



Blue Gold Program

Technical Report 08

Operational Manual for Output and Outcome Monitoring

Mission Report of Geert Rhebergen

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Embassy of the Kingdom of the Netherlands,
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Bangladesh Water Development Board (BWDB)
Department of Agricultural Extension (DAE)



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1. Introduction

The essence of the Blue Gold Program is to establish and empower water management organizations to sustainably manage their water resources and to make these resources more productive. The program aims to create strong community organizations that will interact with public and private organizations. Participatory water resource management is the entry point and the initial driver of the community organization process. The overall objective of Blue Gold is to reduce poverty of the people in the coastal areas by enhanced productivity of crops, fisheries and livestock and increasing incomes by improved processing and marketing of agricultural products through value chain development.

The proposed monitoring and evaluation system (M&E system) of Blue Gold provides methodologies and tools for the project staff and the management team to enhance evidence-based program management and planning and to support informed management decision making. This document focuses on the operational aspects of the outcome and output components of the M&E system. The methodology of Outcome Mapping will be applied for the monitoring of the outcomes as far as they refer to processes of social change required for the attainment of the development objectives.

Boundary partners are identified; outcome challenges and progress markers are formulated as part of the Outcome Mapping methodology. Formats for the reporting of project output of the various components are presented as well as reporting schedules.

The third component of the monitoring system, the base line survey, has been designed and will be implemented between February and May 2014. The results of the base line will enable the assessment of the impact of the project.

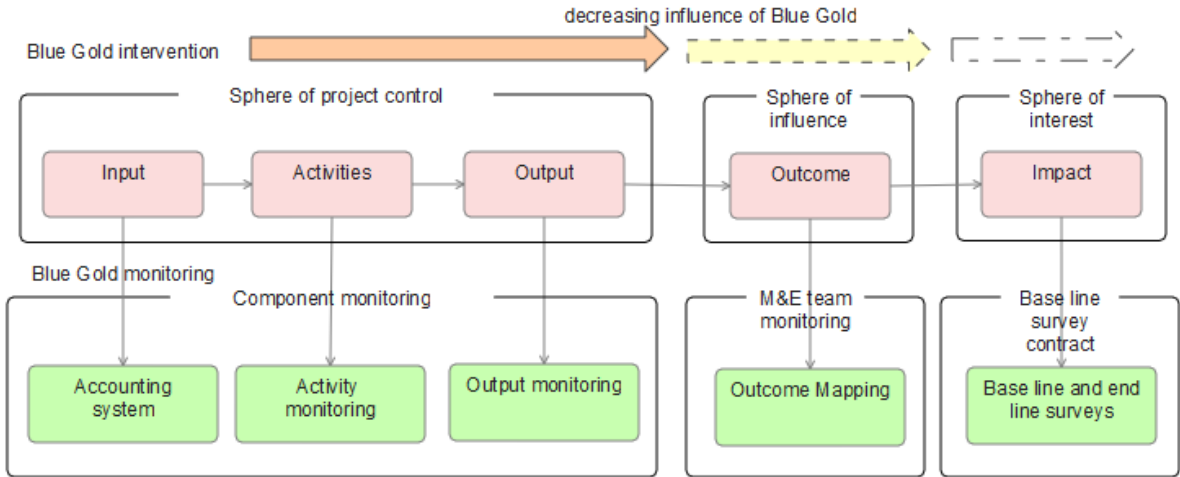
1.1. M&E support missions

The development of the M&E system for Blue Gold is supported through the input of a number of support missions carried out by senior and junior international M&E experts. Two missions took place from 8-27 September 2013, and 15 November until 1 December 2013, resulting in a draft proposal of the introduction of M&E manual of Blue Gold. This proposal was the basis for the M&E operational manual for Blue Gold, which includes methodologies, systems and procedures. During the present mission (11 March – 3 April 2014) the operational manual was drafted.

2. M&E methodology

The M&E methodology consists of three main components: component activity and output monitoring, outcome monitoring and base line and end line surveys. The relation between the intervention plan and the monitoring plan of Blue Gold is illustrated in Figure 1.

Figure 1: Blue Gold intervention and monitoring



Input, activities and outputs are delivered under the responsibility and control of Blue Gold. Blue Gold Components are responsible for the attainment of the outputs, and will carry out regular monitoring of the progress achieved. The expected outcomes are achieved in the sphere of influence, outside the direct control of the project. Outcomes mostly refer to changes in the actions and behavior of individuals, groups, communities or organizations, through which Blue Gold hopes to contribute to the goal. The methodology of Outcome Mapping was selected to measure or assess progress in the processes of social change with some selected stakeholders, defined as Boundary Partners in the Outcome Mapping methodology. A base line survey has been commissioned by Blue Gold to assess the present situation in the target polders of Blue Gold. This survey will be repeated towards the end of the project to assess the impact of Blue Gold in the area of agro-socio-economic development in the Blue Gold project area.

During the IPSWAM project period guidelines for integrated planning for sustainable water resource management have been prepared. These guidelines propose a self-assessment as a participatory monitoring methodology which is aimed to be “transparent, participatory, simple and effective”. Information on the key indicators on the following themes is gathered:

- Water management/infrastructure
- Institutional
- Economic
- Social
- Environmental

For each theme a number of indicators are selected; information on the indicators is collected by asking questions to members of WMO's, using a grading scale of 0 to 4 (from no progress to good progress). The results are presented using colour maps of polders for a Water Management Group village. The resulting maps give a quick and easily understood overview of progress within each Water Management Association area on each of the five themes. It is proposed that this system of self-assessment is discussed with the components and a decision taken for the continuation of the assessments.

In the following sections formats for the monitoring of Outputs and Outcomes will be presented as well as reporting schedules. Linkage of output information to outcomes will enable the component and project management to enhance evidence-based program management, as the outputs and strategies entail numerous risks and uncertainties, reflecting the complexity of Blue Gold. A well-functioning system for tracking these strategies and determining its immediate and wider effects will allow for informed adjustments in Blue Gold during implementation to reduce the risks.

3. Output monitoring

Outputs are the deliverables of Blue Gold as agreed in the project document. They consist of trainings, workshops, civil works, materials and tools, assessments, technical reports, etc. Outputs are produced on the basis of an annual plan and budget. The outputs are produced under the responsibility of a Component sometimes with the involvement of one or more other Components.

Outputs result from a number of activities (planning, preparation, travelling, implementation, etc.). The activities are routinely monitored on a daily, weekly or monthly basis at the level of the Components. Outputs are reported by the Components on regular basis and in fixed formats to allow further analysis of project effectiveness and efficiency.

3.1. Reporting format

It is important that a relation is established between Blue Gold Outputs and Outcomes to assess the contribution of the outputs to the outcomes. The Theory of Change of Blue Gold indicates that outcomes are achieved at the village level through better performance of Water Management Groups, BWDB (field)staff, Farmer Facilitators and the Union Parishads. In order to link the contribution of the process of social change at the local level to Blue Gold outputs, it is important to record the interventions at the same level, i.e. polder, water management groups and unions.

The output monitoring sheet is made in Excel for easy input and analysis, and output information is requested at WMG, union, upazila and polder level. WMG and other geographic names are provided in the excel sheet in drop-down boxes, to secure unified spelling of the names, which enables easy analysis.

The outputs listed in the excel sheet form have been derived from the annual plan of Blue Gold, as they are proposed by the components. An example of an output reporting format is presented in Annex 1.

4. Outcome monitoring

The Outcome Mapping methodology has the following key components:

- (1) *Boundary partners*; those individuals, groups, or organizations with whom Blue Gold interacts directly and with whom the program can anticipate opportunities for influence,
- (2) The *outcome challenge* of these boundary partners, which refers to the ideal future situation in the context of each of these partners,
- (3) A set *progress markers for each boundary partner*, which can be defined as the indicators along the journey to the achievement of the outcome challenge. The set of progress markers describes the desired process of social change for each of the identified key stakeholders.

Outcomes describe the changes in the behavior of the boundary partners leading to the achievement of the outcome challenge. Information on these social processes provides Blue Gold with the basis to assess whether the outputs generate the desired effects and whether the results achieved are likely to be sustainable. Particular attention can be paid to cross-cutting issues such as gender.

4.1. Boundary partners

The Water Management Groups have been identified by the Government of Bangladesh as the most important partners for the participatory Operation & Maintenance (O&M) of water management infrastructure at polder level. The WMG are also identified as partners for agricultural and value chain development. In support of this process Blue Gold has started Farmer Field Schools for selected farmers of Water Management Groups. The approach of value chain analysis and development is applied in an attempt to strengthen the economic development of the target area. The Bangladesh Water Development Board (zonal office) is responsible for the supervision and implementation of civil works for water management. As part of a line ministry the Water Development Board is not integrated in the local government administrative structure, and there is a need for coordination at Union level of local government, as the Unions are also responsible for small scale water management infrastructure through their engineering department. It is obvious that if socio-economic development is to be successful, strong coordination and harmonization capacity at local level among all partners is essential. At present various projects are trying to build up this local capacity and some initiatives may be implemented in the near future, all intending to contribute to improved coordination for sustainable development. Blue Gold plans to strengthen the processes of change, which will contribute to development.

The following boundary partners have been identified for Outcome Monitoring in Blue Gold.

1. Water Management Groups
2. Farmer Facilitators (DAE staff)
3. Bangladesh Water Development Board at Divisional level (including sub-assistant and diploma engineer level)

4. Union Parishad

When new polders are added to the program there may be a need to define a new type of Water Management Group as the Outcome Challenge may be defined differently. In the program document it is foreseen that WMG develop into cooperatives, which will then perform or initiate economic activities. This concept is still being developed and the outcome challenge and progress markers for these new groups may be developed at a later stage. The outcome challenge and progress markers are ideally developed in a participatory process with the boundary partner.

Union Parishads are the local government partner in Blue Gold in the context of polder development. The concept of polders, as geographical or hydrological unit is not integrated in the local government structure. Therefore it is important that a link is established between the polder development plans (PDP) and the local government structure, e.g. the Union Parishads. It is proposed that Blue Gold initiates activities to introduce the polder development plans to the respective Union Parishads and to foster the integration of elements of the PDP into the Union plans or more strategic regional plans (Upazila or higher) in the local government structure.

The progress markers formulated for the Union Parishads reflect this institutional challenge (see section 4.2 and annex 2).

4.2. Outcome Challenges and progress markers

Outcome challenges have been formulated for the four selected boundary partners. For the Union Parishad the score criteria still have to be developed, but first discussions are needed on the progress markers. It should be noted that outcome challenges may change when the vision on the contribution of the partners to socio-economic development changes. In this context the discussion on whether or not the WMG are expected or encouraged to develop into multi-functional cooperatives is relevant. The recently published government directive on the registration of WMG's is important in this respect.

The scoring criteria for the other boundary partners have been drafted as well as the outcome challenges. It is proposed that a field test is carried out with some WMG who have participated in the IPSWAM program, to verify if the criteria are realistic and objectively verifiable. This field test can be carried out by the M&E staff with some CO's, working with the WMG's.

The outcome challenge describes the ideal future situation based on the vision of the boundary partner. This vision should be developed with the partner in a participatory process, and reflect the ambitions expressed by the partner or group. How the boundary partner, e.g. the water management group, plans to contribute to the vision is described in the mission statement, from which the progress markers can be derived.

During the field testing of the progress markers the M&E team needs to verify or validate the outcome challenge statement and the set of progress markers with the WMG representatives and CO's and propose corrections. It is essential that the progress markers describe the process of change reflecting the agreed ambitions of the boundary partner.

The proposed outcome challenges and the progress markers are presented in Annex 2.

4.3. The scoring methodology

The progress markers are reflecting the desired development process of the boundary partner and describe the change in actions, behavior, and ambitions of the partner. An attempt has been made to develop a set of differentiating criteria to enable a process of objective assessment of progress or change.

For the assessments of WMO's, It is proposed that the scoring is carried out by the Blue Gold M&E Officers in a meeting with the Community Organizers. Scores are established in a group discussion, assuring that all CO's have a similar understanding of the criteria. It is proposed that a group is composed of a maximum of 10 CO's. Therefore a number of meetings will be required to assess all WMG's.

Two assessments per year are required to monitor the progress of the WMG's. As the process of social change can't be expected to progress fast, more frequent assessments are not considered efficient.

The assessment of FFS Facilitators will be done by the Blue Gold M&E officers during group meetings organized for FFS. Also here a frequency of twice a year is proposed. Union Parishad may be assessed once a year by Blue Gold M&E officers, as Blue Gold does not have a concentrated program for the capacity development of the Unions and therefore rapid deep changes are not to be expected.

4.4. Data quality

The Progress Marker score cards are filled in for all selected boundary partners at regular intervals. Most of the scoring criteria are of a qualitative nature and a good common understanding of the scoring system is essential to ensure objective scoring and repeatability. During the field testing of the scoring criteria for WMG and the other boundary partners it is important that scoring decisions are based on objective observations. In order to make the scoring process transparent, the interviewer will be required to write in text the reasons/background for scoring 0, 1, 2, or 3 for each of the progress markers.

The scores will be established in a Outcome Monitoring workshop with the CO's. Each of the CO's represents 3-5 WMG's. Two workshops with 6-8 (max. 10) CO's will be held in Khulna and in Patuakhali once every half year in order to have semi-annual reports for all WMG's participating in the Blue Gold Program. This means that a total of 2 workshops will be held in Khulna and 2 workshops in Pathuakali every half year. The M&E field officers will visit at least one WMG of each of the CO's every half year to verify and validate the data collected during the monitoring workshops.

The M&E officers will also visit all the WMG's to collect GPS locations of the WMG offices and take a picture of the office. This information can be transferred to the data base and a GIS, once such a system has been developed and installed.

4.5. ODK data collection and analysis

Progress marker data are collected from a large number of groups and organizations (Water Management Groups, Unions). It is therefore practical to record the scoring data on a handheld computer, such as an android tablet. It is proposed to use the ODK technology used for the base line survey for this purpose. The progress marker forms can be programmed in ODK and uploaded to the tablet and later on results can be transferred to a central data base of Blue Gold.

Progress marker scoring data will be used to make an index, which is calculated as the total score for each of the boundary partners. It is important that a GPS location is recorded for each of the groups and Union Parishads participating in Blue Gold. As the scoring will mostly be done during a workshop in Khulna or Patuakhali, GPS information on the location of each of the groups or unions has to be collected during field visits to the WMG's and Unions. It is proposed that the M&E officers visit all sites to collect this info systematically and transfer this information to the excel data base of the progress marker scores. Refer to the action plan for the timing of this exercise.

ODK results will be stored and processed using Excel. The data can then be used to calculate progress markers indexes for the various boundary partners to monitor general progress in response to the activities and outputs of Blue Gold. Also individual scores on e.g. gender issues can be analyzed. Results can be reported in diagrams or tables.

It is important that the capacity to design and digitize questionnaires or score cards such as the progress marker score cards is developed in Blue Gold and not to be dependent on external technical assistance. It is proposed to organize an ODK programming workshop (maximum of 4 days) for the two M&E field officers as well as the M&E expert and possibly some selected staff from BWDB. It is proposed a local company such as mPower is contracted to design the data collection, storage and processing systems for the monitoring of the progress in Blue Gold.

mPower is a Bangladeshi company specialized in Social Intelligence systems design and implementation. For more information on mPower reference is made to their website: www.mpower-social.com

When data on progress markers have been collected over a longer period and from many boundary partners, the data can be linked to outputs of Blue Gold covering the same areas. It will be possible to analyze positive and negative trends in outcome in relation to the number and quality of outputs: number of FFS training, community capacity development, female/male participation, quality of the facilitators, civil works, LCS involvement, etc. When positive correlations between community response (outcome) and output can't be made plausible, adjustments of Blue Gold activities and outputs can be planned to increase the effectiveness of the program.

5. Action plan and reporting schedule

5.1. Action plan

The following action plan is proposed to finalize the design of the methodology and start implementation of the monitoring activities in 2014.

	Time	Activity	Who?	Where?
1	April 2014	Organize meeting with mPower to discuss cooperation in the area of ODK applications, data collection, analysis and GIS development.	M&E expert	Blue Gold Office
2	April	If agreed, make ToR for Technical Assistance of mPower (framework contract)	M&E expert	Blue Gold Office
3	April	Field testing of the scoring system for the WMG together with selected CO's	M&E team with max of 5 selected CO's	Khulna
4	April	Review and finalize output monitoring formats with components	M&E expert	Dhaka
5	April	Edit/correct WMG and geographic names	Component 1	Dhaka
6	April	Present to each component output monitoring sheet. Assure that workbook sheets with geographic and WMG names are protected.	M&E expert	Dhaka
7	April	Make format for output monitoring quarterly summary report (based on the output reports of the components)	Component leaders	Dhaka
8	April	Introduce the agreed output reporting formats to each component	M&E expert	Dhaka
9	April-May	Review and revise the progress marker scoring format	M&E team	Dhaka/field
10	April-May	Study Outcome Mapping methodology (manual, subscribe to outcome mapping learning community on www.outcomemapping.ca)	M&E team	Dhaka, field
11	May	ODK programming course 2-4 days for Blue Gold Staff and selected BWDB staff	M&E team with Adeeb (Mott Mac) and/or possibly mPower	Dhaka
12	May	Finalize progress marker scoring formats and make ODK forms for android tablets and integrate into GIS	M&E expert with Technical Assistance from mPower or other company	Dhaka

13	April-May June	Make list of all staff involved in Blue Gold of BWDB, Unions, and DAE and familiarize them with the monitoring program of Blue Gold	M&E officers Khulna and Patuakhali	Field
14	June-Sep	Collect GPS location data and photograph of each WMG	M&E officers	field
15	July	First Output Monitoring summary report, based on component reports	Component leaders	Dhaka
16	July	Outcome and Output monitoring system operational, including data storage and processing	M&E expert	Dhaka, field
17	July	4 th M&E support mission	M&E consultant	Dhaka
18	July	First output reports of components received from component leaders	Team leader with copy to M&E expert	Dhaka
19	July	Implementation for Outcome Monitoring plan and budget prepared, including plans for group discussions with CO's and field visits to selected WMG's.	M&E expert with M&E officers	Dhaka and field
20	Oct	Second Output Monitoring summary report	Team leader with copy to M&E expert	Dhaka
21	July-Dec	Implementation of the Outcome Mapping Monitoring plan	M&E officers	Field
22	July-Dec	Regular field visits of M&E expert for supervision and quality control	M&E expert	Dhaka/field
23	Dec-Jan	First Outcome Mapping Monitoring Report	M&E expert	Dhaka

5.2. Reporting schedule

Once the reporting systems have been finalized and agreed by the components reporting has to be carried out regularly to support the quarterly, semi-annual and annual reporting and planning cycle of Blue Gold. The following schedule is proposed:

Type of Report	Description	Who	When	To
Output monitoring	Output of Components	All component leaders and component 5 experts (Gender, Environment, Institutional Development, Disaster Risk Reduction, Communication, and Project Management)	quarterly	Team leader with copy to M&E expert
Outcome Monitoring	Progress Markers for WMG	M&E officers in consultation with CO's	Semi-annual	M&E expert

			(first report due for the period ending 31 Dec. 2014)	
Outcome Monitoring	Progress Markers for DT's and FT's	M&E officers in consultation with DAE staff and FO's	Id.	M&E expert
Outcome Monitoring	Progress Markers for BWDB (Divisional Engineer, sub-assistant engineer and diploma engineers)	M&E officers in discussions with BWDB staff	annual	M&E expert
Outcome Monitoring	Progress Markers for Union Parishads	M&E officers in consultation with Union members	annual	M&E expert

The M&E expert will design an output reporting format based on the requirements of the Blue Gold Team leader. Outcome monitoring reports will be prepared after analysis of the progress markers indexes of the different boundary partners. Lessons learnt will be formulated with the input of the components.

5.3. Next support mission

It is expected that the Outcome and Output monitoring systems will be made operational in the coming 2/3 months, in time to start the monitoring of outputs and outcomes in the second half of 2014. It is advised that a local company will assist Blue Gold with the programming of data collection and processing systems using ODK, as was used in the base line survey. The company mPower (www.mpower-social.com) has been identified as possible partner (contractor) who could give the required technical services and provide training. However, there may be other companies who could give the same services.

A next M&E mission is proposed for the period of July 2014 to support the implementation of the methodology at field level. The duration of the mission could be 2-3 weeks.

Annex 2: Outcome challenges and progress markers scoring criteria

Water Management Groups

Challenge Statement					
The villages in the IPSWAM polders have implemented a well-functioning organizational structure of Water Management Organizations (WMO) which are actively engaged in the planning, implementation and O&M of water management infrastructures and which have established effective partnerships with government institutions and other stakeholders. Within this organizational structure, Farmer Field Schools have been established out of which effective business models with added value have been developed. WMO's in have formulated a Polder Development Plan, based on the village action plans developed by the Water Management Groups.					
Progress Markers					
Level 1: The community is building interest and capacity		Criteria for scoring			
		0	1	2	3
1	General members are mobilized (with support of Community Organizer) and elect their WMG executive committee (responsibilities include implementation of the O&M plan as agreed between WMA and BWDB that is routine O&M; taking care of the structures and facilities; supervision of the gatekeepers; participating in O&M plan formulation and implementation with other WMGs in the catchment basin covered by a sluice structure.	No members have been mobilized or the organizational structures are not functioning	Group members have been mobilized but no committees elected	Group members have been mobilized, the WMG Executive Committee elected, but not yet fully functioning	Group members have been mobilized, the WMG Executive Committee elected, and the EC members are all motivated and aware of their responsibilities.
2	The community actively participates in problem and needs assessment resulting in a village action plan, which includes enterprise development activities	The community is not participating in a problem and needs assessment	The community has started with the problem and needs assessment but no draft Village Action Plan is available yet.	The community participates actively in the assessment and a draft Village Action Plan has been prepared	The community has actively contributed to and approved the Village Action Plan, which includes agricultural and business development initiatives.
3	The Executive Committee has elected 2 WMG representatives (1 male; 1 female) to participate as general member in the WMA, in which all interest groups are represented (such as fishermen, destitute women, etc.).	No representatives were selected yet	Representatives were elected, but they are not participating fully in the WMA	Representatives (1 male, 1 female, and possibly one person from a group who is not represented at the WMA at its first meeting) are elected by the EC but WMA not yet fully functional	The EC has elected representatives and at the WMA all groups in the community, including destitute women, are represented. The WMA is fully functioning.
4	WMA general members elect their WMA executive committee (main responsibility of WMA is to formulate together with Bangladesh Water Development Board O&M agreement and oversee its implementation)	The WMA Executive Committee is not yet elected or functional	The WMA EC has been elected but does not have the capacity to carry out its responsibilities	The WMA EC has been elected, has the capacity to carry out its mandate, and is formulating an O&M agreement with the BWDB.	The WMA EC has been elected, is fully functional and oversees the agreement with the BWDB.
5	Around each sluice (serving several WMGs), Water Management Committees (WMC's) are established and mobilized/operational (i.e. they are responsible of the O&M of the sluice and assist in the implementation of the overall O&M plan of their sluice area; gate keepers/operators (2 per sluice) are appointed).	The WMG have not yet established Water Management Committees (WMC's) around each sluice	WMC's have been established but are not fully operational. Two operators/gatekeepers have been appointed	WMC's have been established but only some are performing following the O&M plan.	WMC's have been established at each sluice gate and 2 gatekeepers/operators are performing well following the O&M plan.
6	Quality Control Committees are established and mobilized/operational with representatives from WMA and WMG's who are knowledgeable on quality control of the construction and operation of sluices serving the area of the WMG's.	No Quality Control Committee has been established.	Quality Control Committee has been established but is not operational, due to lack of knowledge, experience or motivation.	Quality Control Committees are functioning but still need training and/or supervision	Quality Control Committees are fully functioning and carry out quality assessments.
7	The WMG and WMA formulate and implement a Polder Development Plan, addressing prioritized needs and problems	The WMG is not involved in the formulation of the Polder Development Plan	The WMG with the WMA is involved in the drafting of the Polder Development Plan	The WMG and the WMA have developed the Polder Development Plan, but prioritization is not satisfactory	The WMG with the WMA have prepared the Polder Development Plan, which has been approved and includes the main priorities of the community.
8	Based on the outcomes of the needs assessment, Farmer Field Schools are promoted (through FFS facilitator) and farmers show a positive response	The community shows little or no response to participate in the FFS	Only few farmers participate in the FFS	All selected farmers participate in the FFS but there is lack of motivation	All selected farmers are motivated to participate fully in the FFS.

	Level 2: The community is involved and promoting	Criteria for scoring			
		0	1	2	3
9	WMG is fully operational and well-functioning and actively implementing the village action plan, including enterprise development activities	WMG has been established but is dormant and not operational.	WMG is operational and functioning but has limited organizational (making minutes of meetings, planning, gender, monitoring, etc.) and implementation capacity	WMG is operational and functioning. The organizational capacity is established (management of meetings, gender equality, planning), but implementation capacity is still limited	WMG is fully operational and well-functioning. The organizational capacity is adequate to implement the Village Action Plan, including enterprise development activities.
10	WMG membership is increasing (target at least 50% of all households).	WMG membership is less than 10% of the population	WMG membership is between 10 and 50% of the population	WMG membership is between 50 and 75 % of the population	WMG membership is more than 75% of the population
11	Increased participation of WMG female members (target at least 30% of all members).	Less than 10 % of the WMG are female members	Between 10 and 30% of the WMG members are female	More than 30% of the WMG members are female but most of the women are not active participants	More than 30% of the members are women, and most of them are participating actively.
12	WMG through WMAs entered into an agreement (MoU) on O&M of water management infrastructure with the BWDB.	No MoU has been agreed	WMG plans to enter into a MoU with BWDB	The MoU has been drafted a MoU, but agreement is still pending	The MoU has been agreed
13	In the WMG the number of farmer Field Schools and the number of participants is increasing.	Number of FFS is limited (compared with Village Action Plan) and field activities are not well attended	FFS have started but fewer as compared to the Village Action Plan, but less than 10 farmers per FFS attend field activities	FFS have started as planned in the Village Action Plan. Between 10 and 20 farmers are participating in each FFS.	FFS have been organized and in each FFS more than 20 farmers participate actively (contribute with ideas, suggestions for improvements and possible follow-up)
14	There is increased participation of female farmers in Farmer Field Schools (target 50%).	No female farmers are participating	Between 10 and 20% female farmers participate	Between 20 and 50% female farmers participate	More than 50% female farmers participate
15	There is increased diversification of FFSs (rice, fish, vegetable, chicken, homestead gardening) in the WMG.	The WMG only has FFS covering one subject	The WMG has FFS covering 2 subjects	The WMG covers 3 subjects	The WMG covers all subjects selected in the Village Action Plan
16	FFS participants apply and promote the new and improved agricultural techniques in their production cycle	farmers are not applying the lessons learnt from FFS	Only few participants from FFS apply the lessons learnt.	All FFS participants apply the lessons learnt from FFS	FFS participants and non-participants apply lessons learnt from FFS
17	Increased sharing of knowledge between trained farmers and non-trained farmers.	There is no evidence that knowledge is shared	There are indications that there is some interest from other farmers in the new techniques, but there is no evidence in the field yet	FFS farmers are promoting the FFS lessons, and there is some evidence that some non-participants have indicated that they will apply the new techniques	FFS farmers are promoting the FFS lessons and other farmers who have not participated in the FFS, have copied the lessons

Level 3: The community is owning and sustaining		Criteria for scoring			
		0	1	2	3
18	WMGs are legally registered.	WMG is not registered	WMG is planning the register	WMG is in the process to register	The registration process of the WMG is completed
19	WMGs have developed a strategic vision in support of the Polder Development Plan	The WMG has not developed a strategic vision document	The WMG has started the process of strategic planning for the future ambitions of the WMG	The WMG has developed a draft strategic plan in support of the Polder Development Plan	The WMG has agreed on the Strategic Plan, including an Action Plan for implementation.
20	WMG and WMA have established partnerships (Cooperation mechanisms, MoU's, contracts) with Local Government (Union level), private institutions, NGO's and other stakeholders.	WMG and WMA have not established partnerships with other stakeholders	WMG and WMA have expressed the need to establish partnerships with other stakeholders.	WMG and WMA are in the process of establishing cooperation mechanisms with other stakeholders, especially Union Parishad, NGO's and the private sector	Cooperation mechanisms with stakeholders in the government (Union Parishad), NGO's and the private sector have been established. Plans, such as the Polder Development Plans, lessons learnt and future ambitions are shared with stakeholders and planning systems are harmonized.
	WMG and WMA members are participating in the UP meetings, UDCC meetings and standing committees, Ward and Open Budget meetings.	Members are not participating in the various meetings	Only some members are participating but not in every meeting and not frequently	Only few members are participating in all meetings, but some members participate infrequently	All members participate in the meetings based on their mandate and program.
21	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).	FFS participants are not involved in business diversification	FFS participants adopt new elements but are not market oriented	FFS participants are in the process of developing new initiatives, based on agreed business models	FFS participants have implemented new initiatives, based on proven business models resulting in economic development (profit, increased employment, etc.)
22	Individual producers, producer groups and/or newly established companies have developed business plans for implementation.	No business plans have been developed	Some business plans are being developed for future implementation	Some new business initiatives have developed business plans and are expected to contribute to economic growth in the near future	A number of producers, producer groups, companies or cooperatives have implemented business plan and contribute to economic growth in the region

Bangladesh Water Development Board

Challenge Statement					
<p>The Bangladesh Water Development Board (BWDB) at divisional, district and sectional level is capable to analyse water related problems with the Water Management Groups, Associations and Federations. It coordinates and facilitates the formulation of water management plans (Polder plans) to upgrade and maintain the water management system in close cooperation with the Union Parishads. BWDB district offices together with WMG's formulate annual operations and maintenance plans (O&M) and MoU's between BWDB and WMA's are signed. BWDB district offices carry out their part of the annual plan through contracting Landless Contracting Societies (LCS) and contractors, with funding secured and timely available through the government annual budget. BWDB district offices have formulated a capacity development plan, which is used to plan trainings and workshops. The BWDB has sufficient field staff and equipment in relation to the size of the polder area to carry out their mandate; a HRD-policy is in place in support of career development. The BWDB has developed a strategic vision in support of the socio-economic development of the communities in the polders.</p>					
Progress Markers					
	Level 1: The BWDB at divisional, district, and sectional (field) level is building interest and capacity	Criteria for scoring			
		0	1	2	3
1	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	BWDB at divisional and district level has not formulated capacity needs for coordination, planning and implementation Water Management Plans	BWDB has formulated some capacity needs, only covering some aspects of capacity (such as equipment or technical training).	BWDB has formulated draft capacity needs for the planning and implementation of water management projects, but not all staff (zonal and field level) have been included	BWDB has formulated their capacity development requirements; all needs for divisional and local level staff have been included, based on the guidelines.
2	BWDB has formulated a training plan and budget for divisional staff and field officers	There is no capacity development action plan and budget	Based on the needs assessment some capacity development activities are formulated, but lacking important aspects	A training plan and budget (capacity development) has been formulated, but a clear reference to the guidelines is lacking	A comprehensive training plan for divisional and field staff, with reference to the guidelines is available approved by the Chief
3	BWDB has evaluated the Action Plan of the Gender Equity Strategy (2006 – 2011)	The Action Plan of the Gender Equity Strategy has not been evaluated	The Action Plan has been reviewed but no recommendations were formulated	The Action Plan has been reviewed and draft recommendation formulated	The Action Plan has been reviewed, recommendations formulated and follow-up actions agreed.
4	BWDB is motivated to carry out activities (monitoring, quality control, etc.) in the polders (progress reports, site visits)	BWDB has no clear annual plan as a basis for its operations	BWDB carries out activities, but not in a pro-active manner. The initiatives are taken by WMG's or Blue Gold staff	BWDB is operating on the basis of an annual plan, but some aspects of the planning cycle (planning, budgeting, implementation, monitoring, quality control) are only weakly developed or absent.	BWDB is operating on the basis of an annual plan and budget, is pro-active and applies all the aspects of the planning cycle in a timely manner

Progress Markers					
Level 2: The BWDB divisional offices are involved and promoting		Criteria for scoring			
		0	1	2	3
5	A quality control system is in place and operational	A quality control system is not in place	A quality control system is available but only operational in some polders (<50%)	A quality control system is operational in all polders, but sometimes follow-up is delayed or absent	A fully functional quality control system is operational in all polders.
6	BWDB (district level) has employed an adequate number of field staff (sectional officers) for each polder	The number of staff at the field level is clearly insufficient to carry out the mandate, creating delays in the implementation and/or monitoring of civil works	The number of field staff has increased but is still not adequate	The number of field staff is adequate, but performance is hindered by administrative problems (supervision, bureaucracy, transport, equipment/means, etc.)	The number of field staff is adequate. The staff is performing well with a clear mandate and supervision.
7	BWDB (district level) operations are based on an activity based plan and budget	BWDB does not operate on the basis of an approved activity plan and budget	BWDB operates on the basis of project plans and budgets	BWDB operates on the basis of integrated plans but budgets are not (timely) approved.	BWDB operates on the basis of approved plans and budgets, harmonized and coordinated with the Unions, including the various WMG's and WMA's.
8	Technical staff of the BWDB participates in trainings as planned in the training plan.	The approved training plan has not been implemented and no training takes place	Some BWDB staff training takes place but not on the basis of an approved training plan	BWDB training takes place as planned but the selection of participants is not done in a transparent manner	BWDB training is carried out based on the approved plan, and the participants are selected in a transparent manner, based on the needs assessment.
9	BWDB has updated the Gender Equity Strategy and prepared an action plan	The Gender Equity Strategy has not been updated	The review has been carried out but the draft update and action plan is not prepared	A draft review of the Gender Equity Strategy has been prepared and is in the process of approval	A draft review of the Gender Equity Strategy has been approved, including the action plan.

Level 3: The BWDB's are owning and sustaining		Criteria for scoring			
		0	1	2	3
10	Government funding for the planned O&M activities of the BWDB's is timely available	Government funding for the O&M activities of BWDB is not (timely) available	Government funding for the BWDB activities is available but not timely	Government funding for BWDB activities is timely a available but payments and contracting is delayed by administrative procedures	Government funding is timely available and execution of the funds is not limited by administrative procedures
11	A Human Resource Development (HRD) policy (career development) is in place.	A Human Resource Development policy is not in place	Only some aspects of a HRD policy are in place or implemented	Some aspects of HRD are implemented (e.g. staff training, supervision structures), but other elements are lacking	The HRD policy is in place and functioning, including staff development (training), supervision, staff assessment, career development, etc.)
12	BWDB implements the updated Gender Equity Strategy and action plan.	BWDB is not implementing the Gender Action Plan	BWDB only implements minor aspects of the up-dated gender action plan.	BWDB implements the up-dated gender action plan, but does not monitor the progress	BWDB implements the new gender action plan, and has procedures in place to monitor the progress
13	BWDB has formulated a strategic vision	BWDB is not in the process of the formulation or updating the strategic vision document (5 year plan or other)	BWDB only formulates vision documents after expiration of the documents. No systematic monitoring takes place.	BWDB formulates strategic vision document of the water sector. No systematic monitoring of indicators takes place. Alignment with other strategic policy documents does not take place routinely.	BWDB has procedures in place to systematically review and update strategic policy vision documents of the water sector and outside the sector (NAPA, PRSP, and other strategic policy documents). Indicators are being monitored.

Departmental Trainers (DT's) and Farmer Trainers (FT's)

Challenge Statement					
<p>Successful Departmental trainers (DT's) and farmer trainers (FT's)* have acquired high level knowledge on new and improved agricultural production techniques and have applied a diversified curriculum, including business development. They have developed a set of competencies and skills required for effective and efficient provision of extension services. These include communication, facilitation, presentation, reporting, organising, social and conflict management skills. They are also able to adapt the services based on the farmers' needs. They have developed a gender sensitive attitude and are actively promoting gender balanced FFS.</p> <p>At Departmental level (only affecting the DTs), the organisational capacity has been developed and the sustainable performance of the extension worker is secured. A clear vision, mission, strategy and seasonal work plan is in place as well as well-functioning organisational structures and work processes; strong and adequate (financial) management, good working conditions. DT's and FT's respond to and/or seek administrative (national and local level) and financial support to ensure a viable implementation of the plan. Reports on programme outputs on the performance of farmer groups and individual farmers are available for the supervisor and the programme. DT's and FT's are promoting their services amongst farmers and actively engaging both male and female farmers in the FFSs. DT's and FT's are actively seeking peer support and advice and participate in professional forums (project, regional, national level) to share and disseminate experiences and lessons learnt. They seek interaction and collaboration with research institutes and other stakeholders.</p> <p><i>* FFS facilitators are divided into 2 groups: the Departmental Trainers (DTs) who are DAE staff; (2) the Farmer Trainers (FT) who are farmers that have been trained to run FFS; Blue Gold Trainers called FFS organizers are not considered part of the boundary partner as they are employed by Blue Gold.</i></p>					
Progress Markers					
	Level 1: The DT's and FT's are building interest and capacity	Criteria for scoring			
		0	1	2	3
1	DT's and FT's (male and (30%) female) are available and show willingness (FT) to participate in the program	No FFS facilitators (DT's and FT's) are willing or available for the program	Only some FFS Facilitators (<50 DT's) are willing and available for the program	FFS Facilitators (DT's and FT's) are willing and available but female participation is less than 30%	FFS facilitators (50 DT's and FT's) are participating as planned, with more than 30% female facilitators
2	FFS facilitators participate in Training Needs Assessments to identify their own training needs	FFS facilitators have not participated in the Training Needs Assessment	Training Needs Assessment for FFS facilitators is planned	Training Needs Assessment for FFS has been carried out with the input from DAE, but report and implementation plan and budget is not finalized	All FFS facilitators have participated in the Training Needs Assessment and report and implementation plan with budget has been agreed by DAE and Blue Gold
3	DT's and FT's have developed relevant technical knowledge and facilitation skills (i.e. only 25% have good knowledge; 25-75 good knowledge; >75% have good knowledge)	FFS facilitators have not developed knowledge through Blue Gold program	<25% of the facilitators have developed technical knowledge and skills through the Blue Gold Program	Between 25% and 75% of the FFS facilitators have developed relevant technical knowledge and skills through the Blue Gold training program	>75% of the FFS facilitators have developed knowledge and skills through the Blue Gold training programme
4	DT's and FT's keep records in a Farmer Field School register (including the planning of activities)	FFS register is not maintained	The FFS register is maintained to a limited extent and data entry quality is poor (compared with the register model)	A FFS register is maintained, but data entry is not timely and not complete	A full FFS register is maintained and all records are timely entered ; data quality is good (production, costs, plan, meeting attendance, crop monitoring, etc.)
5	All DT's and FT's participate in the review and planning workshops to discuss results of previous season and make planning for next season.	There is no review and planning workshop	Only few FFS facilitators participate in the review and planning workshop	All FFS Facilitators participate in the review and planning workshop, but the contributions are not up to quality (e.g. incomplete data, poor planning and reviews)	All FFS facilitators participate in the review and planning workshop. The contributions are complete resulting in a progress report and plan for the next period.

Progress Markers					
	Level 2: DT's and FT's are involved and promoting	Criteria for scoring			
		0	1	2	3
6	FFS participants are satisfied about the training approach of the DT's and FT's (by means of a training evaluation)	FFS participants are not satisfied about the FFS approach (<20% satisfied)	FFS participants are satisfied between 20 and 50%	FFS participants are satisfied between 50 and 80%	More than 80% of the FFS participants are satisfied with the approach (or the average score is 8 or more)
7	DT's and FT's use feedback mechanism from FFS participants and disseminate information to DAE (DT, FT) and BG through existing reporting channels	Information is not systematically reported from the FFS to DAE and Blue Gold. Reporting channels do not function properly	Some information is reported back to DAE and Blue Gold but without analysis, not timely, ad hoc and not systematic.	Information is reported back to DAE and Blue Gold timely and systematic but data analysis is poor or absent.	Information on FFS experiences are systematically collected, timely analysed and disseminated to DAE and Blue Gold as a basis for further action.
9	DT's and FT's share experiences and lessons learnt with peers	FFS facilitators do not share lessons learnt	Only some FFS facilitators share lessons learnt but not systematically.	Most (>75%) FFS facilitators share lessons learnt with peers at possible occasions, but these experiences are not well documented	Most (>75%) FFS facilitators have documented their experiences and share these with peers.
10	DT's and FT's are increasingly approached by farmers who seek technical advice (within or outside the WMG)	FFS facilitators are not approached by farmers who seek technical advice. They just facilitate FFS	Only some FFS facilitators are approached for technical advice	Most FFS facilitators are approached by farmers for technical advice, but most facilitators are not facilitating this process	FFS facilitators are actively facilitating active farmers to seek technical advice (e.g. regular visits) resulting in a number of new initiatives
11	DT's and FT's are actively engaging female farmers (this depends highly on the kind of FFS that is offered (target is 50:50))	FFS facilitators are not actively promoting the participation of women in the FFS. They do not have a specific strategy for this.	Some FFS facilitators (<50 %) are trying to engage more women for FFS, but not in a systematic manner.	Most FFS facilitators (>75%) are trying to engage more women in FFS with a potential for more female participation, but this does not result yet in a >50% participation.	Most FFS facilitators are engaging more women in FFS, resulting in >50% women participation

Progress Markers					
	Level 3: DT's and FT's are owning and sustaining	Criteria for scoring			
		0	1	2	3
13	DT's and FT'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.	FFS facilitators have not introduced any innovative agricultural practices	FFS facilitators have identified innovative agricultural practices and are preparing for implementation	FFS facilitators have analysed farmers needs, introduced one innovative practice and have planned more.	FFS facilitators have analysed the needs of the farmers, implemented innovative practices, and reported on the results in the context of FFS. Food safety and other value chain aspects are introduced in FFS.
14	DT's and FT's adopt and apply new/improved training programs/curricula, including improved market orientation and diversification	FFS facilitators have not applied new curriculum regarding market orientation and diversification	New curriculum has been developed but not yet introduced	New curriculum has been introduced in some FFS, but results are not yet available or reported	New curriculum has been introduced, the results reported and income effects analysed.
15	DT's and FT's share their experiences and lessons learnt through local forums (local government (Union level), research institutes, NGO's, etc.).	There is no mechanism for effective sharing of experiences and results through local forums (discussion group, regular meetings, etc.)	Proposals for the systematic sharing of results have been formulated, but not yet implemented	Systematic sharing of results between FFS facilitators at local level has been implemented, but this has not yet resulted in changes/adaptation of work methods, curriculum or other	Systematic sharing of lessons learnt has been implemented systematically, resulting in changes or adaptations in curriculum and/or approaches to FFS, improving the relevance and effectiveness of FFS.
16	Particularly for DTs, adequate organisational and institutional capacity is in place to perform the mandate (planning, implementation, reporting, HRM, organisational, financial, operational etc. <i>(however, the FFS part in BG is relatively small while the DAE is a large organisation. It is doubtful whether change in this respect can be attributed to Blue Gold's activities)</i>)	Institutional and organizational capacity for DT's to execute their mandate is not in place	Institutional, organizational, human resource and technical capacity of DT's has improved to some extent but important aspects are still missing: financial (no or limited government budget, no or limited Human Resource Management, etc.)	The institutional capacity for DT's has improved considerably in all aspects, but not sufficient to continue the activities as carried out under Blue Gold (lack of transport, budget, etc.)	The institutional capacity of DT's has been strengthened that the extent that all activities and programs as performed under Blue Gold can be sustained without external assistance (in terms of Technical Assistance and budget).

Union Parishad

Challenge Statement					
<i>(This Challenge statement is a draft and needs to be reformulated on the basis of discussions with the components)</i> Union Parishads have developed the capacity to execute their mandate. The UP's are effectively engaging the local population and their Community Based Organizations for the formulation of development plans and budgets, which are presented to the Upazila level for integration in the higher tier development plans. UP's are coordinating the activities planned, financed and/or carried out by NGO's in the area. The UP's are aware of the development budgets that are relevant at UP level, and participate in planning and review meetings. The UP's are playing a coordination role with respect to line ministries and assure that a bottom-up approach is followed. Relevant Standing Committees are functioning and promoting increased community participation, including Open Budget meetings, in an inclusive development process. The Union Disaster Risk Management Committee has formulated a Disaster Risk Reduction Action Plan and contingency plan with participation from the WMG's.					
Progress Markers					
	Level 1: The Union Parishads (UP's) are building interest and capacity	Criteria for scoring			
		0	1	2	3
1	The UP's in the Blue Gold project have indicated willingness and interest to engage in participatory water management				
2	The UP's have activated the Standing Committee responsible for water management and disaster management				
3	The UP's have identified capacity needs for water management, disaster management and community participation				
4	A training plan has been formulated and implemented				
Progress Markers					
	Level 2: The UP's are involved and promoting	Criteria for scoring			
		0	1	2	3
5	Standing Committee members participate regularly in WMG				
6	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.				
7	UP members and their standing committees apply the principles of improved accountability (budgets, accounts, plans, progress reports)				
8	The UP's have 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.				
9	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				
10	The UDMC has carried out a Disaster Risk Assessment				
	Level 3: The UP's are owning and sustaining	Criteria for scoring			
		0	1	2	3
11	UP's prepare an annual plan and budget applying a participatory approach through ward meetings, including Open Budget meetings.				
12	The UDMC has formulated a Union Risk Reduction Action Plan, Contingency Plan with participation from the WMG				
13	The income of the Union Fund, which consists of Union source revenue (tax and other income), shows a sustainable positive trend and provides a basis for socio-economic development				
14	Annual audits of the Union Fund provides a basis for confidence in the LGI				
15	UP are capable of taking the lead in the formulation and coordination of all development activities in the Union on the basis of a participatory approach.				

Annex 3: Mission activities

Date	Description	Place	People met
11 March	travel	-	-
12	Travel and office	Dhaka	-
13	Base line survey, meeting with MottMac	Dhaka	MottMac staff (Mr. Adeeb)
14	free	Dhaka	-
15	Prepare presentation for retreat, travel to Razendrapur	Dhaka	-
16	Blue Gold retreat	Razendrapur	Blue Gold staff
17	Blue Gold retreat	Razendrapur	Blue Gold Staff
18	Meeting with M&E staff	Dhaka	M&E staff
19	Make comments on the baseline questionnaire	Dkaka	-
20	Make output monitoring system	Dhaka	Component staff
21	free	Dhaka	-
22	Make output monitoring system	Dhaka	Component staff
23	Make output monitoring system	Dhaka	Component staff
24	Design output marker scoring system	Dhaka	M&E expert
25	Formulate progress markers	Dhaka	Component staff
26	Formulate progress markers	Dhaka	Component staff
27	Formulate progress markers	Dhaka	Component staff
28	free	Dhaka	-
29	Report writing	Dhaka	-
30	Outcome mapping training	Dhaka, Motijil	M&E team
31	Outcome Mapping training	Dhaka, Motijil	M&E team
1 April	Report writing, meeting with mPower	Dhaka	Component staff, Rubayat Khan, Chief of Research
2	Report writing	Dhaka	Component staff
3	travel	-	-