



**Blue Gold Program**

**Technical Report No. 11**

# **Training Plan 2013-2019**

**Embassy of the Kingdom of the Netherlands  
Dhaka Bangladesh**

**Bangladesh Water Development Board (BWDB)  
Department of Agricultural Extension (DAE)**

**November, 2014**



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# List of Abbreviations

ADP	Annual Development Plan
AEO	Agricultural Extension Officer
BWDB	Bangladesh Water Development Board
CAHW	Community Animal Health Worker
CBO	Community-Based Organisation
CDMP	Comprehensive Disaster Management Program
CDSP IV	Char Development and Settlement Project Phase IV
CEGIS	Center for Environmental and Geographic Information Services
CEIP	Coastal Embankment Improvement Project
CGIAR	Consultative Group on International Agricultural Research
CIMMYT	International Maize and Wheat Improvement Center
CO	Community Organizer
CSISA	Cereal Systems Initiative for South Asia
CUB	<i>Concern Universal Bangladesh</i>
CWM	<i>Chief Water Management (BWDB)</i>
DAE	Department of Agricultural Extension
DLS	Department of Livestock Services
DoC	Department of Cooperatives
DoF	Department of Fisheries
DP III	Directorate of Planning III
DPP	Development Project Proforma
DRR	Disaster Risk Reduction
DTL	Deputy Team Leader
ECHO	European Community Humanitarian Office
EKN	Embassy of the Kingdom of the Netherlands
FFS	Farmers Field School
FGD	Focus Group Discussion
FO	FFS Organiser
FY	Financial Year
GAP	Gender Action Plan
GESAP	Gender Equality Strategy and Action Plan (of BWDB)
GDP	Gross Domestic Product
GoB	Government of Bangladesh
GoN	Government of the Netherlands
GPWM	Guidelines for Participatory Water Management
HH	Household
IFMC	Integrated Farm Management Component
IGA	Income Generating Activity
IPSWAM	Integrated Planning for Sustainable Water Management
IPSWARM	Guidelines for Integrated Planning for Sustainable Water Resources Management
IRRI	International Rice Research Institute
IWM	Institute of Water Modelling
IWRM	Integrated Water Resources Management
LCG	Local Consultative Group
LCS	Labour Contracting Societies
LGED	Local Government Engineering Department

LGI	Local Government Institutions
MMC	Mass-line Media Centre
M&E	Monitoring and Evaluation
MoU	Memorandum of Understanding
NGO	Non-Governmental Organisation
O&M	Operation and Maintenance
PCD	Project Coordinating Director
PD	Project Director
PDP	Polder Development Plan
PMC	Project Management Committee
PSC	Program Steering Committee
SAFAL	Sustainable Agriculture, Food security and Linkages
SDE	Sub-Divisional Engineer
SME	Small and Medium Enterprise
SSWRDSP	Second Small-Scale Water Resources Development Sector Project
SSWRDSP	Small Scale Water Resources Development Sector Project
SWAIWRPMP	Southwest Area Integrated Water Resources Planning and Management Project
TA	Technical Assistance
TL	Team Leader
TNA	Training Needs Assessment
TOT	Training of Trainers
UAO	Upazila Agricultural Officer
UDMC	Union Disaster Management Committee
UP	Union Parishad
VAP	Village Action Plan
VC	Value Chain
VCA	Value Chain Analysis
VCD	Value Chain Development
VCS	Value Chain Selection
WASH	Water Sanitation and Hygiene education
WMA	Water Management Association
WMG	Water Management Group
WMIP	Water Management Improvement Project (World Bank)
WMO	Water Management Organisation
WUR	Wageningen University and Research Centre
XEN	Executive Engineer (BWDB)
ZSE	Zonal Socio economist

# 1 Introduction to Blue Gold Training Program

The overall objective of the Blue Gold Program is to reduce poverty by creating a healthy living environment and sustainable socio-economic development for 150,000 households living on 160,000 ha of coastal Polders. Specific objectives are the protection of communities living in coastal areas from floods and the productive use of their water resources; the organization of these communities into water management organizations and cooperatives for development of agriculture, fisheries and livestock activities to increase their household income; and to strengthen the institutional framework for sustained water resources development services in the coastal zones<sup>1</sup>. The Program area covers around 26 Polders located in the Districts of Patuakhali, Khulna and Satkhira. Implementation period is for 6 years which started in March 2013 to March 2019.

The Blue Gold Program comprises four (4) main Components which are: Component 1 on Community Mobilization and Institutional Strengthening; Component 2 on Water Resources Management; Component 3 on Food Security and Agriculture Production; and Component 4 on Business Development and Private Sector Involvement. Crosscutting themes are integrated within the 4 Components and these are Good Governance, Gender, Environment, Disaster Risk Reduction and Innovation.

The main government institutions involved in Blue Gold are the Bangladesh Water Development Board (BWDB) and the Department of Agriculture Extension (DAE) with other supporting government agencies such as the Department of Fisheries (DoF), Department of Livestock Services (DLS) and Department of Cooperatives (DoC). The lead executing agency is BWDB specifically lodged in the Directorate for Planning III (DP III) where the Director is the Project Coordinating Director (PCD) for the Blue Gold Program.

Local and field level institutions play a key role in Blue Gold's effort for polder development. These are the Water Management Organizations (WMOs) to be developed and strengthened at different levels, notably the Water Management Groups (WMGs) at the village level, the Water Management Associations (WMA) at the sub-catchment and catchment level and the Water Management Federation (WMF) at polder level. The Farmer Field Schools (FFS) which are organized and trained through DAE and the TA Team will play a key role in agriculture production and food security. For business development and private sector involvement, the Value Chain Actors (VCA) such as private sector providers, agricultural producers group (Farmer Business Groups) and Cooperatives will be involved in the Program. Coordination with Union Parishad (UP) will be done to build close linkage with the WMOs for water management activities and in Disaster Risk Management through the strengthening of the Union Disaster Management Committees (UDMC).

This report was prepared by Grace C. Ignacio with support from Abul Kashem, Training Expert and Atikur Rahman, G.M. Khairul Islam and Ms Shamima Nasrin, Training Coordinators and is based on the work carried out from 8 September to 17 October 2014. Initial work had been done during the Inception Phase through the formulation of Training Needs Assessment (TNA) Questionnaire and the Indicative Training Plan. TNA Questionnaires had been administered to WMGs in mid-2013 through focus group discussion

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<sup>1</sup> Blue Gold Program Inception Report, November 2013

(FGD). For BWDB, DAE and DLS officials at national and district levels, the TNA had been administered during the mission of Grace Ignacio. Meetings were also held with key officials of BWDB, with the various Component Leaders and Experts to identify the training courses needed.

This Training Report presents the results of the Training Needs Assessment, the updated Training Plan for 2013-2019 and Training Policies.



## 2 Training Needs Assessment

A Training Needs Assessment (TNA) was conducted to determine areas where training is required at the organizational, individual and operational levels. At the organizational level, the TNA was conducted for involved institutions and groups such as BWDB DP III, DAE, DLS, the Water Management Organizations (WMOs) and Local Government Institution (LGI) in the polders. At the individual level, the TNA was administered through individual questionnaires to identify training courses that can help the staff/personnel to carry out their tasks more efficiently. At the operational level, the training needs in relation to the implementation of the 4 Components and Crosscutting themes were determined. The results of the training needs analysis were used in identifying the various training courses to be implemented throughout the Program implementation which are reflected in the Training Plan.

### 2.1 Objectives

The TNA is conducted as a basis in the preparation of the Training Plan. Specific objectives of the TNA are:

- To identify knowledge and skills required in the implementation of activities in the 4 Components of the Program;
- To determine the participants for training courses to be implemented;
- To identify and prioritize training courses to be implemented based on needs identified;
- To provide baseline data for the monitoring and evaluation of training effectiveness and application;
- To identify possible Resource Speakers and Trainers for training to be conducted at the field level; and
- To generate a profile of participants that can be used by Trainers as a guide in designing the training courses and in choosing the right method for delivery of the training.

### 2.2 Scope and Coverage

The participants of the TNA came from the main government institutions involved in Blue Gold such as the BWDB DP III and O&M Khulna and Patuakhali Divisions, DAE and DLS in Khulna and Patuakhali, WMGs, UPs in selected polders and the Blue Gold Field level staff (COs and FOs). In total, there were 75 participants from the various government and local level institutions, with 24 (32%) female and 51 (68%) male. 45 WMG focus group discussions were conducted in June/July 2013 with 1,371 participants located in 4 polders in Khulna, Patuakhali and Barguna. (See **Table 1: TNA Participants**).

**Table 1: TNA Participants**

TNA Participants	Number		
	Male	Female	Total
<b>BWDB</b>			<b>21</b>
<b>Central (DP III)</b>	<b>5</b>	<b>1</b>	<b>6</b>
<b>Districts</b>			<b>15</b>
<b>Khulna</b>	<b>8</b>	<b>1</b>	<b>(9)</b>
<b>Patuakhali</b>	<b>6</b>	<b>0</b>	<b>(6)</b>

DAE & DLS			12
<b>Districts</b>			
<b>Khulna</b>	<b>7</b>	<b>0</b>	<b>(7)</b>
<b>Patuakhali</b>	<b>4</b>	<b>1</b>	<b>(5)</b>
LGI (Union Parishad)			10
Khulna (Deluti UP)	<b>3</b>	<b>2</b>	<b>(5)</b>
Patuakhali <b>Madarbunia UP</b>	<b>5</b>	<b>0</b>	<b>(5)</b>
Blue Gold Field Staff			
Community Organizers			22
<b>Khulna</b>	<b>4</b>	<b>6</b>	<b>(10)</b>
<b>Patuakhali</b>	<b>4</b>	<b>8</b>	<b>(12)</b>
FFS Organizers	<b>5</b>	<b>5</b>	10
<b>Sub-Total</b>	<b>51</b>	<b>24</b>	75
	<b>(68%)</b>	<b>(32%)</b>	
<b>No. of Focus Group Discussions (FGD)</b>			
	<b>No. of Focus Group Discussions (FGD)</b>		<b>No. of Participants</b>
WMGs	45		1,391
Khulna	(26)		(1,174)
<b>Polder 30</b>	<b>16</b>		<b>788</b>
<b>Polder 22</b>	<b>10</b>		<b>386</b>
Patuakhali	(19)		(217)
<b>Polder 43/2D</b>	<b>9</b>		<b>41</b>
<b>Polder 43/2F</b>	<b>19</b>		<b>176</b>
			<b>x</b>

## 2.3 Methodology

The various methods that were used in conducting the TNA are the use of self-administered questionnaire, focus group discussions (FGD), individual and group interviews.

For the BWDB, DAE and DLS the TNA Questionnaires were administered. Individual and group interviews were also held with selected officials from these agencies and with key Blue Gold experts from the 4 Components to identify the training courses which should be conducted to facilitate the effective implementation of activities.

For the Water Management Organisations (WMOs) and Union Parishads (UPs), focus group discussions (FGD) were conducted using the TNA guideline and format. The FGD was facilitated by the Community Organisers (COs) based in the 4 polders.

### Result of the TNA:

The TNA of BWDB, DAE and DLS, Union Parishad and Blue Gold field staff were summarized into the basic information of participants, position/involvement in Blue Gold and description of tasks, previous training attended and training courses requested. Results of the TNA data are presented in detail in **Appendix 1**. Presented below are the highlights of the TNA results:

### 2.3.1 BWDB

#### ⇒ Basic Information of Participants

There were 21 officials (19 male + 2 female) from BWDB who participated in the TNA from the Directorate Planning III (DP III) and O&M Divisions in Khulna and Patuakhali. At the DP III office, there were 5 participants. The Project Coordinating Director (PCD) also participated through the meeting held on 28 September 2014 where he gave his observations and suggestions on training. At the District level, there were 9 participants from the O&M Divisions 1 & 2 of Khulna and 6 participants from Patuakhali.

#### ⇒ Academic Qualification and Previous Training Attended

Academic qualifications range from Masters in Civil Engineering (2) and Water Resources Development (1) to Bachelor's Degree in Engineering (8), Masters of Science in Soil, Fisheries, Biology and Genetics (2), Master of Science in Disaster Management (1), Master in Commerce (1), Master in Business Administration and Diploma in Civil Engineering (5). Work experience and length of service in BWDB ranges from 2.5 to 32 years with an average of 16.4 years.

There is a wide range and training experience among the BWDB officials at the national and district levels based on the long list of previous training attended. Relevant to Blue Gold are the training experience on Integrated Water Resources Management (IWRM), IPSWAM Training Courses, Water Security and Climate Change, Gender and IWRM, Gender Training in IPSWAM, Construction Management, Multidisciplinary Participatory Planning for Water Resources Management, Organizational Management, Community based interventions on gender perspective, Disaster Preparedness and nutrition intervention, Management of Irrigation through People's Participation, Environment and Social Assessment Course, Water Management and Good Governance, Rice Production Training, Changing Management and Management of Change, Water Sector Master Plan, Training on Water Management in the Philippines and Indonesia, Concrete Quality Control, and Financial Management. These training experiences of BWDB officials should be considered in the selection of participants for future training. It will also serve as training resource pool of Resource Speakers in training that will be conducted at the polder level.

#### ⇒ Training Courses Requested

Based on the TNA, the BWDB officials from central and district levels identified the following training courses which will help them in performing their tasks in Blue Gold:

1. Integrated Water Resources Management and Multidisciplinary Planning
2. Database and Management Information System
3. Impact of Climate change to Water Security and Remedial Measures
4. Environment and Social Safeguards
5. Community based interventions on Disaster Preparedness
6. Training on Participatory Water Management Rules of 2014
7. Gender and Integrated Water Resources Management
8. Exchange Visit and Study Tour Abroad to successful water sector projects
9. Training for sustainability of WMOs, Roles and Responsibilities, Sustainability, IGAs and WMG Participation in O&M Process
10. Training on Value Chains
11. Training on Sustainable Food Production for Food Security
12. Training on Construction Management
13. Effective Coordination and Communication
14. Business Development and Income Generating Activities
15. Irrigation Water Management, crop water requirement
16. Latest technology in preparing map using remote sensing and GIS
17. Orientation on Blue Gold and the Different Components
18. Fund reconciliation on Blue Gold and BDWB Regional Accounts Center (RAC)
19. Financial Management, fund disbursement, reimbursement systems and Policies of Blue Gold
20. Training on periodic maintenance of completed projects

### 2.3.2 DAE and DLS

#### ⇒ Basic Information of Participants

There were 12 officials (11 male + 1 female) from DAE and DLS who participated in the TNA from Khulna and Patuakali. There were 9 participants from DAE and 3 from DLS. Those who participated from DAE were the Upazila Agriculture Officer (UAO), Agriculture Extension Officer (AEO), Assistant Agriculture Extension Officer (AAEO) and Sub-Assistant Plant Protection Officer (SAPPO). The participants from DLS were the Upazila Livestock Officer (ULO) and the Veterinary Surgeon (VS).

#### ⇒ Academic Qualification and Previous Training Attended

Academic qualifications range from Doctor of Veterinary Medicine (DVM), Masters of Science in Agriculture, Master of Science in Agriculture Extension, Master of Science in Pathology, Master in Environmental Science, Master in Agronomy, Master of Science in Horticulture, Master of Science in Microbiology and Diploma in Agriculture. Work experience and length of service in DAE and DLS ranges from 10 months to 36 years with an average of 18 years.

Previous training attended by the officials from DAE are Foundation Training, Season long training on Rice and Vegetable Production, Mushroom Production, ToT on Post Harvest Management, Season long training on Integrated Pest Management, Departmental Training, Seed Production, Horticulture Crops, Financial Management, Climate Change, Integrated Farm Management, Food and Nutrition, Basic Communication Skills Training and Project Management. For DLS participants, training attended were Livestock Development and Web based Livestock Disease Information System.

#### ⇒ Training Courses Requested

Based on the TNA, the DAE and DLS officials identified the following training courses which will help them in performing their tasks in Blue Gold:

1. Season long training for SAAOs
2. Orientation on Blue Gold Program
3. Management course
4. Training on FFS under Blue Gold Program

### 2.3.3 Local Government Institutions (Union Parishad)

#### ⇒ Basic Information of Participants

There were 10 participants from 2 Union Parishad located in Deluti and Madarbunia Unions. Out of the 10 participants, there were 8 male and 2 female.

#### ⇒ Position/Designation in Blue Gold and description of tasks

Those who participated were 2 Chairmen, 1 Secretary, 2 Female Members, and 5 regular members. The responsibilities of the UP as defined by the participants are:

1. To provide service to the community on issuance of birth and death certificates, distribution of relief goods and allowance for widows and disabled.
2. Implementation of Food for Work and Taka for Work Program for the Ultra Poor,
3. Implementation of ADB program on food distribution, rehabilitation of roads and communication structures, Family Planning and Sanitation Projects.
4. Provide communication support to local people such as emailing, filling-up of online forms and video conferencing.

## ⇒ Training Courses Requested

The following are the training courses recommended by the participants:

1. Small Cottage Industry Training
2. Public Health and Sanitation
3. Sustainable Environment Management
4. Modern Technology on Agriculture Production
5. Livestock rearing and treatment
6. Leadership and Organizational Management
7. Gender Training
8. Environmental Management
9. Water and Sanitation
10. Disaster Management.
11. Office Management
12. Awareness Campaign to motivate local people for Blue Gold

### 2.3.4 Blue Gold Field Staff (Community Organizers)

#### ⇒ Basic Information of Participants

There were 22 (8 male + 14 female) COs who participated in the TNA coming from Khulna and Patuakhali District. They have an academic qualification mostly as Master in Social Science (6), Master In Business Studies (1), Master is Arts (3), Bachelor in Arts (9), and Bachelor of Business Administration (BBA). The work experience of the participants ranges from 1 – 17 years. Average working experience is 7 years.

#### ⇒ Position/Designation in Blue Gold and description of tasks

The Community Organizers defined their main areas of responsibilities as follows:

1. Community Mobilization and Motivational work
2. Formation and Strengthening of WMGs
3. Assist WMG in sustainable water management
4. Assist WMG in business development
5. Assist WMG in records and account keeping
6. Assist WMG in forming linkage with GOs and NGOs
7. LCS Formation

#### ⇒ Previous Training Courses Attended

The COs have attended several training courses that are enumerated as follows:

1. Training on Integrated Farm Management
2. Health, Nutrition and Sanitation
3. Adult Learning and awareness raising
4. Labor Migration
5. Community health, sanitation and nutrition
6. Micro Credit
7. Water and Sanitation Training
8. M&E
9. Participatory Integrated Water Resources management
10. Communication Tools and Techniques
11. Community Based Management
12. Good Governance and Rural Infrastructure
13. Fisheries and Agriculture Training

14. Organizational Management
15. PRA and Focus Group Discussion
16. Income Generating Activities
17. Training on WMG formation
18. Training on Food for Work
19. Training on IGAs
20. Organization Management
21. ToT on O&M
22. Gender and Leadership
23. Orientation on Participatory Planning

#### ⇒ **Training Requested in Blue Gold**

In order to carry out the COs tasks efficiently, they have proposed the following training courses:

1. Orientation on Blue Gold Components
2. Training on Cooperatives, By-Laws and Regulations for WMG Registration
3. Training on hydrologic infrastructure and O&M
4. Training on IGAs
5. Training on Agriculture Production
6. Training on Gender Development
7. ToT and Facilitation Skills
8. Training on Awareness Raising and Methods for Information Campaign
9. Experience sharing with other Projects and Exchange Visit

#### 2.3.5 Farmer Field School Organizers

There were 10 FOs who participated in the TNA with 5 male and 5 female. They have an average of 8 years of working experience with a range of 3-15 years. 4 have a Bachelor of Arts Degree while 3 have a Diploma in Agriculture and 1 with Higher Secondary Certificate.

#### ⇒ **Previous training Courses Attended**

1. ToT on Integrated Farm Management
2. Training on Season wise crop cultivation
3. Training on Nutrition
4. Orientation on share savings, loan and insurance
5. Training on Business Development
6. Training on Agriculture Extension
7. ToT on Livestock Rearing
8. Foundation Training on Agriculture
9. Training on Fish Culture

#### ⇒ **Knowledge in their Roles in Blue Gold**

1. Formation of Farmer Field Schools
2. Facilitation on Sessions on FFS on homestead gardening, poultry rearing, beef fattening and fodder cultivation
3. Conduct of trial demonstration
4. Find out problem in agriculture production and provide technical assistance.

#### ⇒ **Training Requested**

1. Training on Leadership Development
2. Monitoring and Evaluation (M&E)
3. Training on Gender Development
4. Training on Business Development and Value Chain
5. Training on Basic computer

### 2.3.6 Water Management Groups

The TNA data were gathered in July 2013 from 45 WMGs located in 4 Polders in Khulna, Patuakhali and Barguna Districts. The data were summarized into the basic information on WMGs, the assessment of capacities in organizational management, operation and maintenance (O&M) of Polder infrastructure, agriculture development, business development, disaster management and environment awareness. Details are presented in **Appendix 1**. Presented below are the highlights of the Training Needs Assessment:

⇒ **Organizational Assessment**

Through Focus Group Discussions (FGD), the WMGs assessed their organizational management capabilities, their performance in operation and maintenance, agriculture development and business development, disaster risk management and environment awareness.

⇒ **Training Courses Requested**

1. Organizational Management
2. Financial Management and Micro Credit
3. Income Generating Activities (Tailoring, micro-credit, puffed rice, small cottage industry, poultry rearing, fish culture/hatchery, tree and plant nursery, livestock production, dairy production.
4. O&M
5. Agriculture Production
6. Fish culture
7. Integrated fish and rice culture
8. Animal husbandry
9. Plant nursery
10. Winter crop production
11. Homestead Gardening
12. Business Development – marketing, business management, business accounting, storage of products and goods.
13. Environmental awareness and Disaster Management
14. Gender Leadership and Gender Awareness
15. Training for Skills Development of Adolescents – handicrafts, tailoring, beef fattening, electrical, vocational training, fish culture, vehicle servicing and basic computer operation.
16. Hygiene and sanitation training

## 3 The Blue Gold Training Plan for 2013 – 2019

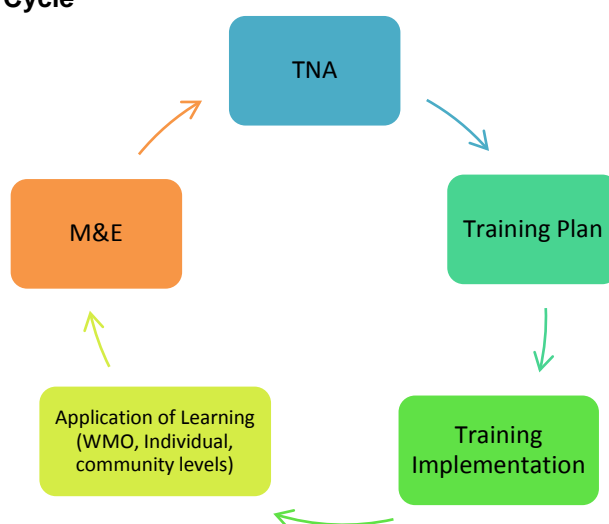
The Blue Gold Program Training Plan identifies the training courses that will be conducted all through-out the Program implementation period (March 2013 to March 2019). These training courses support the accomplishment of objectives, tasks and deliverables in the 4 Components of the Program namely: 1) Community Mobilization and Strengthening; 2) Water Resources Management; 3) Food Security and Agricultural Production; 4) Business Development; and 5) Cross Cutting Issues of: 5.1) Training and Capacity Building; 5.2) Gender; 5.3) Monitoring and Evaluation; 5.4) Environment; 5.5) Disaster Risk Reduction (DRR); 5.6) Good Governance; and 5.7) Innovation and Program Management.

Training and capacity building will focus on the development of knowledge, skills, the right mind-set and attitudes of personnel in implementing agencies at the national and zonal/district levels, the local government institutions, private service providers, non-government organizations, community groups and the leaders and members of the Water Management Organizations (WMOs), Landless/Labour Contracting Societies (LCS), Farmer Field Schools (FFS), Value Chain Actors (VCAs) and Union Disaster Management Committees (UDMCs) at the Polder level.

Training is defined as a learning process that involves the acquisition of knowledge, sharpening of skills, changing/transforming of attitude and behaviour to enhance the performance of involved institutions, groups and individuals. Training supports the efficient accomplishment of tasks and activities within the Project. It is one of the tools for capacity building which is implemented through a continuous and progressive process of involving the Project stakeholders in the implementation of various activities. Training targets the individual, the groups, the institutions involved in the development of the whole polder community in an interactive and continuous process.

The Training Cycle follows the implementation of Training Needs Assessment, the development of Training Plan, formulation of Training Curriculum and training materials, implementation of Training, Monitoring and Evaluation, and back to Training Plan if there are new needs that will be identified from the M&E conducted. Illustrated below is the Training Cycle.

**Figure 1: Training Cycle**





### 3.1 Target Participants

Training will be conducted in three levels at the national, zonal/district and Polder levels to the involved government and non-government organizations, local government institutions (LGIs), private sector providers and to Water Management Organizations and Cooperatives, Landless/Labour Contracting Societies, Farmer Field Schools, Value Chain Actors, Union Parishads, Union Disaster Management Committees and Community Volunteers.

### 3.2 Training Courses for each Component

The various Training Courses have been identified as a result of the Training Needs Assessment, meetings with individuals and groups, consultation with TA Experts, Focus Group Discussion at the Polder level with WMGs and Union Parishads. There are 44 major Training Courses identified and there may still be new ones to be added based on needs during Project implementation. At a glance, **Table 2** presents the distribution of the total number of training courses per Component and the target participants. There will be training courses that will be given to officials and staff of the various institutions to prepare them in their involvement with the Polder level Project activities and in conducting similar training to the Polder groups. (See **Annex B**: Blue Gold Training Plan for March 2013 – March 2019).

**Table 2: Summary Distribution and Number of Training Courses to be conducted**

Components	Target Participants		
	BWDB, DAE, DLS, DOF, DOC, other partner organizations	Blue Gold Staff	Polder Level Groups (WMOs, LCS, FFS, VCAs, UP, UDMC and community groups)
Component 1	3bb	5	8
Component 2	6	2	5
Component 3	5	3	4
Component 4	2	3	6
Other subjects	3	2	10
Project Management	12	7	4
<b>Total</b>	<b>31</b>	<b>22</b>	<b>37</b>

In **Table 3** the specific training courses are presented with target participants which are grouped per Component.

**Table 3: Training Courses per Component**

No.	Training Courses	Participants		
		Central and District Level		Polder Level
		(BWDB, DAE, DLS, DOF, Partner Organizations)	Blue Gold Staff	WMOs, LCS, FFS, VCAs, UP, UDMC, Community Groups
<b>Component 1: Community Mobilization and Institutional Strengthening</b>				
<b>1</b>	<b>Development of WMOs</b>			
1.1	Orientation on Formation and Development of WMOs and Participatory Water Management Rules 2014	BWDB DP III		
1.2	Organizational Management Training			WMG & WMA
1.3	Leadership Training <sup>2</sup>			WMG, WMA & WMF
1.4	Financial Management Training			WMG, Audit Committee, Agricultural Machineries Mgt. Committee
1.5	Resource Mobilization Training <sup>3</sup>			WMG & WMA
1.6	Workshop on Innovative Approaches for Resource Mobilization (i.e. revenue generation)			
1.6.1	Planning Workshop on Innovative Approaches for Resource Mobilization		Blue Gold Staff at Central and District	
1.6.2	Workshop on Innovative Approaches for Resource Mobilization			WMF, WMA, WMG (selected representatives)
2	Training on Community Organizing and Facilitation method		50 COs 6 Socio-Economists 2 Engineers	
3	Orientation on Blue Gold and Community Mobilization Activities		140 Local Facilitators	
4	Orientation on Blue Gold Information Dissemination Strategy and information Management using ICT	BWDB DP III O&M Divisions in Khulna and Patuakhali	Blue Gold District Teams (Socio-Economists) and Polder Level Staff (COs, LFs)	
5	Polder Development Planning			
5.1	Workshop Formulation of PDP		Blue Gold Patuakhali and Khulna Staff	
5.2	Consultation Workshop on	BWDB, DAE, DoF, DLS in		

<sup>2</sup> Leadership Training will include professionalizing the networking/linkages capacity of the Executive Committee

<sup>3</sup> Resource Mobilization Training will include Plan Formulation on fund generation

	Polder Development Plan (PDP) <sup>4</sup>	Khulna and Patuakhali Districts		
5.3	Polder Action Plan Validation and Dissemination Workshop			WMF
5.4	Annual Action Plan Formulation Workshop			WMA
5.5	Community Action Plan Formulation			WMG
	<b>Sub-Total</b>	<b>(3)</b>	<b>(5)</b>	<b>(8)</b>
<b>Component 2 : Water Resources Management</b>				
6	Orientation on Blue Gold Construction Management and Program Policies <sup>5</sup>	BWDB DP III, O&M Divisions in Khulna and Patuakhali, Blue Gold District Teams and Contractors (40 participants per District)		
7	Orientation on Construction Management and Blue Gold Program Policies <sup>6</sup>			LCS (Around 10,000 LCS)
8	Training on Design of Water Management Infrastructure (Note: Through BUET or any other Engineering University)	BWDB Planning, Design Directorate and Zonal/District Teams		
9.1	ToT on Monitoring of Quality Control and Construction Works	BWDB Staff, BLUE GOLD C2 in Khulna and Patuakhali	BLUE GOLD C2 Staff	
9.2	Monitoring of Quality Control and Construction Works			WMA Monitoring Committee for Quality Control
10	Orientation on Blue Gold MIS and GIS	BWDB DP III, O&M Division Khulna and Patuakhali Districts	BLUE GOLD District Teams	
11	Operation and Maintenance			
11.1	O&M Training and O&M Plan Preparation	BWDB O&M Division Khulna and Patuakhali (SDE and SO)		WMA Members & Water Mgt Committee
11.2	Practical Training for Gate Operators			Gate Operators
12	Training on Innovative Irrigation Technology (to be identified)			
12.1	Training/Orientation on Innovative Technology	Blue Gold Central and Zonal Team		
12.2	Field training on innovation technology			WMOs
	<b>Sub-Total</b>	<b>(6)</b>	<b>(2)</b>	<b>(5)</b>
<b>Component 3: Food Security and Agricultural Production</b>				
13	Orientation and Refresher Training on Blue Gold	District and U/Z Officers of DAE, DOF, DLS		
14	Refresher Training (in collaboration with DAE, DOF and DLS)	Departmental Trainers, Farmer Trainers and		Farmer Field Schools
15	Curriculum Design Workshop to prepare courses for TOF, Refresher Course, short	TA Master Trainers, DAE Officials at UZ level, Departmental Trainers		

<sup>4</sup> Input from Implementing Agencies on the Draft Polder Development Plans

<sup>5</sup> Including Health, Hygiene and Safety Measures for construction workers of Contractors

<sup>6</sup> Including Health, Hygiene and Safety Measures for LCS during construction

	specialised courses (in close coordination with DAE, DANIDA, WorldFish, FAO, others)	(DT) from DAE, Farmer Trainers (FTs)		
16	Training on Agriculture Production			1,400 FFS
16.1	Season long implementation of Farmer Field Schools  (Note: Training will be conducted by Department of Agriculture Extension using Farmer Field Schools)			(Note: 1000 will be implemented by DAE while 400 will be implemented by the TA team of Comp 3)
16.2	Season long TOF(first season long TOF conducted by DAE component during Boro 2014 season)	Departmental Trainers (DTs) and New FFS Facilitators of DAE	New FFS Facilitators	
16.3	TOF Course		Additional FFS Facilitators	
17	Training on Use of Vaccination Kits and Development of a Business Plan			52 Community Animal Health Workers (CAHW)
18	Training on Innovative Agriculture Technologies (to be identified)  Note: Tie-up with Research Institutions and Agricultural Universities (national and international)	DAE, DLS, DOF	BLUE GOLD Central and Zonal Team	FFS/WMOs (to be Selected)
	<b>Sub-Total</b>	<b>(5)</b>	<b>(3)</b>	<b>(4)</b>
<b>Component 4 : Business Development and Private Sector Involvement</b>				
19	Awareness Raising on Value Chain and Business Development			WMGs/Cooperatives
20	Value Chain and Business Development Workshop	BWDB DP III		
21	Value Chain and Business Development Workshop	DAE (Khulna and Patuakhali)		
22	Curriculum Value Chain Development Workshop		BLUE GOLD Central and District Teams (COs and FOs)	
23	Value Chain and Efficient Management of Agriculture Machineries		BLUE GOLD C4 Staff and COs	
24	Pilot Training on Efficient Use of Agriculture Machineries			WMG Potential Members
25	Trial Training on Business Idea Generation Curriculum		BLUE GOLD Staff C3	
26	Field Test and Business Idea Generation			Farmers from FFS Groups
27	Orientation on Value Chain Analysis and Identification of Business Opportunities and Business Skills			WMGs/Cooperatives
28	Workshop on the Formulation of Business Plan SWOT Analysis Development of Individual or			WMGs/Cooperatives

	Group Business Plan			
29	Basic Training on Management of IGAs			WMG, Farmer Groups
30	Other Training Courses (to be identified during Project implementation based on needs)			
	Sub-Total	(2)	(3)	(6)
<b>Other subjects</b>				
31	<b>Gender and Development</b>			
31.1	Gender Orientation and Awareness Raising	BWDB, DAE, DLS, DoF	BLUE GOLD District Teams and COs	
31.2	Gender Orientation and Awareness Raising at Polder level			WMO and Union Parishad (UP Chairperson, Secretary and Members)
31.3	Leadership Training			Women Leaders and potential women leaders of WMO
31.4	Savings and Effective Investment/ IGAs/Livelihood Training for LCS Members			Women LCS Members
31.5	Gender Action Plan (part of the Polder/Community Development)			WMGs
31.6	BWDB Gender Equity Strategy Review of Gender Equity Strategy 2006-2011 Update Gender Equity Action Plan	BWDB Selected Women Officials		
31.7	Skill training (business development, simple accounting and record keeping and others)			WMG women members
31.8	Exchange visit to other Polders and Projects/organizations			WMA women leaders
32	<b>Disaster Risk Management (DRM) and Climate Change Adaptation</b>			
32.1	Orientation on Climate Change, Natural Hazards and their impacts and Risk Mapping assessment.	BWDB DP III, O&M Divisions Khulna & Patuakhali, DAE, DOF, DLS	BLUE GOLD Central and District Teams	
32.2	Orientation on Climate Change Adaptation and Disaster Risk Reduction (DRR) tools and techniques			WMA Members and Union Disaster Management Committee (UDMC)/ 20-30 members per UP
32.3	Disaster Risk Preparedness Training for Community Disaster Management Volunteers			Community Disaster Management Volunteers (1 volunteer per 40 Households in the Polder)

<b>33</b>	<b>Training for Union Parishad (UP)</b>			
<b>33.1</b>	Orientation on Blue Gold Program for Union Parishad			UP Chairperson, Secretary and Members (14 per UP)
<b>33.2</b>	Joint Planning Workshop			UP and WMA (14 per UP + 3/WMA)
<b>33.3</b>	Training on Participatory Water Management			UP Chairperson (100)
	<b>Sub-Total</b>	<b>(3)</b>	<b>(2)</b>	<b>(10)</b>
<b>Project Management</b>				
<b>34</b>	Blue Gold Program Orientation			
<b>34.1</b>	For involved government institutions	BWDB, DAE, DoC, DoF, DLS, Other Groups		
<b>34.2</b>	For involved local government officials and line agencies at the District and Upazila levels	District Commissioner, district officials of various line agencies and Ministries in the water and agriculture sector		
<b>35</b>	Training on Monitoring and Evaluation (M&E) System and Open Data Kit (ODK) Software Operation			
<b>35.1</b>	Baseline Survey Orientation <sup>7</sup>		25 Field Supervisors and Enumerators	
<b>35.2</b>	Presentation of Baseline Survey Results	BWDB, DAE, DOF, DLS		
<b>35.3</b>	Training on M&E and ODK	BWDB, DAE, DLS, DOF		
<b>35.3.1</b>	Training of Trainers (ToT) on ODK Software Programming Based on Outcome Progress Markers		BLUE GOLD M&E Team and IT Manager	
<b>35.3.2</b>	Training on Data Collection Process of Outcome Monitoring using Tablet		COs & Farmer Field School Organizers	
<b>35.4</b>	Participatory Monitoring			
<b>35.4.1</b>	Orientation on Participatory Monitoring	BWDB, DAE and BLUE GOLD Zonal Teams		
<b>35.4.2</b>	Orientation and Application of Participatory Monitoring			80 WMAs
<b>35.4.3</b>	Refresher Course			80 WMAs
<b>36</b>	Occupational Safety & Health Hazards (Note: Outsourced. Can be conducted by Occupational Safety and Health Academy – OSHA)	BWDB DP III, DAE, DLS, DOF	BLUE GOLD Teams at Central and Districts	

<sup>7</sup> Outsourced to Mott MacDonald. Training was conducted April 2014 to 25 participants (Field Supervisors and Enumerators)

37	Review and Planning Workshop Review of Annual Accomplishments Annual Planning Workshop	BWDB / DAE	BLUE GOLD Teams at Central and District Levels	
38	Good Governance in Water Management (including IWRM and Roles of BWDB and WMOs)	BWDB DP-III, DAE, DOF and DLS (selected officials)		
39	Workshop on Institutional Issues in Water Management	BWDB Central and Zonal officials		
40	Vocational Training (outsourced to UCEP)			500 Primary and Secondary School Drop-outs
41	Exchange visit to successful WMGs and Cooperatives (Best practices and sharing of lessons learned)			WMAs Selected Member
42	Blue Gold Reimbursement System, fund disbursement and Reconciliation of Accounts	BWDB Regional Accounts Center (RAC) at Khulna and Patuakhali and BLUE GOLD Accounts Section		
43	Staff Development Training (based on needs that will emerge)		BLUE GOLD Central, District and Field Staff	
43.1	Component 1			
43.2	Component 2			
43.3	Component 3			
43.4	Component 4			
44	Overseas Training <sup>8</sup>  Post Graduate Degrees Water Mgt (1) Agriculture and Rural Dev. (1) Climate and Environment (1)  MSc Degrees: Agriculture and Fisheries (1) Climate and Environment (1)	BWDB/MoWR and Planning Commission/Irrigation Wing		
45	Study Tour, Seminars and Workshops to countries with experience on participatory water management, climate change adaptation, climate proofing, value chain development	BWDB, DAE, DoF, and DLS		
	<b>Sub-Total</b>	<b>(12)</b>	<b>(7)</b>	<b>(4)</b>
46	<b>Total</b>	<b>31</b>	<b>22</b>	<b>37</b>

<sup>8</sup> To be decided by the Embassy of the Kingdom of the Netherlands (EKN)

## 4 Training Implementation

The implementation of the various training courses will require the efficient coordination of the various resources within the Project in terms of human resource (Trainers, Facilitators, Resource Speakers and Support Staff), financial resource (availability of budget), the time element (right timing and scheduling), training facilities (audio visual equipment, white board and poster stand), training venue (classroom and in-house accommodation) and training materials (curricula, training modules, audio-visual aids).

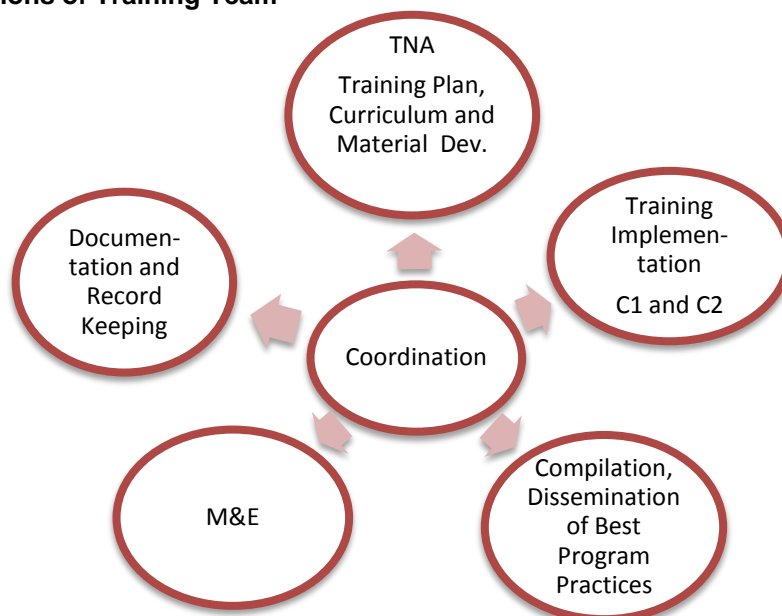
Overall implementation of the Training Plan will be coordinated by the Training Team at the Central and District levels. Close coordination will be maintained with the various Components in the formulation of training curricula and materials and in the delivery of training. In Component 3 (Food Security and Agriculture Production) which will require curriculum and material development for TOF, short specialized courses and on Farmer Field Schools (FFS) will need to be coordinated with the Training Team to ensure that these Modules and materials are stored, preserved and are available and accessible for future Project use. Monitoring and Evaluation will also be carried out by the Training Team on all training courses implemented in the Blue Gold Program.

### 4.1 Roles and Functions of the Training Team

The Blue Gold Training Team will maintain close coordination with the components, identify the training needs of involved institutions and groups, design training courses, assist in training material development, organize training implementation and monitor and evaluate training. For Components 1 and 2, the Training Team will tap TA Experts and Resource Persons from BWDB and partner organisations and related Projects. For Components 3 & 4, DAE, DoF, DLS, partner organisations and research institutes and internal TA Experts will be tapped to conduct the training. For cross-cutting themes in-house training will tap TA Experts (Gender, Communication, Governance and Institutional Development, Environment and Disaster Risk Reduction) and partner organizations and groups (Max Foundation, BRAC, SAFAL, CEGIS, VNG International, among others). **Figure 2** presents the functions of the Training Team.



**Figure 2: Functions of Training Team**



The Training Team will carry out the following activities and tasks in Blue Gold Program:

- a. **Training Needs Assessment:** As per the project requirement the training team will design and conduct Training Needs Assessment for the involved Government Institutions and Polder level groups through administration of Questionnaires, conduct of Focus Group Discussion (FGDs) and interviews.
- b. **Training Plan, Curriculum and Material Development:** Review and analyse the TNA data and prepare the Training Plan. The Training Plan will specify the various training courses to be conducted with indicative schedule and target participants. On the basis of the Training Plan, the training curricula and materials will be developed. These will be done in close coordination with the Components and Outsourced Training Company.
- c. **Training Implementation:** The Training Team will be responsible in coordinating and organizing training courses for institutions, groups and Blue Gold staff involved in Components 1 & 2. In Components 3, 4 and 5 the training team will provide the necessary support and assistance in organizing training courses effectively.
- d. **Dissemination:** To share and disseminate the best practices generated from Blue Gold implementation to institutions involved (BWDB & Other Projects/Departments, WMOs & Community People, Agencies, NGOs and Donors) and to other interested groups, the Training Team will develop IEC materials, documents, bulletins, develop website, organize workshop, seminars in-country and outside country. To create easy access of information related to water management, Agriculture Production, Business Development and Value Chains, the Training Team will maintain an Archive of all training curricula and materials developed within the Project and provide access and sharing of lessons learned and best practices to implementing agencies, partner organizations, universities and groups for research and utilization.
- e. **Coordination:** coordination and quality control of all the different training activities is a challenge. To develop the capacity of WMOs, many training and other initiatives will be conducted by the

components within the 6 years of program implementation. There is always the risk of overburdening the WMO, in over-lapping of training, and in maintaining good quality and consistency in the training implementation and in synchronizing the different activities. The Training Team will have to play a strong role in maintaining coordination among the partners, and with all the components.

- f. **Monitoring and Quality Control:** The objective of training is not just to complete the target number of training but to conduct quality training that will be used and applied by the participants. It is important therefore to monitor the quality of training being conducted and to give immediate feedback to those concerned for its improvement. The Training Team will monitor and evaluate the training initiatives undertaken by the different components, departments and other projects and provide suggestions for improvement.
- g. **Documentation and Record keeping:** Records will be kept of all training activities accomplished by the different components, agencies, departments and projects at the national, district and polder levels.

#### 4.1.1 Composition of the Central Training Team (CTT)

- Training Expert (International – short term input)
- Training Expert (National)
- Communication Expert (National)
- Training Coordinator (National)
- Gender Expert (National)
- Representatives from BWDB (as needed)
- Representatives from Program Components (as needed)
- Outsourcing Training Service Provider (as needed)

#### 4.1.2 The District Training Teams (DTT)

The District Training Teams coordinate the implementation of training activities at the District and Polder levels. They are responsible for organizing and conducting training activities for Components 1 & 2. They provide necessary support to Components 3 and 4 for effective implementation of the training. The following are the major functions of the DTT:

Prepare the Annual Training Plan in coordination with the District Teams for the Blue Gold Components at the District and Polder levels.

Organize and conduct training activities at the District level (for institutions and Blue Gold staff) and at the Polder level for the Water Management Organizations, Labour Contracting Societies, Union Parishad, Union Disaster Management Committee in coordination with Components 1 & 2;

Provide training support to other components Subject Matter Specialists in implementing their training activities as and when required;

Conduct Training monitoring and evaluation of all training courses implemented at the District and polder levels and prepare Quarterly Training Reports;

Maintain training records and compilation of training curricula and materials that have been developed in training courses implemented in all Components and provide access to these materials to project staff; and

Guide the development and activities of the Training Resource Groups (TRG) at the polder level and provide necessary support.

#### 4.1.3 Composition of the District Training Team:

- 1) Socio Economist- 1
- 2) Civil Engineer- 1
- 3) Agronomist- 1
- 4) Master Trainer- 1
- 5) Subject Matter Specialists (Discipline wise)
- 6) BWDB Representative -1
- 7) Other Experts (based on need)
- 8) District Training Coordinator (1)
- 9) The District Training Coordinator is the key person who will be responsible for coordinating and organizing training activities at the District and Polder level. Other members of the District Training Team will actively get involved when their component training will be implemented.

## 5 Training Policy

### 5.1 Training Allowances and Remuneration

- i. For Government Staff from BWDB, DAE, DLS, DOF, DOC and other government agencies that will be invited to participate in Blue Gold Training, the following rates are presented in Table 4.

**Table 4: Training allowance for Government Officials for Short Training Course (as per 22 August 2013)**

No.	Position and Organization		National Grade and Class	Remuneration/Training Fees in BDT/Day
	BWDB	DAE, DOF, DLS		
01	Director General, Additional Director General	Director General (National), Director Extension (DE), Director-Livestock (DLS)	1 <sup>st</sup> Class	2000
02	Chief Engineer, Regional Director, Chief Water Management	Additional Director, Deputy Director (Division),	1 <sup>st</sup> Class	2000
03	Project Director, Superintending Engineer, Chief Agronomist	Project Director (Blue Gold), Deputy Director Agriculture	1 <sup>st</sup> Class	2000
04	Executive Engineer, District Cooperative Officer	Deputy Director (DD), District Training Officer (DTO), Plant Protection Specialist (PPS), Crop Production Specialist (CPS), Horticulture Specialist (HS), Horticulturist (Horticulture Centre, DAE)	1 <sup>st</sup> Class	1500
05	Sub Divisional Engineer, Assistant Engineer, Asst Director, Research Officer, Agronomist, Sociologists, Environmentalist, Accounts Officer	Upazilla Agriculture Officer (UAO), Upazilla Livestock Officer (ULO), Senior Upazilla Fisheries Officer (UFO),	1 <sup>st</sup> Class	1000
06	Agriculture Extension Officer	Agriculture Extension Officer (AEO), Upazilla Fisheries Officer (UFO), Assistant Agriculture Officer (AAO), Upazilla Veterinary Surgeon (UVS)	1 <sup>st</sup> Class	700
07	Sectional Officer (SO), Extension Overseer (XO), Sub Assistant Engineer (SAE), Accountant.	Assistant Fisheries Officer (AFO), Sub Assistant Agriculture Officer (SAAO),	2 <sup>nd</sup> Class	600
08	Other Staff	Field Assistant (FA), Village Field Assistant	3 <sup>rd</sup> Class and bellow	500

(VFO), Compounder

- ii. For other Resource Persons invited from private institutions, companies and NGOs who will conduct training, the rate will be fixed separately depending on the qualification and training activity to be performed.
- iii. For Blue Gold Consultants, no training allowance will be paid for participating in any training. Food, accommodation and transportation arrangements will be provided by the Project.
- iv. For Field Staff (Community Organizers and FFS Facilitators), no training allowance will be paid for attending training and conducting meetings at the Field.
- v. For Water Management Groups (WMGs) it is proposed that for a day-long training, the Project will pay BDT 300/day for transport cost and for training attendance. Moreover, budget for food and snacks of BDT200/participant will be the maximum budget to be spent by the Project.
- vi. For Labour Contracting Society (LCS), it is proposed that for a day long training, the Project will provide food and snacks with a maximum budget of BDT 200/day. Their attendance will be considered as part of their days worked under their Contract for earthworks.
- vii. For FFS and Season Long Training Courses, the rate will be fixed separately harmonizing with other Projects.

## 5.2 Annual Training Plan

- 5.2.1** At the beginning of each calendar year the Training Team will update the Blue Gold Training Plan based on inputs from Central and District Team members and from needs that will emerge during the program implementation. An Annual Training Plan will be prepared with draft copies circulated to concerned persons at the central and district levels. Considering the Blue Gold Annual Training Plan the District teams will prepare their training plan and send a copy to the central level. The District Teams will ensure the effective implementation of training program at the field level.
- 5.2.2** All training courses will be based on identified needs of the government institutions, groups and organizations at the Central, District and Polder levels. The Training Needs Assessment (TNA) report and the needs that will emerge in the course of program implementation will be considered in preparing the Annual Training Plan.
- 5.2.3** Draft training curricula will be prepared for each training course, jointly with the concerned Component staff. If a Training Course is outsourced to an external service provider, the Training Team together with the concerned Component experts will supervise the formulation of the Training Curriculum and materials together with the external service provider.
- 5.2.4** **Visual aids and hand-outs** will be prepared before conducting any training and supplied to the concerned District Trainer Coordinator so that he/she will make necessary copies for the participants.
- 5.2.5** **Resource speakers or trainers** coming from outside the central and district teams should be given a briefing on the training course and the training requirements such as training materials to be used and the methodology in delivering the topic. They should also provide a copy of their training material before delivering their topic.
- 5.2.6** **Use of internal training resources** – to the extent possible, BWDB training centers, facilities, trainers and resource persons from relevant BWDB Directorates and on-going projects will be used for Blue Gold training. Existing training courses, materials, manuals, visual aids will be reviewed for its relevance and application to Blue Gold.
- 5.2.7** **Use of external training institutions** - to address specialized training needs of the project (such as exposure visits and special courses), coordination will be done with training institutions and partner organizations. It is required that in using outside training institutes to conduct the training, the preparation of training design and course outline will be done in close

collaboration with the Training Team. The outside training institute will provide a complete set of training materials to the Training Team and a training report with training evaluation will be submitted. (See Policy on Outsourcing of Training)

- 5.2.8 The Trainers/Resource Speakers performance** will be assessed based on feedback from participants, observations by the Training Team and from the result of the training evaluation. The Training Team at the District level will ensure that assessment is carried out and reports properly filed.
- 5.2.9** In a one-day training, a minimum of 2 (two) and maximum of 3 (three) Resource Speakers, including the course coordinator, will be assigned to conduct the day's training sessions. The District Training Coordinator will ensure the Resource Speakers' availability and their preparation for the session.
- 5.2.10** Resource Speakers will be entitled to an honorarium if he/she continues to conduct the session for a minimum of one and half hours.
- 5.2.11** No single Resource Speaker will be entitled to conduct more than 2 sessions in one day. The Training Team will determine the number of topics/sessions that one resource speaker can handle in one training course. Trainers/Resource Speakers will be selected based on their competency in facilitating the session rather than experience or length of work experience.
- 5.2.12** The Resource Speakers and the TA staff/trainer are entitled to have breakfast, lunch, dinner, 2 time tea/snacks, and accommodation during the training.
- 5.2.13** In case of outside Resource Speakers the honorarium will be based on the experience and competency.

## 6 Outsourcing of Training Courses

Because of the huge quantity of training to be conducted, the limitation of training staff resources and the need to conduct simultaneous training in several polders for the various Components, there is a need to outsource part of the training courses. However, the development of training curriculum and materials will be worked out in close coordination with the Blue Gold Component members and other experts together with the external training provider. Outsourcing will complement the internal expertise and resources within the Blue Gold Team. It will provide access to technical proficiencies and sufficient personnel that are not available within the Blue Gold Team and can facilitate conduct of simultaneous training at the polders where project activities are being implemented. To outsource training courses, the following steps are recommended:

- a) Internal assessment of existing training capacity of Blue Gold staff, not only the training team but all the experts and staff members of Blue Gold. Assess the type and number of training to be conducted, the volume of training in relation to number of participants (individuals and groups to be trained), the timing on when the training is needed to be conducted (available time viz a viz the quantity and scope of training).
- b) Identify training courses that can be outsourced based on the Training Plan – in terms of internal capacity and expertise to conduct the training course, the volume and time required.
- c) Identify available external training providers based on the training courses that will be outsourced.
- d) Request proposals from at least three external training providers which will contain the company profile (capabilities to provide the training course, track record and experience), approach, training resources and description of methodology of undertaking the tasks of conducting the training course/s, deliverables at the end of the contract period and financial quotation.
- e) Checking of credibility of the training provider based on the proposal submitted. Check the office, interview previous clients, countercheck records and documentation submitted.
- f) Selection of the training provider based on the proposal and interview of representative.
- g) Contract Signing. Contract should contain specific deliverables and service level requirements, pricing and fees for services to be rendered, penalties for poor performance or non-compliance of agreements.
- h) Evaluation of performance of the training provider to ensure quality of training conducted and compliance with stipulations on Service Agreement/Contract.
- i) Report Submission – the training provider should submit monthly and final Training Reports in terms of progress of work and training evaluation (pre and post-test and training evaluation)

## 7 Training Monitoring and Evaluation

A Training Monitoring System will be developed to gather data on the type of training conducted, number of participants, date and place conducted, budget and expenses. The Annual Training Plan and 6 years overall Training Plan will be used as a basis in developing the monitoring system which will compare training accomplishments with targets.

Pre-Training Knowledge Inventory (structured questionnaire) will be administered before the start of any training to assess the existing knowledge and skills of participants.

Post Training Knowledge Inventory will be administered at the end of the training to determine the knowledge and skills gained by participants.

Training Evaluation – a training evaluation format will be developed for each training course to be conducted. It will be administered at the end of the training to get feedback from the participants on their assessment of the resource speakers, topics, methodology, hand-outs and visual aids, training facilities and duration. This will be used in improving future training and training materials.

Training Report – will be prepared for all training (in-house or outsourced). It will contain information on the participants, training program, training topics, outputs, result of the pre and post-test, training evaluation, training materials used and training expenses. This will be the responsibility of the Training Team for training courses conducted by Components 1 and 2 and by the external training providers. For Components 3 and 4, the specific Component training organizers will prepare the Training Report and submit this to the Training Team.



# Appendix 1 Summary of TNA Results

## 1.1 Training Requirements BWDB

BWDB LOCATION	Training subjects
DHAKA	IWRM and Multidisciplinary Participatory Planning for Water Resources Management Project Database and Management Information System and GIS Water Security and Impact of Climate Change and Remedial Measures Environmental and Social Safeguards Preparation of Project Proposal for Water Resources Projects Feasibility Study on Water Resources Development Project Community Based Interventions, Gender perspective, Disaster Preparedness and Nutrition Intervention Training on “Participatory Water Management Rules 2014” Training of WMG members regarding their Roles, Responsibilities, Sustainability, IGAs and WMG participation in O&M process Integrated Coastal Zone Management Gender and Integrated Water Resources Management Exchange visit and Study Tour Abroad to successful water sector Projects Participation as a Policy and Participation as a Process Integrated Coastal Zone Management Climate Change and its Effect on Coastal Region sustainable Food Production to establish food security Project Management Construction Management Effective Coordination and Communication Efficient assessment and preparation of works Business development and income generating activities Irrigation Water Management/Crop Requirement/Cropping Rotation Drainage and hydraulic structures

KHULNA	<p>Monthly/weekly meeting between Blue Gold and BWDB to discuss problems and concerns</p> <p>Workshop/Orientation on Different Components of Blue Gold</p> <p>Participatory management of water resources projects</p> <p>Training on Environment Awareness</p> <p>Training on Effect of Climate Change</p> <p>Training on new technology in water resources management</p> <p>Training for stakeholders participation in various stages of Project Implementation</p> <p>Training on river bank protection</p> <p>Training for strengthening of WMGs for O&amp;M</p> <p>Training for sustainability of WMOs</p> <p>Improving capital formation and resource mobilization</p> <p>Introduce Income Generating Activities</p> <p>O&amp;M of infrastructure such as sluice gate, embankment and canals</p> <p>Building closer relationship among Polder stakeholders such as WMOs, Union Parishads and private sector for sustainable development</p> <p>Foreign study tour in different water resources project</p> <p>Information dissemination on Blue Gold activities and scope of work to different stakeholders to develop cooperation and sense of ownership</p>
PATUAKHALI	<p>Training on periodic maintenance of completed Projects</p> <p>Training on survey</p> <p>Training on Basic computer operation</p> <p>Training on Financial management, fund disbursement, reimbursement system and Policies of Blue Gold (RAC)</p> <p>Reconciliation of Records and Funds with RAC (BWDB) and Blue Gold (RAC)</p>

### 1.2 Training Requirements DAE

District	Training subjects
KHULNA	More training needed
PATUAKHALI	Season Long Training for SAAOs
	Session management course
	Orientation of Blue Gold Program
	Training on FFS under Blue Gold Program

### 1.3 Training Requirements Union Parishad

No.	Name	Designation/Place of Posting		
<b>Khulna (Deluti Union Parishad)</b>				
01.	Babu Samoresh Kanti Howlader	Chairman		
02.	Canchola Rai	Female Member		
03.	Dipty Chakroborty	Female Member		
04.	Eslam Jahir Uddin	Member		
05.	Hafizur Rahman	Member		
<b>Patuakhali (Madarbunia Union Parishad)</b>				
01.	Gazi Jainal Abedin	Chairman		
02.	Paran Kumar Datta	Secretary		
03.	Md Forkan Ali	Member		
04.	Shahidul Islam Akon	Member		
05.	Md Alamin Biswas	Member		

### 1.4 Responsibilities

No.	Name of UP	Job Responsibilities	Training Attended
01	Deluti UP	<p>Provide service to the community such as issuance of birth&amp; death certificate, distribution of relief goods, allowance for widows and disabled people.</p> <p>Implementation of Government Projects such as Food for Work Program, Taka for Work)</p> <p>Implementation of Programs of ADB and Revenue Office such as Food distribution, Rehabilitation of Roads and Communication structures, Family Planning, Sanitation Projects.</p>	<p>Local Government Strengthening Project</p> <p>Budget training</p> <p>Operation of Village Courts</p> <p>Orientation on Blue Gold Program</p>
02	Madarbunia UP	<p>Provide service to people such as issuance of birth certificate, distribution of relief goods, allowance of widows and disabled people</p> <p>Implementation of Government Projects such as Food for Work,</p>	<p>Local Government Strengthening Project (LGSP)</p> <p>Budget Training</p> <p>Training from Social Development Foundation</p> <p>Orientation on Blue Gold Program</p>

		<p>Taka for Work, Test Relief, Work for Ultra Poor</p> <p>Implementation of Programs of ADB and Revenue Office such as food distribution, rehabilitation of roads and communication structures.</p> <p>Provide support on IT for local people such as emailing, filling-up of online forms, video calling.</p>	
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### 1.5 Training requirements

No.	Union Parishad	Training subjects
01	Deluti UP (Khulna)	<p>Small Cottage Industry</p> <p>Public Health and Sanitation</p> <p>Sustainable Environment Management</p> <p>Modern Technology of Agriculture</p> <p>Livestock Reading and Treatment</p> <p>Leadership and Organizational Management</p> <p>Fund Raising</p> <p>Gender</p>
02	Madarbania UP(Patuakhali)	<p>Knowledge on Law and Administrative Issues</p> <p>Judiciary and arbitration (Village Courts)</p> <p>Environmental Management</p> <p>Office Management</p> <p>Water and Sanitation</p> <p>Disaster Management</p> <p>Awareness Campaign to motivate local people for Blue Gold</p>

### 1.6 Training Requirements Community Organisers

- Orientation on Blue Gold Components
- Training on Cooperative Law, By-Laws and Regulations for WMG Registration
- Training on Polder hydrologic infrastructure and O&M
- Training on IGAs for WMOs
- Training on Agriculture Production
- Training on Gender Development
- Training of Trainers (ToT) and Facilitation Skills

- Training on Awareness Raising and Methods of Information Campaign
- Experience sharing with other Projects and Exchange Visit

### 1.7 Training requirements Farmer Field School Organizers (FOs)

- Training on Basic Computer operation
- Training on Leadership Development
- Training on Monitoring and Evaluation using Tablet
- Training on Gender Development
- Training on Business Development and Value Chain
- Summary of TNA for Water Management Groups (WMGs)

### 1.8 Training requirements WMG members

No.	Name	Total Members (status July 2013)			No. of FGD Participants
		Male	Female	Total	
<b>Khulna</b>					
<b>Polder 30 (Khulna)</b>					
01	Amtala Kodaldaha Water Management Co-operative Society Ltd	18	07	25	50
02	Kathamari GopalKhali Water Management Co-operative Society Ltd	17	08	25	48
03	Sukhdara (west) Water Management Co-operative Society Ltd	18	07	25	51
04	Sukhdara (East) Water Management Co-operative Society Ltd	18	07	25	45
05	HetalBunia Water Management Co-operative Society Ltd				49
06	Hatbati (South village) Water Management Co-operative Society Ltd	95	100	195	54
07	CharKhali Santhalia Water Management Co-operative Society Ltd				51
08	MashiarDanga Water Management Co-operative Society Ltd	18	07	25	52
09	DebiTala Water Management Co-operative Society Ltd	15	10	25	49
10	KholshiBunia Water Management Co-operative Society Ltd	48	76	124	49
11	Kashiar Danga Water Management Co-operative Society Ltd	49	28	77	49
12	Alkaria KhejurTala Water Management Co-operative Society Ltd	80	65	145	47

13	Fulbari Water Management Co-operative Society Ltd	19	14	33	46
14	Kyesh Khola Hula Water Management Co-operative Society Ltd	57	68	125	51
15	Katian Nagla Water Management Co-operative Society Ltd	47	13	60	53
16	Kanthal Tala Gondamari Water Management Co-operative Society Ltd	70	75	145	55
	<b>Sub-Total</b>				<b>788</b>
	<b>Polder 22 (Khulna)</b>				
01	Teli Khali Water Management Co-operative Society Ltd.	18	03	21	9
02	Harinkhali Water Management Co-operative Society Ltd.	160	50	210	18
03	Gopi pagla Water Management Co-operative Society Ltd.	87	100	187	40
04	Darun mallik Water Management Co-operative Society Ltd.			200	49
05	Noai Water Management Co-operative Society Ltd.	66	43	109	44
06	Kali Nagar Water Management Co-operative Society Ltd.	120	67	187	44
07	Hat Bari Water Management Co-operative Society Ltd.	51	52	103	50
08	Sayed khali Water Management Co-operative Society Ltd.	90	44	134	39
09	Sener ber Water Management Co-operative Society Ltd.	20	29	49	50
10	Bigor Dana Water Management Co-operative Society Ltd.	43	107	150	43
	<b>Sub-Total</b>				<b>386</b>
	<b>Patuakhali &amp; Barguna</b>				
	Polder 43/2D (Patuakhali)				
01	Choto Aouliapur (South) Water Management Co-operative Society Ltd.	60	45	105	4
02	Uttor (North) Bajar Ghona Water Management Co-operative Society Ltd.	78	58	136	3
03	Choto Aouliapur (North) Water Management Co-operative Society Ltd.	72	67	139	4
04	Dakhkhin Haji Khali Water Management Co-operative Society Ltd.	108	42	150	6
05	West Sharik Khali Water Management Co-operative Society Ltd.	20	23	43	5
06	Abad Haji Khali Water Management Co-operative Society Ltd.	40	28	68	5
07	East Geta khali Water Management Co-operative Society Ltd.	132	35	167	4
08	Dibuza Pur Water Management Co-operative Society Ltd.	58	20	78	4
09	Baro Aouliapur Purbo(East) Water Management Co-operative Society Ltd.	39	25	64	6
	<b>Sub-Total</b>				<b>41</b>
	Polder 43/2F (Barguna)				
01	South Angul Kanta Water Management Co-operative Society Ltd.	65	35	100	

02	Middle DalaChara Water Management Co-operative Society Ltd.	16	20	36	15
03	South Haridra Baria Water Management Co-operative Society Ltd.	31	20	51	18
04	North Gojkhali Water Management Co-operative Society Ltd.	47	20	67	21
05	North Khekuani Water Management Co-operative Society Ltd.	25	15	40	17
06	South-West Kali Bari Water Management Co-operative Society Ltd.	30	25	55	21
07	South Khekuani Water Management Co-operative Society Ltd.	30	24	54	15
08	North Haridra baria Water Management Co-operative Society Ltd.	105	42	147	17
09	North dala Chara Water Management Co-operative Society Ltd.	15	15	30	16
10	Fakirkhali & N. Gojkhali Water Management Co-operative Society	42	18	60	16
	<b>Sub-Total</b>				<b>156</b>
45	<b>Total</b>				<b>1,371</b>

### 1.9 Training Courses Requested by WMG members

Training Needs/Requested	Khulna	Patuakhali
Organizational Management	√	√
Financial Management and Micro Credit	√	√
Income Generating Activities (IGAs)		
Tailoring	√	√
Micro-credit	√	√
Puffed rice	√	√
Small cottage industry	√	√
Poultry rearing	√	√
Fish culture/hatchery	√	√
Tree and plant Nursery	√	√
Livestock production	√	√
Dairy production	√	--0--
O&M	√	√
Agriculture Production	√	√
Fish Culture	√	√

Integrated Fish and Rice Culture	√	√
Animal Husbandry	√	√
Plant Nursery	√	√
Winter Crop Production	√	√
Homestead Gardening	√	--0--
Business Development Marketing Business Management Business Planning and Development Business Accounting Storage of products and goods	√	√
Environmental Awareness and Disaster Management Environment Awareness Tree Plantation Forest Resource Management Disaster Management	√	√
Gender in Development Gender and Leadership	√	--0--
Training for Skills Development of Adolescents Handicrafts Tailoring Beef Fattening Electrical Vocational Training Fish Culture	√	√



Vehicle servicing/automotive Basic computer operation		
Hygiene and Sanitation Training	√	--0--

## Appendix 2 Blue Gold Program Training Plan for 2013 – 2019

Program Components	Training Course	Target Participants (Specify Position, Agency, Level – Central & Zonal, Polder)	Polder (IPSWAM, Rehabilitated, New)	Year							
				1 2013	2 2014	3 2015	4 2016	5 2017	6 2018	7 2019	
Community Mobilization & Institutional Streng- thening	<b>Development of WMOs<sup>9</sup></b>  Orientation on Formation and Development of WMOs and Participatory Water Management Rules of 2014	BWDB DP III	--0--		*						
	Organizational Management Training Curriculum Development Organizational Training	Blue Gold Staff and External Training Team WMG & WMA	--0--  All BLUE GOLD Polders 80 WMAs 850 WMGs		*	*	*	*			

<sup>9</sup> GPWM in relation to inclusion of women will be emphasized and gender related concerns will be integrated in all training courses for WMOs

	Leadership Training <sup>10</sup> Curriculum Development Training on Leadership	BLUE GOLD Staff		*					
		WMG, WMA & WMF	All Polders 26 WMFs 80 WMAs (850 WMGs)		*	*	*		
	Financial Management Training Curriculum Development	BLUE GOLD Staff and BWDB- CWM	--0—	*					
	Training on Accounts Keeping System								
	Tutorial Training on Financial Management	BLUE GOLD 6 Socio-Economists & 50 COs in Khulna and Patuakhali	--0--	*					
		WMG Executive Committee Audit Committee Agricultural Machineries Mgt Committee	All Polders (850 WMGs)		*	*	*		
	Resource Mobilization Training <sup>11</sup> Curriculum Development	BLUE GOLD Staff	--0--	*					
	Training on Resource Mobilization	WMG & WMA	All Polders (80 WMAs) (850 WMGs)		*	*	*		

<sup>10</sup> Leadership Training will include professionalizing the networking/linkaging capacity of the Executive Committee

<sup>11</sup> Resource Mobilization Training will include Plan Formulation on fund generation

1.6. Workshop on Innovative Approaches for Resource Mobilization (i.e. revenue generation)										
1.6.1. Planning Workshop on Innovative Approaches for Resource Mobilization	BLUE GOLD Staff at Central and Districts					*				
1.6.2. Workshop on Innovative Approaches for Resource Mobilization	WMOs (selected WMF, WMA, WMG representatives)					*	*	*		
Training on Community Organizing, WMOs and Cooperatives	50 Community Organizers (COs) 6 District Socio-Economists 2 Engineers 1 <sup>st</sup> Batch 2 <sup>nd</sup> Batch	--0--		*	*					
Orientation on Blue Gold and Community Mobilization Activities	Local Facilitators (140 LFs)	New Polders (17 New)			*	*	*	*		
Orientation on Blue Gold Information Dissemination Strategy and information Mgt using Integrated Communication Technology (ICT)	BWDB DP III and O&M Divisions in Khulna & Patuakhali, BLUE GOLD District Teams (Socio-Economists) and Polder Level Staff (COs, LFs)	--0--				*	*	*		
Polder Development Planning Workshop on Formulation of PDP	Blue Gold Patuakhali and Khulna	26 Polders <sup>12</sup>			*	*	*			

<sup>12</sup> PDP for Polders 43/2F and Polder 22 have been formulated and discussed May 28, 2014. Succeeding PDPs for other Polders will be formulated and discussed

		Staff								
	Consultation Workshop on Polder Development Plan (PDP) <sup>13</sup>	BWDB Khulna and Patuakhali Districts, DAE, DoF, DLS	---0---		*	*	*	*		
	Polder Action Plan Validation and Dissemination Workshop	WMF	All Polders (26 WMFs)			*	*	*		
	Annual Action Plan Formulation Workshop	WMA	All Polders (80 WMAs)			*	*	*		
	Village Action Plan Formulation <sup>14</sup>	WMGs	All Polders 850 WMGs			*	*	*		
Water Resources Management	Orientation on Blue Gold Construction Management and Program Policies <sup>15</sup>	BWDB DP III, O&M Divisions in Khulna and Patuakhali, BLUE GOLD District Teams and Contractors (40 participants per District)	All Blue Gold Districts		*		*		*	

<sup>13</sup> Input from Implementing Agencies on the Draft Polder Development Plans

<sup>14</sup> Polder Action Plan will include the WMO Strengthening Plan, Fine Tuning/Infrastructure Rehab Plan, O&M Plan, SEMP and Disaster Management Plan, Agricultural/FFS Plan, Business Plan and Gender Action Plan

<sup>15</sup> Including Health, Hygiene and Safety Measures for construction workers of Contractors

Orientation on Construction Management and Blue Gold Program Policies <sup>16</sup>	LCS (around 10,000 LCS)	All Polders		*	*	*	*	*	
Training on Design of Water Management Infrastructure (Note: Through BUET or any other Engineering University)	BWDB Planning, Design Directorate and Zonal/District Teams	--0--			*	*			
TOT on Monitoring of Quality Control and Construction Works	BWDB Staff, BLUE GOLD C2 Dhaka and Khulna Team			*					
Monitoring of Quality Control and Construction Works	WMA Monitoring Committee for Quality Control, UP Representative, LCS Members	All Polders		*	*	*	*		
Orientation on Blue Gold MIS and GIS	BWDB DP III, O&M Division Khulna and Patuakhali Districts, BLUE GOLD District Teams	--0--			*				
Operation and Maintenance O&M Training and O&M Plan Preparation	WMA Members & Water Mgt Committee, BWDB O&M Division Khulna and Patuakhali (SDE and SO)	All Polders (26) 80 WMAs			*	*	*	*	
Practical Training for Gate Operators	Gate Operators	All Polders (26)		*	*	*	*	*	
Training on Innovative Irrigation Technology (to be identified) Training/Orientation on Innovative Technology	Blue Gold Central and Zonal Team	--0--			*	*	*		
Field training on innovation technology	WMOs	All Polders			*	*	*		

<sup>16</sup> Including Health, Hygiene and Safety Measures for LCS during construction

			(26)								
Food Security and Agricultural Production	Orientation and Refresher Training on Blue Gold	District and U/Z Officers of DAE DOF DLS	--0--	*	*	*					
	Refresher Training (In collaboration with DAE, DOF and DLS)	DTs, FTs and FFS Organizers	--0--	*							
	Curriculum Design Workshop to prepare courses for TOF, Refresher Course, short specialised courses (in close coordination with DAE, DANIDA, WorldFish, FAO, others)	TA Master Trainers, DAE Officials at UZ level, Departmental Trainers from DAEs, Farmer Trainers (FTs)	--0--	*	*	*	*				
	Training on Agriculture Production Season long implementation of Farmer Field Schools (Note: Training will be conducted by Department of Agriculture Extension using Farmer Field Schools)	1,400 FFS (All WMGs) (Note: 1000 will be funded from DAE budget while 400 will be funded under TA budget)	All Polders		*	*	*	*	*	*	
	Season long TOF (first season long TOF conducted by DAE component during Boro 2014 season)	New FFS Facilitators and Departmental Trainers (DTs) of DAE		*	*	*	*				
	TOF Course	Additional Farmer Facilitators	Zonal Teams			*	*	*	*		
	Training on Use of Vaccination Kits and Development of a Business Plan	52 Community Animal Health Workers (CAHW)	All Polder		*	*	*	*	*		

	<p>Training on Innovative Agriculture Technologies (to be identified)</p> <p>Note: Tie-up with Research Institutions and Agricultural Universities (national and international)</p>	<p>DAE, DLS, DOF</p> <p>BLUE Gold Central and Zonal Team</p> <p>FFS/WMOs (to be Selected)</p>	<p>---0---</p> <p>--0--</p> <p>All Polders</p>			*	*	*		
Business Development and Private Sector Involvement	Awareness Raising on Value Chain and Business Development	WMGs/Cooperatives	All Polders		*	*	*	*	*	
	Value Chain and Business Development Workshop	BWDB DP III			*					
	Value Chain and Business Development Workshop	DAE Khulna and Patuakhali			*	*				
	Curriculum on Value Chain Development Workshop	Blue Gold Staff (COs and FOs) in Khulna and Patuakhali	--0--	*						
	Value Chain and Efficient Management of Agricultural Machineries	BLUE GOLD Staff Community Organizers (2 Batches)			*					
	Pilot Training on Efficient Use of Agricultural Machineries	WMG (Potential Members) 2 Batches			*					



	Trial Training on Business Idea Generation Curriculum	BLUE GOLD Staff Comp 3 (Dhaka, Khulna, Patuakhali)			*					
	Field Test of Business Idea Generation	Farmers from FFS Groups (2 Batches)			*					
	Orientation on Value Chain Analysis and Identification of business opportunities and business skills	WMGs/Cooperatives	All Polders			*	*	*	*	
	Workshop on the Formulation of Business Plan SWOT Analysis Development of Individual or Group Business Plan	WMGs/Cooperatives	All Polders		*	*	*	*	*	
	Basic Training on Management of IGAs Curriculum Development Training Implementation	WMG, Farmers' Groups				*				
	Other training (to be identified based on needs)					*	*	*	*	
Cross Cutting Issues	Gender and Development Gender Orientation and Awareness Raising	BWDB, DAE, DLS, DoF and BLUE GOLD District Teams and COs	--0—		*	*				
	Gender Orientation and Awareness Raising at Polder level	WMO Members of Union Parishad	All Polders			*	*	*		

	Leadership Training	Women Leaders of WMO	All Polders			*	*	*		
	Savings and Effective Investment/ IGAs/Livelihood Training for LCS Members	Women LCS Members	All Polders			*	*	*		
	Gender Action Plan (part of the Polder/Village Development)	WMGs	--0--			*	*	*		
	BWDB Gender Equity Strategy Review of Gender Equity Strategy 2006-2011 Update Gender Equity Strategy	BWDB Selected Women Officials	--0--			*				
	Skill training (business development, simple accounting and record keeping and others)	WMG women members	All Polders			*	*	*		
	Exchange visit to other Polders and Projects/organizations	WMA women leaders	All Polders			*	*	*		
	Disaster Risk Management (DRM) and Climate Change Adaptation									
	Orientation on Climate Change, Natural Hazards and their impacts and Risk Mapping assessment.	BWDB DP III, O&M Divisions Khulna & Patuakhali, DAE, DOF, DLS, BLUE GOLD Central and District Teams	--0—			*				
	Orientation on Climate Change Adaptation and Disaster Risk									

	Reduction (DRR) tools and techniques  Disaster Risk Preparedness Training for Community Disaster Management Volunteers	WMA Members and Union Disaster Management Committee (UDMC)/ 20-30 members per UP  Community Disaster Management Volunteers (1 volunteer per 40 Households in the Polder)	All Polders Around 100 UPs  All Polders			*	*	*		
	Training for Union Parishad (UP) Orientation of Union Parishad  Joint Planning Workshop  Training on Participatory Water Management	UP Chairperson, Secretary and Members (14 per UP)  UP and WMA (14 per UP + 3/WMA)  UP Chairperson (100)	All Polders (Around 100 UPs)  100 UPs  3 Batches		*	*	*	*		
Project Management	Blue Gold Inception Presentation	BWDB, DAE and BLUE GOLD Staff		*						

Blue Gold Program Orientation	BWDB, DAE, DoC, DoF, DLS, Other Groups and Program Support Staff	---		*					
6.3. Training on Monitoring and Evaluation (M&E) System and Open Data Kit (ODK) Software Operation 6.3.1. Baseline Survey Orientation <sup>17</sup> 6.3.2. Presentation of Baseline Survey Results	25 Field Supervisors and Enumerators  BWDB, DAE, DOF, DLS			*					
6.3.3. Training on M&E and ODK 6.3.4. ToT on ODK Software Programming Based on Outcome Progress Markers 6.3.5. Training on Data Collection Process of Outcome Monitoring using Tablet	BWDB, DAE, DLS, DOF  BLUE GOLD M&E Team and IT Manager  BLUE GOLD Community Organizers BLUE GOLD Farmer Field School Organizers			*	*				

<sup>17</sup> Outsourced to Mott MacDonald. Training was conducted April 2014 to 25 participants (Field Supervisors and Enumerators)

6.4. Participatory Monitoring										
6.4.1. Orientation on Participatory Monitoring	BWDB, DAE and BLUE GOLD Zonal Teams	--0—			*					
6.4.2. Orientation and Application of Participatory Monitoring	80 WMAs	All Polders			*	*				
6.4.3. Refresher Course	80 WMAs	All Polders				*				
Occupational Safety & Health Hazards (to be conducted by Occupational Safety and Health Academy –OSHA)	BWDB DP III, DAE, DLS, DOF and BLUE GOLD Teams at Central and Districts	--0--			*					
Review and Planning Workshops	BLUE GOLD Components at Zonal and Central Levels	--0--		*	*	*	*	*		
Good Governance in Water Management (including IWRM and Roles of BWDB and WMOs)	BWDB DP-III, DAE, DOF and DLS (selected officials)	--0--			*					
Workshop on Institutional Issues in Water Management	BWDB Central and Zonal officials		*		*					
Exchange visit to successful WMGs and Cooperatives (Best practices and sharing of lessons learned)	WMAs	Selected Polders			*	*	*			
Blue Gold Reimbursement System, fund disbursement and Reconciliation of Accounts	BWDB Regional Accounts Center (RAC) at Khulna and Patuakhali and BLUE GOLD Accounts Section	--0--			*					

	Staff Development Training (based on new needs that will emerge) Component 1	Central, District and Field Staff	--0--	*	*	*	*	*	*	
	Component 2	Central, District and Field Staff	--0--	*	*	*	*	*	*	
	Component 3	Central, District and Field Staff	--0--	*	*	*	*	*	*	
	Component 4	Central, District and Field Staff	--0--	*	*	*	*	*	*	
	Overseas Training <sup>18</sup> Post Graduate Degrees Water Mgt (1) Agriculture and Rural Dev. (1) Climate and Environment (1)  MSc Degrees: Agriculture and Fisheries (1) Climate and Environment (1)  Study Tour, Seminars and Workshops to countries with experience on participatory water management, climate change adaptation, climate proofing, value chain development  Note: From Innovation Fund and TA Budget (DPP p.35)	BWDB/MoWR and Planning Commission/Irrigation Wing           BWDB, DAE, DoF, DoC and DLS	--0--           --0--			*	*	*		
Total	71 Types of Training = 11 Component 1 9 Component 2 6 Component 3		249 Batches	17	45	66	56	47	18	

<sup>18</sup> To be decided by the Embassy of the Kingdom of the Netherlands (EKN)

	8 Component 4 17 Cross Cutting Issues 20 Project Management																		
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