

Blue Gold Program

Training Report

Workshop on Action Planning for WMA Capacity Building



Satkhira Zonal Office, Satkhira

Date of the workshop: 23 - 24 April 2019

Date of Workshop Review: 25 April 2019

Day - 1

Brief Description:

Mr. Joynal Abedin, Zonal Coordinator, Blue Gold Program, Satkhira inaugurated the workshop and thanked the facilitators and participants for attending the workshop.



Zonal Coordinator, BGP, Khulna explained the importance of the role of BGP TA Team and where are we standing right now regarding the matter along with our objective. He said, “We have spent 3 years for Functional WMG capacity building, but we will have to strengthen the WMAs and turn it in into functional WMAs within next 8 months. We will discuss the roles in first two days and we will do it on the field on the 3rd days. Please ask about the confusion to training coordinator.” He added, “WMA will play role as being taught by TA team, Proper use of barren land, helping WMG to

establish an office. Do the meetings with WMG.”


Zonal Coordinator, Satkhira said, “If we include this entire element in to the plan and we do at according to that, will we be able to make functional WMA? WMA is a guardian organization. As a guardian, WMA will bring in the support from all the private and public sectors. They will use the local resources like BWDB, BADC, DAE, DoF, DLS, etc. WMAs main role is to resolve all conflicts and do the water management to avail a better production and ensuring economic development of the polder community.”

Key Notes of the sessions:

Responsibilities of a Functional WMA:

- O&M Agreement Signing is a responsibility of WMA.
- WMA will play role on O&M planning and implementation with O&M Sub-committee.
- WMA will do conflict resolution.
- WMA will do over all coordination and communication with different organizations and avail the local resources.
- A strong functional WMA will make a linkage with UP, BWDB, DAE, DoF, etc and avail the supports for WMGs. WMA will explore and utilize the local resources like Ups, BWDB,

DAE, DoF, LGED, etc. and other service providing authorities and will act like a bridging source or bargaining agent between WMGs and other organization.

- WMA can encourage and coordinate collective actions among WMGs. We will have to do collective action for economic development and O&M. WMA can do the fund management in a collective way with the collaboration with catchment committee. We will have to do collective action for economic development and O&M. WMA will coordinate the distribution of water, labor or funds. WMA can establish a value chain model and sale the production to the buyers in a collective manner and avail a better price.
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- WMA will arrange scope for Horizontal Learning by regular communication and collaboration between WMAs. WMAs can share their success stories within each other (WMAs) and they can arrange HL by self-initiative.
 - WMG will collect funds and implement the O&M plans and other collective actions, while WMA will provide over all leadership and linkage between different actors.
 - Finding out the conflicts and difficulties of WMGs by regular performance monitoring through meetings and providing necessary support through discussion.
 - WMA will develop a yearly Work Plan and implement it accordingly.
 - WMA will create leadership in the WMGs.

Panel Board discussion: We have divided the participants into 3 groups based on WMAs for panel board discussion. The key issues of WMA Capacity Building and the roles of BGP TA Team was discussed in a very detailed manner. (To read the detailed Q&A session please see **Annex A**)

Identifying and Activities and Tasks for WMA improvement areas:

Mr. Abul Kashem, has explained to the participants on identifying and Activities and Tasks for



WMA improvement areas. The improvement has to be positive and sustainable. If the development keeps continuing after the phasing out of BGP TA Team, we can call it sustainable development. TA team will help the WMA to prepare resolution at the beginning and in the next month CDFs will follow up and correct the errors. If the WMA is not being able to write the resolution, then we will have to find out or lacking in the process. We

will have to make sure the WMAs are self-sustaining, which can eventually lead the WMGs. He also cleared the confusion among the participants regarding the meaning of Facilitate and Support/ Assist through an interactive process. (To read the detailed group work presentation see **Annex B**)

Day - 2

Action Plan for WMA Capacity Building (sample):

Abul Kashem, the Workshop Facilitator conducted a participatory discussion with the workshop participants to identify the Activities and Tasks for WMA's improvement areas. The key output of the discussion is given below:

1. Establishing effective communication between WMA and other public and private actors.
2. Providing necessary support to Catchment Sub-committee for implementing O&M.
3. WMA will take necessary steps to resolve all sort of conflicts. To achieve the best result WMA can contact the person who has connection with the conflict creators and resolve the issues. WMA can even involve local government if needed for conflict resolution.

How to Facilitate WMA in Action Plan Preparation:

A format of WMA Action Plan has distributed among the participants so that CDFs can find out their role in WMA action planning and make their own action plan to provide support to the respective WMA. The participants were divided into 3 groups and provided them with 3 case studies to make plan to solve the issue. Three Co-co was the leader of three groups according to the respective WMAs. The groups discussed the challenge, analyzed the issue together, and came up with the role of CDFs for providing support to WMA in order to resolve it.



Presentation of the Action Plan for WMA Capacity Building:

4 participants demonstrated the 4 steps of WMA Action Planning Meeting and the rest of the participants acted as WMA.

- CDF can inform WMA president about the WMA Action Plan prior to the meeting so that the president can explain the importance of this meeting in his/her opening speech.
- CDFs should not spend a lot of time by mentioning small activities. Instead CDFs will put emphasis on the most important activities, so that the WMA can identify the basic and important criteria to become a functional WMA.
- CDFs will inform the WMA about the importance and benefits of maintaining contact with various public and private actors. CDFs will help to establish the relationship between WMA and public – private actors as well.
- CDFs can explain the importance and benefits of doing O&M of the water management infrastructures. They can also explain the WMA about the basics of O&M, so that WMA can monitor the performance of catchment O&M sub-committee.

The three groups made their presentation on solving the challenge given to them as a case study and the key outcome is given below (to read the details of group presentation please see **Annex C**):

The Process of Facilitating in WMA Action Plan Preparation:

To implement O&M Agreement –

- Developing catchment plan and providing support to implement it.
- Creating O&M fund and developing rules of using the fund.
- Monitoring, following up and coordinating the activities according to the plan.
- To implement or re-excavate Small Scale Infrastructure communicating with different organizations and creating the opportunities to do it.
- establishing effective communication between catchment sub-committee and WMGs.
- Establishing regular and effective communication with BWDB in case of routine maintenance.
- Explaining the importance of O&M planning and its implementation.
- Providing clear conception on O&M Planning.



The different part of the action plan format is being explained to the participants by the facilitator. The participant also received a guideline for WMA Action Planning Meeting. The facilitator discussed the different step of this guideline as well.

(To find the WMA Action Plan format and Guideline for WMA Action Planning Meeting see **Annex D**)

Day 3

Date: 25.04.2019

Workshop Review:

In order to review the field experience of WMA Action Plan we went to visit SSM WMA on 08:40 AM. More than 6 members of SSM WMA were present in the meeting and along with them BGP staffs were present there as observers and CDFs as facilitators.



Annex A

Q&A:

Group one:

- If WMA can perform all the duties (A strong functional WMA will make a linkage with UP, BWDB, DAE, DoF, etc and avail the supports for WMGs. WMA will explore and utilize the local resources like Ups, BWDB, DAE, DoF, LGED, etc. and other service providing authorities and will act like a bridging source or bargaining agent between WMGs and other organization), we can consider it a functional WMA.

ANS:

- Which support WMA can provide to WMGs?

Ans: WMA will provide support to Catchment Sub-committee in developing O&M plan and its implementation.

- Give a brief idea of O&M Agreement?

Ans (MR): There will be one agreement with BWDB and the WMAs as a single party. The point of agreement: Sluice gate, canal, dams. 3 kind of maintenance: regular (WMA will do it), emergency (BWDB will do it but in case of need WMA will take initiative to solve the problem), terminal maintenance (BWDB will do it).

- WMA will make sure of the usage of internal resources and external resources to ensure O&M. What are those resources?

Ans (participants and facilitators):

Internal Resources - Membership subscription, 1% of LCS money, IPWM, O&M fund, WMG General Fund for office maintenance cost, Khal lease money, Collective actions, Voluntary labor, khash land, Unused land or structures through communication with BWDB or concerned authority, Water body, Human resources (CCF, RF, Vaccinator, Contract farmer, FT, CHW - Community Health Worker, FF, FFS, Best experiences, Useful information, BGP booklets, training materials, fact sheets, growth center / market, Collection center)

External resources: UP, UZP, DAE, LGED, BADC, DoF, DLS, DPHE, BWDB, PS

Group Two:

- WMA will sign O&M agreement with BWDB and

Ans:

- What about updating the Annual Work Plan of WMA?

Ans: WMA will follow up the progress and update the Yearly Working Plan after every six months in the WMA General Meeting.

- To implement the Annual Work Plan how can WMA use external resources?

Ans: They can use internal resources to implement Annual Work Plan with the permission of concern authority.

Group Three:

- What is sustainable development by using local resources?

Ans: The development which will sustain for a longer period of time. We will have to do regular O&M to achieve sustainable development.

- What will be the role of HQ team to provide support necessary technical and administrative support?

Ans: HQ team will discuss the zonal team and will provide necessary support.

- How CDF will collect fund for O&M?

Ans: WMA will collect fund from WMGs.

- How Co-cos will provide support after the phasing out process?

Ans: The Co-cos will make the WMAs learn and continue the work by themselves after the discontinuation of BGP.

- How CDFs will help WMAs to make linkage with service providers?

Ans: CDFs will establish a linkage between WMA and service providers. CDFs will facilitate to establish WMA as a bridge between WMGs and service providers.

Annex B

Group Work and Presentation:

Group 1:

Challenges:

1. Lack of interest and progress in WMA regarding the implementation of O&M mentioned in the O&M Agreement.

Reasons:

1. There is no O&M fund.
2. Lack of leadership
3. Lack of coordination
4. Lack of proper planning

Solutions:

The Role of CDFs:

1. Providing Support to WMG to raise an O&M fund and use it properly. CDFs will conduct a meeting to inform the WMGs and WMA about different aspects of fund raising, like identifying the source of fund, how to contact the source and how to use the fund effectively. CDFs can do this works in general meetings.
2. Helping the WMAs to identify the resources.
3. Regularly communicating with the farmers and motivate them regarding O&M of infrastructures and fund raising.
4. Making the WMAs and WMGs understand the importance and benefits of O&M fund.
5. Providing support to WMA to discuss the terms of O&M agreement.
6. Helping WMA to communicate with the donor organizations. Providing support to WMA in the procedure of applying for fund.

The Role of Co-coordinators:

1. Discussing the different terms of O&M agreement and how to resolve challenges in monthly general meeting and informing different organization about the WMAs and WMGs.

The Role of Polder Coordinators:

1. Discussing the ideas and terms of O&M agreement.

The Role of Zonal Coordinators:

1. Informing WMA about external resources.

2. Informing WMA about the O&M of water management infrastructures.

Group 2:

Challenge:

1. What can we do to strengthen communication between WMA and UP and other Government organizations?

Reasons:

1. Lack of skill. WMA may doesn't know how to communicate with public or private organizations.
2. WMA doesn't know the benefits of communicating with service providers.
3. Lack of leadership
4. Lack of coordination with UP chairman
5. Lack of coordination with different organizations
6. Lack of funding
7. Financial lacking
8. Lack of initiative to raise O&M fund
9. Lack of interest among the UP Chairmen.

The Role of CDFs:

1. CDFs will influence the WMAs to create linkage with the organizations. They will show the way how to establish communication with different actors.
2. If the problem is leadership, then the CDFs can take step to motivate the leadership people to get more involvement. If that doesn't work leadership can be changed through proper procedure.

Group 3:

Challenge:

1. Reluctance regarding raising O&M fund.

Reasons:

1. Lack of the sense of ownership among WMA members. There are so many WMA members who doesn't have a land of their won and they are reluctant to raise a O&M fund.
2. Weak and unskilled Executive committee.

3. All the WMA and WMG members are not financially solvent, as a result there is a reluctance regarding O&M fund raising.
4. Lack of communication with the service providing organizations.
5. Lacking in identifying and collecting resources.
6. Reluctance or lack of confidence or unawareness in leadership to take initiative to raise an O&M fund.

The Role of CDFs:

1. Providing a better understanding and clear idea on the benefits and importance of raising O&M fund. Discussing the issue in the WMA meetings and motivate them to raise an O&M fund.
2. Explaining and introducing the benefits of O&M fund through horizontal learning.
3. Identifying resources and showing the way to collect it; both internal and external resources.
4. Making the WMA aware on how to use the O&M fund properly.

The Role of Co-coordinators:

1. Providing support to organize all sort events.
2. In order to do WMA capacity building PCC will coordinate the CDFs.
3. Encouraging the WMA Executive Committee members in in all sorts of activities.
4. Providing support to WMAs in identifying the external and internal resources.

The Role of Polder Coordinators:

1. Attending all the WMA meetings and providing support for developing and implementing the work plan.
2. Analyzing the WMA capacity and doing regular follow up.
3. Establish communication between WMA and public and private actors.

The Role of Zonal Coordinators:

1. Discussing the performance of Polder Team and providing necessary support.
2. Analyzing WMA capacity, identifying challenges and finding the solution; providing support to the Polder Team to implement the solution.
3. Coordinating the process to establish effective communication between WMA and other public and private actors.

Annex C

Group 1: SSM, WMA (Polder – 2, Satkhira)

Challenge: Reluctance in communicating with private and public organizations and solving problems.

Reason:

1. They are not aware of the services provided by different organization and its benefits.
2. When a member is given a responsibility and it is not performed accordingly. It may happen because of wrong selection of the responsible person or he was not briefed properly.
3. Not aware of the benefits of being a member of UP standing committee.
4. Reluctance for not being able to see personal benefits or agendas fulfilled.

CDFs Role:

1. Informing the WMA to about the services of different organizations and motivating them to avail the services.
2. Making the members aware of their own responsibilities in every Monthly Meetings.
3. Pushing the responsible person to fulfill his/her duty according to WAP.
4. Encouraging the WMA to invite UP / service providers in their meeting and events.
5. Encouraging the members for being a member of UP standing committee.
5. Encourage the members to introduce themselves as a WMA member in workshops of different organizations.

Group 2:

Challenge: Weakness and reluctance in organizational activities.

Reason:

1. Not aware of the importance of effective participation in the meetings.
2. Lack of awareness regarding the importance of attending meetings.
3. Not aware of the benefits of proper coordination.
4. Lack of interest in sharing opinions.
5. Lack of leadership.
6. Lack of skills.

CDFs Role:

1. According to the by-laws informing the members about their responsibility.
2. Discussing the benefits of attending meetings.
3. Creating sub-committees for different responsibilities and helping WMA to understand that responsibility. We will suggest EC to make distribute responsibilities among members and sub-committees.
4. Spreading the success stories and learnings. Encouraging and creating opportunities for the members to do visit for HL.
5. Providing support to implement the action plan and providing support in making linkage between WMA and service providing organizations.

Group 3:

Challenge: Updating the Annual Work Plan and in-polder Water Management.

Reason:

1. WMA is not aware of the benefits of attending meetings.
2. Lack of skill to develop Annual Work Plan.
3. WMA is not aware of the importance of developing and implementing the Annual Work Plan and in-polder Water Management.

CDFs Role:

1. Encouraging members by discussing the benefits of attending meetings.
2. Explaining the importance of importance of developing and implementing the Annual Work Plan and in-polder Water Management.
3. Providing support to develop WAP according to our capacity.
4. Making the members aware of the benefits of in-polder Water Management.
5. Creating effective communication with different organization and creating opportunity for HL
6. Making the members aware of the benefits of using internal and external resources.
7. Providing support in different economical activities. (CA, CLF, IGA, savings)

Annex D

Guideline of WMA Action Planning Meeting

Steps	Activities and Process	Time	Materials and Preparation	Remarks
Step-1	1. Inauguration WMA Action Planning Meeting	10 min	<ul style="list-style-type: none">• Inauguration by WMA President - before that orient WMA president what he/she will deliver in his/her speech?• Blue Gold staff - describe background and objectives of this Action Planning Meeting. WMA will take preparation for meeting resolution.	
Step-2	2. Roles of WMG and WMA (short discussion)	(10+10=20 min)	<ul style="list-style-type: none">• Check with WMA regarding WMG and WMAs roles• Through interactive discussion clear them and distinguish the roles of WMG & WMA• Focus on the WMA key roles• Use simple poster and marker	
Step-3	3. The key activities of Functional WMA	45 min	<ul style="list-style-type: none">• Now ask the participants when we can say the best WMA, what will be their characteristics/activities?• Try to bring one by one characteristics (key 8 activities) and their sub points• Record quickly in the white poster paper• Review and finalize the activities and tasks	
Step-4	4. Demonstration of Action Planning Format and next action	15 min	<ul style="list-style-type: none">• Demonstrate the WMA action planning format (filled up by another staff – if possible)• Then ask them it will fill up and back to them soon.• WMA will review that, set the time period and assign the responsibility• In the next time they will discuss in the general meeting and approve it.	

