

People's Republic of Bangladesh
The Project for Improving Public Services
through Total Quality Management

Impact Evaluation Report

January 2017

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1. Summary

This report is an undertaking to present the impact evaluation of *the Project for Improving Public Services through Total Quality Management* (hereafter, “the Project”) in Bangladesh based on a baseline survey in 2014 and an end-line survey in 2016.

The surveys collected information from approximately 1,600 Upazila offices (i.e. 8 department offices within 200 Upazila), which is the main target of the Project. As a method of analysis, the project group employed the Difference-in-Differences (DID) method which regards a difference of changes in evaluated indicators between participants in the Project (“the treatment group”) and non-participants (“the control group”) as an indication of the impacts. The evaluated indicators are as follows.

(1) Personal knowledge and perceptions of Upazila officers

- (1.1) Awareness of management concepts (PDCA, TQM, KAIZEN)
- (1.2) Perceptions of self and others in their work environments

(2) Office management

- (2.1) Office management practices
- (2.2) Information management of public service delivery
- (2.3) Collaboration with stakeholders

The results show positive impacts on officer’s awareness of management concepts, information management, and collaboration with stakeholders. On the other hand, any large impacts were not confirmed for officers’ perceptions in work environments and office management practices. However, for the latter, there is a possibility that the impact was weakened by a positive spillover effect, which means that there is potential for improvement in awareness of management concepts and office management practices, even in non-participants through the National KAIZEN Convention and TV programs related to the Project.

The rest of this report is organized as follows. The detailed methods of surveys and analysis are explained in Section 2. Then, we show descriptive statistics for all samples and each department, and the impacts on the evaluated indicators measured by DID in Section 3. Finally, Section 4 concludes with interpretation and reservation for the results. A list of study areas and questionnaires are provided in Appendix A and B.

2. Method of the Survey and Analysis

2.1. Method of the Survey

The Project conducted two surveys, the baseline survey from April to June 2014 and the end-line survey from August to October 2016. Both surveys collected information on Upazila officers and their offices through an interview style survey. More concretely, the survey asked the officers about their knowledge of management concepts and their perceptions of the work environment. It also asked them about the condition of the office resources (for example: staff, the budget, and the facilities), management practices, opportunities for cooperation with stakeholders, and department-specific information related to their public service delivery. The details are indicated in the questionnaire in Appendix B.

Due to budget and time constraints, both surveys were targeted at 202 Upazilas and 8 department offices for each Upazila sampled from across the country. The targeted 8 departments are as follows.

- (1) Department of Livestock
- (2) Department of Fisheries
- (3) Directorate of Food
- (4) Department of Social Services
- (5) Department of Women Affairs
- (6) Department of Youth Development
- (7) Department of Secondary and Higher Education
- (8) Department of Public Health Engineering

Upazilas were sampled using two approaches. First, all district capitals (Sadar Upazilas) were selected. Second, non-Sadar Upazilas were randomly selected from across all districts by the proportionate sampling method, based on the number of Upazilas belonging to that district. As a result, the number of sampled Upazilas totalled 202 (see Appendix A), and the sample size grew to 1,615 offices at the baseline survey¹. Although the end-line survey was conducted in the same offices, 7 offices could not be interviewed due to the unavailability of the Upazila officers. Thus, the final sample size of the panel data contracted to 1,608 offices. The attrition rate is just 0.4 %, which may not have a severe bias in the analysis.

In order to conduct the surveys smoothly, an office order to cooperate with the surveys was issued from each department to Upazila officers after receiving formal permission by all departments. All components of the questionnaire were also based on advice and approval by all of the 8 departments

¹ Oginally, 1,616 office (i.e. 202 Upazilas multiplied 8 departments) were targeted at the baseline survey. However, the actual sample size resulted in 1,615 because an officer of the Department of Women Affairs in Dhaka district was unable to be interviewed due to an extended business trip.

and the counterpart, the Bangladesh Public Administration Training Centre (BPATC).

2.2. Method of Analysis

This report assesses impacts of participation in the Project on Upazila officers and their offices by using various indicators. The main intervention of the Project is that Upazila officers involved in the training course set a task in their public service delivery and implement an activity (called the Small Improvement Project: SIP) to improve the situation. Therefore, in regard to the impact evaluation, “participation” in the Project is defined as the implementation of any SIP in the past.

The impacts for the following indicators are evaluated here.

(3) Personal knowledge and perceptions of Upazila officer

- (1.1) Knowledge of management concepts (PDCA, TQM, KAIZEN)
- (1.2) Perceptions of self and others in his/her work environment

(4) Office management

- (2.1) Management practices in Upazila office
- (2.2) Information management of public service delivery
- (2.3) Communication with stakeholders

The details for each item are explained later in each section. As mentioned in section (2.2) information management, response rates for department-specific questions with respect to outputs and outcomes were low in both baseline and the end-line survey. Consequently, these indicators are not able to be assessed in the report. Instead, the response rate itself for each office is evaluated as the indicator of information management.

In order to analyze the impacts of the Project, the group employed the Difference-in-Differences (DID) method widely adopted in impact evaluation. This method compares changes of any outcome variables before and after the Project between the treatment (or participation) group and the control (non-participation) group. If the Project were not implemented, which means a *counterfactual* situation, the changes would be the same among both groups. The basic idea of DID is that it is possible to judge that the Project has had no impacts if the changes of both groups are the same, and to have positive (negative) impacts if the change of the treatment group is larger (smaller) than that of the control group.

More concretely, the average treatment effect on the treated (ATET) by participation in the Project is defined as:

$$\beta_{DID} = E(Y_1^T - Y_0^T | T = 1) - E(Y_1^C - Y_0^C | T = 0),$$

where T is a binary variable which becomes 1 if participated in the Project and 0 otherwise, Y_0^T and

Y_1^T are an outcome variable of the treatment group before and after the Project, Y_0^C and Y_1^C are an outcome variable of the control group before and after the Project, and E is the expectation operator. For example, in Figure 1, the impact on officer's knowledge of a management concept can be regarded as 40% points, the difference between the change of the control group (60%) and that of the treatment group (20%).

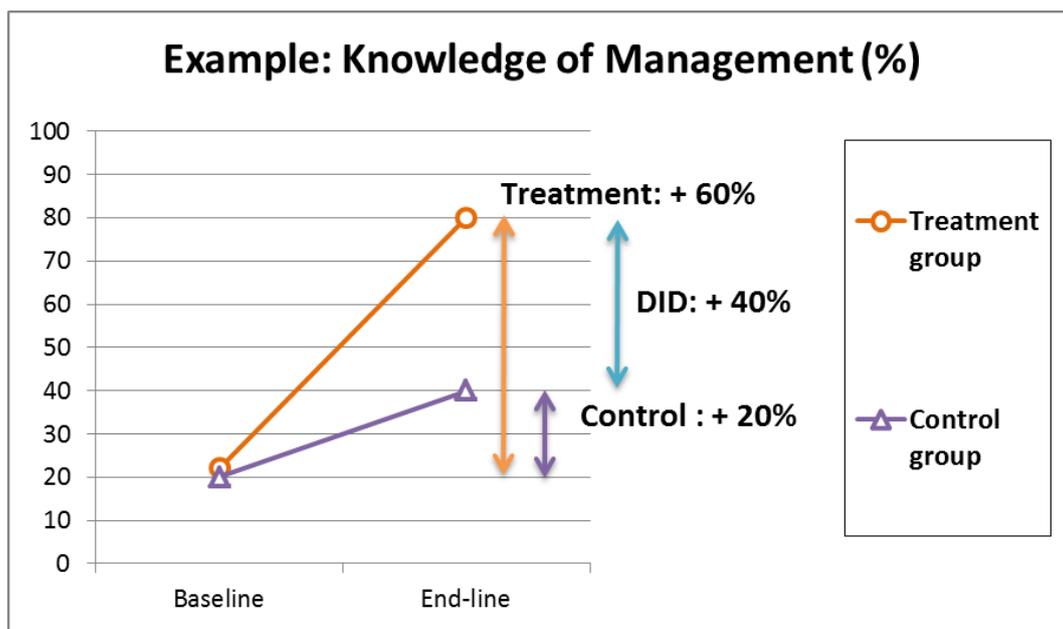


Figure 1 Example of Difference-in-Differences (DID)

In the analysis, care should be taken about two points related to the structure of the panel data. First, 199 offices in 6 districts (Bogra, Comilla, Narsingdi, Rangpur, Shariatpur, and Tangail) had already participated in the Project during the pilot phase at the time of the baseline survey. While information of all samples including the aforementioned pilot offices is used to show descriptive statistics for indicators, they are excluded in the impact evaluation to remove bias. Second, it is usual for Upazila officers to be transferred within the span of a few years. Indeed, in our sample, the number of offices where officers have not been transferred between the period of the baseline and the end-line survey was 686 offices (43% in total).

Because personal knowledge and perceptions of officers are characteristics of individuals, we exclude offices where officers have been transferred from the sample of the analysis. On the other hand, we test both cases of including and excluding such offices for the analysis of office management because the situation of office management is affected by not only officers' ability but also the environment of the organization.

3. Results of Analysis

In the following sub-sections, the details of indicators are explained first, and then the descriptive statistics are shown for the total sample and each department. Next, the impacts of the Project are estimated according to the DID method. Consideration and interpretation for each impact are mentioned in Section 4.

3.1. Awareness of Management Concepts

The survey queried officers about their awareness of three management concepts, PDCA (Plan, Do, Check, Act), TQM (Total Quality Management), and KAIZEN. Participants chose from 3 responses: (1) “Never heard”, (2) “Know something”, and (3) “Know well”. Table 1 shows the results for all samples.

First, for the PDCA, the percentage of respondents who answered “Never heard” increased from 34% to 64%. In contrast, the percentage of “Know well” increased from 17% to 49% for TQM and from 16% to 61% for KAIZEN.

Table 1 Awareness of Management Concepts: All samples

		2014		2016	
		Freq.	%	Freq.	%
PDCA	Never Heard	546	34.0	1,033	64.2
	Know Som ething	428	26.6	304	18.9
	Know W ell	634	39.4	271	16.9
	Total	1,608	100.0	1,608	100.0
TQM	Never Heard	944	58.7	416	25.9
	Know Som ething	390	24.3	412	25.6
	Know W ell	274	17.0	780	48.5
	Total	1,608	100.0	1,608	100.0
KAIZEN	Never Heard	1,111	69.1	391	24.3
	Know Som ething	247	15.4	241	15.0
	Know W ell	250	15.6	976	60.7
	Total	1,608	100.0	1,608	100.0

Note: N=1,608.

In the next step, a binary variable that takes 1 if “know something” or “know well” and 0 if “never heard” for each concept is made and summarized by departments in Table 2. Awareness of TQM and KAIZEN increased in all departments, though awareness of PDCA decreased.

Table 2 Awareness of Management Concepts by Departments

(Unit: %)

Department	PDCA		TQM		KAIZEN	
	2014	2016	2014	2016	2014	2016
Livestock	77.7	34.2	46.0	79.7	34.2	80.2
Fisheries	70.1	39.8	44.8	82.1	39.3	82.6
Food	55.4	40.6	33.2	71.3	21.8	73.8
Social Service	63.4	34.7	45.0	68.3	33.7	74.8
Women Affairs	71.5	36.5	44.5	81.0	34.0	76.5
Youth Development	66.3	40.2	38.2	82.4	23.6	80.4
Secondary & High Educ	65.0	30.5	41.0	72.5	34.0	75.0
Public Health Engineer	58.9	29.7	37.6	55.9	26.7	62.4
Total	66.0	35.8	41.3	74.1	30.9	75.7

Note: N=1,608. Each figure shows the percentage of officers who answer “know something” or “know well” for each concept.

In order to assess impacts of the Project, Table 3 Figure 2 show a comparison between participants in the Project (i.e. the treatment group) and non-participants (i.e. the control group) by using the data of offices where officers have not been transferred after the baseline survey. According to the difference-in-differences (DID) estimators, awareness of TQM and KAIZEN in the treatment group had increased more than the control group by approximately 20% points, while there was no impact on PDCA.

Table 3 Impacts on Awareness of Management Concepts: Offices without Transfers

(Unit: %)

		All (n=602)	Treatment (n=84)	Control (n=518)	DID
PDCA	2014	63.5	65.5	63.1	
	2016	34.9	41.7	33.8	
	Difference	-28.6	-23.8	-29.3	5.5
TQM	2014	39.7	40.5	39.6	
	2016	73.9	94.0	70.7	
	Difference	34.2	53.6	31.1	22.5 **
KAIZEN	2014	25.2	31.0	24.3	
	2016	75.1	97.6	71.4	
	Difference	49.8	66.7	47.1	19.6 **

Note: “DID” (difference-in-differences) shows a difference in changes of the treatment and control groups. *** p < 0.01, ** p < 0.05, * p < 0.1.

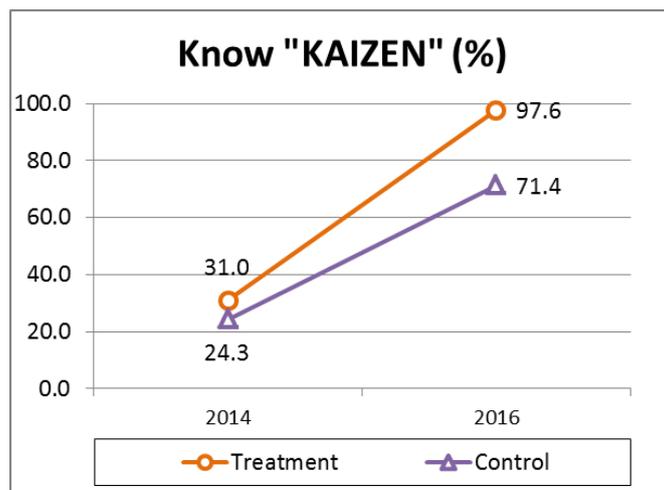
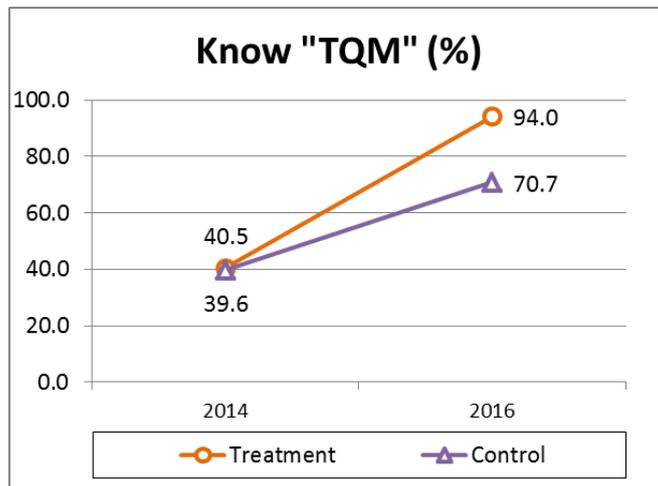
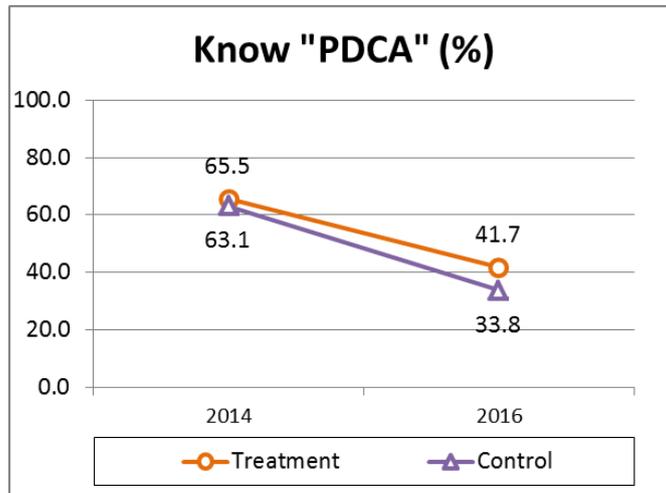


Figure 2 Impacts on Awareness of Management Concepts: Offices without Transfers

3.2. Officer's perceptions in Work Environments

Upazila officers were asked to respond to 10 questions (Table 4) about their perceptions in work environments. There were 5 choices: (1) “Strongly disagree,” (2) “Disagree,” (3) “Neutral,” (4) “Agree,” and (5) “Strongly agree”.

Table 4 Questions about Officer's Perceptions

Item	Question
1: Satisfaction	Are you satisfied with your job these days?
2: Motivation	Are you well motivated to deliver quality services as a government official?
3: Confidence	Do you think you can accomplish your goals on your own ideas?
4: Leadership	Do you think you can lead office staff to improve your service on your own initiative?
5: Busyness	Do you think you have too much work these days?
6: Trust on Staff	Do you think most staff can be trusted in your office?
7: Reluctance of Staff	Do you think some staff is reluctant to improve public service in your office?
8: Needs for Improve.	Do you think your office needs to improve public service delivery continuously?
9: Recognition by UNO	Do you think your work is well recognized by the UNO?
10: Recognition by DO	Do you think your work is well recognized by the district officer of your office?

According to Table 5 which shows the results for all samples, the levels tend to be high in their satisfaction, motivation, confidence, leadership, trust in staff, needs for improvements, and recognition by the chief officer of the Upazila (UNO: Upazila Nirbahi Officer) and the Departmental District Officer (DO) in both 2014 and 2016. However, for all these perceptions, the percentages of “Strongly agree” decreased and that of “Agree” increased in 2016. On the other hand, perceptions on busyness and reluctance of staff have not changed over time.

In the following step, a binary variable that assigns a value of 1 if “Agree” or “Strongly agree” and 0 to any other case for each item is made and summarized by departments as demonstrated in Table 6. Any large differences among departments are not confirmed except for a few distinct cases such as the lower satisfaction in the Department of Secondary and Higher Education (“Educ.”) relative to other departments.

In order to assess impacts of the Project, エラー! 参照元が見つかりません。 illustrates a comparison between the treatment group and the control group by using the data of offices without transfers after the baseline survey. Based on the difference-in-differences (DID) estimators, any large impacts on officers' perceptions were not confirmed. An exception is the negative effect on trust in staff, which decreased in participants by 9% but marginally increased among non-participants.

Table 5 Officer's Perceptions: All Samples

(Unit: %)

Item	Year	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Satisfaction	2014	1.6	1.2	1.4	32.5	63.4	100.0
	2016	2.2	5.0	6.3	51.2	35.3	100.0
Motivation	2014	2.7	3.0	3.5	32.2	58.6	100.0
	2016	0.6	1.0	3.5	53.1	41.9	100.0
Confidence	2014	7.7	4.4	8.7	37.3	42.0	100.0
	2016	1.1	5.0	11.8	58.1	24.0	100.0
Leadership	2014	2.1	1.1	2.9	29.9	64.1	100.0
	2016	0.4	1.8	7.2	53.4	37.2	100.0
Busyness	2014	5.4	5.3	9.0	36.9	43.5	100.0
	2016	0.6	1.4	9.0	45.8	43.3	100.0
Trust on Staff	2014	2.5	4.9	9.8	36.1	46.8	100.0
	2016	1.1	5.3	9.1	56.3	28.2	100.0
Reluctance of Staff	2014	46.1	26.2	12.1	9.3	6.2	100.0
	2016	36.6	33.3	10.8	15.2	4.1	100.0
Needs for Improve.	2014	3.2	1.3	3.1	34.7	57.8	100.0
	2016	0.6	0.5	6.2	49.8	42.9	100.0
Recognition by UNO	2014	3.1	1.1	4.0	30.2	61.7	100.0
	2016	1.1	1.6	6.1	54.8	36.5	100.0
Recognition by DO	2014	3.1	0.9	3.1	28.9	64.1	100.0
	2016	0.8	0.8	4.9	48.9	44.7	100.0

Note: N=1,608.

Table 6 Officer's Perception by Departments

(Unit: %)

	Year	Live.	Fish	Food	Social	Women	Youth	Educ.	Health	Total
Satisfaction	2014	94.6	95.0	94.6	96.5	98.0	96.5	96.0	95.5	95.8
	2016	88.1	88.6	91.6	88.6	80.0	91.5	73.0	90.1	86.4
Motivation	2014	87.6	91.5	90.6	91.1	91.0	92.5	92.0	90.6	90.9
	2016	96.5	97.5	95.0	95.0	91.5	98.0	95.5	90.6	95.0
Confidence	2014	86.1	77.1	81.2	82.2	75.0	74.4	76.0	82.2	79.3
	2016	84.2	85.1	86.6	77.2	81.0	84.9	81.5	76.2	82.1
Leadership	2014	93.1	94.0	92.1	95.0	96.0	96.0	93.5	92.1	94.0
	2016	93.6	92.5	93.1	89.1	85.5	92.0	90.0	89.1	90.6
Busyness	2014	78.7	84.6	76.7	84.2	82.0	75.4	77.5	83.7	80.3
	2016	91.1	93.0	94.1	87.1	85.5	89.9	91.0	80.7	89.1
Trust on Staff	2014	81.2	82.6	79.7	78.2	89.0	86.4	80.0	86.1	82.9
	2016	85.1	84.1	85.1	84.7	85.5	86.4	85.5	79.7	84.5
Reluctance of Staff	2014	17.8	18.4	11.4	20.3	17.0	11.1	9.5	18.8	15.5
	2016	21.8	19.9	12.4	21.3	20.0	21.6	17.5	20.3	19.3
Needs for Improve.	2014	91.6	93.0	92.6	92.1	93.0	93.5	90.0	94.1	92.5
	2016	96.0	95.0	93.6	91.6	84.5	96.0	94.5	90.6	92.7
Recognition by UNO	2014	91.6	91.5	91.1	93.1	90.5	93.0	92.5	92.1	91.9
	2016	88.6	88.6	95.0	93.6	89.5	96.0	90.5	88.6	91.3
Recognition by DO	2014	94.6	92.5	92.1	92.6	92.5	93.5	94.0	92.1	93.0
	2016	94.6	94.0	96.0	92.6	90.5	96.0	93.0	91.6	93.5

Note: N=1,608.

Table 7 Impacts on Officer's Perception: Offices without Transfers

(Unit: %)

		All (n=602)	Treatment (n=84)	Control (n=518)	DID
Satisfaction	2014	95.0	94.0	95.2	
	2016	86.2	77.4	87.6	
	Difference	-8.8	-16.7	-7.5	-9.2
Motivation	2014	91.2	91.7	91.1	
	2016	94.5	97.6	94.0	
	Difference	3.3	6.0	2.9	3.1
Confidence	2014	76.2	81.0	75.5	
	2016	82.4	81.0	82.6	
	Difference	6.1	0.0	7.1	-7.1
Leadership	2014	93.2	92.9	93.2	
	2016	92.5	90.5	92.9	
	Difference	-0.7	-2.4	-0.4	-2.0
Busyness	2014	78.2	84.5	77.2	
	2016	88.4	89.3	88.2	
	Difference	10.1	4.8	11.0	-6.2
Trust on Staff	2014	83.1	89.3	82.0	
	2016	85.4	79.8	86.3	
	Difference	2.3	-9.5	4.2	-13.7 *
Reluctance of Staff	2014	15.9	10.7	16.8	
	2016	19.9	15.5	20.7	
	Difference	4.0	4.8	3.9	0.9
Needs for Improve.	2014	92.9	89.3	93.4	
	2016	92.7	89.3	93.2	
	Difference	-0.2	0.0	-0.2	0.2
Recog. by UNO	2014	91.2	89.3	91.5	
	2016	92.5	90.5	92.9	
	Difference	1.3	1.2	1.4	-0.2
Recog. by DO	2014	93.0	90.5	93.4	
	2016	92.9	91.7	93.1	
	Difference	-0.2	1.2	-0.4	1.6

Note: "DID" (difference-in-differences) shows a difference in changes of the treatment and control groups. *** p < 0.01, ** p < 0.05, * p < 0.1.

3.3. Office Management Practices

The surveys asked each office whether it had adopted any of the management practices listed in Table 8 in the past 3 months. There were questions relating to: cleanliness (No 1 and 2), target setting (3 and 4), planning (5, 6, and 7), standardization (8 and 9), monitoring (10, 11, and 12), and work improvements (13 and 14).

Table 8 Questions about Office Management Practices

No.	Question
1	Cleaned office rooms regularly to keep the environment neat and tidy?
2	Filed office documents and sorted them in order regularly?
3	Set measurable targets on service delivery?
4	Discussed on the office targets with staff?
5	Planned time schedules for service delivery?
6	Planned personnel assignment for service delivery?
7	Planned budget allocation for service delivery?
8	Utilized a guideline or manual to standardize the service delivery?
9	Utilized some lists of tasks, beneficiaries, facilities and so on to manage service delivery efficiently?
10	Had a scheduled regular meeting to share and review the progress of service delivery?
11	Reported the progress of the service delivery to the district office or the central department office?
12	Communicated with citizens who benefit from your services to take their voices into account?
13	Proposed a new plan or method to improve the service delivery?
14	Modified the way to deliver services based on the review of the progress?

Table 9 shows adoption rates of office management practices for all samples and each department. The adoption rates of cleanliness and target setting are high for all departments in both years. The rates of planning are also high, though the adoption of planning budget allocation is relatively low due to the limited discretion of Upazila offices. A large increase in standardization is observed in all departments, especially for the Department of Food Youth Development. Monitoring also tends to be adopted more in all departments. In particular, the Department of Livestock and Fisheries enhanced communication with citizens who benefitted from their services. Finally, it was also confirmed that all departments increased the adoption of work improvement.

However, according to the results from analysis using all samples (Table 10) and using limited samples without transfers (Table 11), there are no observable impacts. As shown in Figure 3, almost all practices in standardization, monitoring, and work improvement are significantly increased in both groups, though the adoption rates of these practices were relatively low in 2014. Such increase, even in non-participants, weakened the impacts measured as DID.

Table 9 Adoption of Office Management Practices by Departments

(Unit: %)

Office Management Practices	Year	All	Live.	Fish	Food	Social	Women	Youth	Educ.	Health
1. Cleaned office	2014	95.8	94.6	96.5	94.6	95.5	95.5	95.5	97.0	97.5
	2016	98.4	98.5	98.0	99.5	98.0	98.0	98.0	98.5	99.0
2. Filed office documents	2014	95.5	95.5	97.0	94.1	95.5	94.0	96.0	95.0	96.5
	2016	98.5	99.0	98.5	99.5	97.5	98.5	99.5	98.5	97.0
3. Set measurable targets	2014	95.1	93.1	97.0	91.1	95.0	95.5	97.0	95.0	97.0
	2016	94.8	96.5	94.5	95.0	96.5	95.5	97.0	93.0	90.6
4. Discussed on the office targets	2014	95.1	94.1	97.0	88.6	96.5	96.0	98.5	93.5	96.5
	2016	96.2	96.5	95.0	95.5	98.5	94.5	99.0	95.5	95.0
5. Planned time schedules	2014	92.3	92.1	95.5	85.1	93.6	93.5	95.0	88.0	95.5
	2016	94.0	95.0	95.0	95.0	94.6	95.0	99.0	89.5	89.1
6. Planned personnel assignment	2014	92.8	94.1	90.5	90.1	93.1	96.5	93.0	92.0	93.1
	2016	94.5	96.0	98.0	96.0	97.5	91.5	98.0	89.5	89.6
7. Planned budget allocation	2014	75.2	81.2	78.6	73.3	80.7	72.5	73.4	73.0	69.3
	2016	77.8	75.7	84.1	86.1	79.2	76.5	83.9	67.5	69.3
8. Utilized a guideline or manual	2014	64.1	60.9	63.2	61.4	64.9	66.5	69.8	57.5	68.3
	2016	86.5	79.2	89.1	92.1	89.1	88.0	97.5	76.5	80.7
9. Utilized some lists of tasks etc.	2014	74.7	69.3	76.1	69.8	72.8	73.5	82.9	71.0	82.2
	2016	90.4	88.1	92.5	95.0	93.1	92.0	95.0	85.0	82.2
10. Had a scheduled regular meeting	2014	80.3	78.7	78.6	75.2	83.7	85.5	84.4	79.5	76.7
	2016	94.9	96.0	95.5	96.0	96.5	95.5	99.0	91.0	89.6
11. Reported the progress	2014	89.7	90.6	93.5	87.6	89.1	87.0	91.5	89.0	89.6
	2016	95.6	96.5	96.5	96.5	96.0	94.0	99.5	91.5	94.1
12. Communicated with citizens	2014	88.2	86.1	90.5	82.2	91.6	89.5	91.0	88.5	86.6
	2016	95.3	97.5	99.0	93.1	93.6	96.5	95.5	93.5	94.1
13. Proposed a new plan or method	2014	67.1	69.8	62.2	67.3	70.3	63.0	68.3	70.0	65.8
	2016	85.0	87.6	79.1	84.7	85.1	85.5	89.9	80.5	87.6
14. Modified the way to deliver service	2014	57.3	64.9	52.2	59.4	59.4	51.5	57.8	58.0	55.4
	2016	80.5	80.7	74.6	81.2	84.2	80.5	83.9	78.5	80.7

Note: N=1.608.

Table 10 Impacts on Office Management Practices: All Offices

(Unit: %)

		All (n=1409)	Treatment (n=192)	Control (n=1217)	DID
1. Cleaned office	2014	95.8	96.4	95.7	
	2016	98.9	97.4	99.1	
	Difference	3.1	1.0	3.4	-2.4
2. Filed office documents	2014	95.4	94.3	95.6	
	2016	98.7	98.4	98.8	
	Difference	3.3	4.2	3.2	1.0
3. Set measurable targets	2014	94.9	97.4	94.5	
	2016	94.7	95.8	94.5	
	Difference	-0.2	-1.6	0.0	-1.6
4. Discussed on the office targets	2014	95.0	97.9	94.5	
	2016	96.9	98.4	96.6	
	Difference	1.9	0.5	2.1	-1.6
5. Planned time schedules	2014	92.4	95.8	91.9	
	2016	94.2	96.4	93.8	
	Difference	1.8	0.5	2.0	-1.5
6. Planned personnel assignment	2014	92.2	93.2	92.0	
	2016	94.9	95.3	94.8	
	Difference	2.7	2.1	2.8	-0.7
7. Planned budget allocation	2014	75.7	72.4	76.2	
	2016	77.0	71.9	77.8	
	Difference	1.3	-0.5	1.6	-2.1
8. Utilized a guideline or manual	2014	63.5	63.5	63.5	
	2016	86.1	84.4	86.4	
	Difference	22.6	20.8	22.8	-2.0
9. Utilized some lists of tasks etc.	2014	74.5	76.6	74.2	
	2016	90.7	90.1	90.8	
	Difference	16.2	13.5	16.6	-3.1
10. Had regular meeting	2014	79.6	79.2	79.6	
	2016	94.9	96.4	94.7	
	Difference	15.3	17.2	15.0	2.2
11. Reported the progress	2014	90.3	91.7	90.1	
	2016	95.2	95.3	95.2	
	Difference	5.0	3.6	5.2	-1.6
12. Communicated with citizens	2014	87.9	89.6	87.6	
	2016	96.2	96.4	96.2	
	Difference	8.4	6.8	8.6	-1.8
13. Proposed a new plan or method	2014	66.1	70.3	65.4	
	2016	84.2	87.5	83.7	
	Difference	18.2	17.2	18.3	-1.1
14. Modified the way to deliver service	2014	57.3	62.0	56.6	
	2016	79.7	89.1	78.2	
	Difference	22.4	27.1	21.6	5.5

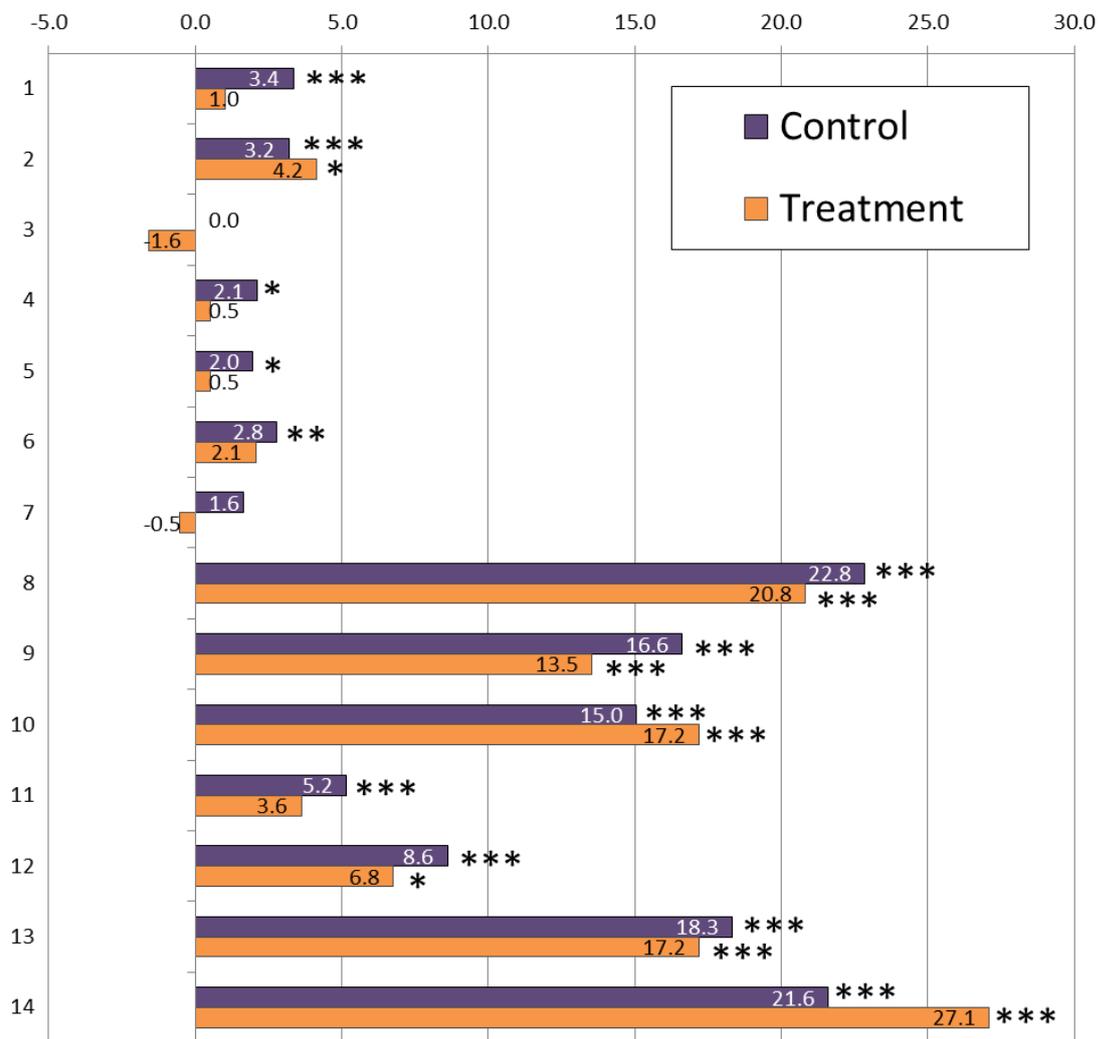
Note: "DID" (difference-in-differences) shows a difference in changes of the treatment and control groups. *** p < 0.01, ** p < 0.05, * p < 0.1.

Table 11 Impacts on Office Management Practices: Offices without Transfers

(Unit: %)

		All (n=602)	Treatment (n=84)	Control (n=518)	DID
1. Cleaned office	2014	96.3	98.8	95.9	
	2016	98.8	98.8	98.8	
	Difference	2.5	0.0	2.9	-2.9
2. Filed office documents	2014	93.5	94.0	93.4	
	2016	98.7	100.0	98.5	
	Difference	5.1	6.0	5.0	1.0
3. Set measurable targets	2014	94.0	95.2	93.8	
	2016	95.0	95.2	95.0	
	Difference	1.0	0.0	1.2	-1.2
4. Discussed on the office targets	2014	94.5	96.4	94.2	
	2016	97.5	98.8	97.3	
	Difference	3.0	2.4	3.1	-0.7
5. Planned time schedules	2014	92.9	96.4	92.3	
	2016	95.5	95.2	95.6	
	Difference	2.7	-1.2	3.3	-4.5
6. Planned personnel assignment	2014	91.7	91.7	91.7	
	2016	95.7	96.4	95.6	
	Difference	4.0	4.8	3.9	0.9
7. Planned budget allocation	2014	74.8	66.7	76.1	
	2016	76.6	73.8	77.0	
	Difference	1.8	7.1	1.0	6.1
8. Utilized a guideline or manual	2014	62.8	66.7	62.2	
	2016	86.0	81.0	86.9	
	Difference	23.3	14.3	24.7	-10.4
9. Utilized some lists of tasks etc.	2014	74.8	75.0	74.7	
	2016	89.0	86.9	89.4	
	Difference	14.3	11.9	14.7	-2.8
10. Had regularly meeting	2014	80.4	76.2	81.1	
	2016	94.9	97.6	94.4	
	Difference	14.5	21.4	13.3	8.1
11. Reported the progress	2014	90.4	89.3	90.5	
	2016	95.3	96.4	95.2	
	Difference	5.0	7.1	4.6	2.5
12. Communicated with citizens	2014	88.5	85.7	89.0	
	2016	95.7	97.6	95.4	
	Difference	7.1	11.9	6.4	5.5
13. Proposed a new plan or method	2014	66.3	69.0	65.8	
	2016	86.0	86.9	85.9	
	Difference	19.8	17.9	20.1	-2.2
14. Modified the way to deliver service	2014	57.8	66.7	56.4	
	2016	80.1	88.1	78.8	
	Difference	22.3	21.4	22.4	-1.0

Note: "DID" (difference-in-differences) shows a difference in changes of the treatment and control groups. *** p < 0.01, ** p < 0.05, * p < 0.1.



(Unit: %)

Note: The details for each item (1 – 14) are shown in Table 8. *** p < 0.01, ** p < 0.05, * p < 0.1.

Figure 3 Changes in Adoption Rates of Management Practices: All Offices

A possible factor of the increase in the adoption rates among non-participants is a contribution of enhanced awareness of management concepts, confirmed in Section 3.1. In order to confirm this, the project group divided the control group into offices aware of all three concepts (PDCA, TQM, and KAIZEN) and others, and compared the adoption rates between them in Table 12.

In fact, offices aware of the three concepts tended to have higher adoption rates of management practices. It is possible to confirm statistically significant differences,

especially in (3) setting of measurable targets, (5) planning of time schedules, (10) holding regular meetings, (13) proposition of a new plan or method, and (14) modification of the way of service delivery. This implies the increase in awareness in the control group contributes to the increase in the adoption rate of office management practices.

Table 12 Awareness and Practices of Office Management: The Control Group, 2016

(Unit: %)

	Total control (n=1217)	Know all concepts of PDCA, TQM, and KAIZEN?		Difference (Yes - No)
		Yes (n=402)	No (n=815)	
1. Cleaned office	99.1	98.5	99.4	-0.9
2. Filed office documents	98.8	97.8	99.3	-1.5
3. Set measurable targets	94.5	97.0	93.3	3.8 **
4. Discussed on the office targets	96.6	97.8	96.1	1.7
5. Planned time schedules	93.8	96.5	92.5	4.0 **
6. Planned personnel assignment	94.8	95.8	94.4	1.4
7. Planned budget allocation	77.8	80.1	76.7	3.4
8. Utilized a guideline or manual	86.4	88.8	85.2	3.7
9. Utilized some lists of tasks etc.	90.8	91.3	90.6	0.7
10. Had a scheduled regularly meeting	94.7	96.0	94.0	2.0 *
11. Reported the progress	95.2	95.8	95.0	0.8
12. Communicated with citizens	96.2	97.0	95.8	1.2
13. Proposed a new plan or method	83.7	90.0	80.6	9.4 ***
14. Modified the way to deliver service	78.2	82.6	76.1	6.5 **
All management practices	58.0	64.2	55.0	9.2 **

Note: In the table, all samples in the control group are divided into a sub-group “Yes” if the office answered “know something” or “know well” about all three concepts (PDCA, TQM, and KAIZEN) and another sub-group “No” otherwise (see Section 3.1). *** $p < 0.01$, ** $p < 0.05$, * $p < 0.1$.

3.4. Information Management of Departmental Services

The surveys collected information related to public service delivery for each department, which can be separated into output and outcome information. For example, we asked officers of the Department of Livestock about the number of vaccinations for livestock and the frequency of training for farmers as output information, and about the number of various types of livestock and the production of meats and eggs as outcome information (see Appendix B for the details). All of these departmental items are regarded as information that Upazila offices should hold, according to advice from the central office of each department. The surveys aimed to collect such information to assess impacts of the Project on departmental outputs and outcomes.

However, as a result of the surveys, it is clear that many offices do not maintain records of such information. As shown in Table 13, the response rates (a percentage of responded items among the total number of department specific questions) decreased from 72% at baseline to 61% in end-line as a whole. The rates are largely different between departments. For example, the rates are relatively high in the department of Livestock, Social Services, and Women Affairs, but low in the Department of Foods and Public Health Engineering. In addition, the rate of responses for the Department of Youth Development declined significantly.

Table 13 Response Rates for Department-Specific Questions

Department	Response Rate (%)		
	2014	2016	Difference
Livestock	87.3	88.3	1.0
Fisheries	69.3	63.0	-6.3
Food	57.6	48.5	-9.1
Social Service	77.6	72.1	-5.4
Women Affairs	84.8	77.7	-7.1
Youth Development	81.6	44.7	-36.8
Secondary & High Educ	64.8	58.7	-6.1
Public Health Engineer	53.6	37.5	-16.1
Total	72.0	61.3	-10.7

Note: N=1,608.

Such low response rates make it difficult to assess the impacts on departmental outputs and outcomes. There are two main reasons for this. First, the sample size for each department, approximately 200 offices at most, have to be reduced substantially due to the low response rate. This in turn weakens the statistical power to assess

impacts of the Project. Second, the occurrence of non-response may not be random. It may be related to other observable characteristics of individual officers and the survey item itself which received no response. The latter might occur in such cases where, for example, an officer hesitates to respond questions on the training of farmers because s/he is afraid to be accused of insufficient training services. In such cases, the results are very biased, despite attempts to maintain objectivity by analyzing only the available data.

Therefore, impacts on departmental outputs and outcomes cannot be evaluated here. Instead, we regard the response rate as an indicator measuring the actual situation of information management in each office, and estimate the impact on it. As shown in Table 14, we found a positive impact measured as DID because a decrease in the response rate in the treatment group (- 5% points) is significantly smaller than that in the control group (- 12% points). When we limit the sample to the offices without transfers (Table 15), a positive impact can be observed again, though it is not statistically significant to the level of 5%².

Table 14 Impacts on Information Management: All Samples

(Unit: %)

		All (n=1409)	Treatment (n=192)	Control (n=1217)	DID
Response rate	2014	72.2	72.0	72.0	
	2016	60.9	67.0	60.0	
	Difference	-11.3	-5.0	-12.0	7.0 ***

Note: “DID” (difference-in-differences) shows a difference in changes of the treatment and control groups. *** p < 0.01, ** p < 0.05, * p < 0.1.

Table 15 Impacts on Information Management: Offices without Transfers

(Unit: %)

		All (n=602)	Treatment (n=84)	Control (n=518)	DID
Response rate	2014	73.7	75.0	74.0	
	2016	61.0	66.0	60.0	
	Difference	-12.7	-9.0	-13.0	4.0

Note: “DID” (difference-in-differences) shows a difference in changes of the treatment and control groups. *** p < 0.01, ** p < 0.05, * p < 0.1.

² It becomes statistically significant if we use the level of 10% (p-value = 0.0942)

3.5. Collaboration with Stakeholders

Upazila officers provide public services in cooperation with various stakeholders. In particular, their main activity is to work with office staff (i.e. subordinates) under the direction of department district officers (i.e. superiors) and the coordination with the chief officer of the Upazila (called Upazila Nirbahi Officer). When their activity exceeds their jurisdiction or sectors, they communicate with other officers who belong to different Upazila or departments. If necessary, Upazila offices also collaborate with local autonomies such as the Upazila Councils and the Union Councils whose members are directly elected by citizens. In addition, officers are sometimes required to collaborate with local NGO, NPO, and citizens.

In order to assess impacts on the collaborative relationships between Upazila officers and these stakeholders, the surveys asked officers to estimate the number of days spent communicating with the following stakeholders across a 30 day period.

- (1) Office staff
- (2) District officers
- (3) Upazila Nirbahi Officer (UNO)
- (4) Other officers in the Upazila
- (5) The Upazila Council
- (6) Other officer outside the Upazila
- (7) The Union Council
- (8) The Union Coordination Committee (UCC)³
- (9) NGO/ NPO
- (10) Citizens/ beneficiaries

Table 16 shows the average days spent in communication with stakeholders. In all departments, the frequency of communication tends to be high with office staff, district officers, UNO, other officers belong to different departments in the same Upazila, and citizens. However, the frequency declined in many departments at the end-line.

As shown in エラー! 参照元が見つかりません。 , DID estimators indicate positive impacts on communication with almost all stakeholders. Similar results are confirmed in the analysis of the offices without transfers (Table 18). In particular, the collaboration has been enhanced with office staff, UNO, other officers in the same Upazila and outside the Upazila, and citizens.

³ UCC is an organization comprises the chairperson and members of the Union Council, Upazila officers of, for example, the Department of Livestock and Fisheries, and the chairperson of the village committees elected from each village.

Table 16 Average Days Communicated with Stakeholders during the Past 30 Days

(Unit: Days)

Office Management Practices	Year	All	Live.	Fish	Food	Social	Women	Youth	Educ.	Health
1. Office staff	2014	3.2	3.1	3.5	2.6	3.4	3.1	3.4	3.4	3.5
	2016	2.6	2.3	2.6	2.5	2.6	3.1	2.4	3.1	2.5
2. District officer	2014	2.4	2.3	2.6	1.8	2.6	2.1	2.2	2.1	3.3
	2016	1.5	1.5	1.7	1.4	1.5	1.6	1.3	1.6	1.5
3. UNO	2014	3.0	2.7	3.5	2.0	3.9	3.1	2.7	3.0	2.9
	2016	2.1	2.1	2.3	2.0	2.1	2.4	2.0	2.4	1.8
4. Other officer in the Upazila	2014	2.5	2.4	2.8	1.7	3.3	2.6	2.4	2.1	2.6
	2016	1.7	1.7	2.0	1.6	1.8	1.9	1.6	1.6	1.5
5. Upazila council	2014	1.7	1.4	1.9	1.4	2.1	1.7	1.5	1.3	2.0
	2016	1.4	1.4	1.3	1.3	1.5	1.6	1.1	1.3	1.4
6. Other officer outside the Upazila	2014	1.6	1.7	1.9	1.1	2.1	1.8	1.5	1.3	1.8
	2016	1.1	1.1	1.1	1.2	1.3	1.4	0.9	1.2	0.9
7. Union council	2014	1.5	1.3	1.7	1.1	2.0	1.8	1.2	1.0	2.0
	2016	1.3	1.3	1.6	1.2	1.4	1.8	1.1	0.9	1.2
8. Union Coordination Committee	2014	0.8	0.9	0.8	0.6	1.0	0.9	0.7	0.5	1.0
	2016	0.9	1.0	0.9	0.8	1.0	1.1	0.7	0.6	0.9
9. NGO/NPO	2014	1.3	1.4	1.2	0.7	1.5	2.1	1.1	0.8	1.4
	2016	0.9	1.3	0.7	0.4	1.2	1.4	0.8	0.7	0.7
10. Citizens/Beneficiaries	2014	2.7	3.3	3.2	1.1	3.3	2.7	2.7	1.8	3.8
	2016	2.7	3.1	3.3	2.6	3.2	3.2	2.9	1.6	2.0

Note: N=1,608.

Table 17 Impacts on Communication with Stakeholders: All Offices

(Unit: Days)

		All (n=1409)	Treatment (n=192)	Control (n=1217)	DID
1. Office staff	2014	3.3	3.0	3.3	
	2016	2.6	3.0	2.5	
	Difference	-0.7	0.0	-0.8	0.8 **
2. District officer	2014	2.4	2.1	2.5	
	2016	1.5	1.5	1.5	
	Difference	-0.9	-0.6	-1.0	0.4
3. UNO	2014	3.0	2.7	3.1	
	2016	2.1	2.3	2.1	
	Difference	-0.9	-0.4	-1.0	0.6
4. Other officer in the Upazila	2014	2.5	1.9	2.6	
	2016	1.7	2.0	1.7	
	Difference	-0.8	0.0	-0.9	0.9 ***
5. Upazila council	2014	1.7	1.6	1.7	
	2016	1.4	1.4	1.4	
	Difference	-0.3	-0.2	-0.4	0.2
6. Other officer outside the Upazila	2014	1.7	1.3	1.7	
	2016	1.1	1.2	1.1	
	Difference	-0.5	-0.2	-0.6	0.4
7. Union council	2014	1.5	1.4	1.5	
	2016	1.3	1.3	1.3	
	Difference	-0.2	-0.1	-0.2	0.1
8. Union Coordination Committee	2014	0.8	0.7	0.9	
	2016	0.9	0.8	0.9	
	Difference	0.0	0.1	0.0	0.1
9. NGO/NPO	2014	1.3	1.2	1.4	
	2016	0.9	0.9	0.9	
	Difference	-0.4	-0.2	-0.5	0.2
10. Citizens/Beneficiaries	2014	2.8	2.0	3.0	
	2016	2.8	2.9	2.8	
	Difference	0.0	0.9	-0.2	1.0 *
11. All stakeholders	2014	21.1	17.9	21.6	
	2016	16.4	17.2	16.2	
	Difference	-4.8	-0.7	-5.4	4.7 **

Note: “DID” (difference-in-differences) shows a difference in changes of the treatment and control groups. *** p < 0.01, ** p < 0.05, * p < 0.1.

Table 18 Impacts on Communication with Stakeholders: Offices without Transfers

(Unit: Days)

		All (n=1409)	Treatment (n=192)	Control (n=1217)	DID
1. Office staff	2014	3.2	2.5	3.3	
	2016	2.7	3.0	2.6	
	Difference	-0.6	0.5	-0.7	1.2 **
2. District officer	2014	2.5	2.2	2.6	
	2016	1.5	1.5	1.5	
	Difference	-1.0	-0.7	-1.0	0.4
3. UNO	2014	3.3	2.4	3.4	
	2016	2.2	2.4	2.1	
	Difference	-1.1	0.0	-1.2	1.2 **
4. Other officer in the Upazila	2014	2.6	1.6	2.8	
	2016	1.7	2.0	1.6	
	Difference	-1.0	0.3	-1.2	1.5 ***
5. Upazila council	2014	1.7	1.4	1.8	
	2016	1.4	1.4	1.4	
	Difference	-0.3	0.0	-0.4	0.3
6. Other officer outside the Upazila	2014	1.7	1.0	1.8	
	2016	1.2	1.2	1.2	
	Difference	-0.5	0.1	-0.6	0.7 **
7. Union council	2014	1.6	1.2	1.6	
	2016	1.3	1.4	1.3	
	Difference	-0.3	0.2	-0.3	0.5
8. Union Coordination Committee	2014	0.9	0.7	0.9	
	2016	0.9	0.8	0.9	
	Difference	0.0	0.1	0.0	0.1
9. NGO/NPO	2014	1.3	1.0	1.4	
	2016	1.0	1.0	1.0	
	Difference	-0.4	0.0	-0.4	0.4
10. Citizens/Beneficiaries	2014	3.0	2.1	3.1	
	2016	2.8	2.7	2.8	
	Difference	-0.2	0.6	-0.3	0.9
11. All stakeholders	2014	21.8	16.2	22.7	
	2016	16.5	17.3	16.4	
	Difference	-5.2	1.0	-6.3	7.3 **

Note: “DID” (difference-in-differences) shows a difference in changes of the treatment and control groups. *** p < 0.01, ** p < 0.05, * p < 0.1.

4. Conclusion

This report evaluate impacts of the Project on five main components: (1) awareness of management concepts, (2) perceptions in work environments, (3) office management practices, (4) information management, and (5) collaboration with stakeholders by using the Difference-in-Differences (DID) method.

First, in regard to awareness of management concepts, we found positive impacts on TQM, a term included in the Project's title, and KAIZEN, the Japanese method widely introduced by the Project. However, awareness of these concepts was also enhanced even in non-participants (i.e. the control group). A possible reason is a positive spillover effect by the National KAIZEN Convention and broadcasting of TV programs of the Project.

Second, no significant impacts are found in almost all perceptions of work environments. Only an item on trust in staff is negatively affected, though the reason for this is unclear. Some officers who participated in the Project modified the traditional way of duties as work improvement activities (called the Small Improvement Projects, or SIP in short). There is a possibility that staff in such offices could not respond to the modification smoothly and, as the result, lost their trust in Upazila officers.

Third, there were no impacts on office management practices. Because the adoption rates are higher than 90% in many practices, it might be difficult to make impacts which distinguish the treatment group from the control group. In addition, because the surveys focus on the simple difference in whether each practice is adopted or not, the analysis cannot investigate more complicated qualitative differences in what kind of practices are adopted. Therefore, it should be noted that, even if the treatment group made improvements and adopted higher quality management practices than the control group, such differences could not be identified within the scope of this analysis.

We also found that the adoption rates of standardization and improvement are increased in both treatment and control groups, though the adoption rates were relatively low at the baseline survey. Moreover, it also confirmed that non-participants who are aware of management concepts such as TQM and KAIZEN tend to have higher adoption rates of management practices. Based on these facts, there is a possibility that the spillover effect of awareness has contributed to higher adoption of management practices in the control group.

Fourth, we evaluated the response rate to department-specific questions as an indicator of information management. The rate decreased in almost all of the departments. One of the reasons may be a difference in the timing of surveys at baseline (from April to

June, 2014) and end-line (from August to October, 2016), which affects context of data collection. As for the impacts measured by DID, a positive effect is confirmed because the decrease in the response rate of the treatment group is smaller than that of the control group. In many work improvement activities (SIPs) implemented in the Project, quantitative targets were set as key performance indicators (KPIs). Some offices also focus on information management itself as a task of SIPs. Such activities may enhance the ability of information management in the treatment group.

Fifth, the frequency of communication with stakeholders was maintained or increased in the treatment group, while it was decreased in the control group. As the result, we found positive impacts, especially on the collaboration with office staff, officers who belong to other departments or other Upazilas, and citizens. In fact, such collaboration was included in many SIPs, which may indicate a good opportunity for strengthening the cooperation between these stakeholders.

The overall conclusion is that we confirm positive impacts of the Project on officer's awareness of management concepts, information management, and collaboration with stakeholders. On the other hand, large impacts are not observed on officers' perceptions in work environments and office management practices. However, especially in the case of the latter, there is a possibility that the impact of the Project is weakened by the positive spillover effect which enhances awareness and adoption of management practices in the control group through the National KAIZEN Convention and TV programs of the Project.

Finally, it should be noted that this report could not analyze the impacts on departmental outputs and outcomes because the response rates to these questions were low. The items were selected as information that should be managed by each Upazila office, according to advice from the central office of each department. The low response rates imply two problems. First, there may be a difference in awareness of information management between the central office and local Upazila offices in each department. Second, Upazila offices have insufficient information on its outputs and outcomes, which means a lack of materials for setting KPI. Both problems become a large obstacle to improve public services, whether such activities are initiated by the central office as a top-down approach or by Upazila offices spontaneously as a bottom-up approach. Therefore, in order to promote further practices of TQM and KAIZEN in Bangladesh public services, an urgent issue is to prepare information infrastructure so that each office can set definite KPIs in their SIPs.

5. Appendix A : List of Survey Areas

SL.	Zila Name	Zila Code	Upazila Name	Upazila Code
1	Bagerhat	01	Bagerhat Sadar	08
2		01	Rampal	73
3		01	Mollahat	56
4		01	Chitalmari	14
5	Bandarban	03	Bandarban Sadar	14
6		03	Rowangchhari	89
7		03	Naikhongchhari	73
8	Barguna	04	Betagi	47
9		04	Barguna Sadar	28
10	Barisal	06	Babuganj	03
11		06	Barisal Sadar	51
12		06	Mehendiganj	62
13		06	Gournadi	32
14	Bhola	09	Tazumuddin	91
15		09	Bhola Sadar	18
16		09	Burhanuddin	21
17	Bogra	10	Sariakandi	81
18		10	Sonatola	95
19		10	Dhupchanchia	33
20		10	Sherpur	88
21		10	Bogra Sadar	20
22	Brahmanbaria	12	Brahmanbaria Sadar	13
23		12	Sarail	94
24		12	Akhaura	02
25		12	Kasba	63
26	Chandpur	13	Shahrasti	95
27		13	Matlab Uttar	79
28		13	Chandpur Sadar	22
29	Chittagong	15	Mirsharai	53
30		15	Banshkhali	08

31		15	Hathazari	37
32		15	Sitakunda	86
33		15	Lohagara	47
34	Chuadanga	18	Chuadanga Sadar	23
35		18	Jiban Nagar	55
36	Comilla	19	Manoharganj	74
37		19	Comilla Adarsha Sadar	67
38		19	Daudkandi	36
39		19	Burichang	18
40		19	Homna	54
41		19	Chandina	27
42	Cox's Bazar	22	Pekua	56
43		22	Cox's Bazar Sadar	24
44		22	Chakoria	16
45	Dhaka	26	Nawabganj	62
46		26	Keraniganj	38
47	Dinajpur	27	Dinajpur Sadar	64
48		27	Chirirbandar	30
49		27	Birganj	12
50		27	Ghoraghat	43
51		27	Khansama	60
52	Faridpur	29	Faridpur Sadar	47
53		29	Madhukhali	56
54		29	Sadarpur	84
55		29	Alfadanga	03
56	Feni	30	Feni Sadar	29
57		30	Chhagalnaiya	14
58		30	Fulgazi	41
59	Gaibandha	32	Palashbari	67
60		32	Gaibandha Sadar	24
61		32	Gobindaganj	30
62	Gazipur	33	Gazipur Sadar	30
63		33	Kaliganj	34
64	Gopalganj	35	Gopalganj Sadar	32

65		35	Kotalipara	51
66	Habiganj	36	Bahubal	05
67		36	Habiganj Sadar	44
68		36	Chunarughat	26
69	Joypurhat	38	Joypurhat Sadar	47
70		38	Kalai	58
71	Jamalpur	39	Sarishabari	85
72		39	Islampur	29
73		39	Jamalpur Sadar	36
74	Jessore	41	Abhaynagar	04
75		41	Jessore Sadar	47
76		41	Chaugachha	11
77	Jhalokati	42	Rajapur	84
78		42	Jhalokati Sadar	40
79	Jhenaidah	44	Jhenaidah Sadar	19
80		44	Kaliganj	33
81		44	Maheshpur	71
82	Khagrachhari	46	Mahalchhari	65
83		46	Ramgarh	80
84		46	Khagrachhari Sadar	49
85	Khulna	47	Koyra	53
86		47	Terokhada	94
87		47	Batiaghata	12
88	Kishoregonj	48	Karimganj	42
89		48	Kishoreganj Sadar	49
90		48	Kuliar Char	54
91		48	Bajitpur	06
92		48	Mithamain	59
93	Kurigram	49	Kurigram Sadar	52
94		49	Raumari	79
95		49	Char Rajibpur	08
96		49	Phulbari	18
97	Kushtia	50	Khoksa	63
98		50	Kushtia Sadar	79

99		50	Kumarkhali	71
100	Lakshmipur	51	Lakshmipur Sadar	43
101		51	Roypur	58
102	Lalmonirhat	52	Lalmonirhat Sadar	55
103		52	Patgram	70
104	Madaripur	54	Kalkini	40
105		54	Madaripur Sadar	54
106	Magura	55	Magura Sadar	57
107		55	Shalikha	85
108	Manikganj	56	Saturia	70
109		56	Manikganj Sadar	46
110		56	Singair	82
111	Meherpur	57	Meherpur Sadar	87
112		57	Gangni	47
113	Maulvibazar	58	Barlekha	14
114		58	Maulvibazar Sadar	74
115		58	Sreemangal	83
116	Munshiganj	59	Serajdikhan	74
117		59	Sreenagar	84
118		59	Munshiganj Sadar	56
119	Mymensingh	61	Fulbaria	20
120		61	Haluaghat	24
121		61	Trishal	94
122		61	Gauripur	23
123		61	Mymensingh Sadar	52
124	Naogaon	64	Porsha	79
125		64	Atrai	03
126		64	Mahadebpur	50
127		64	Naogaon Sadar	60
128	Narail	65	Narail Sadar	76
129		65	Kalia	28
130	Narayanganj	67	Narayanganj Sadar	58
131		67	Rupganj	68
132	Narsingdi	68	Manohardi	52

133		68	Belabo	07
134		68	Narsingdi Sadar	60
135	Natore	69	Singra	91
136		69	Baraigram	15
137		69	Natore Sadar	63
138	Chapai Nawabganj	70	Chapai Nawabganj Sadar	66
139		70	Nachole	56
140	Netrakona	72	Purbadhala	83
141		72	Kalmakanda	40
142		72	Madan	56
143		72	Netrokona Sadar	74
144	Nilphamari	73	Dimla	12
145		73	Nilphamari Sadar	64
146		73	Domar	15
147	Noakhali	75	Noakhali Sadar	87
148		75	Kabirhat	47
149		75	Senbagh	80
150		75	Companiganj	21
151	Pabna	76	Bera	16
152		76	Pabna Sadar	55
153		76	Faridpur	33
154		76	Chatmohar	22
155	Panchagarh	77	Panchagarh Sadar	73
156		77	Debiganj	34
157	Patuakhali	78	Patuakhali Sadar	95
158		78	Mirzaganj	76
159		78	Galachipa	57
160	Pirojpur	79	Mathbaria	58
161		79	Kawkhali	47
162		79	Pirojpur Sadar	80
163	Rajshahi	81	Mohanpur	53
164		81	Durgapur	31
165		81	Godagari	34

166	Rajbari	82	Rajbari Sadar	76
167		82	Pangsha	73
168	Rangamati	84	Rangamati Sadar	87
169		84	Baghaichhari	07
170		84	Barkal	21
171		84	Naniarchar	75
172	Rangpur	85	Pirganj	76
173		85	Rangpur Sadar	49
174		85	Mithapukur	58
175	Shariatpur	86	Zanjira	94
176		86	Shariatpur Sadar	69
177		86	Bhedarganj	14
178	Satkhira	87	Satkhira Sadar	82
179		87	Assasuni	04
180		87	Debhata	25
181	Sirajganj	88	Sirajganj Sadar	78
182		88	Shahjadpur	67
183		88	Royganj	61
184		88	Kazipur	50
185	Sherpur	89	Sherpur Sadar	88
186		89	Jhenaigati	37
187	Sunamganj	90	Derai	29
188		90	Chhatak	23
189		90	Bishwambarpur	18
190		90	Sunamganj Sadar	89
191	Sylhet	91	Sylhet Sadar	62
192		91	Companiganj	27
193		91	Dakshin Surma	31
194		91	Golapganj	38
195		91	Fenchuganj	35
196	Tangail	93	Gopalpur	38
197		93	Tangail Sadar	95
198		93	Mirzapur	66
199		93	Madhupur	57

200		93	Dhanbari	25
201	Thakurgaon	94	Haripur	51
202		94	Thakurgaon Sadar	94

6. Appendix B: Questionnaires

1. Cover Sheet

(Draft) Questionnaire for End-line Survey on Upazila Service Quality

Interview Identity:

Name of Upazila Officer		Department	Code
Telephone No.		Livestock	1
Email Address		Fisheries	2
Upazila		Food	3
District		Social Service	4
Division		Women Affairs	5
		Youth Development	6
		Secondary & Higher Education	7
		Public Health Engineering	8

Who gave the information

Name		
Designation		
Mobile		
Email		

Processing Team:

	Supervisor	Investigator
Name		
Mobile		
Email		

Designation	Name	ID	Signature	Date
Quality Controller				
Tabulator				
Data Entry Officer				

Date of Interview (Day, Month, Year)			
Interview Duration (Start – End time)			

2. Common Part

2.1. Human Resources (Staffing)

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
Sl	Name	Sex [Code]	Age	Class [Code]	Designation	Years of Service		Education [Code]	Monthly Basic Salary [Taka]
	*Please write the name of Upazila Officer in the 1st row.	1 = Male 2 = Female		1 = Class I 2 = Class II 3 = Class III 4 = Class IV		Total Years	Current Office	1 = Never Educated 2 = 1-5 years (Prim. Ed.) 3 = 6-10 years (Sec. Ed.) 4 = SSC & Equivalent 5 = HSC & Equivalent 6 = Graduate & Equivalent 7 = Above Graduation	*Basic salary only, <u>without housing</u> & other allowances
1									
2									
3									
4									
5									
6									
7									
8									
9									
10									

2.2. Financial Resources (Revenue Budget)

Sl.	Code	Revenue Budget Item	FY 2014-15	FY 2015-16
1	4500-4600: Salary	4501	Salary of Officers	
2		4601	Salary of Staff	
3		Other items (aggregate) in 4500-4600		
4		Subtotal of 4500-4600: Salary [1]		
5	4700: Allowances	4705	House Rent allowance	
6		4709	Rest & Recreation Allowance	
7		4713	Festival Allowance	
8		4717	Medical Allowance	
9		4725	Washing Allowance	
10		4737	Charge Allowance	
11		4755	Tiffin Allowance	
12		4773	Education Allowance	
13		Other items (aggregate) in 4700		
14		Subtotal of 4700: Allowances [2]		
15	4800: Supplies & Services	4801	Travelling Expenses	
16		4802	Transfer Expenses	
17		4803	Income Tax	
18		4806	Office Rent	
19		4810	Municipal rate & Tax	
20		4811	Land Tax	
21		4815	Postage	
22		4816	Telephone	
23		4817	Internet	
24		4819	Water	
25		4821	Electricity	
26		4823	Petrol & Lubricant	
27		4828	Stationaries, Seals & Stamps	
28		4836	Uniform	
29		4840	Training Expenses	
30		4851	Labour Wages	
31		4856	Raw Meterials	
32		4863	Fish and related materials	
33		4875	Clening	
34		4882	Fish Law	
35	4883	Honararrium/Fees & Remuneration		
36	4888	Computer Materials		

37		4890	Festivals		
38		4898	Specials Expense (Nursury Bill)		
39		4899	Other Expenses		
40		Others items (aggregate) in 4800			
41		Subtotal of 4800: Supplies & Services [3]			
42	4900: Repairs & Maintenance	4901	Motor Vehicle		
43		4906	Furniture and Fixtures		
44		4911	Computer & Office Equipment		
45		4916	Machineries & Equipment		
46		Other items (aggregate) in 4900			
47		Subtotal of 4900: Repairs & Maintenance [4]			
48	6400: Purchase of Rice & Wheat		Total [5]		
49	6800: Purchase Asset		Total [6]		
50	Other items of Revenue Budget not mentioned above [7]				
51	Total Revenue Budget: [1]+[2]+[3]+[4]+[5]+[6]+[7]				

2.3. Material Resources (Facilities)

Sl.	Official Facilities (Only <u>Functional</u> Ones)	Number
1	Land Phone in the Office	
2	Mobile Phone (private mobiles are excluded)	
3	Fax	
4	Computer	
5	Internet Access [Yes=1/ No=2]	
6	Printer	
7	Open Shelf	
8	Closed Shelf	
9	Bicycle	
10	Motor Bicycle	
11	Others (Specify):	
12	Others (Specify):	
13	Others (Specify):	
14	Others (Specify):	
15	Others (Specify):	

2.4. Awareness, Perception & Work Environment (Only Upazila officer can answer this section.)

2.4.1. Awareness of Technical Terms

Please write a code number below that is closest to your answer for each question.

1 = Never Heard 2 = Know Something 3 = Know Well

Sl.	Question	Code	Ans
1.1	Do you know the word "Total Quality Management (TQM)"?	1 = Never Heard 2 = Know Something 3 = Know Well	
1.2	Do you know the word "PDCA Cycle"?	1 = Never Heard 2 = Know Something 3 = Know Well	
1.3	Do you know the word "KAIZEN"?	1 = Never Heard 2 = Know Something 3 = Know Well	
2.1	If "Know something" or "Know Well", ask the question: What does "QC" mean in the concept of TQM?	1 = Quality Collaboration 2 = Quality Convergence 3 = Quality Control	
2.2	If "Know something" or "Know Well", ask the question: What does "PDCA" mean?	1 = Predict, Do, Cooperate, Achieve 2 = Plan, Do, Check, Action 3 = Prescribe, Do, Challenge, Allocate	
2.3	If "Know something" or "Know Well", ask the question: What does "KAIZEN" mean?	1 = Change for better 2 = Discussion for better 3 = Training for better	

2.4.2. Perception and Work Environment

Please write a code number below that is closest to your answer for each question.

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Sl.	Question	Answer [Code]
1	Are you satisfied with your job these days?	
2	Are you well motivated to deliver quality services as a government official?	
3	Do you think you can accomplish your goals on your own ideas?	
4	Do you think you can lead office staff to improve your service on your own initiative?	
5	Do you think you have too much work these days?	
6	Do you think most staff can be trusted in your office?	
7	Do you think some staff is reluctant to improve public service in your office?	
8	Do you think your office needs to improve public service delivery continuously?	
9	Do you think your work is well recognized by the UNO?	
10	Do you think your work is well recognized by the district officer of your office?	

2.5. Office Management, Collaboration, and Work Improvement

Only Upazila officer can answer this section.

2.5.1. Office Management

Please write a code number below that is closest to your answer for each question.

1 = Yes, 2 = No		
Sl.	Question	Answer [Code]
In the past 3 months, has your office ...		
1	Set measurable targets on service delivery?	
2	Discussed on the office targets with staff?	
3	Planned time schedules for service delivery?	
4	Planned personnel assignment for service delivery?	
5	Planned budget allocation for service delivery?	
6	Utilized a guideline or manual to standardize the service delivery?	
7	Utilized some lists of tasks, beneficiaries, facilities and so on to manage service delivery efficiently?	
8	Had a scheduled regularly meeting to share and review the progress of service delivery?	
9	Reported the progress of the service delivery to the district office or the central department office?	
10	Communicated with citizens who benefit from your services to take their voices into account?	
11	Proposed a new plan or method to improve the service delivery?	
12	Modified the way to deliver services based on the review of the progress?	
13	Cleaned office rooms regularly to keep the environment neat and tidy?	
14	Filed office documents and sorted them in order regularly?	

2.5.2 Autonomy, Incentive, and Monitoring			
Please write a code number below that is closest to your answer for each question.			
Sl.	Question	Code	Ans
1	Can you (Upazila officer) make substantive contributions to the policy formulation and implementation process?	1 = Not at all 2 = Only a little 3 = To some extent 4 = Rather much 5 = Very much	
2	To what extent do you (Upazila officer) and staffs in this office have the ability to determine how they carry out the assignments in their daily work?		
3	Does your office make efforts to redefine its standard procedures in response to the specific needs and peculiarities of a community?		
4	How flexible would you say your office is in terms of responding to new practices, new techniques, and regulations?		
5	At your office, how efficiently is best practice shared within departments?		
6	Given past experience, how effectively would a conflict within your office be dealt with?		

7	Given past experience, how would under-performance be tolerated?		
8	How much were you (Upazila officer) and staffs in this office rewarded when targets were met?		
9	Given past experience, are members of this office disciplined for keeping the Public Service Rules?		
10	At your office, how highly regarded is the collection and use of data in planning and implementing projects?		
11	Does the office use performance or quality indicators for tracking the performance of you (Upazila officer) and staffs in this office?	1 = No 2 = Yes	
12	If have performance indicators, how often are these indicators collected?	1 = Never 2 = Annually	
13	If have performance indicators, how often are these indicators reviewed by you (Upazila officer) and staffs in this office?	3 = Semi-annually 4 = Quarterly	
14	If have performance indicators, how often are these indicators reviewed by the district officer and other superiors of the department?	5 = Monthly or more frequently	

2.5.3. Collaboration

How many days have you had meetings or communicated with the persons/ organizations below in the last 30 days? Please write "0" if you had no communication at all.

Sl.	Stakeholders	Meeting Days
1	Staff meeting in your office	
2	District officer of your department	
3	UNO in your Upazila	
4	Other officers in your Upazila	
5	Upazila Parishad in your Upazila	
6	Other officers outside of your Upazila	
7	Union Parishads in your Upazila	
8	Union Coordination Committee	
9	NGO/ NPO	
10	Citizens (Beneficiaries of Public Services)	

2.5.4. Participation in the Project and Work Improvement Practices

Sl.	Question	Code	Ans
1	Do you know <i>the Project for Improving Public Services through Total Quality Management</i> conducted by BPATC?	1 = No 2 = Yes	
2	<If Q1="Yes"> Were you involved in the project and implementation of the Small Improvement Projects (SIPs)?	1 = No 2 = Yes	
3	<If Q2="Yes"> What kinds of SIPs were implemented in your office? Please fill in the table below.		

	Sl.	Name (title) of SIP	Key Performance Indicator (Target)	Start Year/Month		End Year/Month	
				Year	Month	Year	Month
	3.1						
	3.2						
	3.3						
	3.4						
	3.5						
4	<If Q2="Yes"> If you have implemented any other work improvement practices not reported as the SIPs, please fill in the table below.						
	Sl.	Contents of work improvement practices/ activities	Key Performance Indicator (Target)	Start Year/Month		End Year/Month	
				Year	Month	Year	Month
	4.1						
	4.2						
	4.3						
	4.4						
	4.5						
5	<If Q1="No" or Q2="No"> If you have implemented any work improvement practices, please fill in the table below.						
	Sl.	Contents of work improvement practices/ activities	Key Performance Indicator (Target)	Start Year/Month		End Year/Month	
				Year	Month	Year	Month
	5.1						
	5.2						
	5.3						
	5.4						
	5.5						

3. Specific Part

3.1. Livestock

3.1.1. Number of Livestock (Large Animal) and Poultry				
Please answer the total number of the Upazila. In case of no information, please write "N/A."				
Sl.	Item	Unit	FY2014-15	FY2015-16
1	Cattle	[Head counts]		
2	Buffalo	[Head counts]		
3	Goat	[Head counts]		
4	Sheep	[Head counts]		
5	Chicken	[Head counts]		
6	Duck	[Head counts]		

3.1.2. Production of Milk, Meat, and Eggs

Please answer the total number of the Upazila. In case of no information, please write "N/A."

Sl.	Item	Unit	FY2014-15	FY2015-16
1	Production of Milk	[Metric tons]		
2		[Taka]		
3	Production of Meat	[Metric tons]		
4		[Taka]		
5	Production of Egg	[Metric tons]		
6		[Taka]		

3.1.3. Training for Livestock and Poultry Farmers

Please answer the total number of the Upazila. In case of no information, please write "N/A."

Sl.	Item	Unit	FY2014-15	FY2015-16
1	Total number of livestock (large animal) farmers	[Persons]		
2	Number of livestock (large animal) farmers who received training during the year	[Persons]		
3	Number of total training days for livestock (large animal) farmers during the year	[Days]		
4	Total number of poultry (small animal) farmers	[Head count]		
5	Number of poultry (small animal) farmers who received training during the year	[Head count]		
6	Number of total training days for poultry (small animal) farmers during the year	[Days]		

3.1.4. Vaccination for Livestock (Large Animal)

Please answer the total number of the Upazila. In case of no information, please write "N/A."

Sl.	Item		Unit	FY2014-15	FY2015-16
1	Anthrax	Num. of vaccinated livestock during the year	[Head counts]		
2		Total days for the vaccination during the year	[Days]		
3	Black Quarter	Num. of vaccinated livestock during the year	[Head counts]		
4		Total days for the vaccination during the year	[Days]		
5	Hemorrhagic Septicemia	Num. of vaccinated livestock during the year	[Head counts]		
6		Total days for the vaccination during the year	[Days]		
7	Others	Num. of vaccinated livestock during the year	[Head		

	(specify)		counts]		
8		Total days for the vaccination during the year	[Days]		

3.1.4. Vaccination for Poultry (Small Animal)

Please answer the total number of the Upazila. In case of no information, please write "N/A."

Sl.	Item		Unit	FY2014-15	FY2015-16
1	Ranikhet Disease	Num. of vaccinated livestock during the year	[Head counts]		
2		Total days for the vaccination during the year	[Days]		
3	Cholera	Num. of vaccinated livestock during the year	[Head counts]		
4		Total days for the vaccination during the year	[Days]		
5	Pox	Num. of vaccinated livestock during the year	[Head counts]		
6		Total days for the vaccination during the year	[Days]		
7	Others (specify)	Num. of vaccinated livestock during the year	[Head counts]		
8		Total days for the vaccination during the year	[Days]		

3.2. Fisheries

3.2.1. Production of Open Water(Capture) Fisheries

Please answer the total number of the Upazila. In case of no information, please write "N/A."

Sl.	Item		Unit	FY2014-15	FY2015-16
1	Production of Inland Open Water Fisheries	River & Estuaries	[Metric tons]		
2		Flood Plain	[Metric tons]		
3		Haor (Wetland)	[Metric tons]		
4		Other Areas	[Metric tons]		
5	Production of Marine Fisheries	Industrial	[Metric tons]		
6		Artisanal	[Metric tons]		

3.2.2. Production of Farmed Fisheries (Aquaculture)

Please answer the total number of the Upazila. In case of no information, please write "N/A."

Sl.	Item		Unit	FY2014-15	FY2015-16
1	Pond and Ditch	Area	[Hectare]		
2		Fish Production	[Metric tons]		
3	Shrimp/ Prawn	Area	[Hectare]		

4	Farm	Fish Production	[Metric tons]		
5	Other Closed	Area	[Hectare]		
6	Water Areas	Fish Production	[Metric tons]		

3.2.3. Training for Fishermen, Aquaculture Farmers and Fish Traders

Please answer the total number of the Upazila. In case of no information, please write "N/A."

Sl.	Item		Unit	FY2014-15	FY2015-16
1	Fishermen	Total number of fishermen	[Persons]		
2		Number of fishermen who received training during the year	[Persons]		
3		Number of total training days for fishermen during the year	[Days]		
4	Aquaculture Farmers	Total number of aquaculture farmers	[Persons]		
5		Number of aquaculture farmers who received training during the year	[Persons]		
6		Number of total training days for aquaculture farmers during the year	[Days]		
7	Fish Traders	Total number of fish traders	[Persons]		
8		Number of fish traders who received training during the year	[Persons]		
9		Number of total training days for fish traders during the year	[Days]		

3.2.4. Inspection of Fish Markets for Illegal Trades

Please answer the total number of the Upazila. In case of no information, please write "N/A."

Sl.	Item		Unit	FY2014-15	FY2015-16
1	Total number of fish markets		[Num. of market]		
2	Number of fish markets where inspections were conducted during the year		[Num. of market]		
3	Number of fish markets where illegal trades were detected during the year	Detected as illegal formalin usage	[Num. of market]		
4		Detected as any other illegal trades	[Num. of market]		
5	Number of fish traders detected as illegal trades during the year	Detected as illegal formalin usage	[Num. of traders]		
6		Detected as any other illegal trades	[Num. of traders]		

7	Amount of fine for illegal traders during the year	Detected as illegal formalin usage	[Taka]		
8		Detected as any other illegal trades	[Taka]		

3.3. Foods

3.3.1. License for Food Grain Wholesalers, Retailers, Millers, and Importers

Please answer the total number of the Upazila. In case of no information, please write "N/A."

Sl.	Item		Unit	FY2014-15	FY2015-16
1	Wholesaler	Num. of new licenses issued during the year	[Num. of license]		
2		Num. of licenses renewed and reissued for defaced during the year	[Num. of license]		
3		Total license fee collected during the year	[Taka]		
4		Num. of total licensed wholesaler by the year	[Persons]		
5	Retailer	Num. of new licenses issued during the year	[Num. of license]		
6		Num. of licenses renewed and reissued for defaced during the year	[Num. of license]		
7		Total license fee collected during the year	[Taka]		
8		Num. of total licensed wholesaler by the year	[Persons]		
9	Miller	Num. of new licenses issued during the year	[Num. of license]		
10		Num. of licenses renewed and reissued for defaced during the year	[Num. of license]		
11		Total license fee collected during the year	[Taka]		
12		Num. of total licensed wholesaler by the year	[Persons]		
13	Importer	Num. of new licenses issued during the year	[Num. of license]		
14		Num. of licenses renewed and reissued for defaced during the year	[Num. of license]		
15		Total license fee collected during the year	[Taka]		
16		Num. of total licensed wholesaler by the year	[Persons]		

3.3.2. Procurement of Food Grain

Please answer the total number of the Upazila. In case of no information, please write "N/A."

Sl.	Item		Unit	FY2014-15	FY2015-16
1	Procurement	Number of farmers involved in	[Num. of		

	from farmers	procurement of grain	farmers]		
2		Target amount of procured paddy	[Metric tons]		
3		Actual amount of procured paddy	[Metric tons]		
4		Target amount of procured wheat	[Metric tons]		
5		Actual amount of procured wheat	[Metric tons]		
6	Procurement from millers	Number of millers involved in procurement of grain	[Num. of millers]		
7		Target amount of procured rice	[Metric tons]		
8		Actual amount of procured rice	[Metric tons]		

3.3.3. Sales of Food Grain

Please answer the total number of the Upazila. In case of no information, please write "N/A."

Sl.	Item	Unit	FY2014-15	FY2015-16
1	VGD	Rice sales	[Metric tons]	
2		Wheat sales	[Metric tons]	
3	VGF	Rice sales	[Metric tons]	
4		Wheat sales	[Metric tons]	
5	Test Relief	Rice sales	[Metric tons]	
6		Wheat sales	[Metric tons]	
7	Food for Work	Rice sales	[Metric tons]	
8		Wheat sales	[Metric tons]	
9	Gratuitous Relief	Rice sales	[Metric tons]	
10		Wheat sales	[Metric tons]	
11	Open Market Sales	Rice sales	[Metric tons]	
12		Wheat sales	[Metric tons]	
13	Fair Price Program	Rice sales	[Metric tons]	
14		Wheat sales	[Metric tons]	
15	Ration (Sadar Only)	Rice sales	[Metric tons]	
16		Wheat sales	[Metric tons]	
17	Others	Rice sales	[Metric tons]	
18		Wheat sales	[Metric tons]	

3.4. Social Services

3.4.1. Allowance for Old Aged

Please answer the total number of the Upazila. In case of no information, please write "N/A."

Sl.	Item		Unit	FY2014-15	FY2015-16
1	Number of Beneficiaries	Planned number of beneficiaries	[persons]		
2		Actual number of beneficiaries	[persons]		
3		Newly added beneficiaries in the year	[persons]		
4	Amount of Disbursement	Planned amount of total disbursement	[Taka]		
5		Actual amount of total disbursement	[Taka]		

3.4.2. Allowance for Widowed Women

Please answer the total number of the Upazila. In case of no information, please write "N/A."

Sl.	Item		Unit	FY2014-15	FY2015-16
1	Number of Beneficiaries	Planned number of beneficiaries	[persons]		
2		Actual number of beneficiaries	[persons]		
3		Newly added beneficiaries in the year	[persons]		
4	Amount of Disbursement	Planned amount of total disbursement	[Taka]		
5		Actual amount of total disbursement	[Taka]		

3.4.3. Allowance for Insolvent Persons with Disabilities

Please answer the total number of the Upazila. In case of no information, please write "N/A."

Sl.	Item		Unit	FY2014-15	FY2015-16
1	Number of Beneficiaries	Planned number of beneficiaries	[persons]		
2		Actual number of beneficiaries	[persons]		
3		Newly added beneficiaries in the year	[persons]		
4	Amount of Disbursement	Planned amount of total disbursement	[Taka]		
5		Actual amount of total disbursement	[Taka]		

3.4.4. Micro Credit Program

Please answer the total number of the Upazila. In case of no information, please write "N/A."

Sl.	Item		Unit	FY2014-15	FY2015-16
1	Number of Borrowers	Planned number of borrowers	[persons]		
2		Actual number of borrowers	[persons]		
3		Actual number of defaulter	[persons]		
4	Amount of Disbursement	Planned amount of total loan	[Taka]		
5		Actual amount of total loan	[Taka]		
6		Planned amount of total recovery	[Taka]		
7		Actual amount of total recovery	[Taka]		

3.5. Women Affairs

3.5.1. Vulnerable Group Development (VGD) Program					
Please answer the total number of the Upazila. In case of no information, please write "N/A."					
Sl.	Item		Unit	FY2014-15	FY2015-16
1	Number of NGOs involved in VGD program		[Num. of NGO]		
2	Number of total beneficiaries	Planned number of total beneficiaries	[persons]		
3		Actual number of total beneficiaries	[persons]		
4	Num. of participants received the Life Skill (Awareness) Training	Planned number of participants	[persons]		
5		Actual number of participants	[persons]		
6	Num. of participants received the Income Generating Activity (IGA) Training	Planned number of participants	[persons]		
		Actual number of participants	[persons]		
	Distribution of rice	Amount of rice allocated to the Upazila office	[Metric tons]		
		Amount of rice actually distributed to beneficiaries	[Metric tons]		
	Distribution of wheat	Amount of wheat allocated to the Upazila office	[Metric tons]		
		Amount of wheat actually distributed to beneficiaries	[Metric tons]		
	Savings program	Planned number of participants	[persons]		
		Actual number of participants	[persons]		
		Planned amount of savings	[Metric tons]		
		Actual amount of participants	[Metric tons]		

3.5.2. Maternity Allowance for Poor Mothers Program					
Please answer the total number of the Upazila. In case of no information, please write "N/A."					
Sl.	Item		Unit	FY2014-15	FY2015-16

1	Number of Beneficiaries	Planned number of beneficiaries	[persons]		
2		Actual number of beneficiaries	[persons]		
3		Newly added beneficiaries in the year	[persons]		
4	Amount of Disbursement	Planned amount of total disbursement	[Taka]		
5		Actual amount of total disbursement	[Taka]		

3.5.3. Micro Credit Program for Women

Please answer the total number of the Upazila. In case of no information, please write "N/A."

Sl.	Item		Unit	FY2014-15	FY2015-16
1	Number of Borrowers	Planned number of borrowers	[persons]		
2		Actual number of borrowers	[persons]		
3		Actual number of defaulter	[persons]		
4	Amount of Disbursement	Planned amount of total loan	[Taka]		
5		Actual amount of total loan	[Taka]		
6		Planned amount of total recovery	[Taka]		
7		Actual amount of total recovery	[Taka]		

3.6. Youth Development

3.6.1. Training, Self-Employment & Organization of Youth

Please answer the total number of the Upazila. In case of no information, please write "N/A."

Sl.	Item		Unit	FY2014-15	FY2015-16
1	Number of youth who received trainings in the year	Pre-Vocational Training	[persons]		
2		Non-Institutional Training	[persons]		
3		Awareness Training (HIV etc.)	[persons]		
4	Number of self-employed youth	Number of youth newly self-employed during the year	[Taka]		
5		Number of total youth self-employed by the year	[Taka]		
6	Number of registered youth club	Number of youth club newly registered during the year			
7		Number of total youth club registered by the year			

3.6.2. Micro Credit Program for Youth

Please answer the total number of the Upazila. In case of no information, please write "N/A."

Sl.	Item		Unit	FY2014-15	FY2015-16
1	Number of Borrowers	Planned number of borrowers	[persons]		
2		Actual number of borrowers	[persons]		

3		Actual number of defaulter	[persons]		
4	Amount of Disbursement	Planned amount of total loan	[Taka]		
5		Actual amount of total loan	[Taka]		
6		Planned amount of total recovery	[Taka]		
7		Actual amount of total recovery	[Taka]		

3.7. Secondary and Higher Education

3.7.1. Status of Government Secondary School

Please answer the total number of the Upazila. In case of no information, please write "N/A."

Sl.	Item	Unit	FY2014-15	FY2015-16
1	Number of government secondary schools in the Upazila	[Num. of School]		
2	Number of teachers in the government secondary schools	[Persons]		
3	Number of students in the government secondary schools	Boys	[Persons]	
4		Girls	[Persons]	
5	Dropout rate	Boys	[%]	
6		Girls	[%]	
7		Total	[%]	
8	Pass rate of SSC	Boys	[%]	
9		Girls	[%]	
10		Total	[%]	

3.7.2. Status of Private Secondary School

Please answer the total number of the Upazila. In case of no information, please write "N/A."

Sl.	Item	Unit	FY2014-15	FY2015-16
1	Number of private secondary schools in the Upazila	[Num. of School]		
2	Number of teachers in the private secondary schools	[Persons]		
3	Number of students in the private secondary schools	Boys	[Persons]	
4		Girls	[Persons]	
5	Dropout rate	Boys	[%]	
6		Girls	[%]	
7		Total	[%]	
8	Pass rate of SSC	Boys	[%]	
9		Girls	[%]	
10		Total	[%]	

3.7.3. Status of Madrasas

Please answer the total number of the Upazila. In case of no information, please write "N/A."

Sl.	Item	Unit	FY2014-15	FY2015-16
1	Number of Madrasas in the Upazila	[Num. of School]		
2	Number of teachers in the Madrasas	[Persons]		
3	Number of students in the Madrasas	Boys	[Persons]	
4		Girls	[Persons]	
5	Dropout rate	Boys	[%]	
6		Girls	[%]	
7		Total	[%]	
8	Pass rate of SSC/Dakhil	Boys	[%]	
9		Girls	[%]	
10		Total	[%]	

3.7.4. Stipend Program for the Secondary School Students

Please answer the total number of the Upazila. In case of no information, please write "N/A."

Sl.	Item	Unit	FY2014-15	FY2015-16
1	Stipend Program for government secondary school students	Number of planned beneficiaries (students)	[Persons]	
2		Number of actual beneficiaries (students)	[Persons]	
3	Stipend Program for private secondary school students	Number of planned beneficiaries (students)	[Persons]	
4		Number of actual beneficiaries (students)	[Persons]	
5	Stipend Program for Madrasas	Number of planned beneficiaries (students)	[Persons]	
6		Number of actual beneficiaries (students)	[Persons]	

3.7.5. School-Based Assessment (SBA) and Performance-Based Management System (PBMS)

Please answer the total number of the Upazila. In case of no information, please write "N/A."

Sl.	Item	Unit	FY2014-15	FY2015-16
1	Number of government secondary schools	New schools with SBA during the year	[Schools]	
2		Total schools with SBA by the year	[Schools]	
3		New schools with PBMS during the year	[Schools]	
4		Total schools with PBMS by the year	[Schools]	
5	Number of	New schools with SBA during the year	[Schools]	

6	private	Total schools with SBA by the year	[Schools]		
7	secondary	New schools with PBMS during the year	[Schools]		
8	schools	Total schools with PBMS by the year	[Schools]		

3.8. Public Health Engineering

3.8.1. Management of Public Water Points

Please answer the total number of the Upazila. In case of no information, please write "N/A."

Sl.	Item		Unit	FY2014-15	FY2015-16
1	Number of new constructions of public water points during the year		Deep well	[Num. of unit]	
2			Shallow well	[Num. of unit]	
3	Number of existing	Functional and safe water points	Deep well	[Num. of unit]	
4			Shallow well	[Num. of unit]	
5	number of public water	Functional but contaminated water points	Deep well	[Num. of unit]	
6			Shallow well	[Num. of unit]	
7	points by the year	Unfunctional (broken) water points	Deep well	[Num. of unit]	
8			Shallow well	[Num. of unit]	

3.8.2. Water Quality Test for Public Water Points

Please answer the total number of the Upazila. In case of no information, please write "N/A."

Sl.	Item		Unit	FY2014-15	FY2015-16
1	Conducted any water quality test (laboratory or field test) in the year?		Laboratory test	[Yes=1, N=0]	
2			Field test	[Yes=1, N=0]	

Please answer the questions below if any tests were conducted.

3	Test for arsenic contamination	Num. of tested water points	[Num. of unit]		
4		Num. of detected water points	[Num. of unit]		
5	Test for iron contamination	Num. of tested water points	[Num. of unit]		
6		Num. of detected water points	[Num. of unit]		
7	Test for other contamination	Num. of tested water points	[Num. of unit]		
8		Num. of detected water points	[Num. of unit]		

3.8.3. Management of Sanitary Latrine & Health Education

Please answer the total number of the Upazila. In case of no information, please write "N/A."

Sl.	Item		Unit	FY2014-15	FY2015-16
1	Public sanitary latrine	Num. of latrine newly constructed in the year	[Num. of unit]		
2		Num. of total latrine by the year	[Num. of unit]		
3	Private sanitary latrine	Num. of latrine newly constructed in the year	[Num. of unit]		

4		Num. of total latrine by the year	[Num. of unit]		
5	Health education	Num. of primary schools that received health education	[Num. of schools]		
6		Num. of primary school students that received health education	[Num. of students]		