

REPORT NO. 9

Blue Gold Program

Evaluation Report on Performance of WMG based on Management of Agricultural Machineries (MAM) Training

Embassy of the Kingdom of the Netherlands,
Dhaka, Bangladesh

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

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Content:

| No. | Title | Page |
|-----|------------------------------------------------------------------|------|
| | Executive Summary | 2 |
| 1.0 | Introduction | 04 |
| 2.0 | The Overall Purpose | 05 |
| 3.0 | Methodology | 05 |
| 4.0 | Findings and Results of each sampled WMG | 07 |
| 4.1 | Findings of each sampled WMG, Patuakhali | 07 |
| 4.2 | Findings of each sampled WMG, Khulna | 12 |
| 5.0 | Feelings of Business Dev. Coordinators, Component-IV | 18 |
| 5.1 | Feelings of Business Dev. Coordinators, Component-IV, Patuakhali | 18 |
| 5.2 | Feelings of Business Dev. Coordinators, Component-IV, Khulna | 18 |
| 6.0 | Feelings of Socio-Economists | 19 |
| 6.1 | Feelings of Socio-Economist, Patuakhali | 19 |
| 6.2 | Feelings of Socio-Economist, Khulna | 20 |
| 7.0 | Feelings of Training Coordinators | 20 |
| 7.1 | Feelings of Training Coordinator, Patuakhali | 20 |
| 7.2 | Feelings of Training Coordinator, Khulna | 20 |
| 8.0 | Recommendations | 21 |

Abbreviations:

| | | | |
|--------|------------------------------------------------------|-----|-------------------------------|
| BWDB | Bangladesh Water Development Board | MC | Monitoring Committee |
| COs | Community Organizers | M&E | Monitoring and Evaluation |
| CLs | Component Leaders | MoU | Memorandum of Understanding |
| DCLs | Deputy Component Leaders | O&M | Operation and Maintenance |
| DAE | Department of Agricultural Extension | QCE | Quality Control Engineer |
| EC | Executive Committee | SAE | Sub Assistant Engineer |
| FFS | Farmers Field School | TA | Technical Assistance |
| FOs | Field Organizers | TOT | Training of Trainers |
| FGD | Focus Group Discussion | UP | Union Parishad |
| FT | Farmer Trainer | WMG | Water Management Group |
| FGD | Focus Group Discussion | WMA | Water Management Association |
| IPSWAM | Integrated Planning for Sustainable Water Management | WMO | Water Management Organization |
| IGA | Income Generating Activity | WMF | Water Management Federation |
| LCS | Labor Contracting Societies | XO | Extension Overseer |

Executive Summary

M&E team observed that there are remarkable numbers of registered WMGs throughout the Blue Gold working area who received agricultural machineries from FAO through DAE. The package included two power tillers, one power thresher, and two Low Lift Pumps to introduce mechanization and to increase irrigated areas. The business development team (C-4) of Blue Gold Program initiated a discussion that these machineries can be an excellent resource and opportunity for those groups to generate their income. Otherwise, after a certain period of time, those machineries will become just useless pieces of iron. They can use those machineries for business as well as income generating purpose. After a series of discussion with concerned components, the business development team started thinking to develop a strategic action plan to implement within a soonest time. It was the intention that each WMG would form a committee to operate and manage the agricultural machineries as a business and be trained for that purpose. This training although never was implemented and WMG managements or individuals amongst them made all kinds of informal arrangements to the best of their ability and knowledge. This situation is sub-optimal in terms of the management of common assets and member service provision. The objective of the evaluation study: To find out performance of each WMG who received agricultural machineries from FAO for business purpose and what are the effectiveness of WMG after receiving training specially on account bookkeeping (Part-II).

Findings

The M&E team was conducted a FGD with sampled WMGs who received training on Management and Accounts bookkeeping (part-II) from Blue Gold. The following summary findings of WMGs are given in below:

| Sl. | Activities performed | % of achievement | Comments |
|-----|-------------------------------------------------------------------------------|--------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. | WMG members received training as per criteria (Part-I, Part-II and follow-up) | 100% | Suggested to increase 1 additional day for account bookkeeping training |
| 2. | MAM Training facilitations | Followed Participatory approach in most cases | MAM Training was participatory such as group works, short drama presentation and interactive training sessions, but rest of sessions were in lecture method |
| 3. | Agri.-machineries operation | 91% (of 137 WMGs operation by contractors, i.e. lease out), 9% (WMGs operated) | Not interested to operate by WMG due to (a) lack of trust among group members, (b) Managerial complexity, (c) Group business inspires conflicts and mistrust among members, etc. |
| 4. | Maintained Accounts bookkeeping (8 types of formats) | 9% WMGs keep record as per formats | Suggested to avoid complexities of accounts & ledgers, and to save time and labor to keep accounts in a single register |
| 5. | Maintained machineries Lease out contact documents/Stamp | 20% WMGs proper contract paper/ | They think, verbal contact with local people hence they don't feel |

| | | | |
|----|---------------------------------------------|---------------------------|---------------------------------------------------------------------------------------|
| | | stamps, 80% WMGs have not | necessity of signing contract on stamp |
| 6. | WMG members reaction about Agri-machineries | Positive | +ve reaction due to ownership of the FAO Machinery and potential benefits to the WMGs |

The key observations are as follows-

- The zonal officers of concerned components were not involved in adequate sharing of MAM training documents and decisions. It was important to share training contents, course outlines, training modules, report of training needs assessment, participant selection process etc. that did not take place at field level as well as zonal level staffs;
- The evaluation team did not found any formal monitoring and assessment document and/or process of MAM training that was committed by the Blue Gold training team. As the training provided by an external resource team, therefore it was necessary to keep an eye that the resource team is covering all terms and conditions as written on agreed Terms of Reference (TOR);
- The water management groups are not at all interested to do group business that the MAM training wanted to focus. Evaluation team observed that the MAM training inspiring group members to conduct group business only, not contractual business. But Business Development Coordinator Shamim Alam, Khulna argued that any business method (group or contractual) they can apply. But the booklet that contains handouts is provided to participants that have no indication on contractual business. There are formats and those are all for conducting group business not a single format or indication for contractual business;
- The group members realized through the training that the group business' usefulness, but group business results a lot of procedures that they considered difficult to maintain. On the other hand, group business inevitably requires a strong management among a group. May be there is none or very few group who have that capability in WMGs and unfortunately the evaluation team found none among their randomly selected 11 groups who is exercising group business sincerely;
- The evaluation team observed WMGs do not maintain contract paper in a proper way when they go for leasing machineries. Very few (only 2 out of 10) used stamp for making contract but with vivid legal mistakes. Some used white paper with no required dates and some have none (verbal contract). More surprisingly it is happened even after receiving MAM (2nd part) training and its follow up committed by the trainers (so far I learned, it is community organizers responsibility to carry out trainers follow up comments and recommendations), question can be raised, when Community Organizers are continuously moving to look after these groups to provide them technical and organizing supports, and when socio-economists are closely monitoring COs' activities then how could happen those unauthorized activities? This unauthorized activities can create mistrust among group members;

Evaluation Report on Performance of WMG based on Management of Agricultural Machineries (MAM) Training

1.0 Introduction

The Blue Gold Program aims to create strong cooperatives that will interact with public and private organizations that play a role in the development of the area. Participatory water resources management is the opening point and the initial driver of the community organization process. The prime objective of Blue Gold is to reduce poverty of the people in the coastal areas by boosted productivity of crops, fisheries and livestock and increasing income by improved processing and marketing of agricultural products including value chain development.

The team from the component-4 (business development) observed at field level, there are remarkable numbers of registered WMGs (137 WMGs) throughout the Blue Gold working area who received agricultural machineries from FAO through Department of Agriculture Extension (DAE). The package included two power tillers, one power thresher, and two Low Lift Pumps to introduce mechanization and to increase irrigated areas. The business development team of Blue Gold Program initiated a discussion that these machineries can be an excellent resource and opportunity for those groups to generate their income. Otherwise, after a certain period of time, those machineries will become just useless pieces of iron. They can use those machineries for business as well as income generating purpose. After a series of discussion with concerned components, the business development team started thinking to develop a strategic action plan to implement within a soonest time. It was the intention that each WMG would form a committee to operate and manage the agricultural machineries as a business and be trained for that purpose. This training although never was implemented and WMG managements or individuals amongst them made all kinds of informal arrangements to the best of their ability and knowledge. This situation is sub-optimal in terms of the management of common assets and member service provision.

In connection of the above discussion, Blue Gold has prepared a training curriculum and piloted it with two WMGs in Polder-22 of Khulna district. The curriculum addresses an understanding of the ownership of the machineries, a proper understanding of the alternatives to arrange a mechanization services for its members, and the way to manage this along with its bookkeeping requirements. As part of the training, a set of basic record keeping documents/formats are introduced in the training for practice to ensure a peaceful and smooth operation and management of agri-machineries.

2.0 The Overall Purpose:

The overall purpose of the evaluation study was to report on:

- To observe the ongoing trainings and its process undertaken to conduct sessions of the training for representatives from Water Management Groups who will be included into the committee to operate and manage the agricultural machineries as a business;
- To find out the performance of WMGs who received agricultural machineries from FAO for business purpose, and what is the effectiveness of WMGs after receiving training specially on account bookkeeping (Part-II);
- The extent to which the guidelines in concerned to operate and manage the FAO provided agricultural machineries that is provided through the MAM training are followed by the WMG members who have received the training;

Team members and Period:

The study was carried out by the Blue Gold an internal M&E team. It was conducted in the period from August 24, 2015 – September 03, 2015. The team was composed of the following three members:

- Shital Kishna Das M&E Expert, Dhaka
- Nurur Rahman M&E Officer, Khulna
- Md. Zakir Hossain M&E Officer, Patuakhali

3.0 Methodology

Data collection system

The study team examined the activities of Water Management Groups (WMGs) of the entities related to the activities of training on Management of Agricultural Machineries (MAM) of the Blue Gold components, including:

- Participants of MAM training, their knowledge level gathered and knowledge practice among respective water management groups after receiving training;
- Accounts system, registers and other portfolios related to agri-machineries.
- Contract papers and contractors of leasing agri-machineries;
- Concerned Blue Gold staffs' responsibilities in concerned to MAM training and agri-machineries.

To evaluate the training activity, outputs and organizations, of the project the evaluation team performed a number of tasks, including:

Desk review:

The team acquired small amount of the important documents that were generated along the previous lifespan of activities. Studying these documents helped in formulating a picture of how the training activity was to conduct, albeit a partial one of course, as it does not indicate some of the important qualities that are not reflected in documentary evidence. The documents surveyed included:

- TOR for Training Consultant as an External Resource;
- Training schedule and provided handouts;
- Training Modules.

Consultations with key Blue Gold Officials:

The team was held meeting with the relevant Blue Gold zonal officers, which includes the Training Coordinators, Socio-economists, Business Development Coordinators and Community Organizers.

Field visits to Patuakhali and Khulna Districts:

The team conducted field visits to the districts of Khulna and Patuakhali. In these visits, the team examined the project documentation, facilities, and meeting with concerned officers. The team also conducted field/site visits to sampled WMGs.

Focus Groups Discussion

The team conducted several focus groups discussions (FGD), which helped fill some of the information gap that the team faced when analyzing the documented information.

Focus groups were conducted with which WMG's members received training on account bookkeeping (part-II) of MAM training from Blue Gold.

Sampling method

As suggested by DTL and component leader-1 for identifying those WMGs for collecting data which are the best performance and the lowest performance according to opinion of respective socio-economists, followed by their suggestions M&E team are sit together with the respective socio-economists and listed WMGs through discussion, after that M&E team has identified WMGs from the list applying simple random sampling technique, we used this method in identifying sample of this evaluation. Each individual and/or group are chosen randomly and entirely by chance, such that each individual from a group has the same probability of being chosen at any stage during the sampling process, and each subset of individuals has the same probability of being chosen for the sample as any other subset of individuals.

4.0 Findings and Results of each sampled WMG

The team was conducted a FGD with sampled WMGs who received training on Accounts bookkeeping from Blue Gold. The following findings and results of each WMG are provided in below:

4.1 Findings of each sampled WMG, Patuakhali

| | | |
|---------------------|---|----------------------------|
| Name of WMG | : | Nandipara - Madarbunia |
| Union | : | Chhoto Bighai - Madarbunia |
| Upazila | : | Patuakhali Sadar |
| Polder | : | 43/2/A |
| District | : | Patuakhali |
| No. of Participants | : | 5 |

Key Findings:

1. MAM Training was participatory (like group works, short drama presentation etc.) in some particular sessions but rest of sessions were in lecture method;
2. The group received 5 machines from FAO (2 Power Tillers, 2 Power Pumps and 1 Power Thresher) on September 30, 2013;
3. The machines (power tillers) are given in lease through a formal contract. But the contract paper as the study team observed, was written on stamps valued Tk. 300 but not in a proper way. There are lots of corrections/cutting words, as if; it seems as a very early draft of a contract paper. Even the amount of contract money is also corrected! (**image-2**)
4. The power tiller lessees taken lease for 3 years and will pay Tk. 50,000 per machine/year by two installments – condition is that (a) contractor will maintain by their owned money if any problem happened (b) the power tiller will be provided same machinery condition which condition given by WMG after completed contract period, but the contract paper shows different words in terms of installments and yearly amounts;
5. The WMG maintains few number of registers and ledgers of total documents but there are inconsistencies in maintaining those;
6. The power pump machine has not that demand for any



Image-1: WMG Secretary discussing during the data collection. President is out of the frame here.

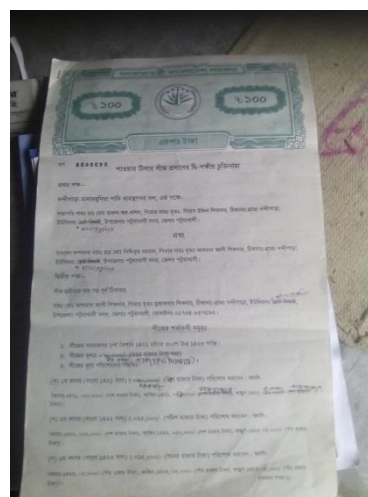


Image-2: Agreement copy contract for Power Tiller

specific purpose, hence it was not leased but used for fulfilling personal needs of WMG members and earned only Tk. 2000 so far;

7. The power thresher was not for rice threshing; therefore it is being useless till now. Recently it is converted and hopefully it would be useful in upcoming crop seasons;
8. The WMG members reported, the training room was very hot and noisy therefore the learning environment was not reasonable;
9. The training facilitators were good but one day training was not sufficient to understand all issues such as 9 types of formats they provided within a day;
10. The bookkeeping is available in a very smaller scale that is also not following the learning from the training;
11. As the training showed that the group business is more profitable than the contract based business and/or giving machineries in lease. But the WMG is not interested in group business because they want to avoid complexities specially in keeping too many records whereas in leasing that requires very minimum volume of records are required to maintain. On the other hand, group business requires too many efforts and time that WMG has not that skills, capacities and determinations as well;



Image-3: President Harun Or Rashid replying.

| | | |
|---------------------|---|-------------------|
| Name of WMG | : | Paschim Sonakhali |
| Union | : | Atharogachhia |
| Upazila | : | Amtoli |
| Polder | : | 43/1A |
| District | : | Barguna |
| No. of Participants | : | 5 |

Key Findings:

1. The WMG group has received 5 agricultural machineries, those are 2 power tillers, 2 power pumps and a power thresher that is still being useless and untouched;
2. WMG Group said, they have given power tillers in contract, but didn't able to show the contract paper. When the team asked, they said at first 'the contract is in the custody of previous WMG president' but when the M&E team asked again the date of contract and election of the WMG, then they said it is in another place that requires



Image-4: Presence of Paschim Sonakhali WMG members.

time to bring;

3. WMG earned Tk. 43000/= in the year 2014 from leasing power tillers and power pumps and new contract had been done for 2015 for an amount of Tk. 42000/= (forty two thousand). Taka 15000 (fifteen thousands) has been received as an advance money;
4. No systematic records of money receiving and expenditures the study team found with this WMG. But when the team asked group, they promised, within a very short span, they will make up-to-date of all records, book keepings with the assistance of community organizer;
5. One day training for the second part was too tight to explain too many technical terms, formats and procedures;
6. More machine operators should receive this training to avoid incidental scarcity of operator(s), at least two more persons should receive the training.

Name of WMG : Pokkhia
Union : Madarbunia
Upazila : Patuakhali Sadar
Polder : 43/2D
District : Patuakhali
No. of Participants : 2

Key Findings:

1. This WMG is seemed not much organized. The president was present along with a female member (Urmila Rani, representative of destitute women). President informed others earlier but other members did not able to present in this meeting. He was trying, calling and repeatedly requesting over cell phone to come in front of us. CO said, she was informed to organize this meeting last evening;
2. This group received four machines from FAO (two power tiller, one power pump that is out of order at present and a power thresher that is also not useful for rice threshing);
3. WMG President showed up to December 2014, they earned Taka 14,280 from power thresher, Taka 2,600.00 from power pump and Taka 83,200 from power tiller. But it was unanswered when study team asked how did you earn money from power thresher machine when it is not suitable for rice threshing?
4. The group had been given lease their power tiller but surprisingly they have no written contract paper. President said, we did verbal contract for our machines. This year, group



Image-5: WMG president and a female member present. Newly assigned CO is seen at far right.

has given lease their two power tillers for one year by fixing amount of taka 15,000 for each power tiller. The contract is also remained verbal as usual;

5. The group is not interested to conduct group business with received agri-machineries because, it is difficult to look after and manage and it may lead towards misunderstanding among members;
6. No agri-machineries related bookkeeping seen in this group. President agreed that they are not on right track in concern to machineries related activities and MAM training specially, no enthusiasm shown to recover the shortcomings of the group;
7. The group opined that the MAM training was very useful but one day for second part training is not enough. It could be for two consecutive days to discuss all issues in details.

Name of WMG : Paschim Ponchakoralia
 Union : Auliapur
 Upazila : Patuakhali Sadar
 Polder : 43/2D
 District : Patuakhali
 No. of Participants : 6

Key Findings:

1. The group received four agricultural machineries (two power tiller, one power thresher and one power pump which is still not unpacked) from FAO;
2. According to the opinions of this group members, the quality of provided machineries are very poor and they believe machines are not brand new may be reconditioned;
3. The group said, Power pump’s diameter do not match with the measurement of pipe diameter;
4. No proper bookkeeping seen in this group in concern of agri-machineries;
5. There are written deeds on white paper (no stamp is used for this purpose) without mentioning date of start of the contract! There is a mention of closing date of the contract but no mention about contract signing date as well, whereas those things are important part of a contract paper; *Image-7*
6. The group is not interested to conduct group business with the received agri-machineries because, it is difficult to look after and manage;



Image-6: WMG members along with an M&E team members

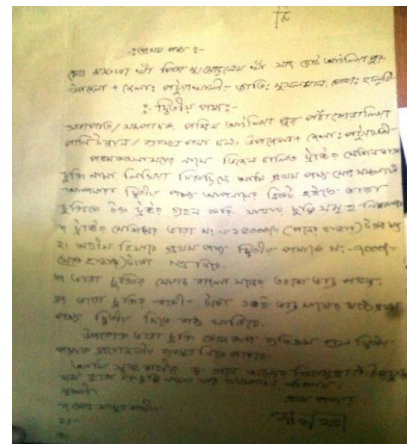


Image-7: Copy of a deed.

7. The group opined and recommended for a refresher course on the second part of the MAM training.

Name of WMG : Purba Jaiakathi Paschim
Union : Jaiakathi
Upazila : Patuakhali Sadar
Polder : 43/2E
District : Patuakhali
No. of Participants : 8

Key Findings:

1. The group received machineries at the end of the year 2013 and leased machineries specially power tillers from 2014 with the contract value of taka 60,000 along with other terms and conditions such as the leasee will take responsibility by himself if repair works require during the tenure and will be back the machine in a running condition to the WMG;
2. The group is not interested in group business for the following reasons-
 - a. Lack of trust among group members;
 - b. Managerial complexity;
 - c. Money comes partially (lots of small amounts rather than big amount at a time);
 - d. Not possible to satisfy members and it causes mistrust, conflict and high risks of breakdown of the group unity.
3. The power pumps are also leased and earned taka 3,000 from last year 2014. The farmers are benefited by using the pump, because they could able to use the pump machine by paying minimum comparatively;
4. The thresher machine is not useful as usual. As this area is not a wheat growing, rice is the main crop but the thresher machine is useful for threshing wheat, not for rice;
5. The group has no machine operator at the moment and requested to provide special training on machine operation immediately.



Image-8: WMG members in group meeting

4.2 Findings of each sampled WMG, KHULNA

| | | |
|---------------------|---|------------|
| Name of WMG | : | Horinkhola |
| Union | : | Deluty |
| Upazila | : | Paikgachha |
| Polder | : | 22 |
| District | : | Khulna |
| No. of Participants | : | 11 |

Key Findings:

1. The water management group received machineries from FAO at the last half of the year 2013. The group received two power tillers, one power thresher, and four power pumps;
2. The group has given lease of power tillers without signing contract. This is a verbal contract, as the leasees are local people, hence they don't feel necessity of signing contract on stamp;
3. They maintain a very small range of bookkeeping that is written by using easy erasable pencil. They are just using the handouts that was provided from the MAM training second part as a ledger book where pages are attached by a stapler machine (not separated and permanent book);
4. The study team did not find remarkable reflections of MAM training (second part) in this group and their practices regarding machineries;
5. The participants reflected well in question of depreciation cost and its significance in terms of managing agricultural machineries;
6. The group responded very positively on training and training facilitation, training supervision by the Blue Gold training team;
7. The group was very vocal to express their opinion and unwillingness in connection of maintaining too many formats and ledgers and registers.



| | | |
|---------------------|---|-------------|
| Name of WMG | : | Dewatola |
| Union | : | Gangarampur |
| Upazila | : | Batiaghata |
| Polder | : | 30 |
| District | : | Khulna |
| No. of Participants | : | 11 |

Key Findings:

1. The group received machineries from FAO at the end of the year 2013. The group received two power tillers, one power thresher, and two power pumps;
2. After cutting rice, rice straw is equally essential to the farmers as food for their cattle. Hence, it is remained long after cutting and not possible to thresh by this power thresher for being so long. It requires shorter in size for threshing. This is the main reason of uselessness of the power thresher that the groups received;
3. This group also not interested in doing group business for the following reasons:
 - a. Contractual business is easier to manage with facing minimum complexities;
 - b. Lands are scattered and land pieces are small;
 - c. Multiple demand of power tiller at the same time;
 - d. Group business inspires conflicts and mistrust among members;



Image-10: WMG members in the meeting.

4. As the group described, they maintain the following registers for their regular activities-
 - a. Resolution Book-2 for monthly meeting and general meeting;
 - b. Member Register;
 - c. General Ledger;
 - d. Savings Ledger;
 - e. Share Ledger;
 - f. Notice Book;
 - g. Cash Book;
 - h. Bills and Vouchers etc.
5. No specific register they are maintaining. There is a very small initiative they tried to maintain in handout papers where they used easy erasable pencil;
6. The group responded very positively on training and training facilitation, training supervision by the Blue Gold training team;
7. This group also was very vocal to express their opinion and unwillingness in connection of maintaining too many formats and ledgers and registers.
8. The group promised to provide signing contract paper by tomorrow but did not.

Name of WMG : Gondhamari-Kanthaltola
 Union : Gangarampur
 Upazila : Batiaghata
 Polder : 30
 District : Khulna
 No. of Participants : 4

Key Findings:

1. The group received machineries (two power tiller, one power thresher and two power pump) at the end of the year 2013;
2. As the WMG president stated, they started group business with the agri-machineries with no proper documents as MAM training suggested (because that time the MAM training did not take place in 2014) and profited very minimum in comparison with other WMGs who did contractual business at the same time. In this year 2015, the group changed their decision and leased their machineries with signing a contract on a white paper as president told but did not able to show that written contract to the study team on the spot. President also added that it is our negligence not to able make contract on a stamp of taka 300 but promised to contract for the next season in a proper way as they learned from MAM training;
3. In contractual business, it is easier to collect contract money, no additional monitoring and other administrative complexities are required for dealing the process, money comes at a time as per contract as president Pankaj Sarkar opined to the study team;
4. The group maintains only two registers in terms of managing machineries, one for income and expenditure and another for machineries;
5. The study team observed knowledge gaps on some significant topics like depreciation cost;
6. Training follow up has been taken place for once, another postponed due to rain. But the provided recommendations remained simply written on paper with no execution;
7. The group benefited from training by learning new things that was unknown to them and recommended that it would be better if there is another day for discussing all those technical issues. Because there were too many topics discussed that was really monotonous;
8. Not depositing depreciation cost against machineries;
9. The training facilitators were good and sincere and the training venue also was appropriate and decent.



Image-11: WMG members in FGD

| | | |
|---------------------|---|------------------|
| Name of WMG | : | Hetalbunia |
| Union | : | Batiaghata Sadar |
| Upazila | : | Batiaghata |
| Polder | : | 30 |
| District | : | Khulna |
| No. of Participants | : | 13 |

Key Findings:

1. The group received machineries from FAO at the end of the year 2013 (in December). The group received two power tillers, one power thresher, and two power pumps;
2. Last year this group profited from the business with agri-machineries taka 27,702. Earned in total taka 78,702 whereas total expenditure was 51,000 taka in according to the group president Mr. Rabindra Nath Mondal's verbal statement. The group did not able to show any written document in favor of this verbal account;
3. There are few draft bookkeeping the study team observed because there are so many inconsistencies and pencil writing with that documents;
4. All machineries are in an active condition and promised to collect depreciation cost in any way;
5. The group responded correctly in connections to training topics that indicates the training was successful but no strong reflections seen in their documents and practices of those learning;
6. They realize that in a contractual business the machines' longevity is reduced due lack proper care of machines, but just to avoid complexities of the process, they lost their interest in group business;
7. The group requested to arrange a refresher course specially on the second part of the MAM training;
8. The group is in confusion that how they will distribute profits among group members and they seek support on this specific issue. The team requested COs to provide them a proper guideline in this regards as soon possible.



Image-12: WMG members in FGD

| | | |
|---------------------|---|--------------|
| Name of WMG | : | Bakultala |
| Union | : | Bhandar Para |
| Upazila | : | Dumuria |
| Polder | : | 29 |
| District | : | Khulna |
| No. of Participants | : | 5 |

Key Findings:

1. The group received machineries from FAO at the end of the year 2013 (in September). The group received two power tillers, one power thresher, and two power pumps. All machineries are in active condition so far;
2. This group is not interested in group business as usual. They consider that the group business inspires conflicts among group members;
3. In contractual business, as the group said, WMGs not need to pay incidental, maintenance and/or other repair costs for the leased machineries. In according to the contract, all expenses are borne by the contractor, therefore the groups are become

free from all sorts of repeated expenditures that produces relief to the group at the same time;

4. This group leased their power tiller and power pumps without making/signing formal contract. Power tillers leased for 6 months with an amount of taka 25,000 for each and taka 2,000 for each power pump machine. Power pump is available in this area, so the leasing demand for a power pump is very low;
5. This group did not distributed their profits among members so far and intended to buy two more power tillers in the upcoming year;
6. The group's attitude towards training is very positive specially on training content, facilitating style, facilitator's quality etc. but they recommended that the motion of training was very rapid, if it was for two day long arrangement, would be better to internalize concepts more deeply;
7. When trainers applied participatory method as well as demonstrations, it was enjoyable but the lecture sessions were really boring and tiresome.

Name of WMG : Lahaidanga
Union : Bhandar Para
Upazila : Dumuria
Polder : 29
District : Khulna
No. of Participants : 4

Key Findings:

1. The group received machineries from FAO in July 16, 2013. The group received two power tillers, one power thresher, and two power pumps along with a power spray machine for female members of the group;
2. This is the gher (shrimp cultivation) season; therefore lands are engaged for shrimp. After this season the field crop season will be started and then farmers will start to tillage their lands. Power tillers will work then. This is why the group leased power tillers outside of the polder area by signing contract on 50 taka stamp (the rate of contract is taka 200 per day);
3. The cashier Mr. Montu Kumar Biswas innovated and customized a process and format for bookkeeping that requires a single register to keep accounts of a WMG (*Image-14*). He suggested following his process to avoid complexities of accounts and ledgers. It saves time and labor he added. He intended to do the same for keeping accounts for agri-machineries;



Image-13: The group cashier Montu Kumar Biswas (far rieht) customized a format to reduce volume of reaisters

4. This group has a mixed mentality to do both group business and contractual business. As they committed to the evaluation team that after the gher season, they will start group business with their agri-machineries;
5. The study team observed this group attentive on depreciation cost and deposit money for it;
6. The group's attitude towards training is very positive especially on training content, facilitating style, facilitator's quality etc. but they recommended that the motion of training was very rapid, if it was for two day long arrangement, would be better to internalize concepts more deeply. They also added that the facilitators' language some time difficult for lower educated persons;
7. They will call a special EC meeting to take a collective decision to choice the right and most appropriate business type for their group.



Image-14: The WMG cashier Montu Kumar Biswas showing his customized bookkeeping process.

5.0 Feelings of Business Development Coordinators, Component-IV

5.1 Feelings of Business Development Coordinator-Component-IV, Patuakhali

In Patuakhali, Business Development Coordinator Abdullah Al-Mamun is assigned for MAM training and related works, but during the visit of study team, he was not at the station. Therefore, the study team tried to talk with Rabiul Amin, Business Development Coordinator. Before starting discussion Mr. Amin said ‘as I’m not assigned for this specific task, your all questions may not have been answered due to lack of information’. Few points as he mentioned are stated here:

- The training course outline finalized in a combined meeting held in Dhaka Office;
- Training Module was tested in Khulna, Polder-22;
- Dry runs of the training organized both in Khulna and Patuakhali;
- Depreciation cost is one of the prime issues of the training. If the group members sensitized on this particular topic and do exercise, it will provide them a sustainability on this specific business;
- I’ve no idea or information on training needs assessment.

5.2 Feelings of Business Development Coordinator, Component-IV, Khulna

As the part of study of MAM training, the evaluation team met component-4 staffs in Khulna with Shamim Alam who is the assigned staff for MAM training and Susanto Roy, both are designated as Business Development Coordinator. The discussion was a very intimate and cordial and the following issues they pointed out during discussion:

- There were a conflict among the water management groups with the question “who is the owner of these machineries?”. WMG? Or those selected 25 who received machineries and brought up them into their group/village from DAE upzila office by compensating carrying costs? MAM training resolved this question and facilitated to understand group members that the WMG is the owner of all given machineries, in that sense all WMG members are owner;
- The team of component-4 developed the training module for MAM training by giving an extra attention on the ownership, operation of machineries, business methods, depreciation, bookkeeping along with other important topics;
- A training needs assessment (TNA) had been taken place but no documents on it available at the zonal levels. We (the business development coordinators) didn’t see any;
- The journey of MAM training was explained graphically-



- There were too many formats at first, after justifying application, it was reduced (now it is nine);

- In the training module, we tried to emphasize on both business methods (Group/ Individual);
- All decisions taken and finalized after creating mutual consensus between component-1 and component-4;
- There is a coordination gap between components in all levels that we all know and realize. Hence we don't know how many formats, books, ledgers are existed within the WMG activities. We just wanted to concentrate on MAM training and its requirements;
- Selection of participants was determined by the training team as per selection criteria. We did not interfere with this decision;

The following recommendations made by Business Development Coordinators, Khulna:

- If there are groups remained who have received agri-machineries, it is necessary provide them refresher training;
- Who will take this responsibility to follow up MAM activities after completed follow-up by contractor, that is important to determine;
- It is necessary to publish regular (at least yearly) report in this regards;
- A committee has to be formed to execute this business and develop their skills at the same time.

6.0 Feelings of Socio-economists

6.1 Feelings of Socio-economists, Patuakhali

After visiting WMGs, the study team met to share their experiences with socio-economists as they are the key persons to look-after WMGs. The team members of component-1 are taken very positively the study team's observations and committed to give special attentions on those points the evaluation team marked.

Socio-economists agreed that it was decided, community organizers did not be available when the MAM training second part takes place. But at the same time the outcome mapping data collection scheduled, therefore the both decisions are clashed and mismatched. That's why COs were not been able to stay in the training spots during the sessions of MAM training (second part).

Socio-economists Ms. Tahmina Akter argued on a key issue that the concerned component who developed the content of MAM training, did not share with us earlier of the implementation of training. As strategically we are the focal staffs to carry out the learning of MAM training in the field, it was really important to share the training contents amongst us. Because we stay at the closest door to WMGs. We know their existing roles, their area of activities, etc.

6.2 Feelings of Socio-economist, Khulna

As the study team was seeking Socio-economist Ms. Umme Asma Khanam's appointment, she gave an opportunity to the team to discuss on 3:15pm, September 02, 2015. The team members M&E Expert Mr. Shital Krishna Das and MEO, Khulna Nurur Rahman met with her for discussing. Within this very short discussion, Ms. Asma mentioned the following issues:

- The formats that the MAM training provided, are duplicating;
- We didn't know who were being selected for the training in what grounds. The training team of Blue Gold Program selected participants without discussing component-1 team of Khulna;
- Though it is useful, but WMG members are not interested to maintain too many procedures for managing agricultural machineries'

7.0 Feelings of Training Coordinators

7.1 Feelings of Training Coordinator, Patuakhali

As an important part of MAM training implementation at field level, the evaluation team met Blue Gold Training Coordinator Md. Atikur Rahman. He made following comments and suggestions in concerned to MAM Training:

- Training unit team is just implementing training such as supervised, monitoring, follow-up training session and provided feedbacks to training facilitators, but the training content, module, and overall design of the training undertaken by the component-4;
- In part-1 training, the numbers of participants were 30 and in part-2, it was 34. But later, the number of participant for the training part-2 was reconsidered again and fixed for 20 instead of 34 due to properly manage the training session;
- The minimum level of education of hired trainers is graduation and all have previous training experience. In TC's consideration, the quality of training is good;
- More concentration was to pay on the second part of the training, as because it was all about technical. Part one need not to be part of a full flagged training. It could be covered within a general meeting but though the second part is technical it was required to allocate more time (at least one more day);
- Though it is invisible of training impact at the moment, but I believe it will bring a positive change among the groups.

7.2 Feelings of Training Coordinators, Khulna

The evaluation team met also with Training Coordinators of Khulna and Satkhira. They are Mr. Nripenda Chandra Das, Ms. Fatema Tuz Johora Moly and Shamima Nasrin. The following key points they mentioned in the discussion:

- The TCs are very positive on the result of the training;
- According to TCs there are very few numbers of WMG who did not able to receive training well. As an example they mentioned the name of WMG Senerber of Polder-22 who did not able to receive training well;

- In response to the question who selected participants from WMGs? TCs replied, we asked to the President and/or Secretary to select some potential members from respective groups and finally COs and group leaders selected participants from each groups;
- No need assessment performed before implementation of training, as the TCs informed;
- Shamima said there is no written training evaluation format in their hand but have verbal instructions to observe training. No formal monitoring ensued by the TCs during period of training even no post evaluation of training;
- TCs are highly expected that the WMG members will apply the training knowledge in future by maintaining bookkeeping and formats that the training provided.

8.0 Recommendations:

After a thorough observation all mentioned sides situations, the evaluation team intended to raise the following recommendations and suggestions:

- a) Internal communication is required more deliberately before formulating a strategic planning specially for such an experimental and technical initiative;
- b) It is our concern to ensure and full fill our expected purposes when we go for a contract with an external resource. Hence, a very systematic and planned monitoring and assessment procedure are to be in place to ensure the expected quality of training;
- c) A very coordinated planning is essential when and where different components are being involved. Increasing internal coordination within Blue Gold could reduce this pain of planning conflict if it truly happens;
- d) It was necessary to initiate a prior discussion with WMGs including field and zonal staffs when the conception was drafted;
- e) When a procedure does not work properly within a group, it means either the group is not enough capable or it is a faulty procedure. We need to observe both things before applying;
- f) Perhaps we need more close and constant monitoring of our field activities.

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