangladesh. The Executing Agency of the TA is Bangladesh Water Development Board (BWDB). The TA also aimed to assist the BWDB in strengthening institutional capacity so that the beneficiaries could establish self-sustaining water management organizations (WMOs) and ultimately assume responsibility for operation and maintenance (O&M) of the facilities constructed under the loan project.

### TA Objectives and Scope

The objective of the TA was to help implement social preparation and beneficiary participation in BWDB projects by assisting BWDB in developing and implementing procedures for beneficiary involvement and participation. The TA scope included two components. The first component, which focused on the loan project, comprised four parts: (i) development of a water management association (WMA) plan; (ii) preparation and implementation of an information campaign; (iii) formulation of benefit monitoring and evaluation (BME) indicators together with the periodic conduct of environmental and social impact assessment studies; and (iv) formulation of a land acquisition, compensation and resettlement plan. The second component examined legal framework for the registration of WMAs and made recommendations on modification of existing legislation or new legislation to allow registration of WMA as a legal body.

### TA Inputs Evaluation

Although the goals of the TA were ambitious, the inputs for the TA specified in the terms of reference (TOR) were sufficient to undertake the defined work. The TA inputs in the original plan were 76 person-months (p-m), comprising 25 p-m of four international consultants and 51 p-m of five domestic consultants. There was an initial delay in recruitment of the consultants, whose services were adjusted to cover the extended TA implementation period up to 31 December 1998 to support a revised implementation plan under the loan project. Total of 100 p-m (23 p-m of international consultants and 77 p-m of domestic consultants) were utilized. An increase in domestic consultants' input was offset by the decrease in the input of international consultants. The consultants' performance was satisfactory.

The TA design was relevant in terms of its objectives and TOR. The TOR identified the relevant priority issues and specified appropriate processes and procedures to assist BWDB in developing guidelines and institutional mechanisms for beneficiaries' participation, as well as implementing the social preparation and beneficiary participation aspects under the loan project.

The Government and BWDB were satisfied with the TA inputs provided by ADB. ADB review missions had provided timely and relevant direction to the TA work. BWDB had adequately provided administrative and logistical support to the consultants. BWDB staff had enthusiastic support to the TA implementation. Therefore, the performance of ADB and BWDB is evaluated as satisfactory.

## **TA Outputs Evaluation**

The consultants had been successful in assisting BWDB in (i) developing nine WMAs; (ii) executing information campaigns to inform beneficiaries about objectives and activities under the loan project and to encourage their participation through NGOs; and (iii) developing BME system. However, a plan for land compensation, acquisition and resettlement was not prepared, as the loan project concept had been changed. An impact of the deviation on sustainability of the loan project was minimal.

The beneficiary participation plan prepared under the TA was implemented efficiently. The TA developed 9 WMAs, 57 water management committees, and 504 water management groups. In addition, 57 landless groups, 15 labor contracting societies, and 47 fisher groups were formed. Nine nongovernment organizations (NGOs) had assisted BWDB staff in establishing WMOs, which performed satisfactorily and enrolled 38,500 households. The WMOs had about 15,000 regular meetings and raised funds of about \$84,000 through admission fees, shares, and savings. Total of 14,400 beneficiaries were trained on technical aspects of the overall drainage plan and the rights and responsibilities of WMOs. The TA had laid groundwork for establishment of legal framework using the cooperatives law, the model of which was adopted in other ADB-funded projects. The legal framework was eventually materialized into Guidelines for Participatory Water Management, approved by the Government in 2000. The TA consultants produced timely an inception report, an interim report, nine technical reports, 13 quarterly progress reports, and a final report.

Originally, beneficiaries opposed an infrastructure plan to construct a permanent tidal basin of 2,400 hectares (ha) in Beel Kedaria, Jessore District, as it would make many small and medium farmers to lose their land permanently. Therefore, the TA consultants supported revising an infrastructure plan having small rotational tidal basins that were identified as a workable solution during consultations with beneficiaries. Subsequently, a smaller basin of 600 ha for Beel Kedaria was recommended as the most technically, environmentally and socially viable option for the next stage in the process, TA 3052-BAN: Institutional Strengthening of Water Management Associations. The arrangement was acceptable to the beneficiaries. Implementation of the loan project would have been severely hampered without the consultants' efficient and effective facilitation of the feasible option.

## **TA Overall Assessment and Rating**

The TA made substantial outputs in line with the TA objectives. The outputs required were produced on time and were accepted satisfactorily to the Government, ADB and WMOs. Beneficiary participation in O&M of the loan project facilities appears to be largely sustainable. Therefore, the TA is rated successful.

## **Major Lessons Learned**

WMOs had provided an effective mechanism to legitimate beneficiary participation in the design and implementation of drainage facilities under the loan project. Beneficiary participation methodology developed under the TA had substantially helped local farmers understand the nature of the water management problems and increase their capacity to contribute to the solution. This enabled the loan project to adopt a more appropriate tidal management plan from the indigenous knowledge.

The consultants had introduced a management concept that WMAs and BWDB would jointly maintain the facilities constructed under the loan project through joint contribution of financial resources. Each WMA had managed drainage facilities within its zone, while BWDB only managed main rivers and regulators outside the zone. To strengthen WMAs' financial capacity, BWDB had leased out their unused lands and water bodies to WMAs. BWDB had allocated a need-based budget for routine and periodic maintenance. The joint management is a good example of effective beneficiary participation in O&M of drainage facilities.

## **Recommendations and Follow-Up Actions**

Responsibilities for maintenance of the drainage facilities should be clearly defined in a close partnership agreement between WMOs and BWDB. It is also necessary to clarify how WMOs could fulfil their responsibilities, using a combination of revenue from property leased out from BWDB and beneficiary contributions. BWDB will ensure that the WMOs will be further strengthened through an intensive training program and participation in a monitoring program of tidal river basins.