# Blue Gold

**Working Paper 6**

# Monitoring, Reflection & Learning Plan

**August 2016**

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Working Paper 6

Monitoring, Reflection &
Learning Plan

August  2016

Blue Gold Program

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# Issue and revision record

| Revision | Date | Originator | Checker | Approver | Description |
|---|---|---|---|---|---|
| 1.0 | 31/08/2016 | MRL-Team (Gijs Herpers, Niels van den Berge, Shital Krishna Das, John Marandy, Proteeti Masud, Nasreen Akter Hashi, Amran Hossain, Nurur Rahman and Zakir Hossain) | Koen de Wilde | Guy Jones | First version developed based on the refocused ToC & LogFrame |

*Working Papers* *are intended to explore the issues surrounding a particular aspect of the project (eg gender, BGP exit strategy, polder development planning, roles and functions of WMO organisations, water management, communications) in a form which allows discussion and comment within the project whilst remaining as a working draft - but with the eventual aim of issuing as a Technical or Thematic Report when the process of internal interrogation and refinement has resulted in a product which has wider application. A WP is not intended to be an action plan or progress report, but a discussion of issues and processes and the reasons behind what we are doing in the project*

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# List of Abbreviations

| | |
|---|---|
| BGP | Blue Gold Program |
| BWDB | Bangladesh Water Development Board |
| DAE | Department of Agricultural Extension |
| DLS | Department of Livestock Services |
| DoF | Department of Fisheries |
| DPPs | Development Program Proposals |
| EKN | Embassy of the Kingdom of the Netherlands in Bangladesh |
| KII | Key Informant Interview |
| M & E | Monitoring & Evaluation |
| MRL | Monitoring, Reflection and Learning |
| MRLP | Monitoring, Reflection and Learning Plan |
| MTR | Mid-term Review Mission |
| TA | Technical Assistance Team |
| ToC | Theory of Change |
| LogFrame | Logical Framework |

# 1. Introduction & Summary

The Monitoring, Reflection & Learning (MRL) plan outlines the vision and activities of the BGP MRL-team. This plan is based on the Theory of Change (Working Paper 5). This plan has been developed by the BGP MRL-team in close collaboration with stakeholders and teams outside the MRL-team. The MRL-plan adopts different tools that have been introduced already when the M&E system was developed at the start of the project.

The plan starts with defining the current trends in MRL (chapter 2) and the impact these have on the vision and implementation of MRL within BGP (chapter 3). The fourth chapter focuses on how the MRL-team encourages reflection & learning within the BGP and how the different stakeholders and teams will be engaged. The following chapter (5) explains how knowledge management will be structured in BGP. Chapter 6 summarises the Theory of Change, Logical Framework and indicators. The monitoring tools that will be used are described in Chapter 7. The MRL-team revised and adopted tools from the existing monitoring system where possible and added new tools where required. The final chapter (8) details the timeline with deliverables for the MRL-team.

In developing this MRL-plan, the MRL-team has put significant effort in the use and management of data. The potential of data for BGP is tremendous, but in the end data use is the limiting factor for harvesting this potential. Therefore, this MRL-plan starts with chapters about how data and other findings are used for reflection and learning and how knowledge is managed (Chapter 2-5) before describing the processes for data collection, analysis and quality control (Chapter 6-7).

The MRL-team consists of 9 members[1] and has weekly coordination meetings to discuss MRL-progress and monthly daylong meetings to discuss specific tools, challenges and plans in detail.

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[1] Please refer to Annex III (Organogram MRL-team) for more details

# 2.  Trends in Monitoring, Reflection and Learning

This chapter summarises (recent) trends in Monitoring & Evaluation that inspired the MRL-team to review and strengthen the BGP MRL-system. The trends described in this chapter are based on both the experience and expertise of the MRL-team members as well as on publications and conferences about Monitoring & Evaluation.

## 2.1    Focus on Results, Effectiveness and Accountability

In 2011 a large international conference was held in the Netherlands with the title: 'Monitoring and Evaluation: New Developments and Challenges'. The conference was funded by DFID, PSO and the Bill and Melinda Gates Foundation and was attended by over 170 participants from 41 different countries. All participants agreed they see themselves placing a growing emphasis on measuring for results, looking for evidence of impact, justifying their effectiveness and responding to a growing demand for accountability.

Since the mid-2000s monitoring & evaluation has taken a far greater role in development projects. The Millennium Development Goals[2] and Aid Effectiveness Agenda[3] motivated development organisations and projects to focus more on (proving) results, effectiveness and accountability.

One of the main conclusions of the Conference was that developing M & E systems, especially when done in close collaboration with partners, is time intensive and requires extensive capacity development support for the partners and those working with them.

## 2.2    Emphasis on Reflection and Learning

Traditionally, development projects design their Monitoring & Evaluation Systems as accountability tools which mainly focus on whether inputs (e.g. project budget) are used efficiently to produce outputs (e.g. # training sessions organised). Working from inputs to outputs and showing quantitative analyses to prove operational efficiency is also what donors traditionally require from projects. However, in terms of reflection and learning it is important to also work back from final results to interventions (backward tracking) to assess and discuss whether interventions result in the changes that you expect to see happening. This shift from looking at inputs and outputs to also looking at outcomes is an ongoing trend in development. Nowadays, projects and implementing organisations tend to move towards a mix of input, output and

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[2] http://www.un.org/millenniumgoals/bkgd.shtml (Retrieved 24-07-2016)

[3] http://www.oecd.org/dac/effectiveness/parisdeclarationandaccraagendaforaction.htm (Retrieved 24-07-2016)

results-based monitoring. This trend was also discussed and confirmed by all participants in the 'Monitoring and Evaluation: New Developments and Challenges'[4] conference.

Donor agencies stimulate their implementing partners to organise an active implementation, monitoring and learning loop in their projects. USAID for example writes on its website[5] that it is important to organise meetings in which program implementers (and potentially USAID mission staff) reflect on monitoring data, own experiences and potential game changers. Monitoring data and reports on operational efficiency (inputs and outputs) are not enough, nor a final destination. Donor agencies want their implementing partners to follow up on it by organising reflection and learning within project teams.

## 2.3    Collaboration M & E – Program Implementation

The above mentioned tendency towards joint reflection and learning by both monitoring experts and implementers suggests another trend, towards more integration of monitoring and program teams. Traditionally, in an attempt to avoid project staff marking their own papers, projects organised their monitoring teams in vertical structures that were independent from the project implementation teams and that reported directly to the project management or even to head offices abroad. According to the UNDP evaluation guidelines[6] 'traditionally, monitoring and evaluation have been perceived as forms of control, mainly because their objectives were not clearly articulated and understood. Thus, the learning aspect of monitoring and evaluation needs to be stressed along with the role that these functions play in decision-making and accountability.'

**Figure 1: Importance of Reflection and Learning**
(Source https://www.pinterest.com/pin/83387030578273873/)
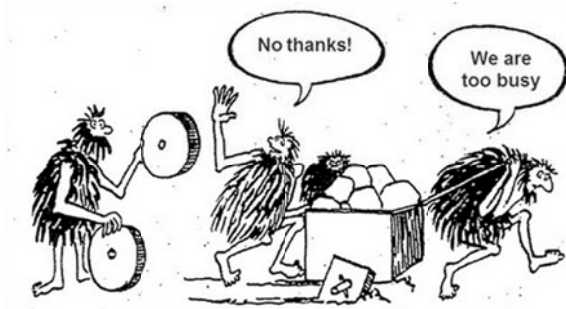


In practice this separation of M & E from program and focus on control rather than on reflection and learning could lead to monitoring experts drawing conclusions about the performance of projects without taking into account project implementers' experiences and practical challenges. Or in project implementers that spend all their time on implementation and forget about reflection. Under such circumstances monitoring reports might end up in archives at best. In order to maximise reflection and learning in projects it is crucial to organise joint reflection and learning by mixed teams of monitoring experts and implementing staff at all levels in projects and organisations. Based on this trend, the MRL-team chose a balanced mix of tools and methods to contribute to reflection and learning in BGP (e.g. through focused data collection and reflection by BGP staff), while at the same time practicing a high degree of quality control (e.g. through external surveys and studies).

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[4] This conference was organised in 2011 in the Netherlands and funded by DFID, PSO and the Bill and Melinda Gates Foundation and was attended by over 170 participants from 41 different countries.

[5] https://usaidlearninglab.org/learning-guide/reflection (Retrieved 24-07-2016)

[6] http://web.undp.org/evaluation/documents/mec4-6.htm (Retrieved 24-07-2016)

# 3. Monitoring, Reflection & Learning in the Blue Gold Program

This Monitoring, Reflection and Learning Plan builds on the previous M&E system developed by the Blue Gold Program. Key elements of the system like output monitoring and outcome mapping are still an integral part of the system, but have been revised in line with the recently refocused Theory of Change[7] and Logical Framework[8]. New elements (e.g. participatory monitoring and the use of secondary data) have been added to further strengthen the system. Where possible, new and existing tools have been merged (e.g. outcome mapping & participatory monitoring) to avoid BGP staff getting over loaded with monitoring tasks and responsibilities. Focus and effectiveness have been key criteria while selecting and developing tools.

The new name (MRL) is focused on a new vision and explicit values for the MRL-team, in line with the trends discussed earlier (Chapter 2) and recommendations made by the 2015 Mid Term Review mission to increase the reflective capacity in the BGP. Encouraging the use of data and other findings for reflection, learning and decision-making is one of the key objectives of the MRL team. This has resulted in the definition of the following vision for MRL within the BGP:

> *"To support all stakeholders in their planning of and reflection on strategies and activities so that they can make the biggest impact possible."*

The new vision comes with different values to establish the MRL-team as an integrated part of the BGP and its wide range of stakeholders:

**Supportive:** The MRL-team is supportive to all teams and stakeholders involved in the program. Everyone will be provided with information to make reflection, learning and decision-making easier, not just the program management.

**Focused:** Information will be provided based on the agreed Theory of Change and refocused Logical Framework. A focus on these pathways of change that are core to the BGP needs to ensure that there is a good understanding of what results the program is achieving and how.

**Learning:** The main objective of the team is not to produce data and reports but to encourage the use of information by different teams and stakeholders. This can be done with reports but also with workshops, presentations, participation in team meetings, etc.

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[7] BGP Working Paper 5 'Theory of Change, May 2016

[8] Annex I to this MRL-plan

**Reliable:** Data and information provided by the MRL-team will be reliable and data collection methods are agreed with stakeholders beforehand so no confusion can arise. Secondary data will be used to triangulate information as much as possible.

In order to function in line with this new vision and values, figure 2 provides an overview of where the main responsibilities of the MRL-team are. Data is considered to be an input but not an essential task of the MRL-team since this can come from multiple sources: external surveys, own data collection or secondary data. The MRL-team will initiate and stimulate reflection on progress in BGP and on the main assumptions in the agreed development pathways[9], check the quality of data and present findings in a clear and comprehensive way. Reporting is part of that process, but not a goal in itself. Reports are the start of reflection and learning, not the final destination.
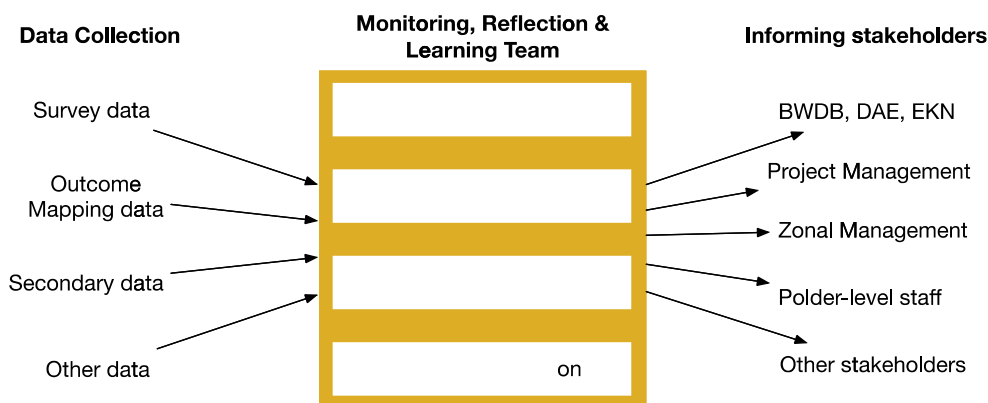


**Figure 2: Main responsibilities MRL-team**

In order to support teams as much as possible, the MRL-team has designated account managers for the key stakeholders and teams within the program (see Table 1). The Account Manager is a first point of contact for each team but will involve other team members and their technical expertise[10] if needed.

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9 Working Paper 5 'Theory of Change'
10 Annex III to this MRL-plan includes the organogram for the MRL-team and specialties of the team members involved for technical questions.

**Table 1: Account Managers**

| Team / Stakeholder | Account Manager |
|---|---|
| **BWDB / DAE / EKN** | Shital Krishna Das |
| **Improved Livelihoods Training & Communication** | John Marandy |
| **Strengthened Value Chains Innovation Fund** | Proteeti Masud |
| **Equitable Water Management Water Resource Management** | Nasreen Akter Hashi |
| **Zonal & Polder Teams** | Nurur Rahman (Khulna & Satkhira) Zakir Hossain (Pathuakali) |

# 4. Reflection & Learning

## 4.1 Learning process

The MRL-team will encourage learning by adopting the Kolb learning cycle as shown in figure three. The objective of using this cycle is to ensure that data and information from different sources is used for learning and decision-making within the team. The table explains the different steps.



**Figure 3: Kolb learning cycle**

**Table 2: Description of steps in Kolb learning cycle**

| Step | What will happen? |
| --- | --- |
| **Concrete experience** | Encouraging the compilation of qualitative and quantitative data from a wide range of stakeholders (polder inhabitants, project staff, survey and study data, etc.) to reach a common consensus of the experience (e.g. are farmers in the polders connected to markets or not?). |
| **Reflective observation** | Facilitate the discussion on why something has happened or not. For example, why do certain WMOs function better than others? Again these observations will be collected from a wide range of stakeholders or data collected by the BGP team. |
| **Abstract conceptualisation** | During the third step, the lessons learned can be summarized. These can include both lessons from activities that were successful and activities that were less successful. It is important to draw complete conclusions that can be used in the BGP working area. The MRL-team will support a balance between generalization and localization (Polder-level conclusions). |
| **Active experimentation** | Based on the conclusions decisions can be made for next steps: this can be the scale-up of best practices, improving on the current strategy, new pilots, engagement with other organizations that have experimented with similar issues before, etc. |

## 4.2    Engagement

Reflection and learning for decision-making is a key objective of this MRL-plan and it requires active engagement with all stakeholders (e.g. BWDB, DAE, DoF, DLS, EKN, WMOs, TA working groups and Polder Teams). The MRL-team started this engagement since its foundation and will have meetings with all stakeholders in September and October about how to further strengthen the engagement and collaboration between the MRL-team and BGP stakeholders.

Questions to be answered include:

1. What kind of inputs for reflection and learning (e.g. data, case studies, lessons learned from other projects, etc.) do you expect to get from the MRL-team?
2. How do you want to organise reflection and learning in your organisation / team and how could the MRL-team support you in doing so?
3. How would you like to shape the collaboration with the MRL-team (e.g. frequency of meetings, surveys, etc.)?
4. How do you assess the proposed indicators and tools? Do you have suggestions for improvements? Which opportunities and challenges do you see after reading the MRL-plan?
5. How could you support the work of the MRL-team? Do you have existing data / ongoing studies to feed in to the MRL-team?

The above given list of questions is non-exhaustive and during the course of the stakeholder meetings, questions could be added to the list. The key objective of shaping the processes for engagement jointly (MRL-team and BGP stakeholders) is to contribute to ownership of reflection and learning. The MRL-team initiates and stimulates reflection and learning, but does not own it as it is a shared responsibility of all involved in the BGP.

# 5.  Knowledge Management

The MRL-team sees knowledge management as one of its core objectives. To provide information that can be triangulated from different sources, it is important to know what data and information is available and where it is stored. However, knowledge management is more than just storing data or reports as the definition below shows. It is also focused on ensuring there are processes in place that encourage sharing of knowledge.

> *"Knowledge management is the systematic management of an organization's knowledge assets for the purpose of creating value and meeting tactical & strategic requirements; it consists of the initiatives, processes, strategies, and systems that sustain and enhance the storage, assessment, sharing, refinement, and creation of knowledge.*

The MRL-team uses an adapted matrix, originally developed by IBM, to ensure both documentation and people are available to share knowledge from within and outside the organisation. The table below lists the initiatives that will be implemented.

**Table 3: Knowledge Management Initiatives**

| | Collecting (data & documentation) | Connecting (people) |
|---|---|---|
| **Internal** | - Maintain a database of reports<br>- Maintain a database of raw data<br>- Focal points for all research within BGP | - Available account Managers<br>- Share relevant reports<br>- Organise open house meetings to share knowledge, data and learnings |
| **External** | - Provide summaries of external reports<br>- Access to government data & research<br>- Actively share data online | - Participation in relevant networks<br>- Actively engage with knowledge networks and institutes<br>- Actively engage with other program and project teams to share data |

In other words, knowledge management is about hardware (e.g. database system) and social processes (e.g. people meet to discuss their findings and to jointly reflect). The MRL-team proposes to organise monthly 'Open House veranda meetings'. 'Open House meetings' are a flexible, joyful opportunities to share information, discuss, reflect and learn together. During such meetings 4 whiteboards are placed on the veranda. Anyone who wants to share data and ideas around a specific topic can 'claim' a whiteboard and other colleagues can join him / her to discuss around that specific topic.

Knowledge sharing needs to be organised and although it is the responsibility of the whole program to do so, the MRL-team feels a special responsibility to initiate, facilitate and catalyse it.

# 6. Theory of Change & Logical Framework

As mentioned in the previous chapter, focus is incredibly important to ensure resources are targeted at data collection, analysis and reporting of information that matters to the BGP. The Mid-term Review (MTR) resulted in a participatory process to define the Theory of Change including the development pathways, summarised in the Summary Results Chain shown in figure 2. The full Results Chain is part of the ToC[11].

The blue level is a summary of the activities that Blue Gold implements. These have been summarised around support for water management and agricultural & marketing support. The activities need to lead to sustainable and systemic changes, represented by the orange level of the high-level results chain (Fig 2). Without sustainable changes in the way water management or value chains are organised, impact of the program will only be temporary. The activities should facilitate these changes on the orange level. If these sustainable changes are accomplished, the program is expected to have an impact on polder and household level, the green level of the high-level results chain. The impact on polder and household level is the final goal of the program and is expected to occur as a result of the changes in water management and agricultural practices. Improved Livelihoods (with a focus on Environmental Sustainability and Agricultural & Economic Development) form the ultimate impact of the BGP. The full Theory of Change is described in more detail, including assumptions, in Working Paper 5.
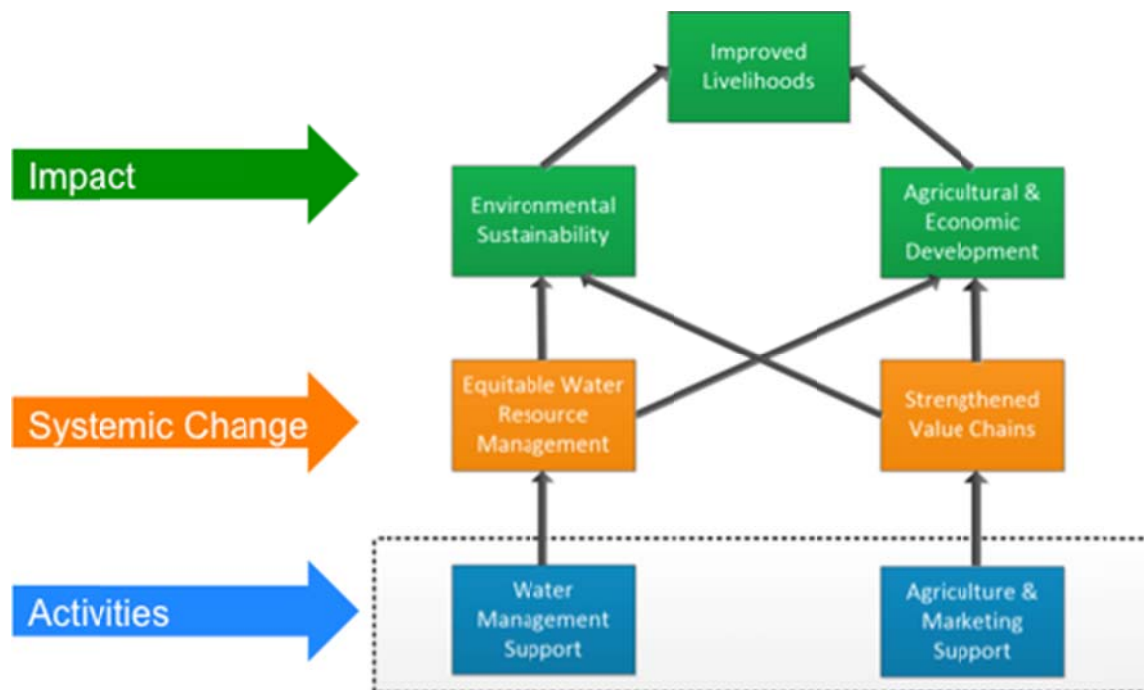


**Figure 4: Summary Results Chain**

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[11] BGP Working Paper 5 'Theory of Change', May 2016, page 4

The assumptions in the Theory of Change are an integral part of the MRL-system. The MRL-team will coordinate data collection within the BGP and will promote and coordinate independent studies to assess the assumptions in the Theory of Change. The ToC shall be revisited at least once a year based on recent data, other findings and new insights. This process of reflection and reassessing the ToC is not an MRL-team-only responsible, but shall be owned and supported by the full BGP TA and key partners.

The Theory of Change has been translated into a refocused Logical Framework. The indicators (12 impact-, 9 systemic change- and 16 activity-level-indicators) in this logical framework are the main focus areas of the MRL-team. The harmonised Logical Framework has been developed based on the new ToC and existing Logical Frameworks in DPPs and other Project Documents. The LogFrame is a draft document and will be discussed, refined and finalised in close collaboration with the BWDB, DAE and other partners. The indicators of the LogFrame are presented on the next page and the full LogFrame is annexed to this MRL-plan (Annex I).

The different Pathways of Change form the basis for everything the MRL-team does. The following pathways have been defined:

### Table 4: Pathways of change and involved stakeholders

| Pathway | Stakeholder / Teams |
|---|---|
| **Pathway 1: From Water Management Support to Environmental Sustainability** | - BWDB<br>- Equitable Water Management<br>- Polder / Zonal Teams |
| **Pathway 2: From Water Management Support to Agricultural & Economic Development** | - BWDB<br>- DAE<br>- Equitable Water Management<br>- Polder / Zonal Teams |
| **Pathway 3: From Agriculture & Marketing Support to Environmental Sustainability** | - BWDB<br>- DAE<br>- Strengthened Value Chains<br>- Polder / Zonal Teams |
| **Pathway 4: From Agriculture & Marketing Support to Agricultural & Economic Development** | - BWDB<br>- DAE<br>- Strengthened Value Chains<br>- Polder / Zonal Teams |
| **Pathway 5: From Environmental Sustainability and Agricultural & Economic Development to Improved Livelihoods** | - BWDB<br>- DAE<br>- EKN<br>- Improved Livelihoods<br>- Polder / Zonal Teams |

**Figure 5: Pathways of change and indicator**



**IMPROVED LIVELIHOODS**

1. Dietary Diversity Index
2. Increase in the PPI
3. Household income
4. Women's empowerment in Agriculture Index

**ENVIRONMENTAL SUSTAINABILITY**

5. Area protected against floods
6. Area affected by waterlogging
7. Area affected by salinity
8. Crop losses reduced
9. Changes in farmers' adaptation / mitigation capacity

**AGRICULTURAL & ECONOMIC DEVELOPMENT**

10. Economic Growth at Polder Level
11. Diversity of crops grown
12. Production intensity increased

**EQUITABLE WATER MANAGEMENT**

13. Additional area under cultivation
14. Trends in collective action for water management
15. Functionality of coordination mechanisms for water management
16. Polder inhabitants' satisfaction about service provision
17. Female leadership in decision-making

**STRENGTHENED VALUE CHAINS**

18. #Farmers adopting new technologies and practices
19. Sales volumes of new technologies and services
20. Farmers' satisfaction about extension services
21. Attitudes of men and women about Gender roles

**WATER MANAGEMENT SUPPORT**

22. Area fine-tuned
23. Area rehabililtated
24. Earthwork completed by LCS
25. Women earning from LCS
26. WMGs established and / or strengthened
27. Female executive members
28. O&M plans developed
29. Training for GoB staff
30. Innovative solutions for water resources infrastructure designed and tested
31. Amount of savings and no. of loans

**AGRICULTURE & MARKETING SUPPORT**

32. FFS / MFS organised
33. #Women trained in IGA
34. Demonstrations organised
35. Innovative products & service introduced
36. Training for GoB staff
37. Innovative technologies introduced for the productive sector; mainly for land preparation, harvesting, processing.

# 7.  Tools

Different tools will be used to monitor the indicators as set out in Chapter 6 (previous page). Annex II includes a complete overview of which tools will be used for the different indicators. In this chapter all tools are briefly described.

**Table 5: Tools used by the MRL-team**

| Tools | Objective |
|---|---|
| **Independent surveys** | -> Measuring impact at household and polder level<br>-> Measuring systemic changes |
| **Secondary data** | -> Validate BGP program data and observed trends through cross verification with different data sources (e.g. compare program data with government data and data from independent studies) |
| **Outcome mapping & Participatory monitoring** | -> Monitoring indicators through active participation of all relevant stakeholders (focused on systemic changes in regard to coordination mechanisms)<br>-> Involve stakeholders (e.g. WMOs) right from the start in monitoring to increase their reflective capacity and to contribute to monitoring, reflection and learning beyond the program duration |
| **Project surveys** | -> Monitoring changes through project surveys based on impact- and systemic-change-level indicators<br>-> Data collection and focus group discussions conducted by implementing staff (with support of the MRL-team) will contribute to improve reflection and learning at different levels in the BGP |
| **Ad hoc research** | -> Monitoring changes and reflection on particular issues. Ad hoc research is particularly suitable for qualitative monitoring of trends and for testing ToC-assumptions |
| **Output monitoring** | -> Monitoring achievement against target for all main program activities<br>(To be done by Polder Teams with support of the MRL-team) |
| **Remote sensing**<br><br>(Tentative, no decision taken yet about whether or not to include remote sensing in the BGP MRL-system) | -> Monitoring indicators at impact level through the use of satellite images (and possibly drones). The financial feasibility of this tool needs to be assessed first |

The following tables (Next page) explain the different tools in more detail.

**Table 5.1: Tool descriptions – Independent surveys**

| | |
|---|---|
| **Specific Objective** | Monitor changes at impact- and systemic-change-level |
| **Process** | Develop ToR, discuss and agree on the methodology with the selected consultants / organisations, data collection and analysis (by selected consultants / organisations), discuss and review draft reports (MRL-team), organise meetings and / or workshops to discuss and reflect on findings. |
| **Quality control** | Ensure that data collectors and analysts have the required skills and experience, the MRL-team will visit survey areas (sample-wise) to check the quality of data collection processes |
| **Frequency** | Baseline Survey<br>End line Survey<br>Annual Impact Surveys on main indicators |

**Table 5.2: Tool descriptions – Secondary data**

| | |
|---|---|
| **Specific Objective** | To cross-check and verify trends observed in project data with data from other sources (e.g. government data, trends analysis from multilateral organisations such as FAO and data from other projects) |
| **Process** | Regularly visit relevant government offices, multilateral organisations and other projects to share BGP data and to collect secondary data.<br>Keep track and analyse available data online. |
| **Quality control** | Assess methods used to collect the secondary data<br>Triangulate the secondary data with data from other sources (triangulation; use data from at least 3 sources) |
| **Frequency** | Biannually |

**Table 5.3: Tool descriptions – Outcome mapping & participatory monitoring**

| | |
|---|---|
| **Specific Objective** | Measuring changes through outcome indicators which reflected to impact (high level indicators) at stakeholders involved in the project |
| **Process** | In the ToC workshops and Key Informant Interviews (KIIs) it was strongly recommended to include participatory monitoring in the BGP MRL-system. Participatory monitoring was applied in IPSWAM and the people that were involved in it, mention the following advantages:<br>➔ The receivers of services (e.g. water management infrastructure and agricultural extension services) are a valuable resource when assessing the quality of that service delivery.<br>➔ Participatory monitoring stimulates reflection among the stakeholders and polder-level (e.g. WMOs).<br><br>The MRL-team decided to include participatory monitoring in the MRL-system and to merge it with outcome mapping. The latter has been part of the BGP M&E system since the start of the project. In Outcome Mapping project staff collect data on so-called progress markers (e.g. record keeping by WMOs). In participatory monitoring the stakeholders themselves collect data. The MRL-team will follow a transitional approach in which data will initially be collected by BGP staff and in which responsibilities will be gradually handed over to the |

stakeholders.

**Table 5.4: Tool descriptions – Outcome mapping & participatory monitoring (ctd.)**

| | |
|---|---|
| **Process (ctd.)** | The MRL-team defined the following stakeholders:<br>WMGs<br>WMAs<br>Polder Teams |
| **Quality control** | The Polder Teams (with support of the MRL-team) will initially facilitate the participatory monitoring meetings and will gradually handover responsibilities to the WMOs.<br>The MRL-team will train the Polder Teams on Participatory Monitoring.<br>Data from Participatory Monitoring will be triangulated with other data (e.g. data from project surveys and secondary data). |
| **Frequency** | Biannually |

**Table 5.5: Tool descriptions – Project surveys**

| | |
|---|---|
| **Objective** | ->Monitor systemic changes that occur in the program area<br>->Increase reflection by program staff on their day-to-day activities and their effect |
| **Process** | Develop questionnaires in close collaboration with program staff, translate questionnaires in Bangla, insert questionnaires in ODK, collect data, analyse data, facilitate reflection by the program staff on the findings. |
| **Quality control** | MRL Team and Technical Experts visit data collection sites to improve quality of the data |
| **Frequency** | Quarterly |

**Table 5.6: Tool descriptions – Ad-hoc research**

| | |
|---|---|
| **Objective** | Increase understanding about specific topics and trends in the program area |
| **Process** | MRL Team and stakeholders jointly draft a ToR and issue the study either directly to a research organisation (below EUR 50K) or through an open tender (above EUR 50K).<br>Short-term consultant Koen de Wilde is currently drafting a Partnership Plan for research and study. The MRL-team will adopt this plan and will operationalise it in close collaboration with the stakeholders. |
| **Quality control** | The MRL Team and TA Working Groups will jointly review the research methodologies proposed by third parties |
| **Frequency** | Needs-based |

**Table 5.7: Tool descriptions – Output monitoring**

| | |
|---|---|
| **Objective** | Report activities (achievements versus targets) |
| **Process** | The MRL-team, in collaboration with Zonal and Polder Teams, developed a draft format (Annex IV). This format will be field tested and finalised in September.<br>The Polder Coordinators will report monthly on the activities implemented by their teams. The figures will be discussed in the monthly Polder Team and Zonal Coordination Meetings. |
| **Quality control** | Polder Coordinators will sample-wise check the numbers reported by their team members.<br>External audits will be done to verify reported numbers. |

| Frequency | Monthly (reporting by Polder Coordinators) |
|---|---|

**Table 5.8: Tool descriptions – Remote Sensing (satellite data and possibly drones)**

| | |
|---|---|
| **Objective** | Monitor impact of BGP |
| **Process** | The MRL-team will draft a tentative ToR and will ask organisations specialised in Remote Sensing to estimate the costs of implementation. The MRL-team will provide the BGP management with a cost-benefit analysis. |
| **Quality control** | The MRL-team will triangulate the Remote Sensing data with other impact data (e.g. knowledge of Polder Teams, data from independent surveys and secondary data). |
| **Frequency** | Annually |

# 8. Timeline

| Deliverable | Period | Remarks |
|---|---|---|
| *Refocused Theory of Change* | January – May 2016 | ToC was issued in May (WP5) |
| *Stimulate Reflection & Learning within BGP* | January 2016 – End of Program | The MRL-team stimulated reflection and learning through workshops (ToC), meetings with different stakeholders and in TA veranda meetings |
| *Start Project Surveys* | May 2016 – End of Program | The First project survey (MFS results) has been conducted jointly by the Strengthened Value Chain and MRL-team |
| *Meetings with all stakeholders to discuss information and reporting requirements* | June – October 2016 | Meetings with: BWDB, DAE, EKN and TA Teams (working groups, zonal teams and polder teams) |
| *Revisit / develop guidelines for Outcome Mapping & Participatory Monitoring* | July-September 2016 | Draft guidelines have been revisited (Outcome Mapping) and developed (Participatory Monitoring). These guidelines have been discussed / field tested with WMOs, zonal and polder teams |
| *Start revised Outcome Mapping & Participatory Monitoring* | October 2016 | |
| *MRL-Plan* | August 2016 | First version, to be revisited after discussions with all stakeholders |
| *Field test and finalise Output Monitoring Format* | September 2016 | Format has been developed. Field testing is planned for the first week of September (Please see Annex IV) |
| *Decide on Remote Sensing* | October 2016 | Remote Sensing is a promising tool to monitor impact. The decision of whether to apply it in BGP or not will depend on the estimated costs |
| *Baseline Survey* | December 2016 | Once the proposed methodology is approved by the BWDB and DAE, BGP will publish the ToR and select an organisation to conduct the baseline for Phase II and to collect additional data for the Phase I Baseline Survey |
| *Start Independent Surveys* | December 2016 | To be done annually |
| *Provide stakeholders with data, findings and other input for reflection and learning* | December 2016 – End of Project | The MRL-team already started doing this, but from December onward it will start sharing triangulated data based on the new formats which will be developed through discussions with all stakeholders |
| *Deliverable Plan 2017* | December 2016 | Present and discuss the proposed MRL-deliverables for 2017 |

# Annex I: Harmonised Logical Framework

Note: This harmonised Logical Framework (harmonising the Theory of Change and Logical Frameworks in DPPs and other Project Documents) is a draft version and will be further refined through discussions with all stakeholders (e.g. BWDB, DAE, EKN and the TA teams).

| Narrative summary | Objectively Verifiable Indicators (OVI) | Means of Verification (MOV) | Important Assumptions |
|---|---|---|---|
| **Goal**<br>Reduce poverty and improve food security through equitable water management, agricultural development and economic growth in coastal polders. | N/A | -Studies at baseline, mid-term and completion | No major natural disasters<br><br>Political stability |
| **Project Purpose:** | | | |
| **Purpose**<br>Improved and more secure rural livelihoods for 190,000 households in coastal polders. | 1. Dietary Diversity Index<br>2. Increase in the PPI<br>3. Household income<br>4. Women's empowerment in Agriculture Index (WEAI) | -Annual external surveys managed by MRL unit. | New and additional crops are being consumed<br><br>Women also benefit from increased food security and diversity<br><br>Increased agricultural production is profitable<br><br>Agricultural growth has a spinoff effect on the whole polder economy |
| **Outputs: by July 2020** | | | |
| 1. Environmental sustainability | 5. Area protected against floods<br>6. Area affected by waterlogging<br>7. Area affected by salinity<br>8. Crop losses reduced<br>9. Changes in farmers' adaptation / mitigation capacity | -Annual external surveys managed by MRL unit.<br><br>-Surveys conducted by program staff | Communities are aware of the risks and willing to work on collective solutions<br><br>The project has sufficient resources to offer a basic level of protection<br><br>Government procedures (e.g. DPP approval) offer sufficient flexibility to respond adequately in emergency situations |
| 2. Agricultural & Economic Development | 10. Economic Growth at Polder Level<br>11. Diversity of crops grown<br>12. Production intensity increased | -Annual external surveys managed by MRL unit.<br><br>-Surveys conducted by program staff. | - Delays due to bureaucratic procedures of BWDB limited<br><br>-Farmers are willing to change their practices |

| Narrative summary | Objectively Verifiable Indicators (OVI) | Means of Verification (MOV) | Important Assumptions |
|---|---|---|---|
| | | - Tender documents. | -Farmers have access to improved inputs<br><br>-Extension services promotes the impact of collective action effectively |
| 3. Equitable Water Management | 13. Additional area under cultivation<br>14. Trends in collective action for water management<br>15. Functionality of coordination mechanisms for water management<br>16. Polder inhabitants' satisfaction about service provision<br>17. Female leadership in decision-making | -Annual external surveys managed by MRL unit.<br><br>-Surveys conducted by program staff.<br><br>-Participatory Monitoring by Water Management Organisations.<br><br>-Outcome Mapping by program staff. | -The Government of Bangladesh (e.g. BWDB) will be able to solve human resource challenges<br><br>-GoB engages actively with communities for participatory water management<br><br>-Infrastructure will be operated & maintained according to the O & M agreement with BWDB |
| 4. Strengthened Value Chains | 18. #Farmers adopting new technologies and practices<br>19. Sales volumes of new technologies and services<br>20. Farmers' satisfaction about extension services and markets<br>21. Attitudes of men and women about Gender roles | -Project reports.<br><br>-Annual external surveys managed by MRL unit.<br><br>-Participatory Monitoring by project beneficiaries. | -Farmers have access to financial services (e.g. loans)<br><br>-Farmers are effectively linked with respective extension agencies<br><br>-Inputs for introduced technologies and practices are accessible for farmers |
| 5. Water management Support | 22. Area fine-tuned<br>23. Area rehabilitated<br>24. Earthwork completed by LCS<br>25. Women earning from LCS<br>26. WMOs established and / or strengthened<br>27. Female executive members<br>28. O&M plans developed<br>29. Training for GoB staff<br>30. Innovative solutions for water resources infrastructure designed and tested<br>31. Amount of savings and no. of loans | -Project reports & records. | -There is sufficient labour demand for LCS works<br><br>-BWDB receives financial resources for LCS payments in time<br><br>-Active female participation in WMOs is actively supported by respective government agencies |
| 6. Agricultural & Marketing Support | 32. FFS / MFS organised<br>33. #Women trained in IGA<br>34. Demonstrations organised<br>35. Innovative products & service introduced<br>36. Training for GoB staff | -Project reports & records. | - Farmers have time to participate in FFS / MFS<br><br>- Farmers are motivated to adopt new technologies and |

| Narrative summary | Objectively Verifiable Indicators (OVI) | Means of Verification (MOV) | Important Assumptions |
|---|---|---|---|
| | 37. Innovative technologies introduced for the productive sector; mainly for land preparation, harvesting, processing | | practices |
| | | | - Training participants (e.g. GoB officials and community members) actively share their learnings with peers |

**1. Environmental sustainability**
Communities are better prepared for disasters and climate change and farmers apply pesticides and fertilisers efficiently. This includes the use of saline tolerant varieties and a reduction of crop losses because of better hock resilience and water management.

**2. Agricultural & Economic Development**
Agricultural development will function as a catalyst for wider economic development by increasing the use of day labourers and farmers being able to invest additional income in the wider economy (e.g. restaurants, services, etc.). For this to happen, increased and diversified production is extremely important.

**3. Equitable Water Management**
To ensure equitable water management it is important that both the different stakeholders in the community (e.g. farmers, fishermen, landowners, landless, etc.) and the government work together. Planning, operation and maintenance all have to be coordinated across different interest groups and well-functioning coordination mechanisms on catchment and polder level are crucial to make this happen. That's why activities focus on building the partnership needed for this to happen and building infrastructure that allows planning based on agricultural requirements.

**4. Strengthened Value Chains**
For the changes in the value chains an active private sector and well-organised farmers, supported by relevant line departments, are needed. This combination will allow farmers to learn the benefits of new technology and ensure their neighbours can copy practices if they want to. To ensure this happens the project focuses on building durable partnerships in agriculture as well. The introduction and scale-up of new technology and practices can be accelerated through this partnership.

Note: The Logical Framework Analysis (4x4 matrixes) is a management and monitoring tool, which depicts a causal relationship between input, output, purpose and goal. So if there is input then output, if there is output then purpose achievement, if purpose is achieved then we reach the goal.

# Annex II: Indicator & Tools Matrix

| ToC Level | ToC Summary Block | Indicator | Independent surveys | Secondary data | Outcome mapping & Participatory monitoring | Project surveys | Ad hoc research | Remote sensing | Output monitoring |
|---|---|---|---|---|---|---|---|---|---|
| **Impact** (12 indicators) | *Improved Livelihoods* | Dietary Diversity Index | x | x | | | | | |
| | | Increase in the PPI | x | x | | | | | |
| | | Household income | x | x | | | | | |
| | | Women's empowerment in Agriculture Index | x | x | x | | | | |
| | *Environmental Sustainability* | Area protected against floods | | | | x | | x | |
| | | Area affected by waterlogging | | | | x | | x | |
| | | Area affected by salinity | | | | x | | x | |
| | | Crop losses reduced | x | | x | | | | |
| | | Changes in farmers' adaptation / mitigation capacity | x | | x | | | | |
| | *Agricultural & Economic Development* | Economic Growth at Polder Level | | x | | | x | | |
| | | Diversity of crops grown | x | x | | x | x | | |
| | | Production intensity increased | x | x | | x | | | |
| **Systemic Changes** (9 indicators) | | Additional area under cultivation | | x | | | | | x |
| | *Equitable Water Management* | Trends in collective action for water management | x | | x | | x | | |
| | | Functionality of coordination mechanisms for water management | | | x | | x | | |
| | | Polder inhabitants' satisfaction about service provision | x | | x | | x | | |
| | | Female leadership in decision-making | | | x | | x | | |
| | *Strengthened Value Chains* | #Farmers adopting new technologies and practices | | | x | x | x | | |
| | | Sales volumes of new technologies and services | | | x | x | x | | |
| | | Farmers' satisfaction about extension services | | | x | x | x | | |
| | | Attitudes of men and women about gender roles | | x | x | | x | | |

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| ToC Level | ToC Summary Block | Indicator | Tools | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | Independent surveys | Secondary data | Outcome mapping & Participatory monitoring | Project surveys | Ad hoc research | Remote sensing | Output monitoring |
| **Activities**[12] *(16 indicators)* | *Water management Support* | Area fine-tuned | | | | | | | x |
| | | Area rehabilitated | | | | | | | x |
| | | Earthwork completed by LCS | | | | | | | x |
| | | Women earning from LCS | | | | | | | x |
| | | WMOs established and / or strengthened | | | | | | | x |
| | | Female executive members | | | | | | | x |
| | | O&M plans developed | | | | | | | x |
| | | Training for GoB staff | | | | | | | x |
| | | Innovative solutions for water resources infrastructure designed and tested | | | | x | | | x |
| | *Agricultural & Marketing Support* | Amount of savings and no. of loans | | | | x | | | x |
| | | FFS / MFS organised | | | | | | | x |
| | | #Women trained in IGA | | | | | | | x |
| | | Demonstrations organised | | | | | | | x |
| | | Innovative products & service introduced | | | | | | | x |
| | | Training for GoB staff | | | | | | | x |
| | | Innovative technologies introduced for the productive sector; mainly for land preparation, harvesting, processing | | | | | | | x |

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[12] These are preliminary indicators. The MRL-team, Polder and Zonal Teams jointly developed a new Output Monitoring Format which will be field tested and if required revised in September.

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# Annex III: Organogram MRL-team

| Team member | Speciality |
| --- | --- |
| **Shital Krishna Das** | *Outcome Mapping & Participatory Monitoring<br>*Assist M & E Coordinators in Output Monitoring<br>*Statistical Analysis<br>*Coordinate Surveys |
| **John Marandy** | *Outcome Mapping & Participatory Monitoring<br>*Coordinate CWM Monitoring<br>*Horizontal / Adaptive Learning<br>*Stimulate / Facilitate Reflection |
| **Proteeti Masud** | *Knowledge Management<br>*Monitor Innovations, Good Practices and Lessons Learned<br>*Reporting & Facilitation of Reflection |
| **Nasreen Akter Hashi** | *GIS<br>*Data Visualisation<br>*Knowledge Management |
| **Amran Hossain** | *Assist Hashi<br>*Database Design<br>*Data Management (e.g. Lizzard portal) |
| **Nurur Rahman (Khulna & Satkhira)**<br>**Zakir Hossain (Pathuakali)** | *Coordinate field-level monitoring operations<br>*Assist Polder Teams in Output Monitoring<br>*Support Polder & Zonal Teams in Data Collection, Analysis and Reflection |
| **Niels van den Berge** | *Overall Coordination<br>*Facilitate Reflection<br>*Introduce MRL Innovations in MRL Team & BGP as a whole |
| **Gijs Herpers (intermittent)** | *Assist in (baseline) Surveys<br>*Tool Development for Economic / Value Chain Monitoring<br>*Assist in Facilitating Reflection & Learning |
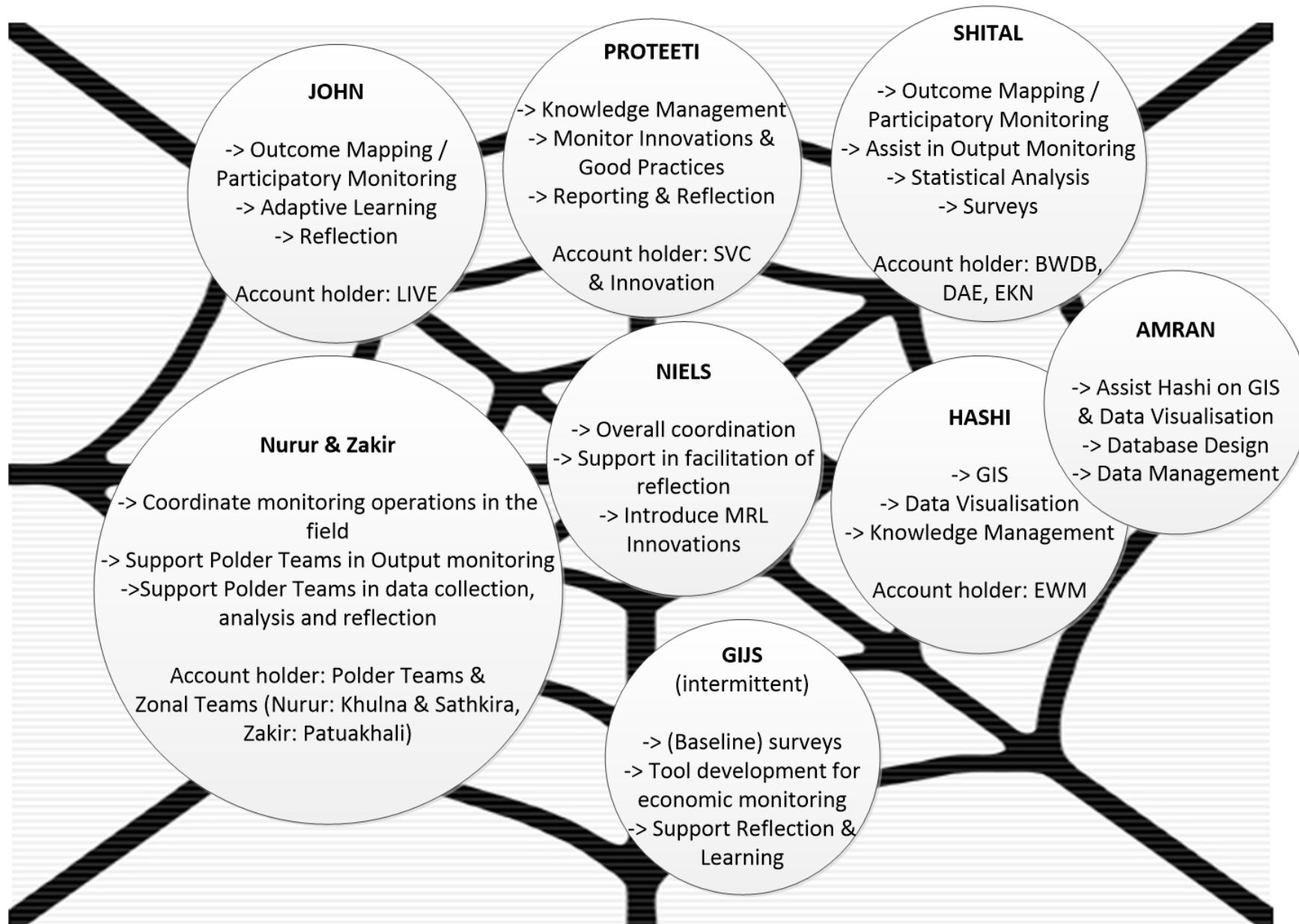
# Annex IV: Draft Output Monitoring Format

The below given draft format has been developed through meetings with the Polder and Zonal Teams. They will use the format to report monthly on their activity-level achievements. This format will be field tested and finalised in September.

**BLUE GOLD PROGRAM**

Polder Level Output Monitoring Report

Name of Polder:　　　　　　　　　　　Zone:

Reporting Month:　　　　　　　　Reporting date:

| S.N | Task Name | Unit | Target | July T | July A | Aug T | Aug A | Sept T | Sept A | July-Sep T | July-Sep A | Oct T | Oct A | Nov T | Nov A | Dec T | Dec A | Oct-Dec T | Oct-Dec A | July-Dec T | July-Dec A |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | **Equitable Water Management** | | | | | | | | | | | | | | | | | | | | |
| 1 | Design Data Collection & Detailed Design | Nos | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2 | Estimate Preparation & Vetting | | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3 | Prepartion of Work Packages | | 8 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 4 | LCS Formation & Training | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 5 | Monitoring Committee Formation & Training (if any) | | 5 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 6 | Contractor Orientation, Tendering & Work Award | | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 7 | Construction Works | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (a) | Canal Re-excavation | | 40.22 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (b) | Construction of Sluices | Nos | 12 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| c | Construction of Outlets | Nos | 12 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (d) | Embankment Retirement | Km | 4.4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| e | Embankment Re-sectioning | | 12 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| f | Low Cost Bank Protection | | 0.25 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 8 | Monitoring and Quality Control of works and bill certification ( WMA, TA, BWDB) | | #VALUE! | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 9 | Support in formulation of WMG Action Plan[1] (WAP) | Nos | 158 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 10 | WMGs review implementation and support in update WAP | Nos | 158 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 11 | Assist in WMG Monthly Meeting | | 28 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 12 | Assist in formation and capacity building of necessary WMG sub-committees | | 166 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 13 | Assist WMGs in enrol members | | #VALUE! | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 14 | Support in organize WMG Election | | 6 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 15 | Assist in WMGs enrol at least 40% female members | Nos | 59 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 16 | Polder Team Coordination Meeting | | 12 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 17 | Assist in updating Books of Accounts | Nos | 158 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 18 | Support WMGs in conduct AGM regularly | Nos | 158 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 19 | WMG By-Laws review/modification | Nos | 158 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 20 | Follow up WMGs perform routine O&M works based on WAP | | #VALUE! | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 21 | Support WMGs in perform economic activities (Collective IGAs, farm machinery management, micro credit, etc.) | Nos | #VALUE! | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 22 | Support WMGs in organizing LCS groups | | #VALUE! | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 23 | Support WMGs in mobilize LCS groups | | #VALUE! | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 24 | Assist in WMG registration | | 18 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 25 | Assist in WMG Auditing | | 28 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 26 | Formation of WMA | | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 27 | Assist in WMA Monthly Meeting | | 5 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 28 | Assist in WMA Registration | | 17 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 29 | Assist in WMA Action Plan formulation | | 21 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 30 | WMAs review implementation and assist in update Action Plan | | 21 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 31 | Assist in formation of Monitoring Committees at WMA level | | 21 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

# BLUE GOLD PROGRAM

Polder Level Output Monitoring Report

Name of Polder:                Zone:

Reporting Month:             Reporting date:

| S.N | Task Name | Unit | Target | July T | July A | Aug T | Aug A | Sept T | Sept A | July-Sep T | July-Sep A | Oct T | Oct A | Nov T | Nov A | Dec T | Dec A | Oct-Dec T | Oct-Dec A | July-Dec T | July-Dec A |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | **Strengthened Value Chains** | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1 | Train contact farmers Cycle 3 and 5 | | 228 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2 | FFS T.Aman by DAE | | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3 | ? FFS Boro/Rabi by DAE | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 4 | ? Demonstrations by DAE | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 5 | Follow up BAU activity with FFS farmers | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 6 | Follow up BAU trial plots | | 24 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 7 | Follow up CAHWs | | 22 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 8 | MFS Cropping Systems-1 | | 44 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 9 | MFS Tilapia follow-up | | 16 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 10 | Assist in RF networking | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 11 | Organize/conduct Inputs traders' training | | 20 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 12 | Organize/conduct RF Training | | 12 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 13 | DAE linkage | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 14 | WRM strenghtening | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 15 | Support to CWM FFS | | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 16 | MFS Producer Group Support-3 | | 16 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 17 | MFS Producer Group Support-2 | | 28 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 18 | Fish sanctuary activity | | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 19 | Community fisheries | | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 20 | Sugar beet trial | | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 21 | Backstopping fish nurseries | | 11 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 22 | PAR fruits trees and vegetables | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | **Environmental Sustainability and DRR** | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1 | Environmental compliance monitoring and quarterly reporting to DoE | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2 | Formulation of Environmental and Social Management Plan (ESMP) | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3 | Reconstitution of UDMCs | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 4 | Recruit WMG's Environment and DRR Counselors | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 5 | Formulation of Community Based Disaster Risk Reduction (CBDRR) plan | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 6 | Disaster Preparedenss and implementation of CBDRR plan | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 7 | Training to Env. and DRR Counselors and UDMCs on Env Safeguard and Dis. Mgmt. | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

# Annex V: Field Testing Report Participatory Monitoring & Outcome Mapping

**Dates:**
31$^{st}$ July – 4$^{th}$ August 2016

**Objectives**:
Meeting with WMAs & WMGs and Zonal Teams to discuss and test the draft outcome challenges & progress markers of Outcome Mapping/Participatory Monitoring

**Staffing:**
John Marandy & Shital Krishna Das, MRL-team members, BGP TA

**Activities & Observations**

a. **Visit to WMAs and WMGs**

**Visited 2 WMAs**: Amkhola-Mushurikathi Sluice WMA in Polder 43/2B on August 1, 2016 and Katakhali-Batiaghata Sluice WMA Sluice WMA in Polder 30 on August 3, 2016. Two representatives from each member-WMG were present in the meetings; there are 11 WMGs under Amkhola-Mushurikathi Sluice WM A and 8 WMGs under **Katakhali-Batiaghata** Sluice WMA.

**Visited 2 WMGs:** Uttar Chhailabunia WMG in Polder 43/2B was visited on August 1, 2016 and Kismat Phultala WMG in Polder 30 on August 3, 2016. In both the WMG meetings all Executive Committee members were present.

Before starting discussions with WMO members, the MRL-team members gave an introduction on Outcome Mapping and Participatory Monitoring. They also discussed the implementing process and methodology.

The outcome challenges and their progress markers were discussed in detail in all 4 meetings; each challenge together with the corresponding progress markers was elaborately discussed. Participation of WMO members was good; they participated in the discussions. It may be noted that the participation of female WMO members in discussions, especially in Polder 30, was quite noticeable. And it appeared that in general the WMO members understood the (issues related to) outcome challenges and how the progress markers work.

The idea of WMO members doing the monitoring themselves was discussed in all four meetings with WMOs. The WMO members – both at WMA and WMG level meetings – are interested to do the monitoring themselves. They are confident that they can do it and they see it as an opportunity to examine their own progress and identify the areas that they are weak in and which they need to improve. Further, they suggested that the monitoring of progress of outcome challenges that are

relevant to WMG should be done at WMG level by the Executive Committees of WMGs. They however require some training on the contents and methodology of participatory monitoring and support (meaning, some Blue Gold personnel be present) especially during the first-time monitoring exercise.

**b. Discussion meetings with Zonal Teams**

The MRL-team members held meetings with the zonal colleagues in Patuakhali and Khulna to share the ideas and plans for outcome monitoring, and especially the intention to have the monitoring done by WMO members themselves. The idea of WMO members having a key role in the monitoring was appreciated by the zonal team members. The roles of polder teams were also briefly discussed.

It will be mainly the polder team members (COs/FOs/PFs) who will assist WMG Executive Committees in the participatory monitoring exercise: they will be there to explain the outcome challenges and progress markers, especially during the first-time monitoring exercise, and they will try to guide them in the discussions about identifying the right progress markers, i.e. the ones that correspond to the progress made by their organizations. It is realized that all the field level staff as well as the zonal teams should be given training on (participatory) monitoring.

Importance of maintaining quality of monitoring exercise was discussed. It is important, among other things, that sufficient time is taking to go through the participatory monitoring process (i.e. not rushing through it). And it was agreed that the field staff will assist the WMOs in participatory monitoring exercise that they are looking after.

The timeline for monitoring exercises was also discussed with the zonal teams. Assuming that participatory monitoring will be done every six months, Patuakhali zonal team propose Mid-September to October and May to Mid-June for monitoring exercises in Patuakhali area, and Khulna zonal team proposes October and April for monitoring exercises in Khulna area. The reason for suggesting those periods is that these are agricultural slack seasons in those areas so that WMO members can spare more time than during the agricultural work seasons.

As for data tabulation and analysis, it was agreed that the polder team will do the data tabulation, i.e. transfer scores from monitoring formats to result sheets; the tabulation format will be supplied by the MRL-team. The analysis will be done by the MRL-team.

At the end, the zonal teams were requested to give their feedback on outcome challenges and progress markers.