

Blue Gold Program – 2016 Annual Review Mission Discussion Paper – Priority Issues to be Resolved

Preamble

This discussion paper presents the priority issues – as viewed by the TA team - affecting the program along with an analysis of the causes and - where possible - suggestions on how to tackle these issues. The purpose is to identify the priority issues which need to be addressed by the annual review mission. Because of time constraints, these issues have not been fully discussed with BWDB, DAE or EKN – whose opinions will certainly bring perspective and insights on how to address the issues.

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1 Water Resources Infrastructure

Slow Progress

Given the poor physical progress in implementing physical infrastructure against the targets in the current DPP, BWDB and MoWR classify BGP as a “sick project”. Some of the reasons for these delays are listed in **Annex IV**. Whilst one yardstick by which the project’s health is gauged is indeed the rate of disbursement, the critical rating of disbursement, however, creates a negative atmosphere for the project organisation, and does little to represent the broader impact of BGP. There is a need to acknowledge that BGP progress is more appropriately measured in terms of participatory water management (PWM), and how the (now more systematic) monitoring of outputs and outcomes will help create a better understanding of the broader objectives of the Blue Gold Program, such as improving water management for agricultural development.

Slow progress with physical works has a serious knock-on impact on other activities includes:

- safety
- in-polder water management
- restricted crop choices
- implementation of agricultural activities

Infrastructure Delivery

The project timeline (which came out of ES 1) requires the pace of implementation of civil works to be substantially increased, without compromising the process of local consultation, careful planning (including social and environmental safeguards), and quality of construction. The consequences of providing additional financing for infrastructure (an additional € 15.22 million) will require an unprecedented level of investment during construction seasons 2017/18 and 2018/19.

Need for measures to improve delivery:

- Efficiency gains to the processes of survey, design, procurement and contract management.
- Seek agreement (from Planning Commission?) to approve the award of contracts in 2016/17 that include items in the revised DPP (although it has not been formally approved) but not in the original DPP - since contracts with items not listed in the current DPP document (e.g. new structures, new embankments) cannot normally be awarded.
- Attention to quality control processes
- Appoint field-based BWDB staff to coordinate survey, design and tendering activities.
- Avoid the issue of late contract awards by advance programming for survey, design and tendering.

Contingency plan in the event that delays render completion within the set timeframe impossible:

- This will have to be addressed early: if the Programme cannot complete the infrastructural works and establish ‘polder integrity’, the inhabitants will be reluctant to take up the opportunities provided by BGP to deliver employment and production benefits

Infrastructure Quality

Quality of construction especially of earthworks is a major concern:

- Typical low value BGP contracts attract smaller contractors with limited planning capacity and resources and equipment - relying mainly on subcontracted labour for earthmoving and having no compaction equipment.
- Stark contrast with the professional quality of ICB contractors used by CEIP.

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Possible measures to improve quality:

- Specify multi-year contracts so that consolidation settlement of earthworks during monsoon is made up to design levels in the subsequent construction season before final payment is made.
- To attract contractors with adequate resources, invite tenders for higher value contract packages
- Increase accountability for completed works by adding to construction contracts the responsibility for O&M of embankments by the contractor for (say) five years from completion of construction.

Labour Contracting Societies

- LCS labour earthworks are not adequately compacted.
- LCS are temporal organisations which aren't accountable for inadequate quality of work.
- Given the importance of river-facing embankments to the security of the polder and safety of inhabitants, should contracts be awarded to LCSs –organisations which aren't accountable for failures due to poor workmanship?

Earthworks are carried out by LCSs on a preferential basis (MTR R4), with nearly 40% by women's LCS groups. The 2014 PWM rules stipulate that the WMGs be contracted to carry-out the earthwork through LCSs organised among their membership. The objective is dual: both to create a sense of ownership of the infrastructure in the WMGs; and to create incomes for priority categories among the WMG membership. Implementation is beset by problems, related to (i) the limited capacity of new WMGs to organise well-functioning LCSs; (ii) late issuance of work orders; and (iii) the inevitability of works being carried-over to the next season. In addition to problems related to implementation, it is not clear whether in the present situation of economic growth, the LCS modality is still effective in terms of poverty alleviation.

A study aims to assess both the effectiveness and efficiency of the LCS activity, especially in terms of impact on poverty alleviation and women empowerment, in order to make a decision about continuation and expansion of the approach contingent upon its outcomes. The study is in the process of being contracted, and there is an opportunity for the ARM to contribute to the finalisation of the study's scope of work.

Emergency Provisions

It is vital to have procedures in place for embankment breaches.

- Recent examples:
 - Polder 29 (August 2015) – closure of breach by small-scale contractor (Biswas) has subsequently reopened (in September 2016) because earthworks were not completed to adequate quality;
 - Polder 2 – report of 11th August 2016 of embankment sliding;
 - Polder 43/2E – breach 8th August 2016;
 - Polder 55/2C – serious erosion on 9th August 2016 at Alipur Bazar near Chandpura Sluice;
 - Polder 43/2A
 - In May 2016, serious erosion occurred to a 1km length of river-facing embankment in Nandipara (resectioned by BGP in 2014/15) and which now requires construction of a new retired embankment;

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- Serious erosion was observed during a visit in May 2016 to a retired embankment constructed by LCSs in 2014/15 under BGP in Bhutumiar Bazar (and visited by the Minister MoWR and GoN Minister in June 2015). The BGP embankment was located too close to an actively eroding river bank since there was no land acquisition allocation in the DPP and the community were unable to agree on the donation of land.
- Serious erosion in May 2016 of road constructed by LGED on river-facing embankment at Bashtola (backing work/retirement required).
- Polder 43/2B
 - Serious erosion has occurred in Boloikhathi area over the last two to three years – during a visit in May 2016, about 350m of embankment had breached, and a further 1km was under serious threat. Under BGP, it is proposed that the embankment will be retired a substantial distance from the actively eroding river bank. However, the community are unwilling to donate land, and land acquisition can only proceed after approval of the revised DPP (where a budget for land acquisition will be provided).

Limited emergency maintenance funds are available. There is a complex system for applying for emergency funds from BWDB HQ. Where there is an ongoing project, BWDB generally expects funds to be made available through the project.

- How can swift decisions be made within BWDB to deal with emergency repairs and/or construction of set-back/retired embankments where there is active, major erosion of embankments and where a breach is inevitable?
- Construction budgets should always include for land acquisition and compensation
- Ensure that sufficient set-back is provided (i.e. of the order of 100m) – in a number of cases in BGP, because funds for land acquisition were not included, reliance was placed on community to give up land for a retired embankment.

Operation and Maintenance

Post-BGP arrangements for O&M have yet to be developed. These will need to include: institutional arrangements (such as agreement on the role and responsibility of a Joint (Polder) Management Committee – see draft proposal in **Annex V**); funding arrangements; capacity building in technical skills, particularly in operational aspects.

2 Building Organizations and Networks for Sustainable PWM

Water Management for Development – A Unified Process

Working Paper 3 “Water Management for Development: A Unified Process” (August 2016) is the latest revision of a working paper, a draft of which was first issued in early June 2016, and which incorporates many of the comments and suggestions received from readers of the first draft.

One of the key objectives of the ARM is to determine whether “a unified work process has been defined (and agreed by all project partners), and that adequate staff has been appointed”. Whilst there has been considerable discussion about the WP3 unified process, consensus is still to be achieved, and staffing (particularly a strengthened OCWM) is a major constraint.

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A number of comments on the status of WP3:

- Much is yet to be done to implement the process described in WP3; and to disseminate the process among staff and beneficiaries in new and existing polders;
- Attention is also to be given to elements that are included in the draft work process, but for which no guidelines have so far been elaborated: this is particularly true for guidelines for the preparation of internal polder water management plans and O&M plans; and for guidelines for establishing a permanent polder-level institution: the joint management committee (JMC – see an initial draft in **Annex V**);
- The emerging process needs to be in tune with the work plans of the implementing agencies: (i) the approach for agricultural and economic development needs to be aligned to DAE and should be reflected in its revised DPP (see later); and (ii) in order to make effective use of available time, non-infrastructure activities (including planning) would need to start ahead of the formal inclusion of new polders in the BWDB DPP and 2016/17 ADP.

Water management partnerships

All key institutions (WMOs, BWDB, DAE, DoF/DLS, and LGIs) need to be involved in the planning and consultation activities within the polder: SDEs and SOs from BWDB O&M Divisions; AEO and XO from BWDB OCWM; AOs & SAAOs from DAE; Upazila field level staff from DoF and DLS; UP Chairman and members; and WMO representatives. A sound partnership in the polders is a cornerstone for sustainable water management practices.

How can we operationalise the cooperation between stakeholders and agencies within the polders – so that BWDB and DAE field staff and LGIs can play a full role in polder planning and implementation processes – and thus sustain planning and implementation activities, and carry forward the process in a joint management committee (see draft ToR in **Annex V**) for each polder.

Polder Development Plans

PDPs are a deliverable under the contract, but no single PDP has yet been finalised. Field data and needs assessments have been collected for all 14 existing polders under BGP so that PDPs can be formulated once the format for the PDPs has been agreed. But, in order to make the PDPs into more than just a deliverable - into a document which is reviewed and updated and provides an agreed basis of development options (perhaps for use by a joint management committee at polder level), attention has been given to the process of formulating PDPs. WP3 shows polder development planning as an integral part of the working processes and directly links to WMO formation, incorporates environmental and social safeguarding and ensures the integration of multi-agency perspectives (ie BWDB, DAE, DoF, DLS, UP, LGED and WMO representatives) from the beginning.

Examples of processes which BGP has tested this year to guarantee integrated plans, are the polder-wise annual planning and budgeting workshops for the 14 existing polders of BGP, and the water and land use planning workshops and catchment consultations in Polders 55/2A and 55/2C. Furthermore, the integrated timelines for polder development, factsheets for polders and WMA planning workshop outputs are contributing inputs to PDPs.

Strengthening key institutions

Many aspects of the implementation of the Blue Gold Programme are supported by technical assistance; but such assistance does not replace agency responsibility and it is by nature temporal. The sustainability of the achievements of BGP depends on the degree to which the concerned

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agencies can take on new responsibilities during the project and can continue to carry-out those into the future. Sustainability requires that definition of responsibilities and development of capacity are addressed during the course of the Project.

Responsibilities that need to be defined and for which related capacities need to be developed:

- Responsibilities of BWDB OCWM and O&M Division towards JMCs;
- Responsibility of BWDB O&M Division towards periodic and emergency maintenance; and towards O&M activities undertaken by WMOs;
- Capacities in DAE for year-round FFSs including water management, market orientation and homestead production;
- LGI responsibility and capacity to support and enable water management;
- WMO capacities through the ongoing training programme complemented with horizontal learning exercises, to bring the WMOs to a similar and high level of performance (see **Annex VII** for the planned horizontal learning activity).

Within the above, a key concern is for the manpower and their logistic facilities of OCWM; and for the manpower and resource capacity of O&M Divisions towards periodic and emergency maintenance in support of polder water management by the joint management committees.

Enabling environment

Blue Gold develops the institutional framework for water management in 26 polders in line with GoB's policies, acts, guidelines and regulations on Participatory Water Management (PWM). The roll-out of the PWM institutional framework has concentrated on WMOs. National institutions have only partially adapted their organisations and resources to PWM. Through BGP, insights have been gained in which elements of the enabling environment are critical to the sustainability of water management for development. Improving the enabling environment for PWM and a full national roll-out of PWM is, however, a daunting task. Projects, such as BGP, have relevant experience and lessons that can inform decisions on how to carry-out this task. Examples of areas in which to further develop the enabling environment include:

- Reconsideration of the WMO membership criteria from 55% of beneficiaries to e.g. 55% of the land resources;
- Inclusion of annual inspection of existing infrastructure with the JMC in the tasks of the O&M divisions;
- Further guidance on how WMOs can mobilise resources for operation and routine maintenance;
- Capacity and resource endowment of the OCWM;

It is realised that improving the enabling environment has a different time-scale than the BGP. It is suggested that GoB reviews its National Water Policy (NWPo) through an interactive process, involving water users and their organisations, implementing agencies, local governments and other stakeholders. The process should take lessons from projects including – but not limited to – BGP.

Given the sheer magnitude of addressing the enabling framework for PWM, and given the clear need for the implementing agencies to lead a process of improving the enabling environment; it is suggested that the possible contribution role of BGP towards further improvement of the enabling environment is discussed with BWDB, DAE, EKN and other organisations involved in the PWM framework. Guidance from the forthcoming review mission on the programme's contribution to the enabling environment is sought.

3 Agricultural Development

Organising “cropping pattern FFSs”

While the principle of DAE involvement in cropping pattern FFSs is accepted, the difficulty is obtaining commitment in practice when SAAOs have responsibilities for many other activities other than the Blue Gold Program. Building SAAO capacity – as well as that of BWDB’s XOs - involves training in new topics (water management, market orientation - and homestead production) using practical, participatory and experience-based learning methods. This holistic and catchment-focused approach is new for DAE/BWDB staff. Intensive staff capacity building at field level is required over two to three years - and may not be achieved by the time DAE plans to withdraw from Blue Gold in December 2018. The difficulty will be including livestock and fish in the program since DLS and DoF do not have equivalents of SAAOs in the field, and SAAOs or Farmer Trainers (FTs) are unlikely to be supported by DLS/DoF after the completion of the TA assignment.

Cropping pattern FFSs unlock the potential of water management for agriculture and enhances the contact time per participant, and thus the chance practices will be sustained. An important drawback will be the reduction of households that attend the FFSs - however this should be compensated by transfer of knowledge between WMG members, SAAOs and Farmer Trainers - via horizontal learning.

The changed approach needs to be reflected in the revised DPP, which sets targets, reflects on available (and potentially additional) resources, describes DAE activities (and other key supporting stakeholders, like OCWM and UP) and directs TA support to these activities.

Addressing homestead-based opportunities

In line with the above, addressing integrated homestead production – including minor crops, fish cultivation and livestock rearing – with the female members of the FFSs will require DAE as well as DLS and DoF involvement. A concern is however how well non-field crop lessons can be developed and how well relevant inputs from DLS and DoF can be taken on board. This again would require careful planning, and a practical manner to ensure the involvement of specialised extension officers on a part-time basis. Separate TA-led FFSs for backyard fish cultivation, livestock rearing, home gardens and nutrition, have been set-up to provide a direct avenue for delivering tangible benefits to resource-poor households.

It is to be determined how the cropping pattern FFSs (with landowning farmers), with integrated homestead production will provide sufficient opportunities for resource poor households (who don’t operate farmland) – or whether additional measures to support their needs should be added.

FFSs in the context of WMOs

The first FFSs to pioneer the cropping pattern concept have been set-up for the 10 CWM sites. Already there are indications that the joint BWDB-DAE-LGI-WMO efforts to optimise production and water management will have good results. It is now to be seen whether the semi-intensive approach in the 10 sites can be reflected in the ‘regular’ cropping pattern FFSs. The role of WMGs and the activities of the year-round FFSs need to be well coordinated.

Membership criteria for DAE FFSs will require more coordination with WMGs at polders where WMGs are already formed.

Annex VI includes a summary of the percentages of households reached through the FFS in different batches of polders.

Collective action for goods and services

BGP supports economically active and enterprising farm households in making backward and forward linkages with service providers and input and output markets. To this end, potential commercial farmers will be stimulated to cooperate in order to develop beneficial relations with service providers and local input and output traders. Such a collective action by like-minded producers will result in tangible improvements in the profitability of cultivation. BGP supports collective action for goods and services by promoting networking among farmers and value chain partners.

Benefiting from new infrastructure

Benefits from optimised cropping patterns and improved agricultural water management can be derived from existing water management infrastructure but should in time reflect the new infrastructure. Alignment of commercial agricultural production to opportunities of completed infrastructure further enhances achievements in terms of production and profitability.

A continued roll-out of year-round FFSs up to the end of 2020 would enable taking the full benefits of the new infrastructure.

4 Monitoring Reflection and Learning

Indicators and targets

The current DPPs of BWDB and DAE have different sets of Objectively Verifiable Indicators (OVI). In addition to that the program needs to report on indicators in the Water & Food Security Results Fiches of the Dutch Embassy and the Blue Gold Inception report (accepted by EKN 12-8-2014) contains a revised logical framework with indicators. Altogether, the program has over 200 indicators which is too much to collect meaningful data on.

While part of the indicators can be considered SMART (Specific, Measurable, Achievable, Relevant and Time-bound), a large number of the indicators are unclear and not adequate to measure progress and impact of the BGP. Indicators differ between the different Logical Frameworks. Some indicators include targets while others do not and part of the targets set are unrealistic.

Alignment of indicators and targets is required to collect data that prove the impact of the program and that can be used for analysis, reflection and learning. Guidance from the forthcoming review mission is sought on how to come to a common set of SMART indicators and realistic targets.

One way forward could be to form a Monitoring, Reflection and Learning working group consisting of BWDB, DAE, EKN and TA representatives to (among other things) discuss and agree on a common set of indicators for Blue Gold. A proposed list of common indicators to monitor impact and systemic changes is included in **Annex VIII**. The Monitoring, Reflection and Learning Plan (Working Paper 6) describes how impact and systemic changes can be monitored and how data can be used for reflection and learning.

Baseline survey

Phase I

A socio-economic baseline survey has been conducted in 2013 for the existing Blue Gold Polders (Technical Report 14). The baseline report has not yet been formally approved and BWDB requested to collect additional data on household income. The Phase I baseline shall be finalised as soon as possible. It is proposed to form a Monitoring, Reflection and Learning working group (see above)

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consisting of BWDB, DAE, EKN and TA representatives to (among other things) discuss and agree on how to finalise the Phase I baseline survey.

Phase II

A socio-economic baseline survey needs to be conducted for the newly selected Blue Gold Polders. The proposed Monitoring, Reflection and Learning working group (see above) shall (among other things) discuss and agree on the methodology and ToR for the Phase II baseline survey.

Information management and use

Exchanging data and information among program partners is currently done on an ad-hoc basis. In order to increase collaboration, coordination and reflection it is proposed to design and agree on information sharing and knowledge management processes both for the program duration as well as beyond the Blue Gold program. The Monitoring, Reflection and Learning Plan (Working Paper 6) includes initial proposals for knowledge management that shall be further developed with all partners in the program.

Program partners currently discuss often about ‘what’ is done in the program, but not ‘why’ it is done. Joint analysis and reflection by the program partners needs to be organised to increase collaboration and coordination between partners (e.g. BWDB, DAE and EKN) and to increase the integration between different parts of the program (e.g. water management infrastructure and agricultural development).

5 Innovation Fund

Confirmation on budget allocation (refer QPR Innovation Fund Jul-Sep 2016).

6 Coordination

Dhaka-Level Coordination

- Poor coordination
- Insufficient coordination meetings and informal contact between BWDB and TA team
- Office co-location - see separate briefing note
- Improve video-conferencing facilities in all offices BWDB/DAE/TA

DPP Revisions

BWDB DPP Revision

In progress.

DAE DPP revision

Extension of the DAE DPP up to December 2020 is not supported by the procedures of the Ministry of Agriculture. This means that the full range of potential benefits from water infrastructure for agriculture may not be realised.

A topping-up of the revised DPP up to December 2018 is beneficial, as it would help to further develop and implement the year-round FFS and would help gain more experience especially in addressing water management through the FFSs. It would also enable a greater attention to collective actions for goods, services and information and it would help to ensure that a substantial number of farmers be reached directly or indirectly.

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The DPP revision needs to be reflected in adjusted operational plans reflecting DAE's role and the TA contribution towards it.

TA Budget Revision

With EKN/BWDB for discussion.

Annex I – MTR Recommendations

2015 MTR recommendations and progress achieved

	Recommendations	Progress
Program Objectives		
1	1.1 As the first step in Polder Development Planning (PDP) in new polders, arrange for project partners to introduce BGP to Local Government Institutions (LGIs) and obtain assurances or agreed minutes (equivalent to an MoU) of cooperation.	Orientation training sessions for two union parishads (UPs) were held in Polder 55/2C on 13/14th December 2015. Further orientation sessions were postponed due to UP elections, political tensions and religious festivities till end of July 2016. Efforts to build relations with UP representatives were restarted in August 2016 with ten UPs visited in Satkhira (in 4 UPs from 22 to 24 Aug), Khulna (2 UPs on 28 Aug and 1 Sep) and Patuakhali (4 UPs on 30 and 31 Aug). A further twenty sessions are planned in Q4 2016.
	1.2 Dovetail BGP activities with on-going plans and activities of LGIs, through orientation meetings at Upazila and Union Parishads	See above Item 1.1
	1.3 Use a schematic to explain the PDP process and the practical steps for implementation.	<p>The PDP process has been integrated with the WMO formation and capacity building strategy, and is documented in working paper WP3 "Water Management for Development: A unified work process" (distributed on 26 August 2016). Further adjustments to the process will be made after receiving feedback inter alia during the annual review mission.</p> <p>New consultation processes were adopted in Patuakhali for polders 55/2A and 55/2C where the first land and water use planning meetings were held with all stakeholders: Polder 55/2C on 9th March and Polder 55/2A on 4th April. Further consultations with WMOs on catchment planning were held in May 2016. Further adjustment to the process will be documented in future revisions of WP3.</p>
2	To strengthen integration between the TA activity clusters, restructure field operations to use a single point interface with WMOs.	The 2015 MTR recommended measures to improve integration, collaboration and coordination, and to decentralise operations. Planning sessions were held with all stakeholders in Dhaka on 31st Jan/1st Feb and a workshop report was issued on 11th February. The findings were then presented to zonal stakeholders in Khulna (17/18 Feb) and Patuakhali (8/9 Mar). The reorganisation of TA team now includes linkages with government stakeholders at zonal and polder levels, and joint polder teams now provide a single-point interface with WMOs.
	3.1 Define the role of the BWDB in polder management.	<p>An approach for developing and strengthening WMOs in new, non-IPSWAM polders has been presented in WP3 (see Item 1.3). Feedback received from all stakeholders during the annual review mission will be incorporated into the process so that a common agreed approach can be adopted in 2016/17 season. The work process will however continue to evolve and be improved after that as well.</p> <p>BWDB OCWM's role in in-polder community water management is further elaborated in Item 3.3 below.</p> <p>The Joint Management Committee (JMC) at the polder-level – which has a role in O&M – is an important institution, currently omitted from Blue Gold's organisational framework, aimed at providing a forum for discussion between WMO representatives, BWDB, DAE/DoF/MLS and other GoB stakeholders (UPs, LGED, DPHE etc.), and in particular for operationalising the roles and responsibilities of the stakeholders in O&M (routine, periodic and emergency). OCWM is aiming to obtain the Board's recommendation for the formation of JMCs through the project steering committee (PSC). A draft ToR for the JMC is available for discussion.</p>

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	Recommendations	Progress
	<p>3.2 Functional activities (e.g. O&M, emergency repair, interface with WMOs & LGIs, supporting WMGs in water management) are to be included as BWDB responsibilities.</p>	<p>See also Item 18 for emergency works. Little has been achieved to date. However, from December 2016, a training program for WMOs will propose respective responsibilities (of BWDB and WMOs) for O&M (routine, periodic and emergency). A draft O&M guideline is to be circulated for comment in October 2016, and an O&M curriculum development workshop will be held at end-October. O&M training modules and hand-outs will be developed in early October 2016. Training materials will be finalised, trainers orientated, and a dry-run of the training will be completed in November. Initially O&M training of WMOs is proposed to be conducted for IPSWAM polders 22, 43/2D and 30 during later part of 2016 and remaining IPSWAM polders to follow in 2017; others will be continued in 2018 and 2019. BWDB will also establish some procedures and functional responsibilities for resource mobilization and O&M planning by end of 2017.</p> <p>The Dutch Water Authority is currently (14 to 27 September) providing a course for 12 BWDB design/field staff on "Advanced level Design and Life Cycle Costing of Sustainable Water Management Infrastructure". The course focuses on how to design, operate and maintain water system assets to achieve a balance between performance (to meet stakeholders' requirements), risks and life cycle cost.</p>

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Recommendations	Progress
<p>3.3 Develop BWDB procedures and capacity.</p>	<p>A concept note on Community Water Management was issued on 24th April for review by CWM BWDB. CWM BWDB attended a community water management curriculum development workshop in Khulna on 27th April, and visited Polder 30 on 28th April for a briefing on community water management, and subsequently agreed to the scaling-up of community water management demonstrations through BGP. Subsequently, a strategic plan on community water management has been developed (and issued as TR20 on 22 September 2016). A CWM training module (in Bangla) incorporating existing DAE training materials is to be finalized with DAE and BWDB, after which ToT will be arranged for facilitators in late-October 2016.</p> <p>A training program in water management for WMOs has been developed in close coordination with BWDB, DAE field level staff and respective UPs. In particular, OCWM field staff have been trained (as per Item 19.1). Training programs for BWDB and DAE staff have been conducted to orient and train them towards internal polder/community water management and the curriculum in specific (30-31 May+12-13 June in Patuakhali and 8-9 June+19-20 June in Khulna). Special attention has been paid during the training regarding the interaction with LGIs and WMOs in the process of community water management. Further coaching and support will be provided to both BWDB and DAE staff during the Aman (and other upcoming) season(s). During the first batch of implementation, the intention is to formalise internal polder water management tasks & responsibilities in procedures of BWDB and DAE.</p> <p>As described in technical report 20 (TR20) "Strategic Plan for Community Water Management" (issued on 22 September 2016), a network of ten community water management demonstrations (building on the IRRI experience in Polder 30) has been set up in seven different polders to provide practical opportunities to discuss and agree functional relations in water management. At the same time functional relations between BWDB-WMOs, WMOs-LGIs and BWDB-LGIs are proposed. In addition to Community Water Management demonstrations, two other approaches have been drafted and piloted for further discussions with BWDB, LGIs, WMOs (and DAE) to strengthen internal polder water management: (a) Approach 2 builds upon the existing process of WMG Action Plan development by stimulating WMAs (in areas where WRM infrastructure developments by BGP are (almost) finished) to plan in an opportunity-based manner internal polder water management interventions in close coordination with WMGs, LGIs, GoB departments and potential other stakeholders; and (b) Approach 3 focusses on participatory land and water use planning exercises as part of WMO formation and building networks for Participatory Water Management with BWDB, DAE and LGIs in recently selected polders by the BGP.</p> <p>Other capacity building of BWDB staff includes: (a) "Multilevel Water Governance" at the Hague Academy of Local Governance in the Netherlands (4-15 Apr 2016) involving nine participants from BWDB, MoWR, and Planning Commission - from which it is intended that an in-country course will be jointly organised (possibly with BRAC) for mid-level to senior level BWDB officials on "Governance for Water Management Projects"; (b) Twelve BWDB engineers attend a course in life cycle cost and design (14-27 Sep 2016) - see also Item 3.2.</p>
<p>3.4 Form working committees (with BWDB, LGIs, BGP TA etc.) to plan O&M activities and emergency repair – and provide support with technical advice, exchanges with other projects, experiential capacity building and study visits.</p>	<p>See progress under Items 3.1 and 3.2</p>

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	Recommendations	Progress
4	4.1 Target at least 50% of earthworks to be undertaken by LCS, with preference for women LCS.	<p>The modality for the management of LCSs by WMGs as set out in PWMR 2014 has a number of shortcomings: (a) The 3% management fees payable to WMGs does not cover costs; (b) LCS members are considered by WMGs the same way as the contractors do, as labourers or as sub-contractors. Neither the WMGs nor the LCSs are sufficiently incentivised to take full responsibility for the works. LCSs consider WMGs to be the main contractors because BWDB contracts the WMGs rather than the LCSs, whilst WMGs consider they are only responsible for administrative management. This attitude hampers the progress and quality of work. BWDB (PCD, CWM and ADG planning) is considering whether PWMR 2014 should be amended to have LCS contracts directly with BWDB, and PCD is seeking to modify the PWMR 2014 and then to revise the LCS guideline so that LCSs take responsibility for execution, progress and quality of work - and WMOs play a monitoring role. The LCS guideline has already been updated as per the current PWMR-2014.</p> <p>Special attention will be given by the PCD to engage the female groups as indicated in the MTR. However this depends on the review of the LCS guidelines - contract arrangement, payment of advances and availability of land for borrow pit and spoil dumping and guiding support.</p>
	4.2 In order to ensure timely payments to LCSs, establish a reserve fund.	<p>Discussions were held with PCD and field XENs about the reserve fund for LCS payments. If funds are available, XENs do try to make LCS payments first and then to the contractors if LCS progress at that time is at a level to make such payments as per PWMR 2014 and LCS Guidelines. But in the financial procedures there is no formal way of reserving fund for payment to certain contractors (LCS/WMG is also treated as contractor) when there is fund shortage and LCSs do not achieve the prescribed level for payment. PWMR 2014 will need to be modified to include multiple interim payments to LCS/WMG as and when funds are available irrespective of progress. Presently - even if funds are available - payments cannot be made to the LCS/WMG, if they do not reach prescribed level of work progress as defined in the PWMR (but which can be done in case of contractors). So, it happens that when there is enough money but the LCS/WMGs cannot reach the prescribed progress level at that time, payment cannot be made to them. Sometimes it happens, when they reach the prescribed progress level fund is already exhausted. So, payment cannot be made until new funds are available.</p> <p>Discussions for a revised modus operandi for LCSs/WMGs and a suitable modification to PWMR has been prepared and PCD and CWM are planning to present the concept with options to the Board level in September/October 2016.</p>

Blue Gold Program

	Recommendations	Progress
5	5.1 Investigate options for a joint BWDB/DAE/BGP TA office, and finalise arrangements by mid-Jan 2016.	<p>Dhaka Two possible offices in Green Road were visited by PCD and TA team in early December 2015. EKN was briefed on the potential office accommodation on 10th January and suggested a postponement of a decision to see how the security situation evolved over the next period. A note summarising the position was prepared in May 2016 for discussion. However the recent events in Gulshan on 1st /2nd July 2016 herald a new phase of high profile terrorist attacks against foreign interests, suggesting that the TA team should - in the short to medium term - remain in the tri-state area (Gulshan, Banani, Baridhara) because of the higher levels of security provided by police, RAB etc. By end-2016, there is speculation that Dhaka North City Corporation intends to strengthen the enforcements of its planning zones and it will start to actively discourage businesses and organizations from using commercial and office facilities in areas marked for residential use only. If this is enforced, there could be pressure to withdraw from the Blue Gold office in Gulshan. This could provide an opportunity to take on a larger office space for colocation with BWDB/DAE/TA staff - there are commercial buildings in Gulshan and Banani which could provide suitable office space, and a number of BWDB project offices (e.g. WB Coastal Embankment Improvement Project) are already located in Gulshan/Banani.</p> <p>A status note prepared by BWDB/TA team (early-August 2016) was discussed (EKN/BWDB/TA) in Khulna on 5th September and the following conclusions were reached: (a) as a medium term option, investigate the potential for building an additional floor on the building in BWDB Green Road compound occupied by Chief Hydrology - ready for occupation by no later than June 2017; (b) as an immediate action, improve audio (and perhaps video, dependent on bandwidth availability) communication facilities between BWDB, DAE and TA offices; and (c) investigate options for colocation with BWDB in Khulna, Patuakhali and Satkhira.</p> <p>Zonal The TA office in Patuakhali is within the compound of XEN BWDB, but there are security concerns because the compound is residential and there is no mechanism for access control. Private offices are currently rented for the TA teams in Khulna and Satkhira. XEN-2 Khulna has available space in his compound for a TA office. The feasibility and cost of developing the office to occupy from June 2017 is being investigated.</p>
	5.2 Positive strengthening of relationships with BWD/DAE/LGIs/BGP TA is to be encouraged at all levels.	<p>A plan to establish coordination committees at polder and zonal levels has been prepared and is under discussion with BWDB and DAE. The subject was discussed with PCD, agreed to propose SEs to chair the Zonal Coordination meetings and to invite the district level officials for such meetings. He also agreed to discuss the subject at the next PMC meeting by which the PMC members can inform their concerned officials at District and Upazila levels. The subject was also discussed in detailed at DAE - PMC meeting chaired by the DG, DAE on 5th June 2016 at DAE. DG DAE requested PD DAE to prepare an office order for DDs to attend the Zonal level meetings and UAOs to attend Polder level meetings in Blue Gold areas in Patuakhali, Khulna and Satkhira. However, similar office memos will also be required for DLS, DoF and MoLGRDC, and these should be pursued by BWDB along with the establishment of Zonal Planning Teams.</p>

Blue Gold Program

	Recommendations	Progress
6	Reorganise BGP management arrangements around a single PMC and inter-ministerial steering committee (possibly with rotating chairs), and include LGD participants from LGDs.	<p>Joint PMC and IMSC was proposed at the IMSC meeting held in February 2016 at MoWR, but PD-DAE suggested that a BWDB representative (i.e. PCD) should join the DAE PMC. MoWR IMSC agreed to this proposal and DAE included the BWDB (PCD) in their PMC accordingly. A single PMC and IMSC is unlikely to be recommended.</p> <p>As part of the revision to DPP, the inclusion of LG Division in the IMSC was discussed with Sujoy Chakma (ex-PCD) and was later shared with Mr. Khaleduzzaman at EKN. However, the subject has also been discussed with ADG Planning and with Amirul Hossain (current PCD). PCD agreed to include representation from LG Division; in addition, he proposed to include representation from Department of Disaster Management.</p>
7	Ensure DPP is implemented (or modified to suit) so that full-time dedicated DAE and BWDB staff are in position.	<p>The subject of officials/staff placement in Central and Zonal planning team has been discussed on various occasions with PCD and ADG Planning. The shortage of manpower in BWDB is the main reason for the delayed response - and that new staff/officials will be included in central planning team and field offices as and when new recruits become available. However, establishment of Zonal planning team will be difficult in the near future.</p> <p>The second IMSC meeting (held 17 January 2016) directed BWDB to revise DPP, but appointed an Inter-Ministerial Review Committee to confirm the case for the DPP revision (Item 22(a)). The Inter-ministerial Review committee engaged by IMSC visited the project area from 25 to 27 February, and their report, signed in early May 2016, directed the revision of DPP.</p> <p>DAE is developing an RDPP based on recommendations forwarded by the PMC and IMCS. For policy reasons, it is understood that the MoA/DAE PSC does not favour an extension of the project duration (ref informal feedback from PSC meeting on 18th September 2016).</p>
	Community Mobilisation	
8	8.1 Expedite planning and the preparation of training modules and materials for basic admin, water management, O&M (including funding – to follow from R9.1 - and monitoring) and collective action by mid-Jan 2016.	<p>A draft O&M manual is to be issued for comment in October 2016. An O&M curriculum development workshop will be held at end-October 2016. O&M training module and hand-outs will be developed in early October 2016. Training materials will be finalised, trainers orientated, and a dry-run of the training will be completed in November. Initially O&M training of WMOs will be conducted for IPSWAM polders 22, 43/2D and 30 During December-January 2016 and remaining IPSWAM polders will follow in 2017, and then others will be continued in 2018 and 2019. A General Orientation & Technical trainings on Community Water Management have been conducted in Patuakhali and Khulna. (30-31 May and 12-13 June in Patuakhali and 8-9 June and 19-20 June in Khulna)</p>

Blue Gold Program

	Recommendations	Progress
		<p>A number of collective actions are being initiated by WMOs: WMO Action Plan (WAP), O&M activities, IGAs collectively done, agricultural inputs collectively bought, establishment of sale centres. WAP guidelines are in use, and are used by WMOs to plan joint/collective actions: e.g. (a) routine O&M (operation of sluice gates, minor maintenance of sluice gates/inlets/outlets, cleaning of khals, minor repair of embankment; (b) collective IGAs (fish cultivation, mortgaging land for agricultural activities, etc.); (c) collective purchase of agricultural inputs (seeds, fertilizers); (d) collection centres (sesame).</p> <p>As part of the Organizational Management Training Module, WMOs integrates collective actions on O&M, accounts keeping, agriculture production related IGAs, etc. The WAPs become an integral component of the PDP planning process. In the case of WMOs, catchment level planning for infrastructure development interventions and water resource management actions linked to agricultural production and marketing opportunities have been initiated strengthening the PDP planning and implementation process.</p>
	8.2 Sources of O&M funding (routine and emergency) to be identified	Meetings have been organised with field XENs, PCD, CWM and ADG Planning to identify the acquired land and water bodies of BWDB as defined in the original DPP. BWDB has started to make an inventory of their acquired land and water bodies in Blue Gold Polders. However, Blue Gold TA team is also trying to extend support to the BWDB in identifying the acquired land to be allocated to the WMOs for mobilizing the O&M fund.
9	OCWM/BGP TA to define a clear "vision" for the organisation and functions of WMOs and relations between WMOs, and fund mobilisation.	See Item 1.3
10	Form working implementation groups at central and zonal levels comprising BWDB, DAE, DoF, DoL, LGIs & BGP TA to develop current and future roles and responsibilities as part of the BGP exit strategy.	A working paper (WP2) on the exit strategy was issued on 22 December 2015 for comment, and then reissued on 1st March 2016 (as WP2A) after updating. Informal consultations were held with senior team of BWDB and DAE on 11 Dec 2015, 24 Feb 2016 and - with a more select senior team - on 19th April 2016. Task teams working on nine sub-strategies were formed on 19 March (memo) and held first round of meetings and then presented action plans from 11 to 18 April 2016. Exit strategy tasks are being absorbed into the new structure of the TA team.
11	11.1 Build the self-organising capacity through networks of WMOs.	<p>Arrange exchange visits: WMOs from Polder 43/2B visited WMO Fultala in Polder 30 on 26-27 November 2015 to share and adapt knowledge with WMO members/ local farmers about CWM Scheme, observe and evaluate the motivation of WMO polder 43/2B members for the CWM scheme and potential challenge.</p> <p>Prepare materials on success stories/good practices: A new Bengali leaflet was designed, field-tested and printed. Good practices were published in the Barta, the newsletter, and also uploaded online. This is a continuous process. BGP is working on airing radio program to disseminate best practices as a result of Community Water Management.</p>

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Recommendations	Progress
	<p>Farmer fairs/"melas": Three <i>melas</i> each of three-day duration were organised by DAE-BGP in: Polder 2, Satkhira Sadar from 18 to 20 May; Polder 22, Paikgacha, Khulna from 30 Apr to 2 May; and Polder 43/2A Patuakhali Sadar from 26 to 28 May. The fairs comprised stalls providing information on DAE Blue Gold's activities including farming methods, agricultural inputs, and value chain development. Evening entertainments were provided in Polder 22 (singers/dancers enacting agricultural themes, followed by a musical recital) and in Polder 43/2A (drama and songs about farming as a business – see reference below).</p> <p>Touring dramas and singers: A series of 25 dramas were held in Patuakhali in April 2016 to promote farming as a business. The script for the drama – as well as song lyrics covering related themes - were prepared by one of BGP's business development coordinators, also an amateur actor. Approximately 15,000 people attended the shows - informal feedback appreciated drama's power of effectively conveying messages. Four additional performances attended by large audiences were held in the new polders, 55/2A and 55/2C. BGP will continue to stage interactive popular theatre as means for mobilization. Video recordings have been made of the performances and songs, and are available for FFS training and through screenings which organised under the Innovation Fund.</p> <p>Strengthen WAP formulation and updating processes: WMG Action Plans (WAPs) of WMGs are reviewed regularly in monthly meetings; they are also reviewed during quarterly general meetings of WMGs. In addition, workshops are held to formulate WMA Action Plans at polder level.</p> <p>Orientation for UPs to create linkages and networking with UP-DAE-BWDB and NGO representatives (see also Item 1.1).</p> <p>Capacity Building in Organisational Management and Gender and Leadership Development: encouraging WMGs to build networks with UP-BWDB-DAE-UZP-WMO-CBO and local NGOs during specific sessions and also to incorporate these activities in their WMG Action Plan and Gender Action Plan (GAP).</p> <p>Account Keeping and Audit System: One of the reasons for the breakdown of WMGs is due to a lack of trust - to which poor record-keeping of accounts and irregularity in financial transactions are contributory. Furthermore, WMGs regard audits as complicated and unnecessary procedures. To provide financial guidance to WMGS, the AKAS course was designed and overseen by the BWDB Auditor General's department. Audits of the accounts of 263 BGP WMGS are planned by the Auditor General's Department from end-Sep 2016 to end Jan 2017.</p>
11.2 Develop a clear methodology for WMO self-organisation	See Item 1.3
11.3 Discuss options and prepare recommendations for the new "WMG centres" proposed by BGP, taking account of existing available space/buildings where available.	<p>The budget allocation for WMG centres (of €2.25 million) is insufficient to provide all 486 WMGs (currently estimate for 22 polders) with a complete building. The amount available (€4,600 or BDT 390,000 per WMG) is only sufficient for a 20% contribution towards a centre – the full cost of which is estimated to be BDT 2,000,000 (equiv €23,500). Criteria for identifying WMGs deserving of financial assistance are to be agreed.</p> <p>Suitable locations (based on agreed technical and social selection criteria) for WMO centres are being discussed with BWDB (XEN, CWM), after which land transfers to WMOs will be arranged (from BWDB/khas/private resources, and tender documents prepared so that invitations to tenders can be invited in time for construction during 2016 season.</p>
Water Management	
12.1 Achieve a full complement of BWDB project staff, with	PCD is attempting to obtain appointment of a number SOs to BGP from recently recruited 91 SOs in BWDB. CWM is also trying to

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	Recommendations	Progress
	access to improved working methods (e.g. tablets and logistical support)	engage 2 Assistant Extension Officers (one for Khulna and one for Patuakhali) from the newly recruited officers for CWM at the earliest possible time. The issue of establishing Zonal Planning Team at Khulna and Barisal was discussed with PCD and ADG Planning (see also Item 7). The BWDB DPP revision will include CWM and the Directorate of Audit activities in place of DoC (as per South West (SWAIWRPMP) project). CWM has submitted a list of logistic items and additional manpower for their activities to PCD to include in the RDPP and similar logistic support is also expected by Director of Audit to be included in the RDPP provision.
	12.2 Prepare a broad multi-year plan for the remainder of BGP investments.	BGP aims for broad multi-year program for the remainder of BGP Investment, contingent on inclusion in DPP revision. Work items to be included in the revised DPP have been finalised. The best estimate for implementation of these work items in 22 polders has already been prepared and submitted to BWDB for inclusion in the revised DPP.
13	13.1 Explore opportunities with CEIP team for future collaboration.	Meeting held with CEIP Consultant on 23 March 2016, who recommended that discussions with the BWDB PD CEIP should be delayed until June 2016.
	13.2 EKN and GoB to make an additional €9.96 million available for investment in BGP polders.	Report from visit by IMRC Review Committee (25-27 February) with preferred option for rehabilitation to be finalised, and submitted to EKN in order to obtain "letter of intent" from EKN for an addition of €8 million to BWDB's infrastructure fund. In August 2016, EKN has indicated their willingness to add in a further €4 to €5 million to BWDB's infrastructure fund, as well as a further €0.9 million for DAE and DoF/DLS.
14	14.1 Investigate use of unallocated BGP funds, and cost rationalisations to maximise internal fund availability for water infrastructure	As per Item 13.2, EKN has offered additional €4 to €5 million for infrastructure investment. Some 5% of overall budget (BDT 153.6 million of total BDT 3,134 million) has been allocated for internal polder water management - through khal excavation and provision of culverts.
	14.2 Based on available funding (from Item 14.1) and recalculations of unit costs, finalise the selection of new polders (to achieve a project area of around 120,000ha) by mid-Jan 2016 .	Selection visits were made to polders to confirm compliance with agreed selection criteria and that the required engineering interventions fell within the recommended available budget. Preliminary cost estimates for rehabilitation of these polders have been prepared, which will be subject to revision when more accurate topographical survey information becomes available. The confirmed list of twenty-two polders selected for Blue Gold was approved by BWDB on 4 August 2016 as part of the revision of the DPP. Twelve polder selection reports have been approved by the BWDB Board. Polder selection reports for Polder 55/2A and 55/2C were submitted to BWDB in February 2016 and are under review. Selection reports for eight more polders were submitted to BWDB on 29 June 2016 for polders 47/3, 47/4 (Patuakhali) and 21, 25, 27/1, 27/2, 28/1 and 28/2. If - after further studies - some of these polders are shown to be unsuitable for inclusion in BGP, it is hoped that the RDPP can be made sufficiently flexible to allow replacements to be selected.
15	Modify DPP urgently to deal with priority investments, currently excluded.	Meetings were held with BWDB (PCD and XENs) to identify works which should be included in DPP revision. The agreed items were presented at PMC meeting on 14 December 2015 and IMSC meeting on 17 January 2016. The Inter-Ministerial Review committee engaged by IMSC visited the project area from 25 to 27 February, to confirm the case for the DPP revision. Their report (signed in early May 2016) favoured the newly proposed items of works and approved the revision of the DPP.

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	Recommendations	Progress
16	Build in flexibility to DPP by preparing a three year rolling plan with budget ceilings and then incorporate in DPP.	The three year rolling plan is unlikely to be acceptable to BWDB/MoWR because of the requirements of their financial regulations. The RDPP will present the work items, quantities and budgets on program basis and not by polder. The RDPP will also have the provision that names, numbers, areas and locations of the polders will be kept tentative and can be adjusted within the provisions of the total program budget ceiling, so that any further adjustment does not need further DPP revision.
17	Identify steps required to improve quality of work by local contractors (and LCSs).	<p>Meetings were held with SE Khulna (on 9th May 2016) and PCD/SE Patuakhali/XEN Patuakhali (on 28th May 2016) to agree mechanisms for improving quality control for future contracts, including: (a) using the local tendering method (LTM); (b) multi-year contracts to allow payments for earthworks to be made after works are carried out to compensate for the consolidation of earthworks during monsoon; (c) bundling contracts to make higher value packages (> Tk 2 crore) to attract higher quality contractors; and (d) itemising ancillary works (EMP, H&S, sanitary provisions) under the item for mobilisation.</p> <p>Orientation meetings were held with representatives of contractors, WMGs, LGIs and LCSs in all zones: Khulna (3/4 Apr, Satkhira 6 Apr, Barguna 27 Apr and Patuakhali 28 Apr 2016). The meetings covered: (1) tender administration and work award; (2) overall quality control procedures and reporting; (3) construction safety; and (4) environmental and social safeguard management.</p>
18	Develop procedures – for implementation as a pilot initially - for emergency repair including decentralized approval, a special mark-up for emergency repair and adequate inspection.	<p>In order to obtain centrally-managed emergency funds, BWDB's field office has to declare an emergency and to follow special (cumbersome) procedures for carrying out emergency works. Since the emergency funds are determined at a national level, for which there are many applications, the approvals of emergency funds rarely allow measures to be made in time to prevent a local disaster. As an interim arrangement during Blue Gold Program period, an emergency work budgetary allocation of BDT 60 million will be included in the revised DPP, which will ensure a lump sum budget for any emergency work, with some flexible procedures to meet uncertain situations. By this time, BWDB will aim to establish functional responsibilities for planning of emergency repair works within the scope of GOB financial regulations.</p> <p>BWDB is considering whether an emergency fund can be placed under the control of the SE to allow local emergency priorities to be met in a timely way. In addition, it is expected that the DPP will include indicative notes on emergency modalities.</p>
19	19.1 Train OCWM staff in water management so that a cadre is built up to raise the awareness and lead discussions with WMOs about water management.	See also Item 3.3. Internal polder water management demonstrations are planned in 2016/17 to build capacity in water management.
	19.2 Link water management with all other project activities	<p>See also Item 3.3. A discussion note on internal polder water management (5 June 2016) includes three approaches to strengthen and harmonise water management with all other project activities:</p> <p>Approach 1 focusses on the establishment of demonstration areas for community water management integrated with existing project activities, like FFS/MFS, WMO capacity building, O&M of infrastructure, strengthening institutional linkages and women empowerment.</p> <p>Approach 2 builds upon the existing process of WMG Action Plan development by stimulating WMAs (in areas where WRM infrastructure developments by BGP are (almost) finished) to plan in an opportunity-based manner internal polder water management interventions in close coordination with WMGs, LGIs, GoB departments and potential other stakeholders.</p> <p>Approach 3 focusses on Polder Development Planning process which considers participatory land and water use planning exercises as part of WMO formation and building networks for Participatory Water Management with BWDB, DAE and LGIs in recently selected polders.</p>

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	Recommendations	Progress
	Agricultural Production and Food Security	
20	20.1 Given current intensive reach of DAE/BGP TA, re-plan activities and identify other priorities (including new areas of work and upscaling) and recommendations for use of BDT20,000 in DAE DPP allocation for FFS groups. [Link to R23.1]	<p>DAE's priority activities are based on field demand. New curricula for sesame and mung bean, including market orientation, were introduced to DAE facilitators during special training sessions and during review and planning workshops. In June 2016, a revised curriculum was introduced for T Aman rice which includes market orientation.</p> <p>For Community Water Management FFS a revised curriculum was developed jointly with DAE. Then a 2-day training program was organized for SAAOs and other DAE facilitators to introduce the CWM curriculum with focus on CWM and market orientations.</p> <p>Occasional planning meetings with DAE are held to discuss ongoing activities (e.g. preparations for review workshops or for agricultural fairs).</p> <p>DAE's planning now focuses more on mung bean and sesame, with market orientation elements now included in the curriculum.</p>
	20.2 Incorporate required changes and associated staffing and fund requirements in revised DPP.	DAE DPP revision is in process for approval in January 2017. Changes to the RDPP will include FFS curricula with a greater market orientation.
21	21.1 Strengthen DAE/DLS/DoF/BGP TA coordination by joint planning and monitoring	<p>There is regular contact between the respective focal points for DoF and DLS and the TA team, as a result of which new ideas for activities arise, for example the pilot for dairy cow FFSs in Satkhira.</p> <p>Three one-day workshops at district level were organized with local staff of DLS and DoF - Satkhira (25-7-2016), Khulna (26-7-2016), and Patuakhali (28-7-2016) - to share experiences and discuss options for fish and livestock activities. The outcomes and actions arising from these workshops were discussed in a meeting in Dhaka with the DLS and DOF focal points on 30-8-2016. As a result of these workshops, a series of topics will be recommended for inclusion in the 2017/18 annual plan, such as dairy cow FFS, trials on duck fattening, fish nursery training, community fisheries, fish sanctuaries and a pabda fish production trial. A report summarising these topics is in preparation and is intended to be finalised by mid-October 2016.</p>
	21.2 Move to (at least) part-time co-location of DAE and BGP TA at HQ and, where possible, at district level.	Meetings are not always weekly as frequent field visits prevent this from happening. But frequent meetings take place between PD and the TA team, either at DAE, the TA office, or in the field.
22	22.1 Investigate ICT-based information exchange along lines of other public, private and NGO-led initiatives and monitor and adapt as necessary.	<p>Win Miaki, an ICT vendor, organized an ideation/co-creation workshop in March 2016 to identify needs, constraints, possibilities and challenges for an ICT strategy. Potentials exist for collaboration with AIS in establishing AICC; with Win Miaki in using Yellow Page for Farmers; and for the Teacher in the Pocket approach of the English in Action project. A summary of the potential areas of collaboration with external organizations is in preparation.</p> <p>Video documentary material about Blue Gold is being generated by: (a) projects financed through the Innovation Fund which have been asked to include a short video documentary of their activities; and (b) the national BTV farming program "Mati-o-Manush" which has included a number of features about Blue Gold activities which are broadcast on national television and then used in extension activities within Blue Gold - for example, FOs/PFs use their tablets to show pictures/videos to FFS/MFS participants.</p>
	22.2 Prepare a joint action plan/communication strategy.	Blue Gold aims to use the process of horizontal learning to encourage uptake of program activities across the Blue Gold area in order to achieve scale (i.e. towards the target of 150,000 households). The approach has been set out in a concept paper (dated 16th August 2016).

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	Recommendations	Progress
	Marketing & Business Development	
23	Blend MFS activities with those of DAE FFS as much as possible, including linkages with concerned agencies and using market linkages to identify business development activities. [consider link with 20.1]	<p>A number of sessions on market orientation for DAE staff have been arranged: 1. Workshops to share results of sesame and mung FFS-MFS implemented with DAE and TA staff at Patuakhali and Khulna on 17 and 19 August 2015. 2. To identify new crops possible with improved internal water management, workshops on crop diversification options with DAE staff at Khulna and Patuakhali on 9 and 16 September 2015. 3. Two training programs for DAE Departmental Trainers (DTs) on market orientation and value chains at Patuakhali and Khulna on January 4-6 and 11-13, 2016 respectively. Trained DTs will now include MO issues in future FFS implementation. 4. Sessions on market orientation were included in DAEs Field Trainer (FT) ToT course for three groups on 27 February, 23 March and 15 April 2016 in Khulna. These FTs will include market orientation issues in FFS training. 5. Producer Group Facilitators (PFs) and DAE field level officers (SAAOs) are exchanging information on agricultural production. 6. DAE <i>melas</i> were held in Satkhira (18-20 May), Khulna (30 April - 2 May) and Patuakhali (26 to 28 May) at which cost-profit analyses from different trials were disseminated. 7. DAE field level staff (SAAOs) provide extension advice on market orientation and water management at BGP community water management (CWM) demonstrations so that the benefits can be translated into enhanced agricultural production and income. To develop the capacities of SAAOs, workshops were held in Khulna (18-19 May) and Patuakhali (11-12 June). 20 FFS for T. Aman have been conducted in the ten CWM demonstration schemes.</p> <p>In the forthcoming revision of the DAE DPP, DAE aims to integrate the market orientated approach to farmer field schools in Blue Gold areas. Exit Strategy ES 4 action plan provides suggestions for strengthening market orientation skills amongst DAE staff, and developing the revised DPP to sustain the initiative beyond the period of BGP. DAE require assistance from the TA team in impact analysis ie data collection and analysis.</p>
24	Identify and develop interventions (e.g. electronic scales, improved storage and packing, mechanisation etc.) and policy changes (e.g. pulse export).	<p>A polder-level economic assessment was used to select suitable value chains (used an unbiased matrix with scoring system), to identify constraints (through value chain analysis), and to develop interventions to overcome constraints to specific value chain development activities. Thus sesame-local, poultry and mung-tilapia value chains were selected for Khulna and Patuakhali respectively.</p> <p>For Khulna: 1. First intervention was to encourage farmers to shift from local Red/Brown Sesame to Black Sesame as Black Sesame could attract higher price (Tk. 400-800 per 40 kg) compared to local nonblack varieties. Sesame MFS were established and trials were set to show farmers the difference in income opportunities with proper recording of expenses and income from each trials. 2. To overcome a constraint at polder 22, where there were no markets for Sesame transaction, a 'collection centre' was set up with enthusiastic participation from all stakeholders. 3. After experiencing success from first year MFS, different alternative profitable crops (Okra, Sweet gourd, Mung and Water melon) were promoted by setting up trials with MFS farmers to help them search for most profitable options based on cost-profit analysis. 4. 'Collective Actions' were suggested by farmers: tillage service, negotiation for early drainage of water from field, negotiation of price with forward buyers etc. 5. Strengthen 'network' for farmers through Resource farmers (RFs) and Collective Action Groups (CAGs). 6. The opportunities in 'storage' for economic gain was also explored without a clear outcome. 7. Record keeping was initiated among MFS farmers to enable them to understand expenses and income from Sesame-Poultry production, and to take decision based on potential profitability. 8. Discussions about the integration of MFS activities in DAE training. 9. Involvement of private companies (e.g. Laal Teer, Syngenta) with MFS farmers. They have set small demonstration with MFS farmers to promote quality seed and technology.</p>

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Recommendations	Progress
	<p>For Patuakhali: 1. Farmers were encouraged to shift from local Mung varieties to BARI-6 variety as later had good market demand at industry level and productivity is also very high (almost double). Mung MFS were established and trials were set to show farmers the difference in income opportunities with proper recording of expenses and income from each trial with different varieties. 2. To promote 'line sowing' instead of broadcasting, trials were set. But it was not well accepted due to expenses related with labour. Thus 'line sowing' trials were set by using PTOS (with help from CIMMYT). Records were maintained for such trials to show farmers the benefit of use of PTOS (i.e. use of machines) to reduce expenses and increase overall efficiency. The result is positive and farmers are showing interest in use of PTOS. 3. Alternative crops (sunflower, wheat and ground nut) were promoted by setting up trials with MFS farmers to help them search for most profitable options based on cost-profit analysis. For each alternative crop, a short value chain analysis (e.g. sunflower) helped make decisions based on market prices. 4. 'Collective Actions' were promoted for inputs and services and sales, and farmers suggested: collective tillage service, bulking, collective transportation, collective sell and collective negotiation of price with forward buyers etc. 5. 'Networks' through Resource farmers (RFs) and members of Collective Action Groups (CAGs) were used to provide information about service providers. 6. Record keeping was initiated among MFS farmers to expenses and income from Mung-Tilapia production. The idea was to help farmers think farming from a business point of view and to take decision based on potential profitability. 7. The benefits of forward linkages were illustrated by the local representative of a Japanese company, UGLENA, collecting Mung from MFS farmers at a higher price. But further government initiative (policy decision) is required to promote the export of Mung . 8. Value chain linkages with both backward and forward actors were made - training for input traders (through AIP/AIRN) is planned. 9. Discussions about the integration of MFS activities in DAE training.</p>

	Recommendations	Progress
	Innovation Fund	
25	25.1 IF manager to embed the innovation fund into BGP main components.	<p>As can be seen from the latest IF progress report (Jul-Sep 2016), a number of IF grants relate to water management, agricultural production, scaling up and value chain addition:</p> <p>Water Management</p> <ul style="list-style-type: none"> - FHRC community water management. Based on previous successful initiatives in Bangladesh and Nepal by the Flood Hazard and Research Centre (FHRC), the success of a modified approach to stimulate collective action within WMGs is under test. - Low-cost embankment protection in coastal rivers. Based on the outcomes of a study on river bank erosion management in Polder 29 (Chandgor, Khulna) by the institute of Water Modelling (IWM), it is proposed that the permeable groynes recommended in IWM’s report will be piloted to assess their suitability as a low cost form of protection of coastal river embankments. - Small-scale dredging/excavation of in-polder khals. - Drainage obstructions caused by transport infrastructure. Within polders, rural transport structures such as roads, bridges and culverts strongly influence water flow and distribution. The different types of roads including village footpaths may in principle compartmentalize different sections of the polder, separating relatively higher and lower lands. Roads are however not necessarily constructed on this principle and culverts are not provided with gates that would make it possible to actively manage water tables between different sections of the polders. - Deltares "water app", a decision tool that will allow for better communication and information sharing between the many different stakeholders within a polder. The app will provide a tool for the planning of short and longer term interventions in the water system, and to develop scenario based strategies which can be used in water management practices. <p>Agricultural Production</p> <ul style="list-style-type: none"> - WorldFish EcoPonds: providing practical skill development for women in the production of fish from small homestead ponds, as well as identifying how to provide households with the right inputs (fish fry/fingerlings), and what strategies for stocking and conservation of fish can be used in order to allow continuous fish harvest throughout the year. - Hygienic pig rearing. Traditional pig rearing by Hindu-communities in the coastal regions could benefit from hygiene improvements as well as better business practices. NICE Foundation, an NGO working with Hindu communities, has just completed an action research program aiming to achieve these objectives - Aqua-geoponics, a floating cage system for growing vegetable and fish together in ponds and canals using a farming technique in which water from aquaculture is used to grow crops or vegetables, and in the process also purifies water for fish. - improved fish feed <p>Scaling Up</p> <ul style="list-style-type: none"> - Next Billion concept uses ‘video ladies’ to broadcast messages to rural communities. Blue Gold is interested to use this concept to spread program related content throughout the existing Blue Gold polders, as well as inform communities living in the ‘new’ polders of the BGP about the activities of Blue Gold. <p>Value Chain Addition</p> <ul style="list-style-type: none"> - Natural cold storage facilities in the BG polders. Storage is an important function in agricultural marketing. The excess supplies at the harvest time are stored so that they could be supplied in the off-season.

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	Recommendations	Progress
	25.2 Place emphasis on both Bangladeshi private sector engagement as well as systematic engagement of the Dutch knowledge and private sector.	<p>During November 2015, the Amsterdam International Water Week, the Innovation Fund was presented to a large audience of Dutch entrepreneurs at the Bangladesh country platform meeting, organized by NWP, and attended by senior representatives of BWDB and EKN.</p> <p>A visit to RVO in November 2015 discussed their involvement in the facilitation of the innovation fund and potential of follow-up finance from the Netherlands government.</p> <p>On 19th May 2016 a meeting took place at EKN with NWP's Ben Lamoree. Potential ideas for furthering the engagement of Bangladeshi and Dutch knowledge and private sectors were discussed.</p>
	25.3 Structure the submission of proposals to include solicited proposals on four specific themes.	The themes chosen for solicited proposals (see IF progress report Jul-Sep 2016) include water management, agricultural production and ICT. Under water management, two potential subjects are low cost river protection and mechanisation of khal clearance using small-scale dredgers/excavators.
26	26.1 Publish and promote calls for solicited proposals in The Netherlands and Bangladesh giving a clear description of the context and the intended innovations, as well as clear administrative rules.	The invitations to bid the low cost erosion protection works is planned for Q4 2016.
	26.2 BGP TA team to gain familiarity with the legal and administrative regulations for the application of Dutch government funds.	In November 2015, RVO's advice on the legal and administrative procedures for IF tenders was incorporated into the BGP IF Procedures Manual (approved by EKN).
	26.3 Research access and use of diverse channels in Netherlands and Bangladesh to publicise IF.	A separate 'Innovation Fund' page was created on the BGP website in Feb 2016, providing a short introduction on the IF, contact arrangements, and a link to the Procedures Manual. In the first half of 2016, IF has been promoted via the EKN website, Facebook page & newsletter, the MMD newsletter & website, via the LinkedIn pages of MMD and of MMD and BG employees, and via an article in the May-June edition of 'Bangladesh Business'.
27	27.1 Seek ways of leveraging BGP innovation funding (e.g. via NEA) for value chains and initiatives that have the potential for scaling up	During the visit to RVO in November 2015 the opportunities for financial support for applicants to the IF were discussed. RVO recognizes the importance of informing Dutch and Bangladeshi IF applicants of potential follow-up finance (subsidy / grants) that are available from the Netherlands Government. To this extent RVO has agreed to inform the BG TA-team of all type of funds / grants that become available and which connect with the BG IF applicants.
	27.2 Consider need and scope for expanded IF team.	Invitations to bid for IF international tenders (solicited proposals) should be fully compliant with EU procurement requirements. This may require specialist contract advice.

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	Recommendations	Progress
	Analytical and Reflective Capacity	
28	28.1 Investigate scope for combining and synchronising large number of BGP data systems (e.g. uptake of FFS, classification of WMGs, polder master files).	A GIS team has been developing geo-referenced databases of information on polders, WMGs, and infrastructure.
	28.2 Strengthen the analytical and reflective capacity within BGP TA to work out of the evidence on the inclusive growth impacts of the different integrated activities undertaken, the efficacy of community mobilisation, the value of in-polder water management in terms of land productivity, and others.	The MRL plan integrates the collection of data and defines how information will be organised, within a process to encourage reflection & learning. The monitoring tools will be revised where needed (e.g. outcome mapping with more focus on WMAs and coordination mechanisms at polder-level). New tools include: process monitoring, outcome mapping (existing but revised), surveys (e.g. for MFS), participatory monitoring. A pilot with the use of satellite data is being investigated. Information and reports prepared. Different methods to encourage as much learning & reflection as possible (e.g. workshops, presentations etc.). MRL findings and reports are seen as a first step.
29	29.1 Activate dormant partnerships with knowledge institutes in Bangladesh and the Netherlands.	A number of studies are in process: - BRAC Research & Evaluation Department (RED) will evaluate the impact of Community Water Management demonstrations. - A study on the impact of LCS is in the process of being outsourced. - A note on collaborative partnerships between Dutch and Bangladesh knowledge institutes has been shared with EKN.
	29.2 Synchronise different data efforts – including the baseline of IOB (whose focus is on food security rather than water security).	Coordination with other data collection efforts is ongoing (with IOB, other projects in Bangladesh, etc.). Data triangulation / use of secondary data is described in the MRL Plan (issued on 31 August 2016).
	29.3 Publish synchronised data as open source for transparency and learning.	Project data has been actively shared with other projects on request. iG4AW and EKN are facilitating data sharing (meetings on 24 March and 21 September 2016).
30	Extend duration of BGP by 18m to an overall duration of 7.5 years.	Budget prepared for 18m extension, but linked to EKN decision in August 2016 to increase RPA investment by a further €3.5 million (in addition to the €8 million mentioned in R13.2 above) to make a total RPA contribution of Euro 11.5 million.
31	Rework the BGP TA budget and identify where contingency could be created to accommodate for its contractual entitlement to inflation correction and inclusion of unforeseen costs.	EKN has advised that escalation will be covered under a separate budget head. A small contingency element (for unforeseen costs) will be built into the budget revision (see Item 30).
32	32.1 Convert all ARM2014 recommendations into agreed action points by end-Nov 2015.	Done.
	32.2 Update Theory of Change.	The theory of change (ToC) was updated with contributions from BWDB, DAE, DLS, DoF, members from OCWM, zonal field staff and TA staff. The process started in Dhaka with all stakeholders on 31 Jan/1 Feb and a workshop report was issued on 11 February. Based on this workshop the ToC was further refined in zonal workshop with stakeholders in Khulna (17/18 Feb) and Patuakhali (8/9 March). The process was documented in WP5 ToC (May 2016) – a working paper which will be modified from time to time on the basis of experience. At a workshop on 29 August chaired by ADG Planning, the general view was that the ToC process and document contributed towards the greater integration required for a participatory water management project but that its difference from the widely applied logframe process had not been fully grasped by all stakeholders. In the event, ToC was not a requirement of GoB and therefore did not require MoWR/BWDB approval.

Annex II – Exit Strategies

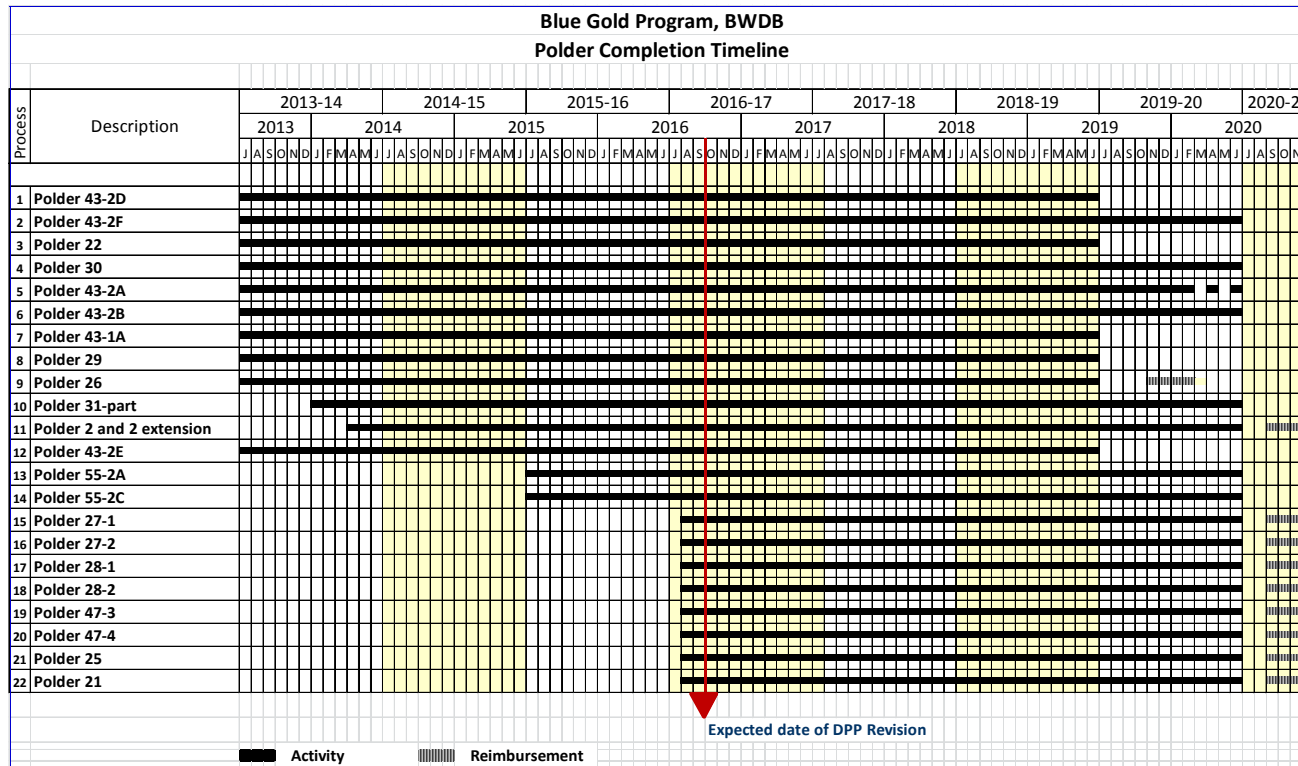
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Exit Strategy - Action Plans

This document summarises the action plans arising from the work initiated in WP2A “Exit Strategy: Sustainability from the Start” (February 2016). They reflect a work in progress aimed for the withdrawal of technical assistance by the programme’s close; and for confirming and / or finding the ‘institutional home’ for activities that continue beyond programme completion.

Exit Strategy 1: Set a time-frame

The result is ready for review. New activity-list per polder is used in annual planning and will be documented in Working Paper 3. A time-line of involvement per polder reflects the final selection of 22 polders and is presented herewith.



Exit Strategy 2: Develop Partnerships

SL.	Strategy 2 - Key Actions	Partners	Activities	Timeframe
1.	Establish linkage among BWDB, DAE, WMOs and LGIs on PWM (Lead ES-2 Task Team)	BWDB, DAE, LGD, WMOs, LGIs, BGP TA	<ul style="list-style-type: none"> Brief Polder Team to inform/involve LGIs from the beginning of project activities at polders; Brief WMOs about benefits of constructive linkage between WMOs and UP; Develop Communication materials reflecting process and benefits; Brief polder team on effective use of the communication materials; Project orientation for UP and Upazila Parishads; Joint planning workshop between WMOs and UP to prepare cooperation plan to undertake joint activities; Formalize role of LGD/LGIs in PWM- Discussion and decision in BWDB central level, Advisory Group, PMC and IMSC meeting, convince MoWR to approach LGD (under MoLGRD&C) to issue letter to UPs to extend cooperation and support in PWM activities. Short term Consultant may engage (Retire high level Govt. official with background of working in LGD). 	<p>May 2016</p> <p>July 2016 to onward</p>
2.	Project Coordination: a). Central level	BWDB, DAE, DLS, DoF, LGD, BGP TA	<ul style="list-style-type: none"> Inter- Ministerial Steering Committee (IMSC); Project Management Committee (PMC); Advisory Group; 	On going
	b). District/Zonal level Coordination Committee (Lead ES-9)	BWDB, DAE, DLS, DoF, LGD, BGP TA	District Coordination Committee: <ul style="list-style-type: none"> Decision on membership and process; Discussion in the PMC and IMSC; Formalization of the District Coordination Committee; Brief the District Coordination Committee members; Facilitate for activation and follow-up: 	May 2016
	c). Polder Coordination Committee/Joint Polder Management Committee (JPMC) (Lead ES-2 Task Team)	BWDB, DAE, DLS, DoF, LGIs, BGP TA	<ul style="list-style-type: none"> Decide Membership of Polder Coordination Committee; Develop ToR of Polder Coordination Committee; Develop Working process of Polder Coordination Committee; Orient members of PCC/JPMC Facilitate for activation and follow-up 	May 2016

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SL.	Strategy 2 - Key Actions	Partners	Activities	Timeframe
3.	Establish Partnership on Community Water Management (CWM) (Lead ES-6 Task Team)	BWDB, DAE, DLS, DoF, LGIs, BGP TA, Others	<ul style="list-style-type: none"> • Consultation with WMG and other stakeholders (Incl. UPs); • MoU on CWM should cover responsibilities of Community, BGP, UP, BWDB, DAE and other stakeholders; • Develop Communication Materials; • Orientation/training for Polder Team, WMG and UP on CWM; • Follow-up progress; 	May 2016
4.	Partnership on DRR activities (Lead ES-5 Task Team)	BWDB, DAE, DLS, DoF, WMOs, LGIs, BGP TA, NGO, Others	<ul style="list-style-type: none"> • Develop linkage between WMOs and UDMC • Develop linkage and partnership among WMOs, Govt. departments, NGOs, projects on DRR/DM • Develop Communication materials; • Follow-up progress; 	May 2016
5.	Partnership on Vocational training for adolescent/youth of the disadvantaged/poor households (Lead ES-2 Task Team)	BWDB, DAE, DLS, WMOs, LGIs, BGP TA, NGO, PS, Training Institute, Others	<ul style="list-style-type: none"> • MoU with VET service Providers; • Design and develop an advocacy and engagement strategy for VET including a Business and support model with roles of LGIs and other relevant organizations/entities on utilization of the Vocational training; • Develop partnership with relevant LGIs, NGOs, MoWCA, BTEB and others (as appropriate); • Develop Network of the trained Adolescent/Youths; • Follow-up progress; 	May-June 2016
6.	Partnership on Agricultural Marketing (Lead ES-4 Task Group)	BWDB, DAE, DoF, DLS, WMOs, Private Sector, NOGs, WMGs, DAE,	<ul style="list-style-type: none"> • Establish linkage with UP Standing Committee on Agriculture, Fisheries and Livestock; • Issue of ID Card for the Service Providers (Community Vaccinators, Fishery and Agriculture Marketing Service Providers jointly by respective Department and UP); • Service Providers should share data (on their services provided) with the UP Standing Committee on Agriculture, Fisheries and Livestock on monthly basis; • Importance of partnership between Service Providers and UP should include in the FFS and MFS training; • List of FFS and MFS completed should be shared with the UP; • Preparation and effective use of Communication materials by polder team; 	May-June 2016

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SL.	Strategy 2 - Key Actions	Partners	Activities	Timeframe
7.	Partnership on Gender activities (Lead ES-2 task Team)	BWDB, DAE, DoF, DLS, Private sector, NOGs, WMOs	<ul style="list-style-type: none"> Design and conduct joint Workshop for the members of UP, local elites and WMGs to identify areas of gender sensibility activities; Explore/assess scope of establishing link between WMG female members and Financial institutions (Govt. NGOs and Banks) for women empowerment; Design and organize joint Workshop for WMG female members and Value chain actors (jointly with ES-4); 	May-June 2016
8.	Partnership for piloting/research/action research/assessment (lead ES-4 Task Team)	BWDB, DAE, DLS, LGIs, BGP TA, Research institute, Universities, NGO, PS,	<p>Propose for research/action research/piloting/assessment on:</p> <ul style="list-style-type: none"> Increase productivity and production of crops, fruits, livestock etc. Community participation in maintenance of infrastructure (maintenance fund creation); Adaptation of good practices on Agriculture, Marketing, DRR, Gender, nutrition and CWM; 	May-June 2016
9.	Partnership regarding Infrastructure development (Lead ES-5 Task Team)	BWDB, DAE, WMOs, LGIs, PS	<ul style="list-style-type: none"> Propose for sharing of the final list of infrastructures for implementation with WMOs/ participants of Planning Workshop on Land and Water use; Propose for Training of Monitoring Committee members and provide them Authorization letter and ID Card from Executive Engineer, BWDB; Link LGIs regarding availability of land for re-sectioning of embankment, re-excavation of canal; 	May-June 2016
10.	Partnership for IGA training for women (LCS women and others) (Lead ES-2 Task Team)	BWDB, DAE, WMOs, LGIs, NGOs(CUB and others), PS	<ul style="list-style-type: none"> Visit and assess the rural women's business centre (developed by CUB) in Polder 30; Together with CUB: work out a plan to develop a certain number of women's business centres in Blue Gold polders (one centre catering to about 1000 women) and sign a contract; Ensure linkages with relevant ongoing Blue Gold activities (by involving the concerned polder teams); Ensure also linkages with other relevant stakeholders, such as WMGs, LGIs and MFIs (NB this is part of CUB's approach); 	June 2016 (field visit)

Exit Strategy 3: Unified work process

SL.	Strategy 3 - Key Actions	Partners	Activities	Timeframe
1.	Document state-of-the-art work process at polder-level	BWDB, DAE, BGP TA	<ul style="list-style-type: none"> • Prepare draft working paper 3 • Organise review by implementing agencies • Publish a version-in-use • Distribute to polder teams • 	October 2016
2	Institutionalise unified work process in BGP organisation		<ul style="list-style-type: none"> • Train / coach polder teams on the application • Collect feedback • 	t.b.d.

Exit Strategy 4: Deliver Agricultural Production and Marketing Services

Actions are grouped under 6 headings, which are core processes related to the objectives and activities of (old) Components 3 and 4. The idea is not to include all activities that we do, but rather to include those activities that improve sustainability beyond the BGP period.

Note that when this action plan refers to farmers, both male and female farmers are meant. Also lead famers, contact farmers, resource farmers and farmer trainers can be men and women.

#	ACTIONS	ACTIVITIES	INVOLVED	TIMING
1.1	Introduce Market Orientation in DAE and sustain FFS groups	<ol style="list-style-type: none"> 1. Discussions with DAE management (PD, DG) on direction of curricula and staff development. 2. Advice adjustment of DAE's FFS curricula for field crops to include basic elements of market orientation, to include group building sessions, and include identifying and developing lead farmers. 3. Train DAE facilitators and FTs on market orientation and adjusted curricula. 	<p>Hein, Karel, Tahmina, Ashraf, Tanvir, Raghieb?</p> <p>Tahmina, Humayoun, Tanvir, Ashraf, DAE facilitators and FTs</p>	May/June 2016
1.2	Introduce Community Water Management (CWM) in DAE	<ol style="list-style-type: none"> 4. Involve DAE in CWM demos 	Exit6 team (Judith, Shorab), Hein, Karel, Ashraf, Tanvir, Tahmina, Humayoun,	From May 2016 onwards
1.3	Enhance networking of DAE	<ol style="list-style-type: none"> 5. Facilitate network opportunities 	Zonal teams, UAOs, Tahmina	Continuous

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#	ACTIONS	ACTIVITIES	INVOLVED	TIMING
	facilitators			
1.4	Integrate Exit Strategy in DPP DAE	6. Prepare a note with guideline on how to revise DPP 7. Develop draft revised DPP 8. Review/endorse draft by BGP TL and EKN 9. Finalize and approval of DPP	Hein, Karel, Ashraf, Tanvir Tahmina, DAE (who?) Guy, EKN	Jun-Dec 2016
2.1	Shift role of RFs & PFs	6. In ongoing MFS increase role of RFs while shift the role of PFs	Tanvir, Shahid Zonal teams, PFs	2016-2017
2.2	Promote networking RFs	10. Facilitate networking opportunities	Karel, Tanvir, Shahid, Hein, Zonal teams	Continuous
2.3	Provide Market Orientation to old DAE FFS groups	11. Use PFs and local SAAOs to work with old DAE groups on market orientation and sustaining groups	Tanvir, Ashraf, Tahmina, Zonal teams	2017
3.1	Introduce more Market Orientation in TA FFS and sustain FFS groups	12. Revise FFS modules 13. Train Master Trainers and FOs on revised curricula	Hein, Ashraf, Tanvir, Shahid, Munir, Sumona, Zonal Teams	May-Sept 2016
3.2	Strengthen Contact Farmers (CF)	13. Intensify meetings and training for contact farmers	Zonal teams	Continuous
3.3	Promote networking of CFs	15. Facilitate networking opportunities 16. Link contact farmers with DOF, DLS and DAE	Zonal teams, FOs	Continuous
4.1	Identify and develop lead farmers	16. Make an inventory of common interest groups within BGP area and get contact details of group leaders 17. Organize meetings and training/capacity building for lead farmers 18. On-the-job training for lead farmers 19. Identify and show best practices of joint action	Zonal teams, FOs, DTs, FTs	Jun-Sep 2016 Continuous
4.2	Promote networking of lead farmers	18. Facilitate networking opportunities	Hein, Karel, Tahmina, Ashraf, Tanvir, Zonal teams	Continuous
5.1	Address information needs of specific target groups by broader dissemination	22. Define appropriate Blue Gold knowledge transfer topics. 23. Identify other appropriate info for target group. 24. Define appropriate channels of dissemination accessible beyond Blue Gold. 25. Develop materials aligned to target and channels.	Programme advisors, Technical experts and Zonal teams	2016-2017
5.2	Stimulate information seeking behaviour by farmers	23. Create awareness of information needs in farm decision making. 24. Identify sources of information and constraints 25. Facilitate access to sources of information in various ways.	Programme advisors, Technical experts and Zonal teams	2016-2018
5.3	Stimulate horizontal learning	27. Facilitate horizontal learning from farmer to farmer	DTs, FTs, PFs, FOs	

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#	ACTIONS	ACTIVITIES	INVOLVED	TIMING
6.1	Develop and strengthen market actors (goods and service providers)	30. Identify different categories of goods and service providers in the Blue Gold catchments 31. Consider their relevance for the local economy (value chains) and their feasibility. 32. Train selected goods and service providers on technical and entrepreneurship skills. 33. Establish goods and service providers firmly in the producer group/RF/GOB/UP networking.	Zonal teams, COs, FOs, PFs, DTs, FTs Munir, Huda, BAU	Jun-Dec 2016 2016-2018 Continuous
6.2	Facilitate Private sector companies in extension and market linkages	31. Define the potential for and lever the involvement of private sector companies.	Karel, Shahid	Continuous

Definitions

Collective Action Group = CAG = A few people, including the Resource Farmer (RF), working together to organise the collective action by sharing tasks and getting compensated for it. The idea is that they share the burden and can stand-in for one another when necessary. This is suitable for larger actions and overcomes the risks involved in having a single person handling everything on his/her own.

Contact Farmer = CF = A CF is a lead farmers developed in a TA FFS (fish, livestock) who serves as contact point with the group for BGP, DOF and DLS after the FFS period. The idea is now to give more emphasis on their development and we are trying to make their role similar to RFs.

Departmental Trainer = DT = DAE staff (SAAO, SAPPO or AEO) who attended season-long ToT to become FFS facilitator. DTs implement FFS on rice and Rabi crops and are involved in demonstration-trials under Blue Gold DAE-part.

Farmer Field School Organiser = FO = A graduated FFS trainer, working as Blue Gold staff on fish, livestock, homestead FFS

Farmer Trainer = FT = An FFS graduated farmer who has been trained to organize Farmer Field Schools. He/she has, after attending an FFS, first received a 3-week Training of Trainers course to learn how to organize FFS (know the curriculum, facilitation skills, etc.) and after that he/she has been apprentice for a full season in an FFS that is organized by DAE facilitators. FTs are often “lead farmers” in their own old FFS group.

Networking: In general this refers to networking for information, goods and services. Collective action has a focus on jointly procuring (selling) goods and services.

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Producer Group = PG = Groups of usually 25 selected farmers (men and women) belonging to WMO, and participating in the MFS programme. Not all of them necessarily participate in collective action.

Producer Group Facilitator = PF = A graduated FFS trainer with additional training and experience on market orientation, working as Blue Gold staff on crops MFS

Resource Farmer = RF = A lead farmer developed in an MFS who takes the lead in forward and backward linkages and organizing joint actions. Also the lead farmer in DAE FFS will be referred to as Resource Farmer. Note RFs could work within a collective action group (CAG), a few people working together to organise the collective action by sharing tasks and getting compensated for it. The idea is that they share the burden and can stand-in for one another when necessary.

Exit Strategy 5: Main infrastructure

SL.	Strategy 5 Key Actions	Partners	Activities	Timeframe
1.	Engage Partners in planning, design and implementation	BWDB, DAE, JPMC, WMOs, LGIs, BG TA Team	<ul style="list-style-type: none"> Involve JPMC (Joint Polder Management Committee), WMOs and UPs in BWDB planning, design and implementation processes; Establish means of coordination among BWDB, WMOs, DAE, DoF, DLS and UPs so that BWDB water management infrastructures provide maximum benefit to the concerned agencies having stakes in the polder; Coordinate planning and construction of infrastructures (roads, bridges & culverts) by other agencies like RHD, LGED and UPs so that these are in harmony with the functions and objectives BWDB water management infrastructures; JPMC will monitor coordination of these multiagency activities, prepare reports and follow up in the polder coordination meetings. WMAs will integrate all water management activities in the respective catchments, encourage community water management initiatives, and oversee and suggest improvement of the effectiveness and optimum utilization of BWDB WM 	<p>August 2016 and onwards.</p> <p>TA Team will provide necessary support to the partners, where necessary.</p>

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SL.	Strategy 5 Key	Partners	Activities	Timeframe
			<p>infrastructures.</p> <ul style="list-style-type: none"> JPMC, WMOs and UPs will support BWDB in resolving issues related to land availability and resettlement for construction of the water management infrastructures. They will also be involved in overall quality control of the rehabilitation works. Develop standard monitoring formats to be used by WMOs for monitoring quality and progress of the implementation works. 	
2.	Develop approaches for sound operation and maintenance.	BWDB, WMOs, LGIs, UPs, BG TA Team	<ul style="list-style-type: none"> Operation and maintenance will be focused separately to make both the activities equally important and effective. Operation activities will be clearly elaborated to include operation of the water management infrastructures considering opening and closing of gates for drainage & flushing through sluices; maintenance of optimum water level in the canals; protection of low lands with internal dikes and minor inlet-outlet structures; provision of irrigation water to high lands and homestead gardens; water management for fish, livestock and domestic purposes; prevention of floods and saline water intrusion; and maintenance of unobstructed water flow in the canals. Operation of the WM structures will also consider safety of the structures, protective aprons and canals in the upstream and downstream of the structure (For example very high water level difference inside & outside the polder may destabilize the embankment and the structure; sudden & unbalanced opening and closing of the gates may cause vortex, scouring and damage of the structure, protective aprons and the canals). Operations will mostly be done by the WMOs under the guidance of BWDB. UPs will provide advice and support as and when required. Maintenance will be clearly defined to include all activities that will prevent decay/ damage/deterioration of the sluices, inlets, outlets, gates and hoists, canals and embankments. Maintenance will be grouped in two categories: minor and routine maintenances to be done by WMOs; and major periodic 	<p>August 2016 and onwards.</p> <p>TA Team will provide necessary support, where necessary.</p> <p>Manuals/ guidelines will be prepared by Short Term Consultants/ YEPs/ outsourcing.</p> <p>Capacity of WMOs will be developed through training (BWDB and TA Team).</p> <p>Manuals/ guidelines will be prepared /updated by STCs/YEP/ Outsourcing)</p>

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SL.	Strategy 5 Key	Partners	Activities	Timeframe
			<p data-bbox="869 229 1272 256">maintenance to be done by BWDB.</p> <ul data-bbox="824 268 1653 823" style="list-style-type: none"> <li data-bbox="824 268 1653 363">• There will be O&M agreements between the WMAs and the BWDB field offices, listing all O&M activities and defining responsibilities of respective parties. <li data-bbox="824 375 1653 470">• WMAs, JPMCs, UPs and BWDB together will prepare O&M action plans, set priorities, prepare implementation timelines and budgets and assign responsibilities. <li data-bbox="824 481 1653 577">• WMOs, JPMCs & UPs will be involved in routine maintenance of water management infrastructures; WMOs having major roles with JPMCs & UPs as support/catalytic agents. <li data-bbox="824 588 1653 684">• BWDB, JPMC, WMOs and UPs will be involved in periodic maintenance of water management infrastructures; BWDB having major role with JPMCs, WMOs and UPs as support/catalytic agents. <li data-bbox="824 695 1653 754">• Develop O&M manuals/guidelines for operation and maintenance of the WM structures. <li data-bbox="824 766 1653 823">• Develop capacity of WMOs to be able to plan and implement operation and maintenance activities. 	

Exit Strategy 6: Internal water management

SI.	Strategy 6 KEY ACTIONS	ACTIVITIES & OUTPUTS	TIME TABLE
1	Propose allocating a larger share of the fine-tuning budget to internal drainage and catchment water management;	<p>Create greater awareness at BWDB Planning and Water Management Directorates and DAE concerning internal drainage and catchment water management.</p> <ul style="list-style-type: none"> a. Develop concept note (on the basis of CWM strategic plan and outline of WMA planning workshops) b. Conduct discussion session(s) with CP, CWM, PCD and PD-DAE c. Organise field visit to polder 30 pilot to get deeper understanding on CWM for CP, CWM, PCD and PD-DAE (and other BWDB, DAE representatives) d. Organise discussion with EKN on budget revision e. Organise meeting with DG-DAE f. Additional meetings with PD-DAE to realise better coordinated action of FFS delivery 	<ul style="list-style-type: none"> 1a. done 1b. done with CWM and PD-DAE; end July with PCD 1c. done with CWM; to be followed up with PD-DAE and PCD soon 1d. ongoing 1e. first discussions took place 1f. mid-end June

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Sl.	Strategy 6 KEY ACTIONS	ACTIVITIES & OUTPUTS	TIME TABLE
2	Propose the type of infrastructure to be supported by BGP for internal water management BGP (drainage, retention, irrigation?)	<p>Set up discussions regarding type of infrastructure for internal WM with BWDB and TA-WRM experts (<i>assuming only for CWM areas investments will be made</i>)</p> <ol style="list-style-type: none"> Further define the different levels of water management, especially catchment and sub-catchment level, and types of possible WM interventions, including the production of visuals For the long list of CWM areas calculate what feasible WM interventions might cost and how much command area they will serve. Also calculate the cost-benefit of proposed change in cropping pattern. Final selection of CWM area, what is the total estimated budget and who is going to be responsible for design and tendering (etc) of the CWM areas. Final decision with TA team but large advisory role for BWDB and DAE, and endorsement from UP is essential. Try to establish as much as possible commitment to ensure BWDB contributions to infrastructure planning, design and implementation [<i>critical milestone</i>]. 	<p>2a. ongoing 2b. done; only cost of WM interventions not internally circulated 2c. CWM area selection done, budget update still required</p>
3	Help define the exact role of BWDB and others vis-à-vis internal water management;	<p>Set up discussions regarding the role of BWDB, DAE, WMOs, UP and TA staff in internal polder water management</p> <ol style="list-style-type: none"> Make possible roles part of the concept note for BWDB and DAE, and discuss and fine-tune this with them Discuss with WMOs and UP their potential role in internal polder WM during CWM area selection, WMA Planning Workshops and UP & Upazila orientations (see also 5b) Adjust the strategic CWM plan and Working Paper 4 on WMO strengthening and PWM, include the various roles and streamline work processes with WMOs (also in non-CWM areas) accordingly 	<p>3a. see 1a, b, c 3b. done; mid July onwards - UP & Upazila orientations 3c. inputs provided to WP4, CWM strategic plan updated</p>

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Sl.	Strategy 6 KEY ACTIONS	ACTIVITIES & OUTPUTS	TIME TABLE
4	Engage partnership in internal water management infrastructure planning, design, construction and O&M from the start and base decisions on the potential for crop intensification and diversification	<p>Plan and execute CWM upscaling schemes and WMA planning workshops with due involvement of DAE, BWDB, LGIs and WMOs in IPSWAM and rehab polders (also link with Exit Strategy 2). Initiate Land and Water Use planning process in new polders.</p> <ol style="list-style-type: none"> a. Selection of CWM areas with help of refined selection criteria (<i>see also 2b</i>) and mixed discipline teams at zonal level (incl. UP, DAE and BWDB; optional DoF). b. Final decision on no. and location of CWM areas in BGP [<i>critical milestone – linked with 2b</i>] c. Detailed field investigation/baseline of selected CWM areas and agreement with involved WMOs and (informal) endorsement of UP d. Development of FFS Rice curriculum for the CWM areas together with DAE and execution by SAAOs; likely to be converted into 2 curricula: field crop production oriented and one homestead production and labour activities in crop production e. Provision of training to SAAOs and PFs for the CWM-FFS curriculum f. Development of session plans and guides for the new topics of the CWM-FFS curriculum g. Ordering of seeds on time at BRDC in line with field reality and WMG member preferences h. Start of activities in CWM areas (see detailed planning developed as Annex to CWM strategic plan) i. Setting up biweekly meetings with SAAOs to plan, prepare and evaluate CWM- FFS sessions. Make sure this endorsed by PD-DAE. j. Prepare and organize WMA action planning workshops in IPSWAM and rehab polders with due involvement of BWDB, DAE and UP; ensure the update of WAPs which link with production, WM and O&M (see also Exit Strategy 3). k. Ensure proper follow up of WMA action planning workshops l. Initiate Land and Water Use planning process in new polders (see Exit Strategy 3), incl. the formulation of Sustainable Environmental Management Plan (SEMP), where possible stimulate implementation of secondary <i>khals</i> under revised ADPs (for Nov/Dec 2016) m. Ensure Land and Water Use planning process becomes integral part of BGP work routine/processes 	<p>4a. done 4b. done 4c. ongoing till end June 4d. ongoing; needs extra attention</p> <p>4e. early June 2016 - ongoing 4f. asap – Sep 2016 4g. asap 4h. end June 4i. asap 4j. first one executed - ongoing (see Exit Strategy 3) 4k. now-Sep 2016 4l. ongoing – first ones executed in polder 55/2A and 55/2C 4m. ongoing</p> <p style="text-align: right;">17 August 2016</p>
Exit	Strategies – Action Plans		

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Sl.	Strategy 6 KEY ACTIONS	ACTIVITIES & OUTPUTS	TIME TABLE
5	Explore and pursue co-funding internal water management infrastructure by BGP, LGIs and WMOs	<p>During planning and implementation of CWM upscaling schemes, during WMA planning workshops and Land and Water Use planning (incl. UP and Upazila orientations) in new polders.</p> <p>a. Discuss with relevant WMO members and UP their potential co-funding in internal WM during CWM area selection and WMA Planning Workshops (and follow up) - see also Exit Strategy 2. Stimulate separate sources of co-funding for secondary and tertiary <i>khals</i>.</p> <p>b. Discuss with Upazila institutions and NGOs their potential role and co-funding during Upazila orientation (and follow up) – see also Exit Strategy 2 and 3</p>	<p>5a. April-June 2016 (and beyond)</p> <p>5b. mid July onwards</p>
6	Replicate <u>Community</u> Water Management demonstrations (combining water management, <u>limited</u> input supply and extension), with due involvement of DAE and LGIs	<p>Stimulate as much as possible Horizontal Learning of CWM areas as well as general ‘best practices’ of WMGs on internal WM identified during WMA planning workshops and by Polder Teams.</p> <p>a. Outsource the development of (visual/audio) learning materials for CWM on based of developed Communication Strategy</p> <p>b. Instruct service provider (video crew) in actual development of promotion and learning materials during FFS/MFS</p> <p>c. Investigate general ‘best practices’ regarding internal WM (and other best practices) and develop plan for Horizontal Learning</p> <p>d. Start of using Horizontal Learning materials for CWM by WMGs <i>[Note: decision still needs to make on modality/incentive as part of Horizontal Learning plan]</i></p> <p>e. Start of Horizontal Learning on other ‘best practices’</p>	<p>6a. strategy formulated; outsourcing will be initiated end June</p> <p>6b. from mid June 2016 till May 2017</p> <p>6c. May – July 2016</p> <p>6d. 2017</p> <p>6e. 2017</p>

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Sl.	Strategy 6 KEY ACTIONS	ACTIVITIES & OUTPUTS	TIME TABLE
7	and consider commissioning novel approaches to catchment water management through the innovation fund;	Stimulate further novel approaches on internal WM through Innovation Fund and make sure this becomes an integral part of BGP approach a. Evaluate and follow up Concept Note of FHRC, support in start-up b. Invite Concern Universal to also submit Concept Note and follow up c. Develop a Concept Note on the Irrigation Potential within BGP polders and outsource a feasibility study d. Evaluate other possible partnerships	7a. done; carried over to John for follow up 7b. invited 7c. now – Sep 2016 7d. tbc
8	Document and share approaches for and outcomes of catchment water management	Identify key aspects, opportunities and key persons for documentation and sharing. Making sure the documentation and sharing is gender sensitive. a. Identify the key aspects to be documented, including gender issues b. Identify sharing workshops, seminars, conferences, etc. and publication opportunities c. Identify the key persons responsible, incl. students, researchers [<i>BRAC has been identified as key independent M&E of 4 CWM areas; still needed to identify a researcher for overall CWM project documentation is vital</i>] d. Document Pilot Polder 30 outcomes regarding WM and use this for knowledge sharing and improved planning and design of new CWM areas (link with 3c) e. Formulate TOR on gender research for BAU or Chittagong students f. Further discuss with Patuakhali and Khulna Universities their support in monitoring of CWM areas by students (incl. international students), development of TOR g. Start various documenting and sharing activities	8a. ongoing 8b. by 15 May and ongoing 8c. ongoing 8d. done! Final version to be circulated before 5 July. 8e. done! Gender research started. 8f. ongoing; needs extra attention 8g. tbc

Exit Strategy 7: Enabling targeting of joint activities

SL.	Strategy 7 Key Actions	Partners	Activities	Timeframe
1.	Leasing of unused BWDB lands and resources to WMGs (Lead ES-5 Task Team)	BWDB, WMOs, LGIs, BG TA Team	<ul style="list-style-type: none"> • Physical identification of unused BWDB lands and resources through outsourcing (potential retired BWDB staff with relevant experience) may be engaged for the assessment; • Dialogue with BWDB on leasing of unused land and resources to WMGs with necessary information collected through the study; • Encourage WMGs to apply for lease of unused lands and resources of BWDB to WMGs; • Follow-up and report progress; 	June 2016
2.	Labor Contracting Society (LCS) activities (Lead ES-7 Task Team)	BWDB, WMOs, LGIs, BG TA Team	<ul style="list-style-type: none"> • Amplify ToR of LCS Gender study to assess system; • Formation of a Committee to guide the LCS study team; • Conduct Study on potentiality and effect of LCS activities towards poverty reduction under PWMR 2014 (include one retired BWDB high official in the study team); • Propose necessary modifications/changes in the LCS activities; 	May-June 2016

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SL.	Strategy 7 Key Actions	Partners	Activities	Timeframe
3.	Vocational training for Adolescent/Youth of the disadvantaged/poor WMG households (Lead ES-7 Task Team)	BWDB, DAE, WMOs, Private Sector, NGO	<ul style="list-style-type: none"> • Commission a Study on local job market to assess relevance for vocational training; • Develop ToR for selection of VET Service Providers; • Develop eligibility criteria (socio-economic) for participating families in VET intervention; • Develop trainees (youth/adolescents, male and female) selection criteria for specific trades; • Participate/represent in monitoring the trainee selection process (check with destitute, poor female HHs list of UP); • Commission an awareness campaign for raising and interest in VET; • Advocacy with local elites in supporting the VET graduates; • Develop relevant communication materials; • Provide necessary guidance and assistance to the VET service provider (s) in intervention implementation • Develop a holistic monitoring mechanism with tools (with roles of local elites, UP, WMOs and program personal where relevant); • Follow-up progress; 	May-June 2016
4.	WMG membership for Land owners (Lead ES-3 Task Team)	BWDB, WMOs, BG TA Team	<ul style="list-style-type: none"> • Acquire information on landowner members of WMGs; • Define a communication intervention to explain the benefits of inclusion of male and female members of land owners households in the WMG to the polders; • Orient the polder team on the effective use of communication materials developed; • Arrange exposure visits to the successful WMGs; 	May-June 2016

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SL.	Strategy 7 Key Actions	Partners	Activities	Timeframe
5.	BGP supports depends on WMG progress/response (Lead ES-5 Task Team)	BWDB, WMOs, LGIs, BG TA Team	<ul style="list-style-type: none"> • Aware WMGs about BGP support depends on WMG progress/response; • Define a communication intervention to explain the benefits of cooperation and positive response to the polders; • Orient polder team on effective use of communication materials in the polders including LGIs; • Suspend BGP support to the WMGs lagging behind and not willing to improve even after awakening efforts; 	June 2016 and onward
6.	WMG Executive Committee (promote literate persons in the top positions like Secretary and Treasurer) (Lead ES-8 Task Team)	BWDB, WMOs, BG TA Team	<ul style="list-style-type: none"> • Include this provision/revision of the Bye-lays • Develop Communication materials to aware WMO members; • Initiative to use these materials by the polder team during community mobilization; 	June 2016
7.	Ensure active participation of female in the WMG Executive Committee (Lead ES-7 Task Team)	BWDB, WMOs, BG TA Team	<ul style="list-style-type: none"> • Design and conduct workshop with religious leaders, local elites UP and WMG members to increase gender sensitiveness and gender equity; • Develop Communication materials to aware WMO members; • Initiative to use these materials by the polder team during community mobilization; 	June 2016

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SL.	Strategy 7 Key Actions	Partners	Activities	Timeframe
8.	Farmer Field School (FFS) /Market Oriented Farmer Field School (MFS) (Lead ES-4 Task Team)	BWDB, DAE, WMOs, BG TA Team	<ul style="list-style-type: none"> Stimulate entrepreneurship + services to wider community of the WMGs; Increase number of FFS and MFS to cover more WMG members/poor HHs/LCS members; Propose to concentrate DAE FFS in the BGP polders; Develop linkage with local institutions (LGIs, NGOs, Private Sectors, Service Providers' Network) for scaling up and sustainability; Develop Communication materials to aware WMO members; Initiative to use these materials by the polder team during community mobilization; 	May-June 2016
9.	Trifold approach to enabling community-led targeting (Lead ES-7 Task Team)		<ul style="list-style-type: none"> Develop communication materials like storytelling to follow selection criteria, ethical leadership; IEC materials on criteria for beneficiary selection for all BGP supported activities; Communication materials on utilization of potentials of UP representatives' following the provision in the GPWM and PWMR 2014; Prepare and disseminate case studies on successful women and men, but also men who support women to become successful; 	-
10	Strengthening WMG and WMA Cooperation and relationship (Lead ES-7 Task Team)	BWDB, WMAs, WMGs, BGP TA	<ul style="list-style-type: none"> Clarifying relationship through joint meeting; Follow-up WMA and WMG cooperation; 	
11	Joint activities on DRR to establish WMG as lowest unit of Disaster management (Lead ES-7 Task Team)	BWDB, WMOs, UP, BGP TA	<ul style="list-style-type: none"> Organize training on DRR for the WMG, UDMC and Polder team; Preparation of CBDRR Plan jointly with WMG, Polder team, UDMC, Govt. departments and NGO; Link CBDRR Plan with Union level DRRAP and ADP and integrate with WAP; Follow-up and monitoring of DRR activities; 	

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SL.	Strategy 7 Key Actions	Partners	Activities	Timeframe
12	Explore other strategies to benefit landless poor and destitute in the polder (Lead ES-7 Task Team)	BWDB, WMOs, UP,BGP TA	<ul style="list-style-type: none"> • Explore/mapping of appropriate and successful strategies/good practices; or conduct a study; • Initiate appropriate strategies for the benefit of the landless poor and destitute in the polder; • Replicate the appropriate successful good practices. 	

Exit Strategy 8: National drive for PWM

NOTE: The plan seems to be beyond the present capacity to handle it. To be discussed with management whether to scale down, or to pursue getting more capacity

Enabling Participatory Water Management

Concept paper for a learning-from-experience exercise – BGP ESTT 8, May 3, 2016

Bangladesh made a recent start in pursuing systematic public participation in integrated water resources management. In 1999, the Government of Bangladesh launched its first National Water Policy; swiftly followed by Guidelines for Participatory Water Management. In subsequent years both LGED and BWDB put policy to practice and established community-based organisations for water management in the areas benefiting from new investments in infrastructure. These water management organisations take part in planning and construction of new infrastructure; and are to assume a key role in management, operation and maintenance of the same. They can link with the different actors around them, such as local government organisations, departments, private sector and NGOs with respect to O&M, emergency response, conflict resolution and agricultural services. Given the progress that has been achieved on-the-ground, the time is right to draw lessons from the ample experience at hand; and to take next steps in enabling and further institutionalising participatory water management.

In a nutshell

This proposal plans to tap into the experience of agency field workers, WMO members and executives; local government functionaries and other people actively involved in establishing PWM. It does so in order to bring local views to the national level, with the aim to give further momentum to practices and approaches that strengthen sustainable management of water resources for economic development. The exercise is not an evaluation of the outcomes of recent policies, but an *appreciative inquiry* aimed to more fully utilise the potential of these policies, and especially of participatory water management approaches.

This proposal culminates in a national conference on participatory water management, but the brunt is on the systematic collection and collation of views, facts and success stories from the field. In preparation to the national conference, study teams – headed by senior GoB

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officials – review aspects of and approaches to participatory water management. The study teams do so by a combination of review of (academic) research, stakeholder workshops, field visits and interviews. Each team gets to present its lessons and conclusions at the national conference; where local representatives as well get the opportunity to share their experiences and views.

Objectives

The proposed learning-exercise is to contribute to the National Water Policy objective of managing the water resources of the country in a comprehensive, integrated and equitable manner. More specifically, the learning exercise aims to support a further horizontal and vertical expansion of participatory water management. Horizontal means establishing PWM beyond the present project areas; while vertical means follow-up to improve existing practices in areas under PWM.

Given the ambition to enhance the national drive for participatory water management, the learning-from-experience exercise strives for the following results:

- An active network of senior agency staff involved in promoting and implementing PWM approaches;
- A widely-subscribed qualitative assessment of the ‘state of the art’ of participatory water management;
- A widely-supported list of options and scalable good practices to further build the enabling environment for participatory water management.

Organisation

As this is a concept paper, no organisational blue print for the learning-from-experience exercise is developed as yet, but important elements are identified:

- Ownership of the learning-from-experience exercise by one or more concerned GoB agencies is crucial. It seems practical to vest the initiative within the BWDB, with active involvement from policy staff of MoWR, DAE, LGD (MoLGRD&C), LGED, and possibly others. To further develop this concept, dialogue with BWDB decision-makers is required;
- The character of the exercise is squarely on learning. This requires a relatively informal environment, with ample opportunity to express opinions and ideas; and without the immediate consequence of setting policy or taking management decisions. If the exercise contributes to new policy and / or management decisions, that would be a bonus;
- The formation of study teams and the selection of the study topics requires further thought. Initial ideas are listed in the next section, but to make the exercise practical, it is suggested that the current PWM projects contribute topics and / or examples. A preparatory work shop is foreseen to define the study topics, to form the teams and to define the expectation from the teams. A central facilitator (or team of facilitators) will guide the study groups;

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- The central facilitator will support the study teams through support for logistics (travel, meetings, documentation, communication); by providing access to international experiences; literature and relevant PWM concepts; by facilitating team workshops; as well as by providing guidance on the presentation of outcomes.

Subject matter focus – initial ideas

This is a provisional listing.

- What are different ways in which water users contribute to operation and maintenance of the water system? – What approaches do WMOs apply to mobilise resources for maintenance (e.g. collections, labour contributions incomes from the lease of BWDB land, etc.)? And how is this done outside project areas? How do people and their local organisations organise water management interventions (small khal closures, excavations, etc.) without agency involvement? The study group aims to draw lessons on how local resources can be mobilised for local O&M;
- How do LGIs in practice support WMOs? – Within project areas, LGIs are expected to ‘advise’ WMOs, but how do LGIs take this role in practice? And what other support – stemming from the LGIs own mandate – do LGIs give to WMOs? The inventory of LGI - WMOs cooperation undertaken by BGP can form a starting point. Key question is how water resources can be managed by local communities and their organisations when there is no project intervention to support them?
- What is the impact of organising earthwork through LCSs established by the WMOs on the latter’s performance – is the organisation of LCSs a burden for the fledgling organisations, or does it result in higher management skills or more responsibility for management of infrastructure?
- What are the different approaches to participatory planning? – Different agencies and projects have charted different courses and use different approaches. The study team will learn from this diversity to identify success stories, quick wins and scalable good practices. The study team will also help find ‘champions’ who can share their views during the national conference;
- What do WMOs do to optimise agricultural water use? – WMOs can take steps to improve local water management, even without agency initiative. What are the experiences in improving agricultural water management? The study team can refer to experiences by IRRI and FHRC , and others;
- Does the involvement of WMOs in water management place new requirements on the choice of technology for water management? – Experience of WMOs in using sluice gates and inlet structures could be used to review design parameters and criteria, and possible even the choice of technology. The IPSWAM area offers scope to study this;
- What are the stakeholders’ views on the long-term future of WMOs? – Rather than coming up with a final vision, the study group inventories ideas and opinions about the long-term embedding of WMOs. Would they need to build higher level organisations? Would higher-level organisations need to include implementing agencies and local governments as well (e.g. a regional board)? Would WMOs require a prolonged support, and if so: how would this support be structured? This study group is exploratory and could review ideas on regional cooperation and / or a specialised support organisations.

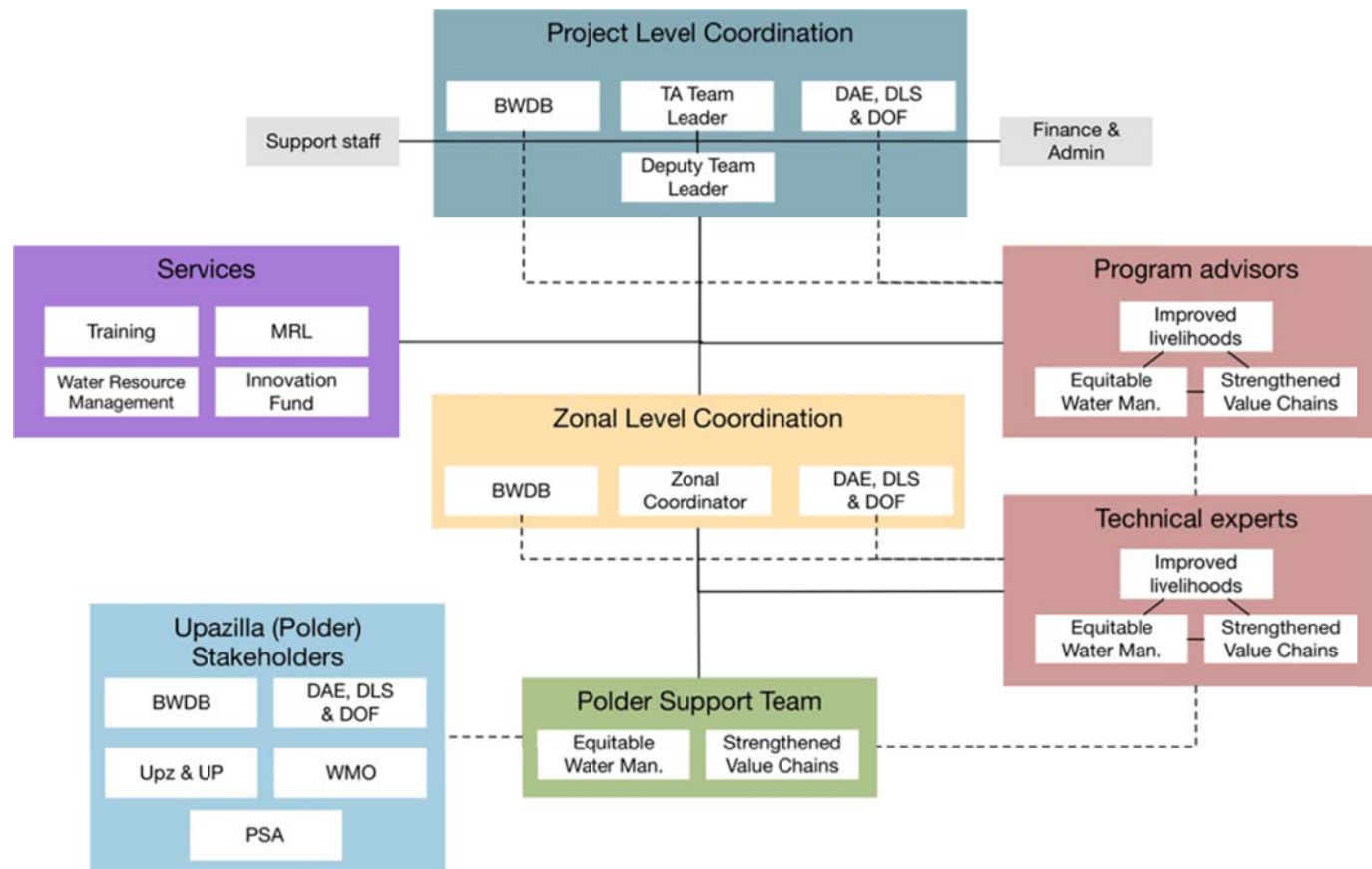
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Developing the proposal

This concept paper describes an initial idea. It has been written in the first place to search commitment from senior BWDB management. Based on its feedback and support, a full proposal can be developed, reflecting views and commitments from PWM projects and from a possible financier.

Exit Strategy 9: New work routines

This mainly centres on replacing the centrally directed component organisation of the TA team, with a decentralised organisation, in which zonal and polder teams interact at their level with programme agencies and partners across all aspects of the BGP programme. This facilitates the close interaction around specific activities which is needed to withdraw TA at programme, while ensuring continuity of key activities.

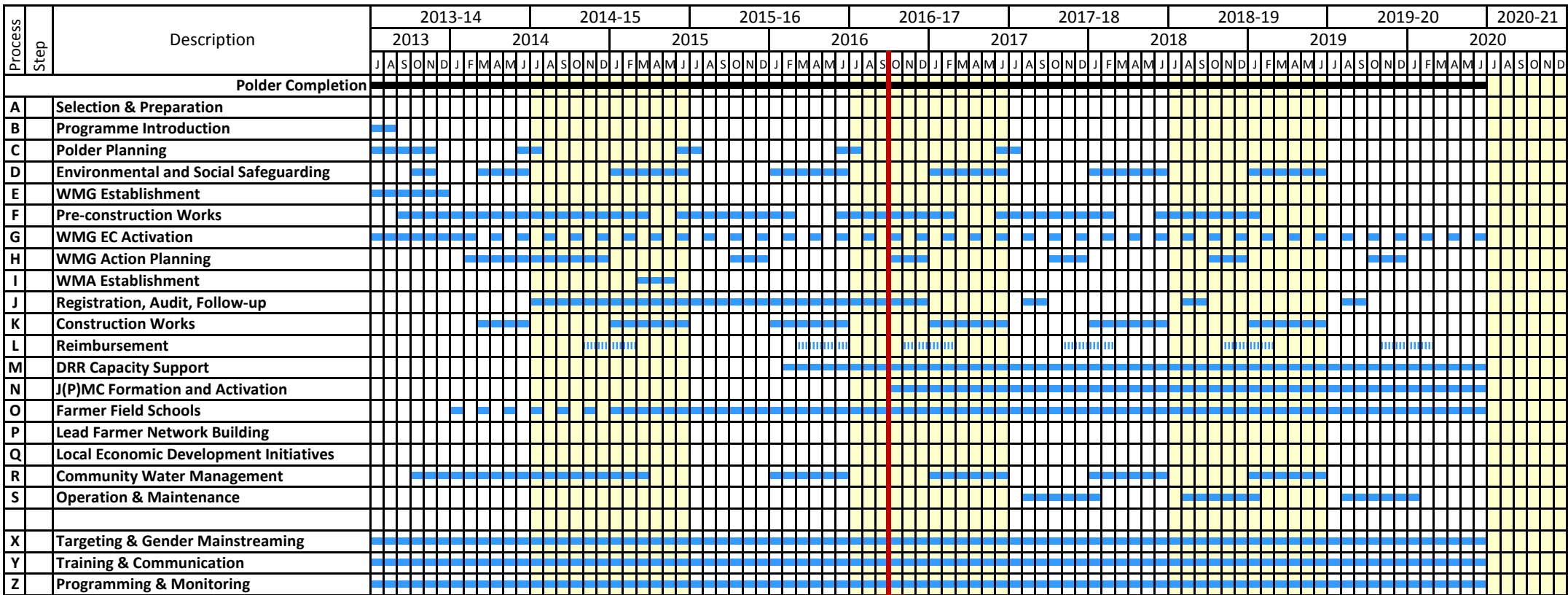


Decisions on the work routines are to be developed by the advisory units. The advisory units prepare decisions and sometimes provide guidance during implementation, while the MT provides GO / NO GO-decisions and involves in high-level coordination with the implementing agencies and client. Service units undertake specialised tasks across the organisation structure.

Annex III – Polder Timelines

Blue Gold Program, BWDB Polder Completion Timeline

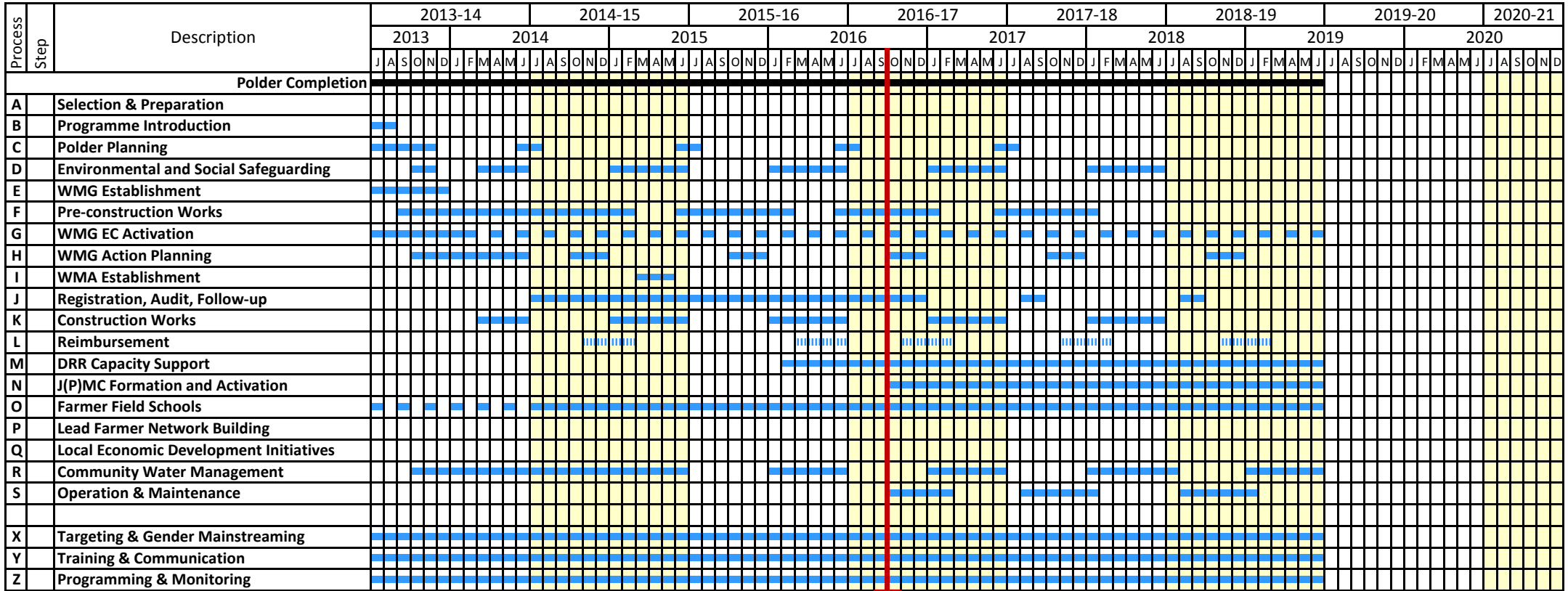
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Expected date of DPP revision

Blue Gold Program, BWDB Polder Completion Timeline

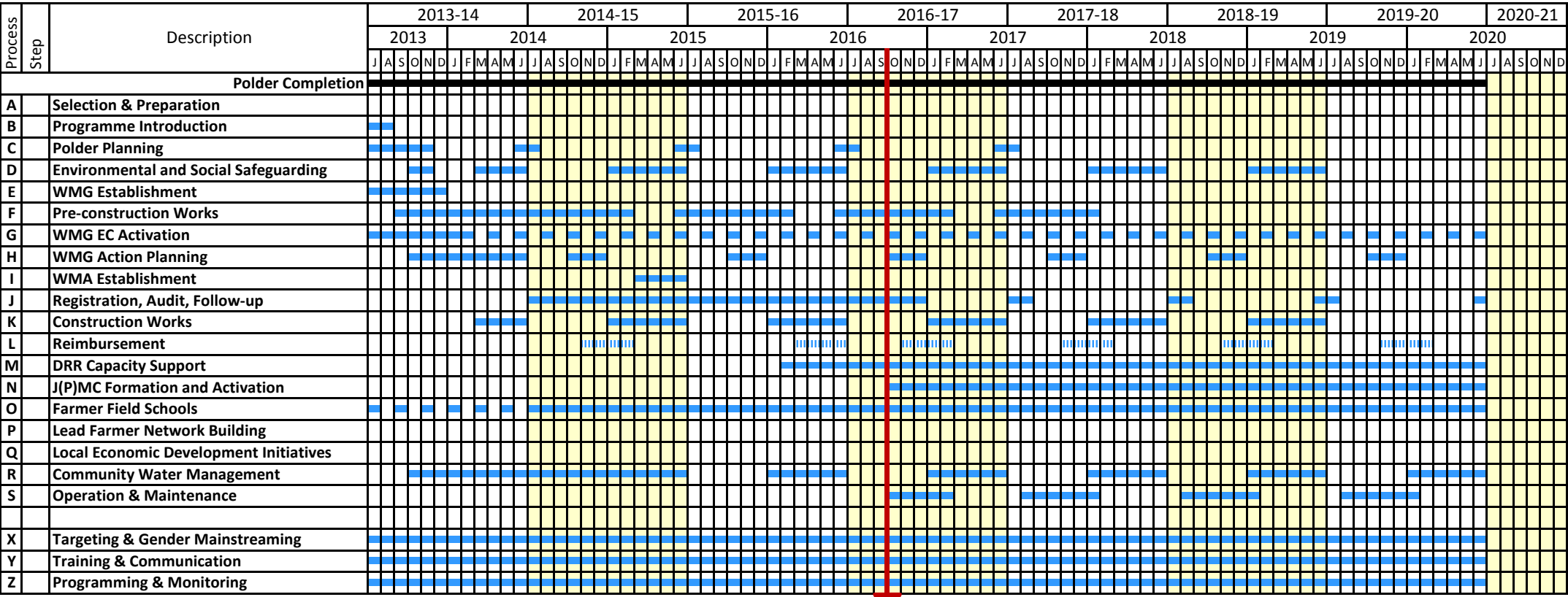
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Expected date of DPP revision

Blue Gold Program, BWDB Polder Completion Timeline

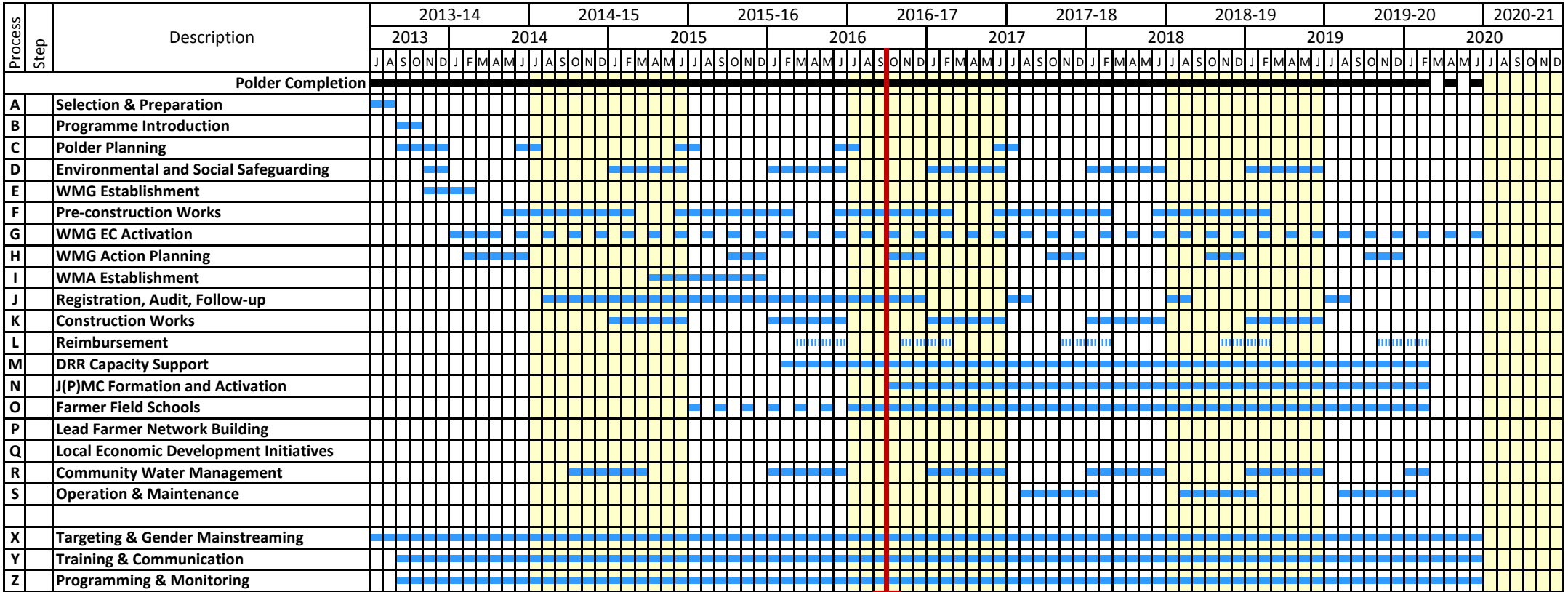
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Expected date of DPP revision

Blue Gold Program, BWDB Polder Completion Timeline

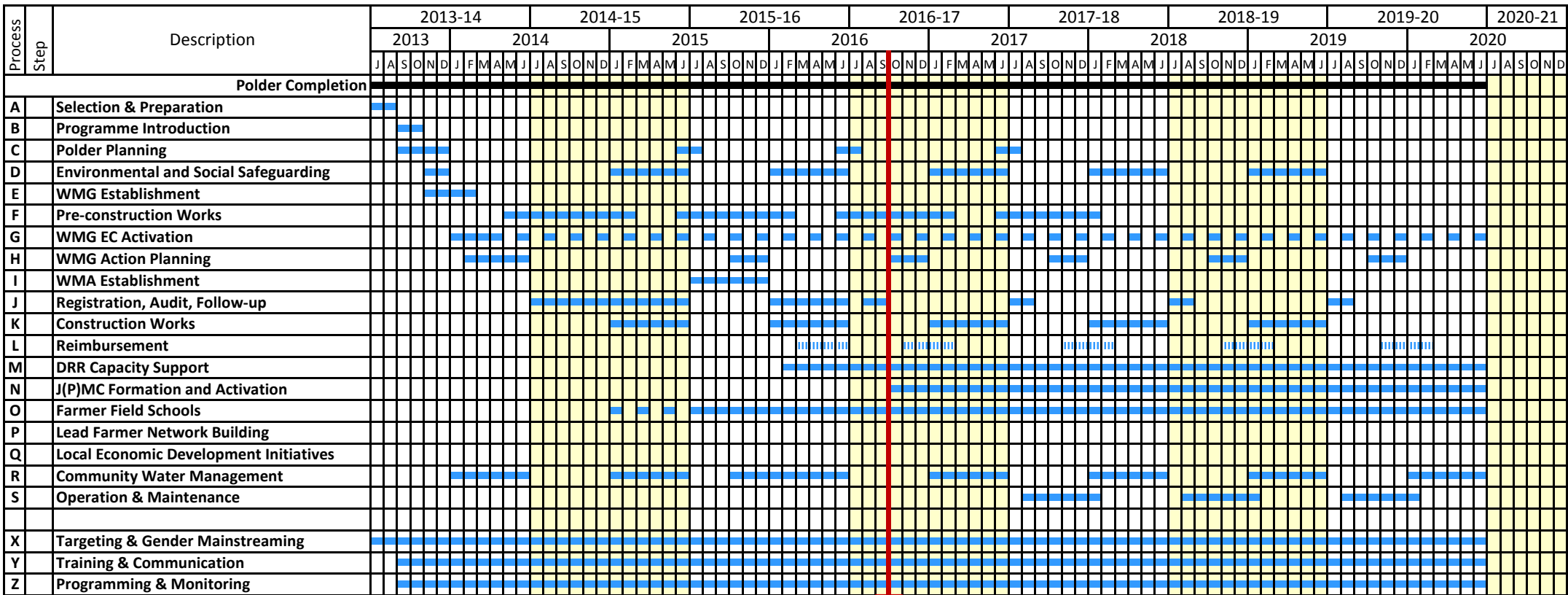
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Expected date of DPP revision

Blue Gold Program, BWDB Polder Completion Timeline

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Expected date of DPP revision

Blue Gold Program, BWDB Polder Completion Timeline

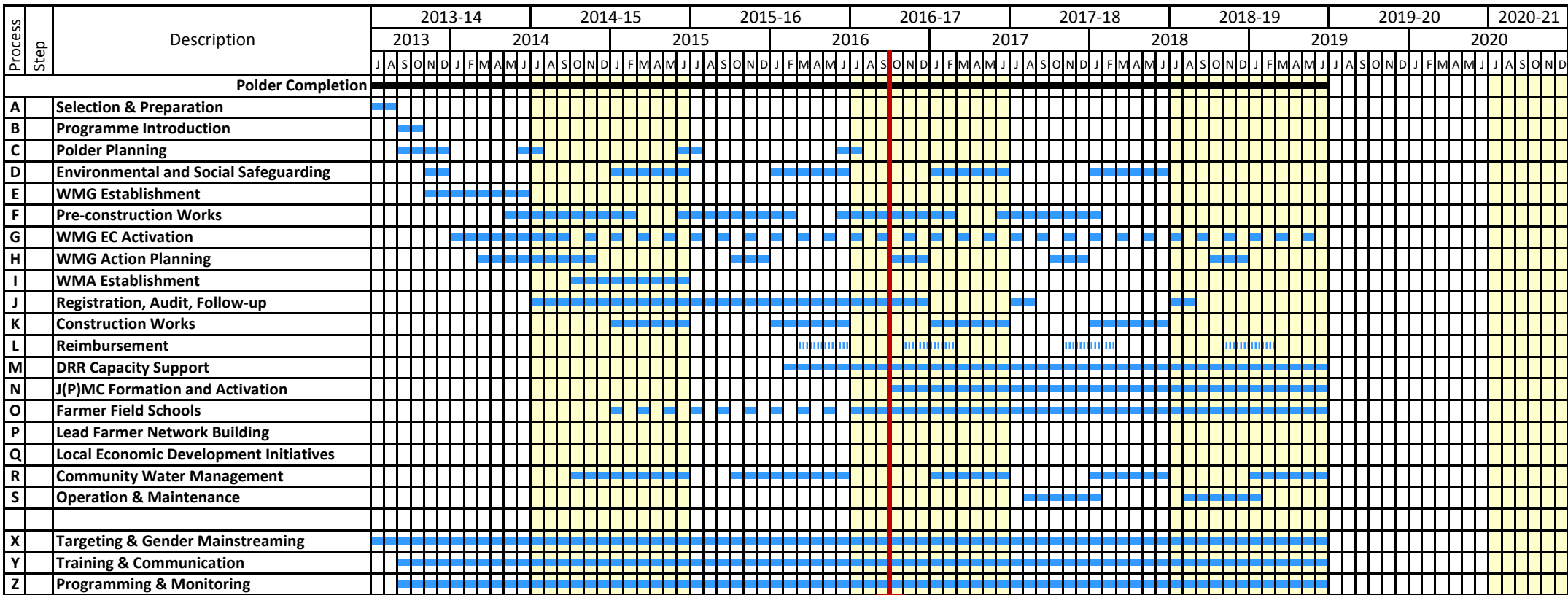
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Process Step	Description	2013-14				2014-15				2015-16				2016-17				2017-18				2018-19				2019-20				2020-21											
		2013				2014				2015				2016				2017				2018				2019				2020											
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J	Registration, Audit, Follow-up																																								
K	Construction Works																																								
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N	J(P)MC Formation and Activation																																								
O	Farmer Field Schools																																								
P	Lead Farmer Network Building																																								
Q	Local Economic Development Initiatives																																								
R	Community Water Management																																								
S	Operation & Maintenance																																								
X	Targeting & Gender Mainstreaming																																								
Y	Training & Communication																																								
Z	Programming & Monitoring																																								

Expected date of DPP revision

Blue Gold Program, BWDB Polder Completion Timeline

Polder - 29



Expected date of DPP revision

Blue Gold Program, BWDB Polder Completion Timeline

Polder - 26

Process Step	Description	2013-14				2014-15				2015-16				2016-17				2017-18				2018-19				2019-20				2020-21											
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Expected date of DPP revision

Blue Gold Program, BWDB Polder Completion Timeline

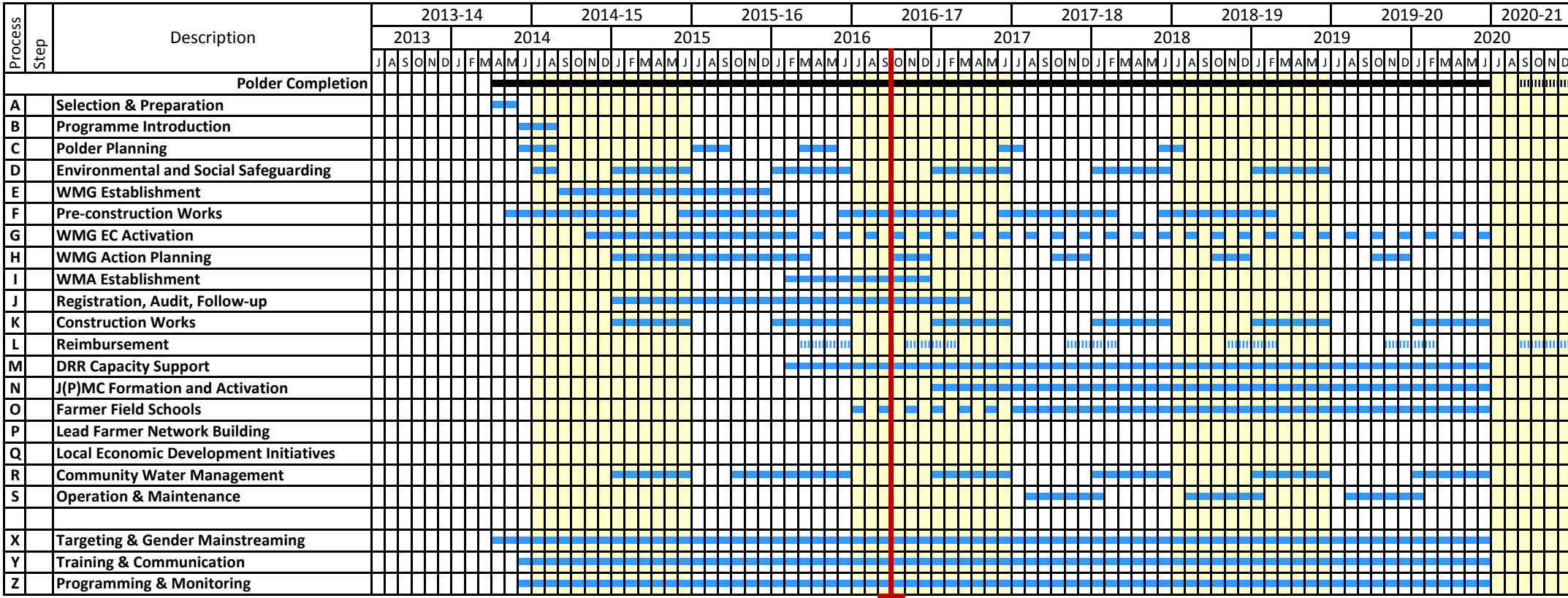
Polder - 31 part

Process Step	Description	2013-14				2014-15				2015-16				2016-17				2017-18				2018-19				2019-20				2020-21															
		2013				2014				2015				2016				2017				2018				2019				2020															
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P	Lead Farmer Network Building																																												
Q	Local Economic Development Initiatives																																												
R	Community Water Management																																												
S	Operation & Maintenance																																												
X	Targeting & Gender Mainstreaming																																												
Y	Training & Communication																																												
Z	Programming & Monitoring																																												

Expected date of DPP revision

Blue Gold Program, BWDB Polder Completion Timeline

Polder - 2 & 2 extension



Expected date of DPP revision

Blue Gold Program, BWDB Polder Completion Timeline

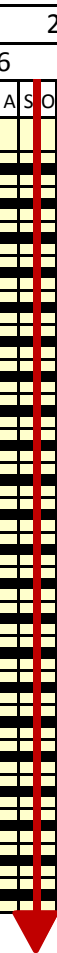
Polder - 43/2E

Process Step	Description	2013-14				2014-15				2015-16				2016-17				2017-18				2018-19				2019-20				2020-21																				
		2013				2014				2015				2016				2017				2018				2019				2020																				
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Blue Gold Program, BWDB Polder Completion Timeline

Process	Description	2013-14				2014-15				2015-16				2016-17				2017-18				2018-19				2019-20				2020-21																																			
		2013		2014		2015		2016		2017		2018		2019		2020		2021		2022		2023		2024		2025		2026																																					
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1	Polder 43-2D	Activity																																																															
2	Polder 43-2F	Activity																																																															
3	Polder 22	Activity																																																															
4	Polder 30	Activity																																																															
5	Polder 43-2A	Activity																																																															
6	Polder 43-2B	Activity																																																															
7	Polder 43-1A	Activity																																																															
8	Polder 29	Activity																																																															
9	Polder 26	Activity																																																															
10	Polder 31-part	Activity																																																															
11	Polder 2 and 2 extension	Activity																																																															
12	Polder 43-2E	Activity																																																															
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14	Polder 55-2C	Activity																																																															
15	Polder 27-1	Activity																																																															
16	Polder 27-2	Activity																																																															
17	Polder 28-1	Activity																																																															
18	Polder 28-2	Activity																																																															
19	Polder 47-3	Activity																																																															
20	Polder 47-4	Activity																																																															
21	Polder 25	Activity																																																															
22	Polder 21	Activity																																																															



Expected date of DPP Revision

Activity
 Reimbursement

Annex IV – Water Resources Infrastructure

Reasons for slow progress on construction contracts (reminder):

2013/14

- The project started in late- Apr 2013, did not allow for preparation of 2013-14 ADP.
- WMGs were less active after IPSWAM, needed re-organization and strengthening before start of implementation planning.
- RPA fund was only deposited in BWDB bank in late-May 2014. LCS advance could not be given. Contractor's work order also could not be given as fund was not guaranteed.
- Very limited work undertaken but could not be finished.

2014/15

- Under the new PWMR 2014, all existing WMGs had to be reformed and registered with BWDB, which delayed participatory assessment and validation of 2014-15 implementation works, and LCS formation.
- 144 LCSs were formed & trained from Jan-Apr 2015 after registration of WMGs. Work orders were delayed: Mar – Apr 2015, and this affected work progress.
- WMGs had no previous experience or training in the management of construction works by LCSs
- RPA fund for 2014-15 was only deposited in the BWDB bank on 30 June 2015 so interim payments to LCS and contractors could not be made, and progress was delayed
- Structure designs were not ready although data were submitted during 2013-14.
- Some contractors were not serious enough to complete the works in time, especially in polder 31-part.

2015/16

- For many activities, design data from field had to be submitted several times, as design offices were not always happy with the data submitted from the field. These caused delay in the design data collection as well the design process, estimate vetting and tendering.
- The UP election (February 2016) was the most significant cause of slow construction progress during 2015/16. The villagers, LCS members and the contractors were so involved in this election that they could even think of any work during this period. The pre-election campaign and the post-election violence continued almost for 2 months, and virtually not many works could start before April 2016. Many of the LCSs even did not start work (especially in polder 31-part) perhaps fearing that they would not be able to complete the work. This resulted in less overall progress.
- The concept of LCS working through WMGs (as mandated in PWMR 2014) did not work well. In reality neither LCSs nor the WMGs took the real responsibility/initiative. Most LCSs thought that WMGs are the main contractors (having agreement with the BWDB) and have the hiring & firing authority, so they will take the responsibility. WMGs thought that LCSs take most of the money, so they will take the responsibility. In some cases, WMGs played the role of contractors and hired and fired LCS members as day labourers, which made the LCS members think that they are not active and responsible members of the team. This was also a reason for less work progress.
- The delay in DPP revision - because of the additional time taken for the joint review committee appointed by ISMC (in February 2016) to justify the additional items - and costs resulted in the exclusion of a number of items (especially in fine tuning polders) because they were not in the original DPP.
- The fund placement from EKN was again late for the third year in succession, and only received in the BWDB bank account in mid-May 2016. This resulted in delays in payment of LCSs and contractors, and a lack of trust between the parties.

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- Many of the LCSs and contractors appeared not to be incentivised to complete their contracts on time.

Annex V – Draft Proposal Joint (Polder) Management Committee

The National Water Policy through its various provisions emphasized the issue of participatory water management and highlights the importance of Stakeholder Participation. Water resources have historically dealt with by number of government agencies under different ministries. BWDB is the principal agency of the Government for managing water resources of the country. Various initiatives taken and guidelines {such as Guidelines for Peoples Participation (GPP) in 1994, Guidelines of Participatory Process by BWDB and Ministry of Water Resources} prepared to enhance participation in water management sector. LGED developed a guideline for operation and maintenance of Small Scale Flood Control and Drainage Schemes in 1986 and Guidelines for the Participatory Process of Small Scale Water Resources Development in 1999.

Consequently upon declaration of the National Water Policy (NWPo) in January 1999, it has been found imperative to review those documents for formulating a common Guideline to avoid conflicts and duplication and to accommodate flexibility, integrity and complementarity in participatory water management the Government (Ministry of Water Resources) formulated the Guidelines for Participatory Water Management (GPWM) in 2001 with participation of BWDB and concerned Government departments/agencies. GPWM therefore, synthesize all the exercises and experiences of the concerned implementing agencies in respect of participatory water management to be used by all agencies, stakeholders and management for efficient and balanced utilization of scarce water resources.

The long term objectives of the GPWM are to:

- Develop capacity of the local stakeholders in participatory water management
- Gradually establish ownership of the local stakeholders in water resources management
- Achieve sustainable participatory water management.

After formulation of GPWM IPSWAM and other projects of BWDB and LGED took attempt to follow the GPWM- formed WMOs/WMCs, capacity building of the WMOs/WMCs but partnership on participatory water management at local level did not developed towards fulfilling the long term objectives of the GPWM due to some practical reasons. In this context WMOs/WMCs were active during the project period but gradually become inactive/dormant after completion of the projects, it is evident during different studies/observations.

Implementation of various project activities, facilitation, follow-up and coordination continue during project period mainly by the project staff as a result WMO members always remain in contact with certain activities, coordination network and follow-up, which keep WMOs active. But a coordination gap is evident after conclusion of any project that leads to dormancy of the WMOs. The functionality Assessment Study of existing WMOs under BGP in 2013 revealed that most of the WMOs became non-functional/ dormant in between the gap of IPSWAM and BGP. During this period water management infrastructure lacks required O&M and care. In some cases local influential people take control of sluice gate, canal to fulfil their own interest, regulate gates according to their needs (overlooking others' requirements) creating illegal encroachment in canals for fish culture that creates obstruction to normal flow of water leads waterlogging as well as farmers deprive form water for irrigation at other end. UPs some time operate drive to evict the illegal encroachment in the canals jointly with community. It is also observed in the polders where there is no project for long time, WMOs are not active or not exist, Community and Union Parishad (UP) somehow managing O&M of water management infrastructure, some cases NGOs are also joining hands with them. Most of the cases emergency response comes first from the UP during breaching of embankment and river erosion then BWDB and other stakeholders take initiatives to handle the problem. Community and UP also

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take initiative to mobilize and utilize locally available resources for water management activities. This UP led initiative is not any formal coordination platform for the particular responsibility. So it is not always that much organized and successful. Even absence of Polder level coordination platform is felt during project period. In the GPWM and PWM rules 2014 mentioned about the arrangement of Joint Management Committee for the projects/sub-projects/schemes. One sample Agreement between BWDB, UP and WMO is enclosed as Annex in the GPWM. Considering the whole context **Joint Management Committee (JMC)** may be formed to fill the gap of a coordinating platform at polder level in line with GPWM and PWM Rules 2014 to achieve the long term objective of the National Water Policy (NWPo).

BGP is giving more emphases to establish constructive linkage among BWDB, UP and WMOs towards water management partnership at local level. Completed project orientation for UPs (first round) last year, second phase project orientation for UP started after newly elected representatives took office, Project orientation for Upazila will start soon, maintaining contact, visiting UP offices, included UP representatives in different trainings, including UP representatives in catchment level Land use planning, polder selection process, sharing information and plans with UPs. UPs are supporting for WMO formation, availability of land required for embankment re-sectioning, canal re-excavation, emergency response, conflict resolution, CWM, monitoring quality of infrastructure, participating in WMG meeting as advisor, included WMO members in UP Standing Committees, organizing Mela (Fair) and folk drama etc.

Formation and capacity building of JMC should be conducted during project period to make JMC active and effective after conclusion of project and implementing agencies will maintain liaison with JMC.

It is also mentioned in the Working Paper-3 – “A Polder Coordination Committee will be formed, which will be understood as an ad hoc joint management committee (JMC); and which will exist until such time that the JMC is formally constituted. The PCC (‘ad hoc JMC’) includes staff from the BWDB (SDE/AE, XO), DAE (Upazila Agriculture Officer), DLS and DoF (Upazila officers), representatives of the concerned Union Parishads (UPs) (chairpersons), representatives from community/existing WMO and technical assistance (Polder Coordinator, TA polder team). The TA polder teams include a coordinator, one co-coordinator and a group of community workers (CO, PF and FO) charged with organisation, agriculture and / or economic development. Its role is temporal: It is not part of the permanent JPMC and it withdraws upon completing its assignment in after a period of roughly four years. Representatives of WMOs are co-opted into the ad hoc JMC after WMG formation and representatives of the WMAs will be key members in the permanent JMC” (Ref. Working Paper-3, August 2016).

Main responsibilities of Joint Management Committee (JMC) may include:

- Coordination among stakeholders
- Management, Operation and Maintenance
- Planning and implementation for improvement of catchment level internal water management/Community based Water Management
- Conflict resolution
- Mobilize/arrange required fund for operation and maintenance

Annex VI – Summary of FFSs Achieved

Summary of FFS/MFS status October 2016									
In this summary, the 22 BGP polders have been combined in 4 groups and all DAE FFS, TA MFS and TA FFS have been added together.									
No.	Polder group	Polders included	No. of households	No. of WMGs	HH per WMG	Total FFS/MFS completed / ongoing	HH in FFS/MFS training	Percentage of HH in polder	FFS per WMG
9	IPSWAM	43/2A, 43/2B, 43/2D, 43/2E, 43/2F, 43/1A, 22, 30, 29	64,740	240	270	547	13,675	21.1	2.3
3	Rehab	26, 31 Part, 2 and 2 ext.	33,235	85	391	186	4,650	14.0	2.2
2	Recent	55/2A, 55/2C	24,139	30	805	74	1,850	7.7	2.5
8	New	47/3, 47/4, 25, 27/1, 27/2, 28/1, 28/2, 21	49,301	131	376	9	225	0.5	0.1
22	Total BGP		171,415	486	353	816	20,400	11.9	1.7
Notes:									
The percentage of HH in a polder participating in FFS/MFS will be slightly lower as there is some overlap, for example when a HH that participated in a DAE FFS also participated in a fish or livestock FFS.									
A rough strategy can be to aim at 2 field crop related FFS/MFS per WMG (perhaps 3 or 4 in bigger WMGs) and to have 1 fish related and 1 livestock related FFS in each WMG.									

Annex VII – Proposal for Horizontal Learning

Background: The Blue Gold Program has been designed taking into account the lessons learnt over the past ten years, the new insights in how to deal with the challenges created by the very dynamic rivers of Bangladesh and the new communication technologies.

Blue Gold became operational in March 2013 and extends over a 6 years period, until March 2019. Its operations concentrate on the polders of three districts: Patuakhali, Khulna, Satkhira and Amtoli upazla of Barguna district. The Program covers 160,000 ha (gross) where an estimated 150,000 household will have direct benefits from the Program.

The overall objective of the Blue Gold Program is:

“to reduce poverty for 150,000 households living on 160,000 ha of selected coastal polders by creating a healthy living environment and a sustainable socio-economic development”.

BWDB is the main implementing agency of the BGP along with DAE. BWDB has signed MoU with DoF and DLS regarding cooperation and partnership in implementation of the project activities. LGIs are the Advisors of the WMOs and have important role to provide support in implementation of the project activities and maintenance of water management infrastructures developed under PWM projects according to the GPWM 2001 and PWM Rules 2014.

BGP is giving emphasis on the Horizontal Learning process along with regular capacity building initiatives like training, workshop etc. briefing under the project. The main target of BGP is to capacity building of WMO so, that WMOs can operate and maintain water management infrastructure even beyond the project. In addition to water management capacity of WMOs on agricultural production enhancement and marketing improvement are also taken care of by the BGP. BGP is connected with Horizontal Learning Program, Bangladesh since 2014 and contributing as an active supporting partner. Horizontal Learning Program (HLP) is initiated by LGD (MoLGRD&C), led by LGIs and supported by 35 development partners. The Horizontal Learning Program (HLP) is an **outcome-based structured learning process that assists union parishads to identify, learn and replicate good practices from their peers with assistance from upazilas**. Initially it started in water supply and sanitation but gradually LGIs expanded its range irrespective of development sectors to meet their needs at local level. Observing the success of HLP Ministry of Health and Ministry of Primary and mass Education introduces this process in their programs. HLP model has been replicated in India, Pakistan, Iran, Nepal, Bhutan, Fiji, Indonesia, Vietnam, Law PDR, Tanzania, Rwanda and some other countries from Bangladesh. Different countries are utilizing HLP in different sectors.

BGP jointly organized one Upazila workshop at Patuakhali Sadar, Patuakhali with Max Foundation, NILG, WSP-World Bank, CDD and other HLP partners and prepared Fact Sheets on the identified good practices (including 2 good practices on collective initiatives in water management). Different BGP initiatives, events and good practices are being highlighted in the HLP Newsletter regularly. BGP organized 2 Experience sharing visits of WMO and UP representatives from polder 43/2A and 43/2D, those were sponsored by HLP. These initiatives created interest and demand among the WMO, UP representatives about the process (HLP) as an effective learning and capacity building process. National Institute of Local Government (NILG) responsible for training of representatives of all LGIs in Bangladesh has included 35 most successful good practices in their training module as an initiative to update its training module in line with recent successful development at local level.

Introduction: Horizontal Learning is a result based peer to peer learning process towards capacity and confidence building of the peers. In Blue Gold it will be initiated by BGP led by WMOs and

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supported by BWDB, DAE, DoF, DLS, LGIs and others. It will create a win-win situation and a sense of positive competition among the participating WMOs and UPs. BGP Horizontal Learning Process may be defined as “**outcome-based structured/adaptive learning process that assists WMOs to identify, learn and replicate good practices from their peers with assistance BWDB, DAE, DoF, DLS, LGIs and BGP**”.

Objectives of BGP Horizontal Learning:

- Enhance capacity and confidence of WMOs by assisting them to learn and replicate relevant existing good practices
- Networking among WMOs and LGIs
- Scaling-up of WMO good practices
- Support policy advocacy

Principle: Appreciation, connection, replication of good practices

- ▶ **Appreciate:** To realize our inherent value, strength and potential to overcome the limits that we often unconsciously impose on ourselves.
- ▶ **Connect:** To break down the distinctions that separate us from the essence of our peers and detract from our collective well-being.
- ▶ **Adapt/Replicate:** To start with those things that are already working and enable learning through exposure to good practices within their local context.

There is no need and scope of negative criticism, finding laps and gaps rather appreciate for innovation and achievements. Criticism creates distance and appreciation brings people closer. Connections create greater scope for sharing/learning. Select good practice to meet your needs and replicate to meet your requirement.

Process:

Identification of good practice – WMAs will identify maximum 5 good practices from their areas considering the definition of good practices and send to Polder team. Identified Good practices should be arranged on the basis of priority and importance in the list of good practices. Polder team will brief WMAs about the whole process but with special emphasis on identification of good practices prior to the selection of good practices.

Review/verify good practices - Polder team will review/verify the good practices sent by the WMAs in consultation with the WMG members, community, UP representatives and representatives of concerned stakeholders. Polder team will send the shortlisted good practices after review/verification to the Zonal Team and Zonal team. Zonal team will review certain percentage of the good practices sent by the Polder team and send to the Contact person in Dhaka office with copy to the Polder team.

Preparation of Fact Sheets – Polder team will send required information of the reviewed/verified good practices to Zonal Coordinator. Zonal team will prepare the draft Fact Sheet (one pager) on each good practice following standard format and send to the Contact person in Dhaka office. Contact person will review and finalize the fact sheets and share with Zonal and Polder team.

Sharing of good practices – Finally identified good practices will be shared with the WMA and UP representatives in a networking workshop at Zonal level. Concerned WMA representatives will explain about the good practices (introduction of good practice, how it emerged, who involved, visible indicators, benefits etc.). Fact Sheets on the good practices will also be distributed to the participants for further understanding about the good practices. Through this workshop participants will be exposed to different innovations and good practices of their peers and their peers themselves. Participants will also be able to know details about good practices, process of development,

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role of stakeholders/persons and benefits that will help them to select good practices to learn and replicate according to their requirement and solve their problem and open up opportunities.

Selection of good practices to learn and replicate – WMA and UP representatives will select specific good practices for experience sharing visit to learn and replicate at the concluding part of the workshop. Visiting groups and host groups will also prepare a tentative plan for the experience sharing visits in this session.

Experience sharing visit – Zonal team will organize required number of experience sharing visits in mixt groups of WMA and UP representatives and from different polders, participants will be selected in consultation with WMA, UP and Polder team. During this visit participants will learn about good practices from the practical situation, meet and discuss with the champions involved, beneficiaries. Participants will share with the hosts about what they have learned and prepare a tentative plan for replication as their commitment after the visit. They will also request the hosts for required technical assistance during replication if needed. Polder team will assist/facilitate for replication of good practices and follow-up progress of replication.

Discuss with WMGs and replicate good practices – After the workshop WMA representatives will share with the WMGs and replicate the selected good practices which are required and appropriate for their areas, they will be able to add new innovation during replication, not only copy what they learn from their peers, it will add additional vale and confidence. WMOs will replicate self-selected good practices with their own resources and or managing the available local resources (WMO members' contribution, community contribution, UP/UZP and NGO contribution can be extracted). BGP will only provide technical assistance for the replication of good practices.

Identify most successful replication – After successful replication of good practices from their peers Polder team and Zonal team will review the progress and quality and select most successful good practices (best practices) following the criteria of a good practice replicated in maximum times/places.

Preparation of Learning Note – Prepare Learning Note/Case Study on the most replicated good practices (best practices) for clear understanding, wider sharing and dissemination.

Incentives for best practices - Most replicated good practices can be rewarded/provide incentive to encourage local innovations and confidence building (may be some support provided in the form of CWM initiatives). Innovative and most replicated good practices will be highlighted in the Blue Gold Barta (Blue Gold Newsletter) including the contributors role. These will be also highlighted in the Blue Gold Website and Face book. For wider circulation and dissemination list of best practices, Fact Sheets will be to HLP with request to include in their list of good practices and website.

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BGP HL Process in the Diagram

Good practice: Good practices irrespective of theme/activity cluster (water management, agriculture, productive sector, marketing, O&M, collective initiatives, gender, Environment DRR ICT, partnership etc.) emerged in project areas under Blue Gold will be considered for learning and replication. Good practice will be defined as innovative, successful, result oriented, doable, environment friendly, acceptable and affordable to community (WMOs) and stakeholders and project objective focused initiative in the BGP polders. Good practices may be emerged through the initiative of WMOs, WMO-BWDB, WMOs-DAE, WMOs-Government departments, WMOs-LGIs, WMOs-NGO, WMO-Research institutes and WMOs-Private sector or joint initiative of more than 2 partners.

Add value: Horizontal learning complements top-down capacity building by reinforcing the confidence of local practitioners as both teachers and learners in a collective process designed to build on the good practices of their peers.

Events: Different events will be organized for learning, sharing and dissemination good practices such as briefing, orientation, workshops, experience sharing visits, review visits, good practice mela etc.

Communication materials and media: Different types of communication materials will be developed as required such as printing materials, audio-visual, ICT etc. Medias like Community radio, mela, folk drama etc. will be utilized for motivation, promotion, dissemination and learning about Horizontal Learning Process and good practices. A Network of BGP HL participants (WMA and UP representatives) will be created, list of mobile numbers of all participants will be available to each members. So, that they can communicate with each other regarding sharing of innovations/good practices/to obtain necessary suggestions during replication of good practices from their peers. Even some mobile apps can be developed and utilized for his groups.

Horizontal Learning in micro level will continue through personal contact by the FFS, MFS, RFs, LFs, Env. & DRR volunteers and WMO members in informal manner.

BGP HL process may be started in the 12 polders (IPSWAM polders and rehabilitation polders) where implementation is in progress considerably and gradually scale up in the next phase polders. Some spearhead polders (out of first 12 Polders) can act as academy for the newly included polders in future.

Annex VIII – Joint Indicators

The below listed indicators need to be discussed and finalised jointly by all program partners. A set of jointly agreed indicators is required to base the Phase II Baseline, impact and outcome surveys, reporting and information sharing on.

- Dietary Diversity Index
- Households with 5 months or more of food shortage
- Progress out of Poverty Index (PPI)
- Household income
- People in Income Earning Activities
- Income from Farming Activities
- Household assets
- Average savings per household
- Women's empowerment in Agriculture Index (WEAI)
- Area protected against floods
- Area affected by waterlogging
- Area affected by salinity
- Crop losses reduced
- Farmers' adaptation / mitigation capacity for natural shocks
- Economic Growth at Polder Level
- Diversity of crops grown
- Agricultural Productivity
- Agricultural Production Intensity
- Additional area under cultivation
- Households with livestock
- Fish production
- Trends in collective action for water management
- Functionality of coordination mechanisms for water management
- Polder inhabitants' satisfaction about water management service provision
- Polder inhabitants' satisfaction about agricultural markets and extension service provision
- Female leadership in decision-making
- #Farmers that adopted new technologies and practices
- Sales volumes of new technologies and services
- Farmers' satisfaction about extension services and markets
- Analysis of the strengths and weaknesses of service providers
- Attitudes of men and women about Gender roles