

Blue Gold Program Technical Report 17

Semi-annual Outcome Monitoring Report

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Embassy of the Kingdom of the Netherlands, Dhaka, Bangladesh

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

April 2015







Semi-annual Outcome Monitoring Report

Performance of the Boundary Partners through Intervention of Program Activities

April 2015

Blue Gold Program

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Issue and revision record

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List of Abbreviation

AGM Annual General Meeting

BWDB Bangladesh Water Development Board

COs Community Organizers
CLs Component Leaders

DCLs Deputy Component Leaders

DAE Department of Agricultural Extension

DoC Department of Cooperatives
DLS Department of Livestock Services

DoF Department of Fisheries
DT Departmental Trainer
DRR Disaster Risk Reduction
EC Executive Committee
FFS Farmers Field School
FOs Field Organizers

FGD Focus Group Discussion

FT Farmer Trainer

FGD Focus Group Discussion

IPSWAM Integrated Planning for Sustainable Water Management

IGA Income Generating Activity
LCS Labor Contracting Societies
MC Monitoring Committee
M&E Monitoring and Evaluation
MoU Memorandum of Understanding
O&M Operation and Maintenance

ODK Open Data Kit

PDP Polder Development Plan
PAR Participatory Action Research

PG Producer Group
PM Progress Marker
SO Section Officer
TA Technical Assistance
TOT Training of Trainers
UP Union Parishad

UDMC Union Disaster Management Committee
UDCC Union Development Coordination Committee

VAP Village Action Plan VC Value Chain

WMG Water Management Group
WMA Water Management Association
WMO Water Management Organization
WMF Water Management Federation

XO Extension Overseer

M&E Monitoring and Evaluation
MoU Memorandum of Understanding



1. Introduction

Outcome Mapping focuses on one specific type of result: outcomes as behavioural change. Outcomes are defined as changes in the behaviour, relationships, activities, or actions of the people, groups, and organizations with whom a program works directly. These outcomes can be logically linked to a program's activities, although they are not necessarily directly caused by them. These changes are aimed at contributing to specific aspects of human and ecological well-being by providing partners with new tools, techniques, and resources to contribute to the development process. Boundary partners are those individuals, groups, and organizations with whom the program interacts directly and with whom the program anticipates opportunities for influence. Most activities have been involved multiple outcomes because they have multiple boundary partners.

An international M&E Expert mission was carried out between 19 and 23 April 2015 in the context of the implementation of the M&E system in Blue Gold. The main purpose of the International M&E Expert mission was to analyze the first outcome journals, discuss these with the components and review the methodology.

The system implemented by the M&E team comprises of three elements:

- Output monitoring
- Outcome monitoring
- Baseline / end line surveys

The monitoring system is being implemented. The baseline survey report has been finalized in February 2015. During January-February 2015 the first Outcome Journals have been made together with the boundary partners. The data for Output monitoring is carried out at the level of the components and the output monitoring reports, summarizing the output data from the components are compiled by the M&E team. The International M&E expert provided a guideline on how to prepare a Semi-annual Outcome Monitoring Report. Based upon this guideline the report was prepared.

1.1 Objectives of the Outcome Monitoring:

- Establish average score and percentage of achievement of each progress marker of the boundary partners
- Prepare an Action Plan for the next period



2. Data Collection Process

Table 1: Number of WMG, BWDB staff, DT and UP interviewed

Name of District	Name of Polders	No. of WMG Interviewed	No. of BWDB staff Interviewed	No. of DTs Interviewed	No. of UP Interviewed
	22	12			
I/hlm.a	30	40			
Khulna	29	56			
	26	5			
Sub Total		113	3	5	8
	43-2F	27			
	43-2D	28			
Detuckhali	43-2A	22			
Patuakhali	43-2E	12			
	43-2B	28			
	43-1A	14			
Sub Total		131	10	4	11
Grand Total		244	13	9	19

WMG: Data were collected from 244 WMGs which were formed and operationalized in Patuakhali and Khulna Zones. COs collected data from their WMGs using tablet with the outcome journal programmed in ODK by applying FGD method.

BWDB: Number of total BWDB officers who are implementing the Blue Gold activities is 16, but M&E officers interviewed 13 officers who are available at Patuakhali and Khulna.

DAE: 9 DTs were interviewed by M&E officers who are working in Blue Gold area out of 50 trained DTs but the remaining DTs are working outside of the project areas

Union Parishad (UP): M&E officers collected data from 19 UPs (100%) using FGD method followed by UP Outcome Journal.

2.1 Reliability of the data and problems encountered

The Outcome Journals of the WMG's seem fairly consistent. The CO's generally have a good understanding of the concept of progress markers. They have used the electronic data collection system, which includes a tablet with the questionnaire programmed in ODK. After having received training from the M&E officers, the data collection system has been applied without major problems. Difficulties experienced in the data collection process could be solved by the team. The M&E team observed that coordination between components at field level (WMG level) is not always optimal, resulting in CO's not being informed of specific component activities and participation of WMG members. This can result in wrong scoring.



The M&E team reported that data collection with the UP and BWDB has been more problematic. This is also shown by the more erratic scores. The M&E officers explained that the score reflects the opinion of the officers interviewed, which has sometimes resulted in too high scores. Discussions were often dominated by senior officers. It has been decided that the M&E officers present a score for each progress markers based on their own judgment and interpretation. These scores will be accompanied with a justification and evidence where possible. This Outcome Journal will be presented in addition to the original one.

The DAE Outcome Journal was prepared without the problems encountered with BWDB and (to a lesser extent with) UP. The only shortcoming of this journal is the limited participation of DAE trainers (only 9 trainers participated out of a total of about 50 trained DT's). It is proposed that next time a suitable occasion will be chosen for the assessment. This could be an annual workshop in which all, or a large part of the DT's, take part.

The M&E officers reported that some of the concepts introduced in some of the progress markers do not seem familiar at all to the people involved in the WMG's, BWDB, Union and DAE. The concept of gender (or gender strategy) especially with the BWDB does not seem to be internalized at the BWDB. Also the (participatory) planning approach and training plans do not sound familiar to the staff. In general it was reported that the language used in the progress markers is sometimes difficult to understand for both CO's and WMG members and government officers. It is proposed that the M&E staff drafts progress markers using more simple language and more explanations. These improved markers can be used in the next monitoring exercise.



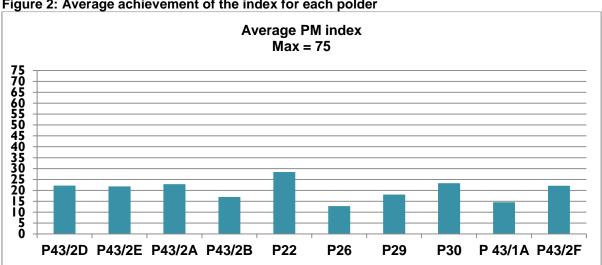
Results and Findings of Outcome Monitoring:

3.1 WMG's (Water Management Group)

The overall scores of the WMG can be presented in the following 2 figures:

Figure 1: Average achievement per progress marker for 244 WMG's in Khulna and Patuakhali % of achievement by each WMG Progress Marker of two regions 50.00 44.95 45.00 43.72 40.00 35.00 33.06 30.26 30.00 25.00 21.17 21.04 21.45 20.00 16.87 16.26 16.39 18.44 15.00 15.03 12.30 8.95 10.00 5.40 5.00 0.00 PM13

Figure 2: Average achievement of the index for each polder





More detailed information can be extracted from the Outcome Journal data base, which has been distributed to the components.

The relatively high scores of PM12 (membership of WMG) and PM20 (registration of WMG) reflect the effects of the previous IPSWAM program. The membership target of the WMG's (55% of the households) has been reached in most polders. The registration process appears to have started and/or finalized in a large number of WMG's. Other important PM's, especially those concerned with institutional development (WMA, WMF) do not have any score.

3.2 **UP (Union Parishad)**

The index score for the Union Parishads do not show very coherent picture (figure 3). According to the M&E officers the Union members did not fully understand the concept of the progress markers and the scores as presented by the members was registered. It is proposed to improve the assessment process and the M&E officers should make their own assessment, present the justification and evidence for the score. In this way a more realistic (and lower) score will be reported.

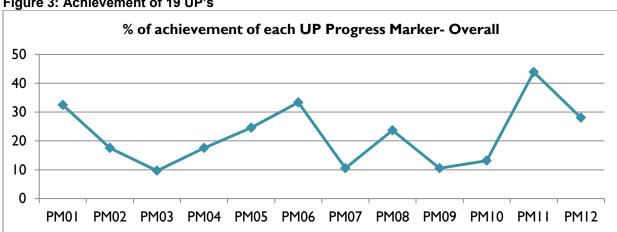
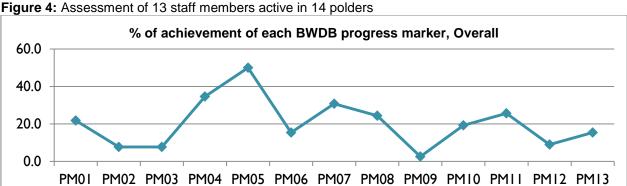


Figure 3: Achievement of 19 UP's

3.3 **BWDB** (Bangladesh Water Development Board)

The cooperation with BWDB on the assessment of the progress markers was reported to be difficult. Some of the concepts (planning, gender, and training plan) do not seem to be understood by the lower staff, which makes sense. It is proposed that the M&E officers discuss with BWDB senior officers individually on issues of gender, planning and training, and with lower officers (WA, SO) on other occasions, as senior officers tend to dominate a group discussion. Attribution of scores will be left to the M&E officers, and justification and evidence, will reported with the outcome journal. The Outcome Journals are to be used for internal use only as the info may be considered sensitive for the BWDB.





3.4 DAE (Department of Agriculture Extension)

The M&E officers reported that collaboration with DAE was good and that a proper assessment (outcome journal) could be made. The number of interviewed DT's was relatively small, which may affect the quality of the assessment. It is proposed to use a general meeting of DT's to carry out the next assessment.

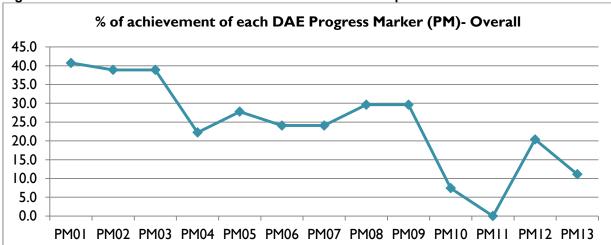


Figure 5: Assessment based on interviews with 9 DT's from 5 polders.

The low score for PM11 (new curriculum with aspects of market orientation) can be explained by the fact that Mung beans have been introduced (with commercial aspects) and no new curriculum will be introduced, so no score can be expected.



4. Observations

- Institutional aspects of WMO's: how and when will WM Association and Federation be established?
- Coordination between components 1 and 3 (CO's and FO's)
- The scores of the Union Parishads and BWDB zonal level are too optimistic as they reflect the opinion of the individual (senior) officers. An alternative outcome journal reflecting the observations of the M&E officers after discussion with all BWDB staff will be prepared with arguments/evidence for the score.
- BWDB at zonal level scores very low on planning, training and gender aspects. Other scores are probably too high.
- Cooperation/linkage between WMG and Union is weak resulting in poor bottom-up planning (Polder Development Plan versus Government planning systems)
- WMG's generally do not like UP chairman/member to participate in meetings, as they tend to dominate the meeting



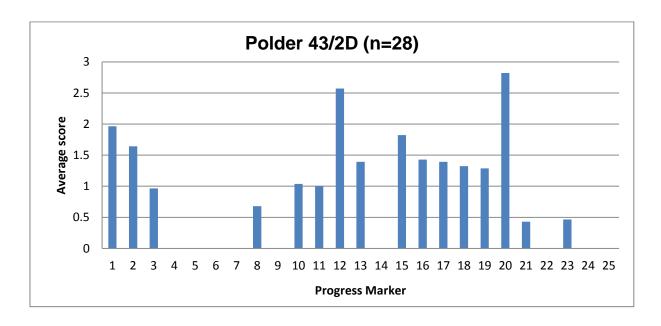
Action Plan for the Next Period

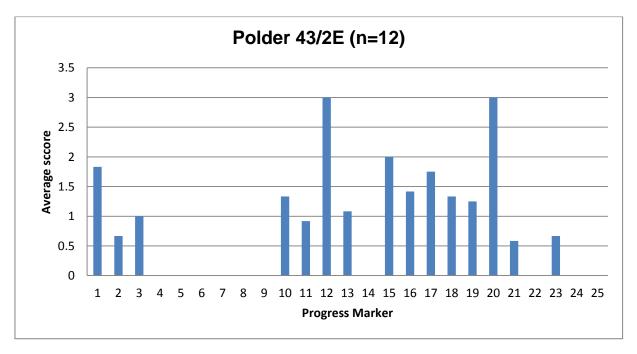
Summarizing the above the following actions should be taken:

- Review the language (concepts, criteria, explanations, etc.) used in the progress markers with the aim to make it easier for CO's and WMG members to understand and to apply the methodology. The M&E team will prepare a proposal.
- CO's do not always seem to be aware of the activities of other components in the WMG. An example is the average score of 2,3 for female participation in FFS, while FFS covered all 12 villages and more than 50% women participated. The score should have been 3. The actual score is attributed to the fact that CO's were not aware of the FFS activities and the involvement of the women. Improved coordination is required.
- Review the interview techniques especially with BWDB and UP.
- An additional aim of the assessments of the boundary partners is to create a shared vision on capacity development of the partner. During an assessment an action plan for capacity development should be formulated: what are the actions of the boundary partner in the next 3-6 months and how can Blue Gold contribute or facilitate.
- Component 1 in cooperation with Institutional Development expert should analyze how WM Associations and Federations can be established and made operational, and how they can be involved in the planning cycle of the departments, which are active at the level of local government (DAE, DLS, DoF, BWDB, Upazilla, Union, etc.).
- All scores (or least the scores of 3) should have evidence to confirm the score, e.g. copy of the registration form, or reference where the info can be found in the project.

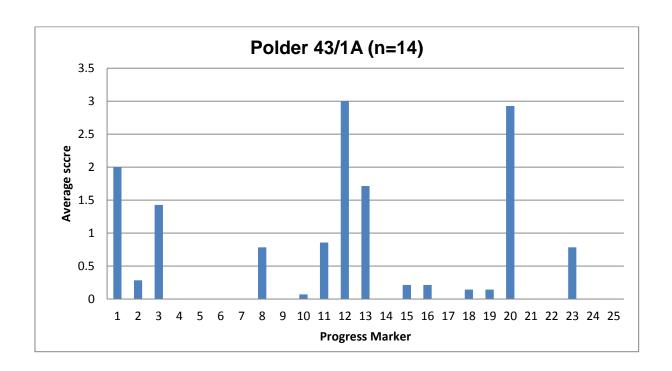


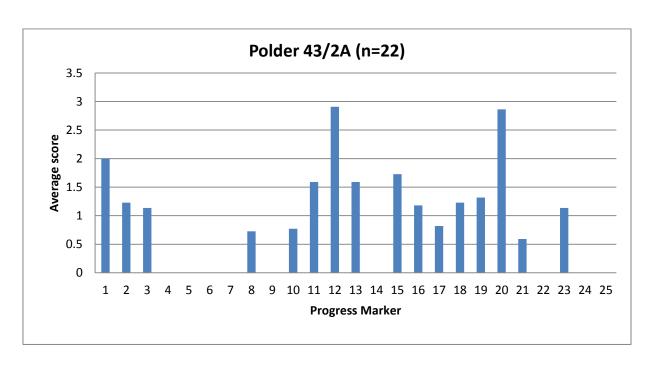
Appendix 1. Outcome monitoring results in Patuakhali District: Average score for each progress marker by the WMG's



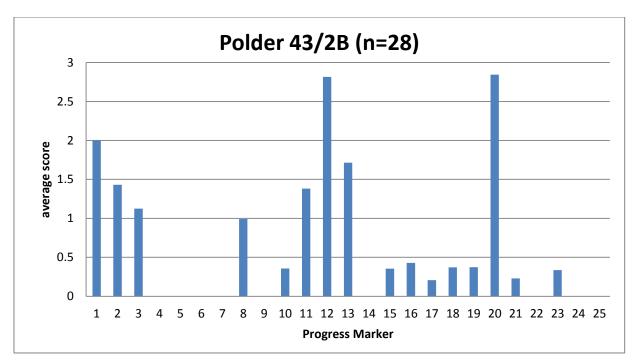


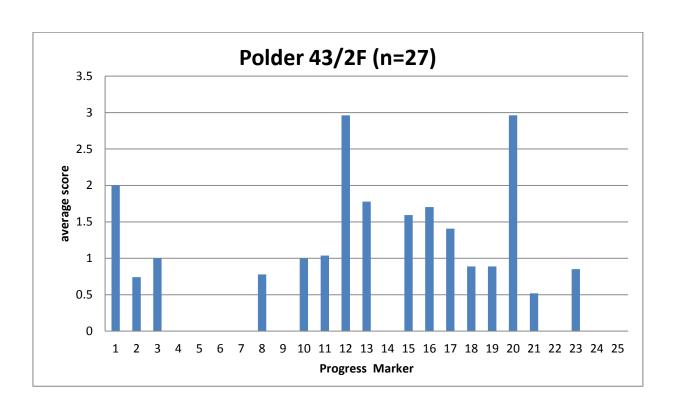






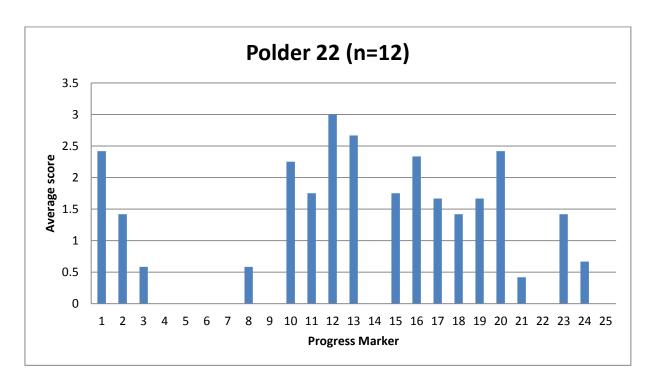


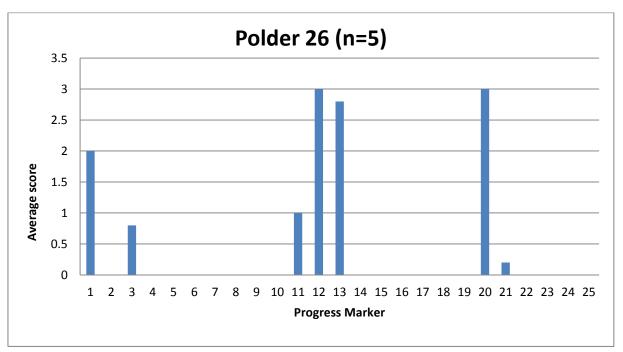




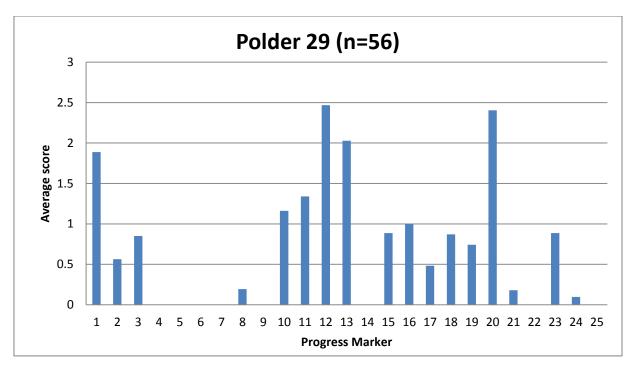


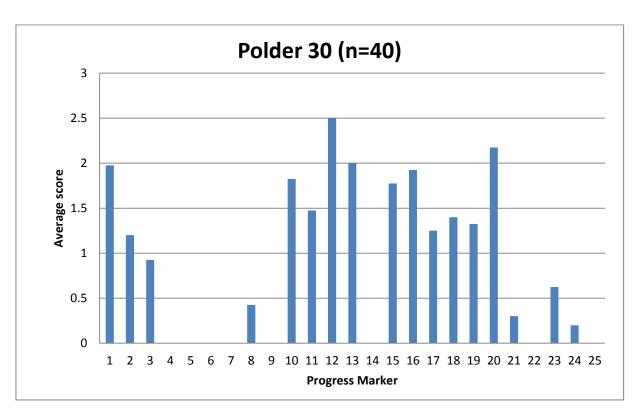
Appendix 2. Outcome monitoring results in Khulna District: Average score for each progress marker by the WMG's













Appendix 3. Percentage of achievement for each Progress Marker of WMG, UP, **BWDB** and **DAE**

Table 2: Pro	gress Marker (PM) of the WMG Boundary Partner – WMG
Progress Marker Code	Progress Markers (PM)
PM01	General members are mobilized, have formed WMG and have elected their Executive Committee (Responsibilities include Village Action Plan formulation and implementation; perform maintenance works and establish good water management for the area; conflict resolution; etc.)
PM02	The community/WMG actively participates in village action plan formulation, which includes enterprise development activities and executes it.
PM03	The WMG Executive Committee has elected 4 representatives each (2 male; 2 female) to participate as general member in the WMA, representing all interest groups (such as fishermen, landless, destitute women, etc.). And the WMA is fully functional.
PM04	WMA general members elected their WMA executive committee (EC) with at least one woman holding key post and WMA EC members are fully aware of their responsibilities and have capacity to carry out these out. The WMG is informed about the O&M plan.
PM05	Around each sluice or catchment area, Water Management Associations (WMAs) are established and mobilized/operational (i.e. they are responsible for establishing good water management and routine O&M of the infrastructure of the concerned catchment area.
PM06	The Executive Committee of each WMA has elected maximum 4 WMA representatives (2 male; 2 female) to participate as general member in the Water Management Federation established at polder level, representing all interest groups (such as fishermen, destitute women, etc.). The WMF is established and mobilized as the apex association responsible for Polder Action Plan (PAP) formulation and validation, O&M Agreement and overall routine O&M Plan formulation and implementation.
PM07	The WMG has been informed of the election of the members of the WMF executive committee (EC) with at least two women holding key posts. The WMF EC members are fully aware of their responsibilities and have capacity to carry these out
PM08	Monitoring Committees (MCs) are established and mobilized/operational with representatives from WMA, who are knowledgeable on quality control of the construction works.
PM09	The WMG, through their representation at WMAs and WMFs participate in formulation and implementation of Polder Action Plan, addressing prioritized needs and problems
PM10	Based on the outcomes of the needs assessment, Farmer Field Schools are promoted (through FFS facilitator) and farmers show a positive response
PM11	WMG is fully operational and well-functioning and actively implementing the village action plan, including enterprise development activities
PM12	WMG membership is increasing (target representation of at least 55% of all households).
PM13	Increased participation of WMG female members (target at least 40% of all members).
PM14	WMG through WMF entered into an agreement on O&M of water management infrastructure with the BWDB.(O&M Agreement)
PM15	In the WMG, the number of Farmer Field Schools and the number of participants are increasing.
PM16	There is increased participation of female farmers in Farmer Field Schools (target 50%).



PM17	There is increased diversification of FFSs (rice, fish, vegetable, chicken, homestead gardening) in the WMG.
PM18	FFS participants apply and promote the new and improved agricultural techniques in their production cycle
PM19	Increased sharing of knowledge between trained farmers and non-trained farmers.
PM20	WMGs are registered with BWDB.
PM21	WMGs have developed a strategic vision through their Village Action Plan in support of the Polder Development Plan
PM22	WMF and WMAs have established partnerships (Cooperation mechanisms, MoU's, contracts) with Local Government Institutions, private institutions, NGO's and other stakeholders.
PM23	WMG and WMA members are participating in the UP meetings, UDCC meetings and standing committees, Ward and Open Budget meetings, Union Disaster Management Committee (UDMC)
PM24	FFS participants respond to new elements in the curriculum leading to business diversification (added value) and/or intensification; this includes marketing, storage, processing, improved seeds through new initiatives such as lead farmers, cooperatives, producer groups, formal/informal).
PM25	Individual producers, producer groups and/or newly established companies have developed business plans for implementation.

Table 3: % of achievement for each Progress Marker by the WMG's - WMG

	3: % of achievement for each Progress Marker by the			
PM Code	Progress Markers	Average score of each WMG (out of 6 scores)	Total Scores Achieved (Out of 1464 scores)	% of achievement
PM01	General members are mobilized, have formed WMG and have elected their Executive Committee (Responsibilities include Village Action Plan formulation and implementation; perform maintenance works and establish good water management for the area; conflict resolution; etc.)	1.98	484	33.06
PM02	The community/WMG actively participates in village action plan formulation, which includes enterprise development activities and executes it.	1.01	247	16.87
PM03	The WMG Executive Committee has elected 4 representatives each (3 male; 1 female) to participate as general member in the WMA, representing all interest groups (such as fishermen, landless, destitute women, etc.). And the WMA is fully functional	0.98	240	16.39
PM04	WMA general members elected their WMA executive committee (EC) with at least one woman holding key post and WMA EC members are fully aware of their responsibilities and have capacity to carry out these out. The WMG is informed about the O&M plan.	0.00	0	0.00
PM05	Around each sluice or catchment area, Water Management Associations (WMAs) are established and mobilized/operational (i.e. they are responsible for establishing good water management and routine O&M of the infrastructure of the concerned catchment area.	0.00	0	0.00



PM06	The Executive Committee of each WMA has elected maximum 4 WMA representatives (3 male; 1 female) to participate as general member in the Water Management Federation established at polder level, representing all interest groups (such as fishermen, destitute women, etc.). The WMF is established and mobilized as the apex association responsible for Polder Action Plan (PAP) formulation and validation, O&M Agreement and overall routine O&M Plan formulation and implementation.	0.00	0	0.00
PM07	The WMG has been informed of the election of the members of the WMF executive committee (EC) with at least two women holding key posts. The WMF EC members are fully aware of their responsibilities and have capacity to carry these out	0.00	0	0.00
PM08	Monitoring Committees (MCs) are established and mobilized/operational with representatives from WMA, who are knowledgeable on quality control of the construction works.	0.54	131	8.95
PM09	The WMG, through their representation at WMAs and WMFs participate in formulation and implementation of Polder Action Plan, addressing prioritized needs and problems	0.00	0	0.00
PM10	Based on the outcomes of the needs assessment, Farmer Field Schools are promoted (through FFS facilitator) and farmers show a positive response	1.11	270	18.44
PM11	WMG is fully operational and well-functioning and actively implementing the village action plan, including enterprise development activities	1.29	314	21.45
PM12	WMG membership is increasing (target representation of at least 55% of all households).	2.70	658	44.95
PM13	Increased participation of WMG female members (target at least 40% of all members).	1.82	443	30.26
PM14	WMG through WMF entered into an agreement on O&M of water management infrastructure with the BWDB.(O&M Agreement)	0.00	0	0.00
PM15	In the WMG, the number of Farmer Field Schools and the number of participants are increasing.	1.27	310	21.17
PM16	There is increased participation of female farmers in Farmer Field Schools (target 50%).	1.26	308	21.04
PM17	There is increased diversification of FFSs (rice, fish, vegetable, chicken, homestead gardening) in the WMG.	0.90	220	15.03
PM18	FFS participants apply and promote the new and improved agricultural techniques in their production cycle	0.98	238	16.26
PM19	Increased sharing of knowledge between trained farmers and non-trained farmers.	0.94	230	15.71
PM20	WMGs are registered with BWDB.	2.62	640	43.72
PM21	WMGs have developed a strategic vision through their Village Action Plan in support of the Polder Development Plan	0.32	79	5.40
PM22	WMF and WMAs have established partnerships (Cooperation mechanisms, MoU's, contracts) with Local Government Institutions, private institutions, NGO's and other stakeholders.	0.00	0	0.00



PM23	WMG and WMA members are participating in the UP meetings, UDCC meetings and standing committees, Ward and Open Budget meetings, Union Disaster Management Committee (UDMC)	0.74	180	12.30
PM24	FFS participants respond to new elements in the curriculum leading to business diversification (added value) and/or intensification; this includes marketing, storage, processing, improved seeds through new initiatives such as lead farmers, cooperatives, producer groups, formal/informal).	0.00	0	0.00
PM25	Individual producers, producer groups and/or newly established companies have developed business plans for implementation.	0.00	0	0.00

Table 4: % of achievement for each Progress Marker by the UP's

			Overall	
PM Code	Progress Markers	Average Score of each UP (Out of 6 scores)	Total Score achieved of 19 UPs (72 scores)	% of achievement
PM01	The UP has indicated willingness and interest to engage in participatory water management	1.95	37	51.4
PM02	The UP has activated the Standing Committee responsible for water management and disaster management	1.05	20	27.8
PM03	UP chairman/members participate in WMG meetings	0.58	11	15.3
PM04	Water management issues (Disaster Risk Reduction and Operation and Maintenance) are being discussed in UP meetings in the context of the development plan of the UP in monthly UP meetings and in the Union Development Coordination Meeting.	1.05	20	27.8
PM05	UP members and their standing committees apply the principles of improved accountability (budgets, plans, progress reports)	1.47	28	38.9
PM06	The UP has adopted a gender sensitive approach (there are more than the legally required number of women (3) in the UP, and women are participating in the committees and in decision making and implementation of activities (schemes). There is a legal requirement of 30% of activities for women.	2.00	38	52.8
PM07	UP members and standing committees, including the Union Disaster Management Committee, are committed to cooperate with the WMG's, including the FFS and business development activities	0.63	12	16.7
PM08	UP has prepared an annual plan and budget applying a participatory approach through ward meetings, including Open Budget meetings.	1.42	27	37.5
PM09	The UDMC has formulated a Union Risk Reduction Action Plan, Contingency Plan with participation from the WMG	0.63	12	16.7



PM10	The income of the Union Fund, which consists of own source revenue (tax and other income), shows a sustainable positive trend and provides a basis for socioeconomic development	0.79	15	20.8
PM11	Annual audits of the Union Fund provides a basis for confidence in the LGI	2.63	50	69.4
PM12	UP is capable of taking the lead in the formulation and coordination of all development activities in the Union on the basis of a participatory approach.	1.68	32	44.4

Table 5: % of achievement for each Progress Marker by the BWDB's staff/Officer – BWDB

			Overall	
PM Code	Progress Markers	Average score per BWDB officer (out of 6 scores)	Total achievement Score of 13 BWDB root level officers (out of 78 scores)	% of achievement
PM01	BWDB have formulated their capacity needs, especially in terms of coordination, planning and implementation of local water management and development plans (polder and village), based on the Guidelines for Integrated Planning for Sustainable Water Resources Management	1.31	17	21.8
PM02	BWDB has formulated a training plan and budget for divisional staff and field officers	0.46	6	7.7
PM03	BWDB has evaluated the Action Plan of the Gender Equity Strategy (2006 – 2011)	0.46	6	7.7
PM04	BWDB is motivated to carry out activities (monitoring, quality control, etc.) in the polders (progress reports, site visits)	2.08	27	34.6
PM05	A quality control system is in place and operational	3.00	39	50.0
PM06	BWDB (district level) has employed an adequate number of field staff (sectional officers) for each polder	0.92	12	15.4
PM07	BWDB (district level) operations are based on an activity based plan and budget	1.85	24	30.8
PM08	Technical staff of the BWDB participates in trainings as planned in the training plan.	1.46	19	24.4
PM09	BWDB has updated the Gender Equity Strategy and prepared an action plan	0.15	2	2.6
PM10	Government funding for the planned O&M activities of the BWDB's is timely available	1.15	15	19.2
PM11	A Human Resource Development (HRD) policy (career development) is in place.	1.54	20	25.6
PM12	BWDB implements the updated Gender Equity Strategy and action plan.	0.54	7	9.0
PM13	BWDB has formulated a strategic vision	0.92	12	15.4



Table 6: % of achievement for each Progress Marker by the DT's - DAE

Table 6: % of achievement for each Progress Marker by the DT's - DAE						
	Progress Markers		Overall			
PM		Average	Total	% of		
Code		score of	Score	achieveme		
		each DT	achieved	nt		
		(out of 6	of 9 DTs (
		scores)	out of 54			
DMOA	DTI: //walana I/000/) famala) and a "lalla and lalla	0.44	scores)	40.7		
PM01	DT's (male and (30%) female) are available and show willingness (FT) to participate in the program	2.44	22	40.7		
PM02	DT's have developed relevant technical knowledge and facilitation skills (i.e. only 25% have good knowledge; 25-75% good knowledge; >75% have good knowledge)	2.33	21	38.9		
PM03	DT's keep records in a Farmer Field School register (including the planning of activities	2.33	21	38.9		
PM04	All DT's participate in the review and planning workshops to discuss results of previous season and make planning for next season.	1.33	12	22.2		
PM05	FFS participants are satisfied about the training approach of the DT's (by means of a training evaluation)	1.67	15	27.8		
PM06	DT's use feedback mechanism from FFS participants and disseminate information to DAE and BG through existing reporting channels	1.44	13	24.1		
PM07	DT's share experiences and lessons learnt with peers and FTs	1.44	13	24.1		
PM08	DT's are increasingly approached by farmers who seek technical advice (within or outside the WMG)	1.78	16	29.6		
PM09	DT's are actively engaging female farmers (this depends highly on the kind of FFS that is offered (target is 50:50)	1.78	16	29.6		
PM10	DT's are actively searching for and introducing innovative agricultural practices in response to farmers' needs to improve production level. New ideas such as food safety in horticulture and fish production are introduced besides other value chain aspects of agriculture.	0.44	4	7.4		
PM11	DT's adopt and apply new/improved training programs/curricula, including improved market orientation and diversification	0.00	0	0.0		
PM12	DT's share their experiences and lessons learnt through local forums (local government (Union level), research institutes, NGO's, etc.).	1.22	11	20.4		
PM13	Adequate organizational and institutional capacity is in place to perform the mandate (planning, implementation, reporting, HRM, organizational, financial, operational etc. (however, the FFS part in BG is relatively small while the DAE is a large organization. It is doubtful whether change in this respect can be attributed to Blue Gold's activities)	0.67	6	11.1		