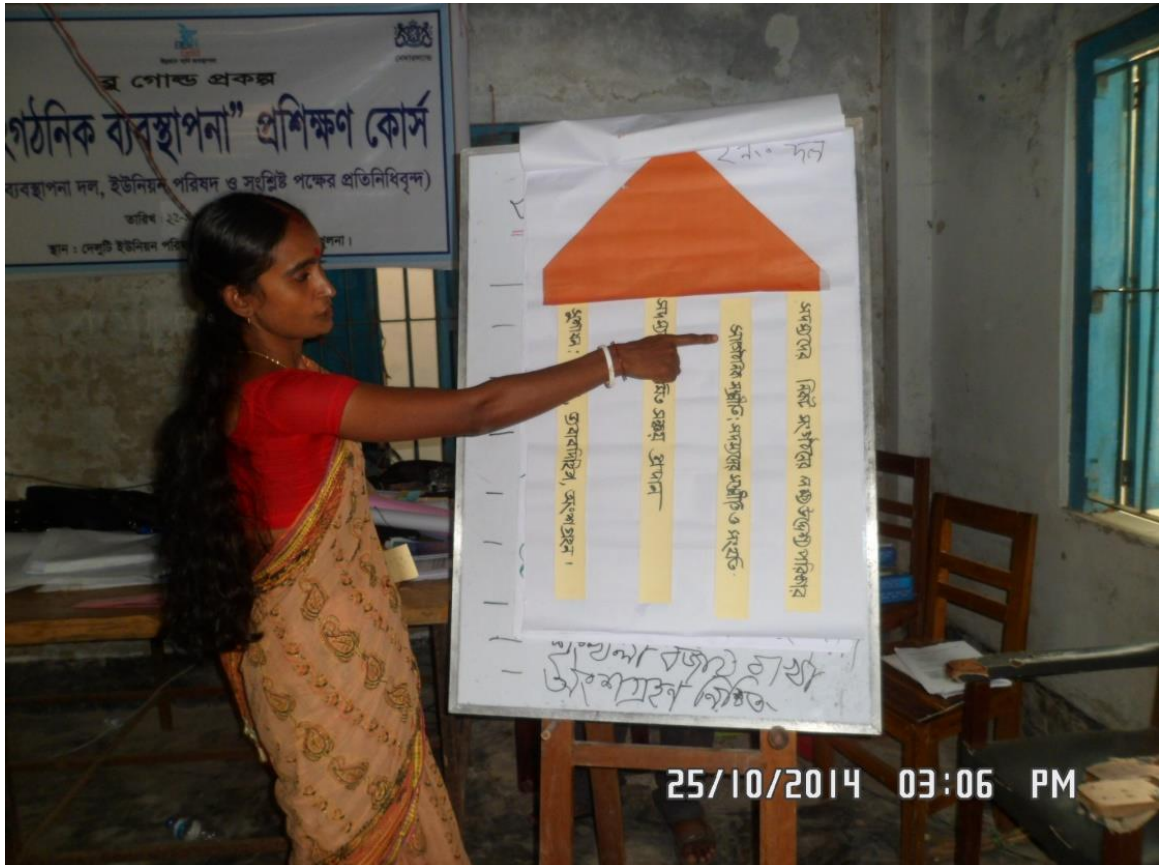




Blue Gold Program
Bangladesh Water Development Board (BWDB)

Report on
Training Performance Evaluation of
Organizational Management (OM) for WMG



May 2016

Training Performance Evaluation Report on Organizational Management (OM) Training Course

Background

The Organizational Management Training had been conducted to 122 Water Management Groups in Khulna and Patuakhali from 2014 to 2015. To implement the training, a group of Trainers had been selected from those who had been involved in conducting a similar training during the IPSWAM Project in 2004-2008. This Training Team conducted the training to the 122 WMGs, which is referred to as Phase I of Organizational Management Training implementation. In mid-2015, the training of 122 WMGs had been completed¹.

The training performance evaluation was conducted from July to December 2015 covering 20% of the 122 WMGs which were trained. It is conducted by the Training Coordinators using the WMG Training Performance Evaluation Tool for Organizational Management Training. This Report presents the result of the training performance evaluation covering 27 WMGs in Khulna and Patuakhali.

Training Objectives and Content

The Organizational Management Training course has been designed for the Water Management Group (WMG) Executive Committee members. It's conducted for **3 days** and has the following objectives:

1. Clarify the importance of Water Management Organizations (WMOs);
2. Identify the water management problems and ways to overcome these problems;
3. Describe the steps and techniques to organize WMG meeting;
4. Clarify the techniques on organizational record keeping;
5. Discuss the benefits and techniques of effective communication;
6. Describe the importance and roles of a good leader;
7. Discuss the methodology and process of conflict resolution;
8. Identify the importance, skills, roles of WMG members in developing the Team; and
9. Formulate the WMG Action Plan (WAP).

The training course had been designed to use participatory and interactive methods such as group discussions, role playing, question and answer session, drama presentation, group dynamics exercises, games, simulation exercises, storytelling, lecture and interactive discussion. Major training course content are the following:

1. Introduction to training course (objectives, course content, participant's expectation, ground rules, pre test)
2. Water management problems and ways to overcome the problems
3. Importance of water management organization and its structure
4. Organizing and conducting meetings
5. Record keeping
6. Communication Process in organization
7. Leadership development
8. Conflict resolution
9. Team Building
10. Formulation of WMG Action Plan (WAP)
11. Course review and conclusion (post test, training evaluation, closing program)

¹ Phase 1 with 122 WMGs had been completed as of mid-2015. Phase 2 with 133 WMGs will be implemented from November 2015 to August 2016 by another group of Trainers from a Training Service Provider..

Training Performance Evaluation

The **training performance evaluation** is intended to be completed within 3 months after the training in order to follow-up on the application of knowledge and skills learned by the participants. The results of the performance evaluation indicate aspects of the training that are properly or effectively being used or applied by the participants in relation to their work/tasks in the organization. The results should be provided to those who are directly involved in helping the development of the group/organization such as the Community Organizers (COs) and the Zonal Socio-Economists. (See **Annex A: WMG Training Performance Evaluation Tool for the Organizational Management Training**)

Selection of Samples

The training performance evaluation was carried out to 20% of the WMGs which have undergone the training. Selection of samples was taken randomly from the list of WMGs with performance classification of good, fair and poor WMGs, which were established under Component 1 (Community Mobilization and Institutional Strengthening). Table 1 below provides the number of WMGs which have undergone the training on OM and the distribution of Samples.

Table 1: Training Performance Evaluation of OM Course

Districts	Training Course Participants (WMGs)		20% Samples		Distribution of Samples (WMGs)					
		OM		OM	Good		Fair		Poor	
						OM		OM		OM
Patuakhali		74		14		7		7		0
Khulna		48		13		7		3		3
Total		122		27		14		10		3

Table 2: Distribution of Samples for Organizational Management Training Evaluation based on Classification

No.	Name of WMGs	Polder	Classification		
			Good	Fair	Poor
	Khulna				
1	Charkhali Machalia	30	★		
2	FulBari	22	★		
3	Kathamari Gopal Khali	30	★		
4	Boyarbhangra Purbo	30	★		
5	Boyarbhangra Madhya	30	★		
6	Bolabunia	30	★		
7	Masiardanga	30	★		
8	Kalinagar	22			★
9	Brittisolua	30			★

10	Baguladanga Patharghata	30			★
11	Senerber	22		★	
12	Harin khola	22		★	
13	Telikhali	22		★	
	Sub-Total		7	3	3
	Patuakhali				
1	Purba Gerakhali	43/2D		★	
2	Purba Panchakuralia	43/2D		★	
3	Paschim Panchakuralia	43/2D	★		
4	Uttar Bazar Ghona	43/2D	★		
5	Choto Aoulai pur Dakhsin	43/2D	★		
6	Uttar Angulkata	43/2F	★		
7	Dakhsin Purba Kalibari	43/2F	★		
8	Hartokibaria	43/2A		★	
9	Bhazna	43/2A		★	
10	Paschim Baro Bighai	43/2A		★	
11	Purba Choto Bighai	43/2A		★	
12	Kumarkhali	43/2A	★		
13	Purba Baro Bighai	43/2A		★	
14	Purba Mativanga	43/2A	★		
	Sub-Total		7	7	
27	Total		14	10	3

Results of the Training Performance Evaluation

There were a total of 27 WMGs, 13 in Khulna and 14 in Patuakhali which were evaluated. The following presents the result of the evaluation conducted:

Table 3.1: Organizational Management Training Performance Evaluation Results for Khulna

No.	Indicators	
1	Identification of water management problems and action taken	<p>Problems Identified: Multiple problems were identified by the WMGs such as:</p> <ul style="list-style-type: none"> • 69% mentioned siltation in canals • 62% mentioned fishnet fences along the canal that hampers water flow • 54% have identified water hyacinth in canals as the problem • 38% mentioned damage to sluice gate • 31% inactive Gate Committee • 31% have out of order canals • 23% mentioned broken embankment • 23% mentioned lack of drinking water • 15% identified high and low land elevation • 8% mentioned lack of canal • 8% mentioned damage to culvert • 8% has river erosion <p>Actions Taken:</p> <ul style="list-style-type: none"> • 38% cleaned water hyacinth • 15% have done earth-filling of embankment • 8% have submitted resolution to UNO for canal excavation • 23% has plan but no action yet • 23% have no action <p>Overall : 100% were able to identify water management problems but 23% has not performed any action regarding the problem. These are Masiardanga, Baguladanga Patharghata and Senerber WMGs.</p>
2	Updating of Registers and Documents	
2.1	Notice Book	<ul style="list-style-type: none"> • 69% updates their Notice Book • 8% do not regularly update their Notice Book (Kalinagar WMG) • 15% do not update their Notice Book (Baguladanga Patharghata and Senerber WMGs) <p>8% do not use Notice Book because meeting date is already fixed (Brittisolua WMG)</p>
2.2	Resolution Book	<ul style="list-style-type: none"> • 69% maintains Resolution Book • 15% need to update resolution book regularly (Boyarbhanga Purbo and Masiardanga) • 15% has not updated their Resolution Book (Baguladanga Patharghata and Senerber WMGs)
2.3	Registry of Members	<ul style="list-style-type: none"> • 77% maintains Registry of Members • 15% need to regularly update Registry (Boyarbhanga Purbo) • 15% has not maintained Registry of Members (Baguladanga Patharghata and Senerber WMGs)
2.4	Cash Book and Ledger	<ul style="list-style-type: none"> • 38% updates their Cash Book and Ledger • 46% need to regularly update their Cash book and Ledger • 15% has not maintained their Cash Book and Ledger ((Baguladanga Patharghata and Senerber WMGs)
3	Conducts Regular Meeting	<ul style="list-style-type: none"> • 85% conducts regular meeting • 8% conducts meeting but not regularly (Senerber WMG) <p>8% not active ((Baguladanga Patharghata WMG)</p>
4	Ratio of Male and Female attendance in	<ul style="list-style-type: none"> • 85% has high attendance of female in meetings • 8% has fair attendance of female (Senerber)

No.	Indicators	
	Meeting	<ul style="list-style-type: none"> 8% not active ((Baguladanga Patharghata WMG)
5	Maintains Savings Account and Records	<ul style="list-style-type: none"> 54% maintains Savings Account and regularly update the members during meeting 23% did not hold regular meeting to update members of status of savings (Kathamari Gopal Khali, Senerber, Harin Khola WMGs) 23% were not able to update members on savings (Kalinagar, Brittisoluva, Baguladanga Patharghata WMGs)
6	Involvement of Majority of Members in Decision Making	<ul style="list-style-type: none"> 77% involve majority of members 15% did not conduct regular meeting to consult members 8% not active. Did not hold meetings (Baguladanga Patharghata)
7	EC Reviewed various options with Members	<ul style="list-style-type: none"> 31% reviewed options on decisions with members 62% lack consultation with members on various options taken but EC members are aware of the decisions 8% did not conduct regular meetings (Baguladanga Patharghata WMG)
8	Circulates Meeting Resolution to Members	<ul style="list-style-type: none"> 62% circulate resolution to members 15% do not regularly circulate Resolution to members 23% do not circulate Resolution to members and not all EC not aware of decisions (Kalinagar, Brittisoluva, Baguladanga Patharghata WMGs)
9	Regular communication with UPs, BWDB	<ul style="list-style-type: none"> 8% formally communicated with BWDB but not with UP (Masiardanga) 38% communicates with UP and BWDB but not regularly (Bolabunia, Kathamari Gopal Khali, Charkhali Machalia WMGs) 54% have poor communication with UP and BWDB
10	Conflict Resolution	<ul style="list-style-type: none"> 92% of WMGs have no major conflicts 8% have internal conflict regarding savings and fund misuse. Members lost their trust to Chairman and Secretary. No meetings were conducted for the past 7 months. (Baguladanga Patharghata WMG)
10.1	Ability to identify involved parties	<ul style="list-style-type: none"> 92% Not applicable. No conflict 8% able to identify involved parties
10.2	Ability to identify the reason for conflict	<ul style="list-style-type: none"> 92% Not applicable 8% are able to identify cause of conflict
10.3	Problem Resolution	<ul style="list-style-type: none"> 92% not applicable 8% not able to resolve conflict. WMG has become inactive (Baguladanga Patharghata WMG)
11	WMG Action Plan (WAP) Formulation	<ul style="list-style-type: none"> 92% formulated Action Plan 8% did not finalize WAP ((Baguladanga Patharghata WMG)
11.1	Involvement of Majority of members in Plan Formulation (WAP)	<ul style="list-style-type: none"> 62% of WMGs involved their members in Plan formulation 23% did not display their WAP (not all members can explain the WAP- Kalinagar; Harin Kholaand Kathamari Gopal Khali) 15% did not update and finalize WAP (Baguladanga Patharghata & Senerber WMGs)
11.2	Finalization of WAP thru General Meeting	<ul style="list-style-type: none"> 63% WMGs finalized WAP thru General Meeting 22% did not finalize WAP thru General Meeting. Not all members can explain the WAP. ((Baguladanga Patharghata & Senerber WMGs)
11.3	Display WAP	<ul style="list-style-type: none"> 8% display their WAP in meeting room (Boyarbhangha Purbo WMG) 92% did not display WAP

No.	Indicators
11.4	Implementation of WAP <ul style="list-style-type: none"> 23% of WMGs implementing and updating their WAP (Fulbari, Boyarbhangra Purbo, Masiardanga WMGs) 56% of WMGs are not updating the WAP (Charkhali Machalia, Kathamari Gopal Khali, Boyarbhangra Madhya, Bolabunia, Kalinagar, Brittisolua, Baguladanga Patharghata, Senerber, Harin Khola, Telikhali WMGs)

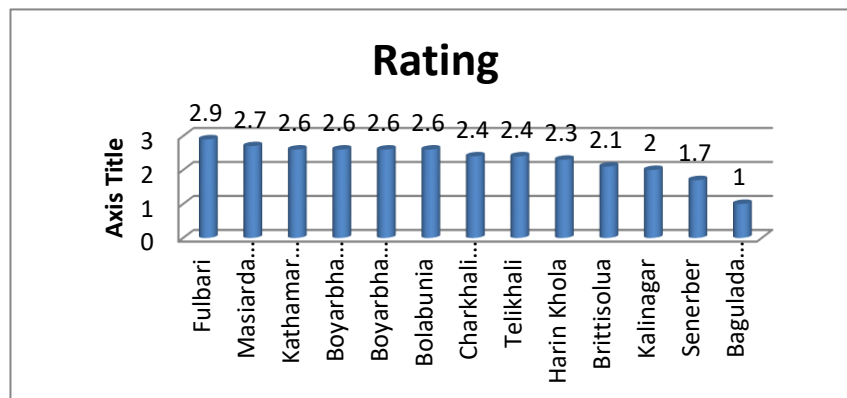
12 Over-all Observation

- 8% performed well in all aspects such as conduct of regular meetings, participation of members, active role in water management activities, maintains liaison with UP and BWDB, with regular savings. (Fulbari WMG)
- 77% are categorized as Fair
- 15% are categorized as Poor with internal conflict (WMG Baguladanga Patharghata) Executive Committee and members are not active and with poor record keeping (WMG Senerber)
- The average rating for the 13 WMGs is 1.9 (with 3 as highest and 1 as lowest). The average rating based on the 6 Key Indicators which were given to the 13 WMGs show the following:

1. Updating of Registers and books of Accounts	= 2.6
2. Conducting Regular Meetings	= 2.6
3. Decision Making Process	= 2.5
4. Maintaining Linkage with other Organizations and Groups	= 1.8
5. Conflict Management	= 2.8
6. Formulation of WAP	= 2.0

- The WMG which got the highest rating of 2.9 is Fulbari while WMG Baguladanga Patihaghata got the lowest rating of 1. Presented below are the rating of the 13 WMGs:

1. Fulbari (Polder 22)	= 2.9 (Highest)
2. Masiardanga (P30)	= 2.7
3. Kathamari Gopal Khali (P30)	= 2.6
4. Boyarbhangra Purbo (P30)	= 2.6
5. Boyabhangra Madhya (P30)	= 2.6
6. Bolabunia (P30)	= 2.6
7. Charkhali Machalia (P30)	= 2.4
8. Talikhali (P22)	= 2.4
9. Harin Khola (P22)	= 2.3
10. Brittisolua (P30)	= 2.1
11. Kalinagar (P22)	= 2.0
12. Senerber (P22)	= 1.7
13. Baguladanga Patharghata (P30)	= 1 (Lowest)



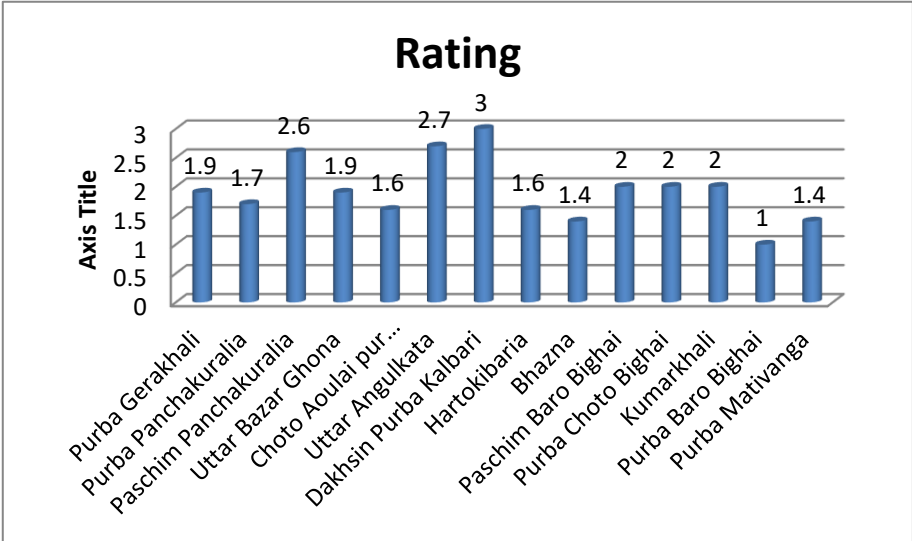
The detailed Training Performance Evaluation Results is presented in Annex B.1.

Table 3.2: Organizational Management Training Performance Evaluation Results for Patuakhali

No.	Indicators	Patuakhali
1	Identification of water management problems and action taken	<p>Problems Identified: Multiple problems were identified by the WMGs such as:</p> <ul style="list-style-type: none"> • 79% identified Water hyacinth in the canal • 36% have siltation in canal • 14% has damaged embankment • 14% has drainage congestion • 14% has damaged outlet • 7% sluice fully damaged (Kumarkhali) • 7% mentioned cross dam in canal (Purba Panxhakuralia) • 7% did not identify any problem (Hartokibaria) <p>Actions Taken:</p> <ul style="list-style-type: none"> • 57% cleaned water hyacinth in canals (Purab Panchakuralia, Paschim PAnchakuralia, Uttar Bazar Ghona, Choto Aoulai pur Dakhsin, Uttar Angulkata, Dakshin Purba Kalibari, Paschim Baro Bighai, Purba Bago Bighai) • 7% re-excavated canal because of siltation • 7% built damage embankment thru community mobilization (Kumarkhali) • 7% informally informed the UP thru the WMA, to address the issue of the cross dam (Purba Panchakuralia) • 14% submitted request to BWDB for –re-excavation of silted canal. (Purba Choto Bighai and Uttar Bazar Ghona) • 14% did not do anything (Bhazna, Hartokibaria, Purba Mativanga) <p>Overall : 93% were able to identify water management problems but 14% has not performed any action regarding the problem. There is one WMG who did not identify problem (Hartokibaria)</p>
2	Updating of Registers and Documents	
2.1	Notice Book	<ul style="list-style-type: none"> • 86% regularly update their Notice Book • 7% do not regularly update the Notice Book (Choto Aoulai pur Dakhsin) • 7% do not update the Notice Book (Purba Baro Bighai)
2.2	Resolution Book	<ul style="list-style-type: none"> • 86% updates their Resolution Book • 14% updates Resolution Book but not complete (Choto Aoulai pur Dakhsin & Purba Baro Bighai)
2.3	Registry of Members	<ul style="list-style-type: none"> • 93% maintains Registry of Members • 7% need to regularly update Registry (Paschim Baro Bighai)
2.4	Cash Book and Ledger	<ul style="list-style-type: none"> • 50% updates their Cash Book and Ledger • 29% need to regularly update their Cash book and Ledger. Needs correction • 21% do not update their Cash Book and Ledger (Purba Pachakuralia, Choto Aoulai pur Dakhsin and Purba Baro Bighai)
3	Conducts Regular Meeting	<ul style="list-style-type: none"> • 85% conducts regular meeting • 14% conducts meeting but not regularly (Choto Aoulai pur Dakhsin, Hartokibaria)
4	Ratio of Male and Female attendance in Meeting	<ul style="list-style-type: none"> • 7% has high attendance of female in meetings • 79% has fair attendance of female but participation is still poor • 14% has poor attendance of female (Purba Baro Bighai and Purba Mativanga)
5	Maintains Savings Account and Records	<ul style="list-style-type: none"> • 86% maintains Savings Account and regularly update the members during meeting • 14% were not able to update members on savings (Choto Aoulai pur Dakhsin and Purba Baro Bighai)
6	Involvement of	<ul style="list-style-type: none"> • 77% involve majority of members

No.	Indicators	Patuakhali
	Majority of Members in Decision Making	<ul style="list-style-type: none"> 29% involve EC members but not the General membership (Hartokibaria, Choto Aoulai pur Dakhsin, Purba Baro Bighai and Purba Mativanga)
7	EC Reviewed various options with Members	<ul style="list-style-type: none"> 29% reviewed options but only EC members aware of decisions 71% lack consultation with members on various options taken but EC members are aware of the decisions. Members cannot explain the Agenda of the meeting. Poor involvement of women members.
8	Circulates Meeting Resolution to Members	<ul style="list-style-type: none"> 100% do not circulate Resolution to members and only EC are aware of decision
9	Regular communication with UPs, BWDB	<ul style="list-style-type: none"> 21% formally communicated with BWDB and with UP. <ul style="list-style-type: none"> Purba Panchakuralia – contacted BWDB regarding LCS payments and with UP on removing the cross-dam. Uttar Bazar Ghona communicated with BWDB and WMA. Uttar Angulkata was able to communicate to UP and collected money for canal cleaning. 57% communicates with UP and BWDB but not regularly <ul style="list-style-type: none"> Dakhsin Purba Kalibari communicated with BWDB Paschim Baro Bighai and Purba Choto Bighai and Kumarkhali communicated with the WMA and other WMGs 21% have poor communication with UP and BWDB. <ul style="list-style-type: none"> Choto Aoulai pur Dakhsin, Purba Gerakhali and Paschim Panchakuralia
10	Conflict Resolution	<ul style="list-style-type: none"> 71% of WMGs have no major conflicts 29% have internal conflict regarding handing over of funds from the previous EC to the newly elected ECs. <ul style="list-style-type: none"> Purba Panchakuralia's and Kumarkhali former EC did not hand-over the fund to new EC Bhazna's losing President filed a court case after election, but it did not affect the activities of the WMG Purba Mativanga's former EC did not hand over the savings money to new EC. The former Secretary handed over the money directly to the members and the new EC started their own saving's collection.
10.1	Ability to identify involved parties	<ul style="list-style-type: none"> 71% Not applicable. No conflict 3 out of 4 with internal conflict were able to identify the parties involved in the conflict (Purba Panchakuralia, Bhazna and Purba Mativanga) while 1 (Kumarkhali) has an EC that did not take initiative to resolve the conflict with the former EC.
10.2	Ability to identify the reason for conflict	<ul style="list-style-type: none"> 71% Not applicable 2 out of 4 are able to identify cause of conflict (Bhazna and Purba Mativanga)
10.3	Problem Resolution	<ul style="list-style-type: none"> 71% not applicable. No conflict 1 out of 4 was able to solve the problem (Purba Mativanga) with the EC starting the savings program and the former Secretary handed over to the members their savings. 3 out of 4 were not able to resolve the conflict. (Purba Panchakuralia, Bhazna and Kumarkhali)
11	WMG Action Plan (WAP) Formulation	<ul style="list-style-type: none"> 100% formulated the WMG Action Plan (WAP)
11.1	Involvement of Majority of members in Plan Formulation (WAP)	<ul style="list-style-type: none"> 79% of WMGs involved their members in Plan formulation 14% formulated the WAP but did not update and displayed the WAP 7% did not update and finalize WAP (Purba Baro Bighai)
11.2	Finalization of	<ul style="list-style-type: none"> 71% WMGs finalized WAP thru General Meeting

No.	Indicators	Patuakhali
	WAP thru General Meeting	<ul style="list-style-type: none"> 14% did not finalize WAP thru General Meeting. 14% could not explain the WAP (Purba Panchakuralia and Purba Baro Bighai)
11.3	Display WAP	<ul style="list-style-type: none"> 64% display their WAP during their meeting 36% did not display WAP (Purba Gerakhali, Purba Panchakuralia, Choto Aoulai pur Dakhsin, Hartokibaria, Purba Baro Bighai)
11.4	Implementation of WAP	<ul style="list-style-type: none"> 21% of WMGs implementing and updating their WAP (Paschim Panchakuralia, Uttar Angkulkata, Dakhsin Purba Kalibari) 43% of WMGs are discussing the WAP in meetings 36% have no progress in implementing the WAP (Purba Gerakhali, Purba Panchakuralia, Hartokibaria, Kumarkhali and Purba Baro Bighai)
12	Over-all Observation	<ul style="list-style-type: none"> 21% performed well in all aspects such as conduct of regular meetings, participation of members, active role in water management activities, maintains liaison with UP and BWDB, with regular savings. <ul style="list-style-type: none"> Paschim Panchakuralia – they have invested Tk 30,000 for credit business. They also collected saplings from the Department of Forestry and distributed these for planting to school children. They conduct meetings regularly, Members participate in meetings and decision making. They also have savings collections and have IGA/Business plans. Uttar Angkulkata – they have invested money from the Agriculture Machineries to lease land. The WMG conducts regular meeting, with active members participation in decision making. The WMG play an active role in water management. They also maintain liaison with BWDB, UP and other organizations. Dakhsin Purba Kalibari) – the WMG conducts regular meetings with participation from members on decision making. They also play an active role in water management and keep liaison with UP, BWDB and other organizations. They have regular savings and business plan with credit program to members. They also distributed materials for installation of 5 latrines with help from Max Foundation. 57% are categorized as Fair 21% are categorized as Poor <ul style="list-style-type: none"> Bhazna WMG - members are not active in participating in improving water management. They do not maintain regular liaison with UP, BWDB and other organizations. They have poor savings collection and no plan for business development. But they conduct regular meetings. Purba Baro Bighai WMG – do not conduct regular meeting, with members not active in meeting. Not active in improving water management system. The WMG does not maintain liaison with UP, BWDB and other organizations. It has no regular savings collection. Only the Secretary knows about decisions and plans of the WMG. Purba Mativanga WMG – is not active in improving water management system and does not maintain liaison wih UP, BWDB and other organizations. The WMG has no regular savings collection and no plan for business development or IGA. The average rating for the 14 WMGs is 1.9 (with 3 as highest and 1 as lowest). The combined average rating obtained by the 14 WMGs on the 6 key indicators show the following: <ol style="list-style-type: none"> Updating of Registers and books of Accounts = 2.9 Conducting Regular and Effective Meetings = 2.7 Decision Making Process = 1.8 Maintaining Linkage with other Organizations and Groups = 1.9 Conflict Management = 2.6 Formulation of WAP = 2.6 The WMG which got the highest rating of 3 is Dakhsin Purba Kalibari and Purba BAro Bighai got the lowest rating of 1. Presented below are the rating of the 14 WMGs:

No.	Indicators	Patuakhali
		<ol style="list-style-type: none"> 1. Purba Gerakhali (Polder 43/2D) = 1.9 2. Purba Panchakuralia (Polder 43/2D) = 1.7 3. Paschim Panchakuralia (Polder) = 2.6 4. Uttar Bazar Ghona (Polder 43/2D) = 1.9 5. Choto Aoulai pur Dakhsin (Polder 43/2D) =1.6 6. Uttar Angulkata (Polder 43/2F) = 2.7 7. Dakhsin Purba Kalibari (Polder 43/2F) = 3.0 8. Hartokibaria (Polder 43/2A) = 1.6 9. Bhazna (Polder 43/2A) = 1.4 10. Paschim Baro Bighai (Polder 43/2A) = 1.7 11. Purba Choto Bighai (Polder 43/2A) = 2.0 12. Kumarkhaali (Polder 43/2A) = 2.0 13. Purba Baro Bighai (Polder 43/2A) = 1.0 14. Purba Mativanga (Polder 43/2A) = 1.4
		 <p>The detailed Training Performance Evaluation Results is presented in Annex B.2</p>

Annex A

WMG Training Performance Evaluation Tool for the Organizational Management Training

General Information:

Name of WMG: _____ Polder: _____

Place of visit : _____

Date of Training: _____ Date of visit: _____

Total Member: Male: _____ Female: _____ Total: _____

Name of available WMG members during the Evaluation:

SL #	Name of WMG Members	Designation	Signature
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			

1. Did they identify water management problem and way to overcome? Yes/NO
If yes, list the problems :

List of the Problems	Initiated actions

Comments (if any):

2. Did the WMG update all the register/documents?

Area of assessment	Performance Level				Reason/Comments
	1	2	3	N/A	
a. Notice Book					
b. Resolution Book					
c. Member Register					
d. Other (specify)					

Comments (if any):

3. Did the WMGs organize and conduct meetings effectively?

Area of assessment	Performance Level				Remarks
	1	2	3	N/A	
a. WMG conducting meeting regularly?					
b. Ratio of male female participation in the meeting?					
c. Demonstrated total / individual savings?					
d. Other (specify)					

Comments (if any):

4. How did WMG make major decisions?

Area of assessment	Performance Level				Reason/Comments
	1	2	3	N/A	
a. Involved maximum EC members (M+F) in the discussion/decision making process					
b. Reviewed options involving other members					
c. All the members are aware about the decision was taken					
d. Others (specify)					

Comments (if any):

5. How does the WMG maintain linkages with WMG members and other implementing partners (WMG members, BWDB, DAE, DoF, UP and other GO/NGO)?

Area of assessment	Performance Level				Reason/Comments
	1	2	3	N/A	
a. WMG members are aware about meeting dates/resolutions/any new decisions					
b. Participating in others meeting and updating WAP and progress					
c. Circulating meeting resolution/decisions to the members/concerned partners					
d. Regular communication with WMG/WMA, UP and other partners (specify)					
e. Others (specify)					

Comments (if any):

6. Has there been any major conflict in the WMG? Yes/NO
If yes then how were these resolved ?

Area of assessment	Performance Level				Reason/Comments
	1	2	3	N/A	
a. Able to identify the involved parties/persons in the conflict					
b. Able to identify the reasons of conflict involving each parties/persons					
c. Able to assess the maximum benefit that each of the involved parties/persons can get in negotiating the conflict (win-win situation)					
d. Overall process followed in conflict resolution					
e. Others (specify)					

Comments (if any):

7. Did the WMG formulate the WMG Action Plan (WAP)?

Area of assessment	Performance Level				Reason/Comments
	1	2	3	N/A	
e. Did they involve maximum WMG					

Area of assessment	Performance Level				Reason/Comments
	1	2	3	N/A	
members in WAP preparation?					
f. Did they review and finalize the WAP through a general meeting?					
g. Did they display the WAP in the meeting room/visual place?					
h. Did they have satisfactory progress in implementing the WAP?					
i. Others (specify)					

8. Overall observation

Area of assessment	Performance Level				Remarks
	1	2	3	N/A	
a. WMG conducting meeting regularly according to the By-laws					
b. Active participation of members in the meeting/ problem identification/solution and in any decision making process					
c. WMG plays an active role in improving Water Management Systems					
d. Active role of WMG members in the overall benefits (specific example) of the organization					
e. Keep liaison and coordination with WMG members, UP and other institutions/ Persons (specify the name)					
f. Enrollment and regular collection of savings					
g. WMG has plan for business development/IGA utilizing their own resource/funds					
h. Other (specify)					

Comments (if any):

9. Overall comments and recommendation:

Name.....Signature.....
Date.....

Annex B.1

Annex B.1. Detailed Training Performance Evaluation Results of WMGs in Khulna

Indicator 1 : Capacity to Identify Water Management Problems and Undertake Plan and Action

Name of WMG	Polder	Identified Problem		List of Problem and source of list (i.e. Resulation/Verbal/others)	Action			Comments
		No	Yes		No	Yes	Type of Action (in Brief)	
Charkhali Machalia	30		1	Net fence in canal,Damage sluice gate,Inactive of Gate Committee Canal siltation ,Water hyacinth.		1	They had taken initiative for cleaning water hyacinth	
FulBari	22		1	Net fence in canal,Embanment Broken,Inactive of Gate Committee Canal siltation ,Water hyacinth.		1	They had taken initiative for earthrising in embankment	
Kathamari Gopal khali	30		1	Inactive of sluice gate,High& low Land,Canal siltation, Lack of drinking water,Small kalvert,Water hyacinth,Net fence,Out of order canal		1	Application submit to UNO for Canal re excavation only	
Boyarbhanga purbo	30		1	Water hyacinth,Lack of canal,Net fence in canal		1	They are planinig necessary action to abolish net fence,& reduce water hyacinth	
Boyarbhanga Madhya	30		1	Siltation,Net fence in canal,Out of order canal		1	They told that they had taken initiative but those those are not included in WAP or resolution.	
Bolabunia	30		1	Water logging,Siltation,Water hyacinth in canal,gate out of order		1	To remove Water hyacinth,& reform gate committee	

Masiardanga	30		1	Net fence in canal,Water hyacinth,damage sluice gate	1		No action	
Kalinagar	22		1	Lack of drinking water,Inlet broken,River erossion,Canal siltatooon Embankment broken		1	To reduce river erossion temporary action	
Brittisolua	30		1	Water hyacinth,Canal out of order,Net fence,canal siltation ,out side sluice gate		1	only for cleaning water hyacinth	
Baguladanga Patharghata	30	1		canal siltation,Out of order canal,Sluice broken,inactive gate committee,	1		No action	All kinds of WM Gs activities stoped for 7 month
Senerber	22	1		kalvert broken,siltation,High & low land,net fence in canal	1		They verbally identified but not WAP or any resolution	
Harin khola	22		1	In soket is broken,high & low ,Embankment broken		1	Earth raising in embakment	
Telikhali	22		1	Lack of drinking water,Canal siltatooon,Inactive of Gate committee		1	Remove Water hyacith	
Total		2	11		3	10		

Annex B.2
Detailed Training Performance Evaluation Results for Patuakhali

Indicator 2. Updating of Register, Books and Documents

WMG	Polder	Notice Book				resolution Book				Member Resister				Other(Cash Book, Ledger)				Total Point	Rati ng	Comments
		3	2	1	N/A	3	2	1	N/A	3	2	1	N/A	3	2	1	N/A			
Charkhali Machalia	30	3				3				3				3				12	3	All registers and books are updated till date but ledger need some correction
FulBari	22	3				3				3				3				12	3	All are updated to till date
Kathamari Gopal khali	30	3				3				3				3				12	3	All are updated
Boyarbhanga purbo	30	3					2				2				2			9	2	Conduct meeting regularly but resolution not updated
Boyarbhanga Madhya	30	3				3				3				3				12	3	All register are updated till date
Bolabunia	30	3				3				3					2			11	3	All register are updated till date
Masiardanga	30	3					2			3					2			10	3	Resolution book not updated
Kalinagar	22		2			3				3					2			10	3	Notice found in some meeting, cash & ledger need correction
Brittisolua	30				3	3				3					2			11	3	Notice Book not used because Meeting date is fixed. Cash & ledger need some correction
Baguladanga Patharghata	30			1					1								1	4	1	WMG activities fully stopped due to internal conflicts for seven month
Senerber	22			1					1								1	4	1	None of them updated
Harin khola	22	3				3				3					2			11	3	Notice, resolution, Member Resister Updated and Cash & ledger need some correction
Telikhali	22	3				3				3				3				12	3	All are updated till date

Total		2																		
		7	2	2	3	27	4	2	0	30	2	2	0	15	12	2	0			
Number of WMG		9	1	2	1	9	2	2	0	10	1	2	0	5	6	2	0			

Point distribution: If the performance of certain WMG was satisfactory then 3 point would be allocated, and 2 for Fair and 1 for Poor performance respectively and if a particular register was not applicable for that WMG then will automatically get 3 point

Grading system was done with the following procedure: The total point was divided by the number of variable/indicator i.e. it is the average point

Indicator 3. Conducts Meeting Effectively and Regularly

WMG	Polder	WMG conduct meeting Regularly				Ratio of Male & Female in Meeting				Demonstrated total savings in the meeting				Total Point	Rating	Comments
		3	2	1	N/A	3	2	1	N/A	3	2	1	N/A			
Charkhali Machalia	30	3				3				3				9	3	They conduct meeting regularly
FulBari	22	3				3				3				9	3	They conduct meeting regularly. Participation is maximum
Kathamari Gopal khali	30	3				3					2			8	3	They conduct meeting regularly and savings is not satisfactory
Boyarbhanga purbo	30	3				3				3				9	3	They regularly conduct meeting
Boyarbhanga Madhya	30	3				3				3				9	3	They conduct meeting regularly and presented the total amount of savings in the meeting.
Bolabunia	30	3				3				3				9	3	They conduct meeting regularly and presented total amount of savings in the meeting.
Masiardanga	30	3				3				3				9	3	They conduct meeting regularly with maximum participation
Kalinagar	22	3				3						1		7	2	They conduct meeting regularly but all EC member do not play their role actively

Brittisolua	30	3				3						1		7	2	Monthly meeting conducted regularly but most of female signed attendance only with minimum participation. They depend on president or secretary.
Baguladanga Patharghata	30			1				1				1		3	1	All activities were stopped for seven month due to internal conflict
Senerber	22		2				2					2		6	2	After December'15 they did not organized meeting regularly
Harin khola	22													8	3	They regularly conduct meeting with savings presented in some meetings meeting
Telikhali	22													9	3	Monthly meeting regular & all EC member are aware total/individual savings
Total	0	33	2	1	0	33	2	1	0	21	6	3	0			
0	0	11	1	1		11	1	1		7	3	3				

Indicator 4. Participatory Decision Making Process

WMG	Polder	Involvement of Maximum Members				Reviewed option with others members				All the members aware about the decision				Total Point	Rating	Comments	
		3	2	1	N/A	3	2	1	N/A	3	2	1	N/A				
Charkhali Machalia	30	3					2				3				8	3	About 85% EC members present in monthly meeting and all EC members are aware about meeting agenda & decision
FulBari	22	3				3					3				9	3	All EC members are aware about their meeting decision
Kathamari Gopal khali	30	3					2				3				8	3	All EC members are aware about their meeting decision
Boyarbhanga purbo	30	3				3					3				9	3	EC members are aware about their meeting decision
Boyarbhanga Madhya	30	3					2				3				8	3	About 90% attendance in monthly meeting & aware meeting agenda and decision
Bolabunia	30	3				3					3				9	3	About 90% presence in mothly meeting & aware meeting agenda and decision
Masiardanga	30	3				3					3				9	3	About 80% attendance in monthly meeting & aware meeting agenda and decision

Kalinagar	22		2				2					1		5	2	About 60% attendance in monthly meeting & not all EC member are aware of decisions in meeting
Brittisolua	30	3					2					1		6	2	Though Maximum EC member were present in monthly meeting but many of them are not aware meeting agenda & decision
Baguladanga Patharghata	30			1				1				1		3	1	EC meeting was not being organized for seven month
Senerber	22		2				2					2		6	2	Montly meeting was not organized properly
Harin khola	22	3					2				3			8	3	Only Ec member participated in monthly meeting but general member are not about decision
Telikhali	22	3					2					2		7	2	Decession is taken by maximum EC members but others members are not so aware about decision
Total	0	30	4	1	0	12	16	1	0	24	4	3	0			
0		10	2	1		4	8	1		8	2	3				

Indicator 5. Linkage with WMG and other Implementing Partners

WMG	Polder	WMG members aware about meeting/decision				Participating in others meetings and Updating				Circulating meeting resolution to partners				Regular Communication with UPs / BWDB				Total Point	Rating	Comments
		3	2	1	N/A	3	2	1	N/A	3	2	1	N/A	3	2	1	N/A			
Charkhali Machalia	30	0	2					1							2			6	2	They communicate with other members on some cases and most of WMG members are aware about meeting decision
FulBari	22	3					2						2					9	2	They communicate with others on some cases and most of WMG members are aware AGM decision
Kathamari Gopal khali	30	3				3							3					11	3	They regularly communicate with members and most of WMG members are aware of decision
Boyarbhanga purbo	30		2				2						2			1		7	2	1. EC members knows only date 2. They never contacted with

																					was not done with other groups properly
Harin khola	22																		7	2	Only EC member knows decision and other members aware AGM &WAP but communication is poor with other groups and with BWDB.
Telikhali	22		2					2				1							6	2	Only Ec members are aware about decision and did not show any evidence for linkage buildup
Total	0	1	1		0	9	12	4	0	3	6	9	0	3	10	7	0				
0	0	4	8	1		3	6	4		1	3	9		1	5	7					

Indicator 6. Conflict Management

WMG	Polder	No	Yes	Identify involved parties				Identify the reason				To solve the problem followed maximum benefit of each parties				Overall process followed in conflict resolution				Total Point	Rating	Comments
				3	2	1	N/A	3	2	1	N/A	3	2	1	N/A	3	2	1	N/A			
Charkhali Machalia	30	1					3				3				3				3	12	3	They have no conflicts
FulBari	22	1					3				3				3				3	12	3	Do
Kathamari Gopal khali	30	1					3				3				3				3	12	3	Do
Boyarbhanga purbo	30	1					3				3				3				3	12	3	Do
Boyarbhanga Madhya	30	1					3				3				3				3	12	3	Do
Bolabunia	30	1					3				3				3				3	12	3	Do
Masiardanga	30	1					3				3				3				3	12	3	Do
Kalinagar	22	1					3				3				3				3	12	3	Do
Brittisolua	30	1					3				3				3				3	12	3	Do
Baguladanga Patharghata	30		1			1	0			1	0			1	0			1	0	4	1	1.They have internal conflicts regarding savings and fund misuse. General members were blaming WMG Chairman & Secretary and the group members lost

																					their trust for which monthly meeting was not organized for seven months till Reporting period.	
Senerber	22	1					3				3				3				3	12	3	
Harin khola	22	1					3				3				3				3	12	3	
Telikhali	22	1					3				3				3				3	12	3	
Total	0	12	1	0	0	1	36	0	0	1	36	0	0	1	36	0	0	1	36			
Number of WMG	0	12	1	0	0	1	12	0	0	1	12	0	0	1	12	0	0	1	12			

7. WMG Action Plan (WAP) Formulation (Page-1)

WMG	Polder	No	Yes	Involvement of Maximum members in WAP formulation				Finalization of WAP through a general meeting				Display of the WAP				Progress of WAP				Total Point	Rating	Comments			
				3	2	1	N/A	3	2	1	N/A	3	2	1	N/A	3	2	1	N/A						
Charkhali Machalia	30	0	1	3				3						1						1			8	2	Though they have made WAP by involving maximum members & finalized general meeting progress is poor.
FulBari	22		1	3				3					2				3						11	3	They have no display in meeting room
Kathamari Gopal khali	30		1		2			3					2							1			8	2	As new committee has been formed. Some WMG member are inactive and they did not participate in WMG activities till date .
Boyarbhanga purbo	30		1	3				3					3				3						12	3	Their WAP was displayed in meeting room.
Boyarbhanga Madhya	30		1	3				3					1							1			8	2	WAP not updated and displayed after first one

Bolabunia	30		1	3				3						1				1	8	2	The first WAP was finalized through the AGM but after that they did not update the new WAP.
Masiardanga	30		1	3				3						1				3	10	3	Their WAP was updated but not displayed in meeting room.
Kalinagar	22		1		2									1				1	6	2	only EC member are aware about WAP but others did not know it
Brittisolua	30		1	3				3						1				1	8	2	Though they have made WAP by involving maximum members but General members could not say about it & progress is not satisfactory.
Baguladanga Patharghata	30	1				1				1				1				1	4	1	They did not finalize first WAP due to mismanagement.
Senerber	22		1			1				1				1				1	4	1	They did not update after first WAP was formulated.
Harin khola	22		1		2					2				1				1	6	2	Though The WAP was updated but nobody knows about it and it is not on display.
Telikhali	22		1	3						2				1				1	7	2	Only EC members are aware about WAP

WMG Action Plan (WAP) Formulation (Page-2)

WMG	Polder	Conduction Meeting Regularly				Participation of member in the meeting/ decision making process				Playing active role for improving Water Management System				Roles of members for overall benefit of organization				Keep liaison with UP/BWDB/ other organization				Enrolment and Regular Savings Collection				Plan for Business development/I GA				Total Point	Rating	Comments
		3	2	1	N/A	3	2	1	N/A	3	2	1	N/A	3	2	1	N/A	3	2	1	N/A	3	2	1	N/A	3	2	1	N/A			
Charkhali Machalia	30	3				3					2				2				2			3						1		16	2	Though they conduct meeting regularly and collected the savings but their communication was poor with other partners.
FulBari	22	3				3				3					2			3				3						2		19	3	They have no proper plan for IGA investment but on the other hand they are well organized.
Kathamari Gopal khali	30	3				3					2				2			3					2					1		16	2	They were not so aware about the overall benefit of organization and WAP activities were not being implemented Properly.
Boyarbha nga purbo	30	3				3					2				2					1		3						1		15	2	1. They are not aware about the overall benefit of the organization. 2. They are not aware about maintaining linkage with other GOs/NGOs 3. They have no business plan
Boyarbha nga Madhya	30	3					2				2				2					1			2					1		13	2	They have no proper plan for IGA investment.

Bolabunia	30	3				3				3				2			2			3				1	17	2	They have no business plan			
Masiardanga	30	3				3				3				2			2			3				1	17	2	They have no business plan			
Kalinagar	22		2												1										1	11	2	They were not so aware about the overall benefit of organization and WAP activities were not being implemented properly. Not all EC members were involved their own interest.		
Brittisolua	30	3													1										1	12	2	All activities of WMG depends on Chairman & Secretary and they have no plan for IGA		
Baguladanga Patharghata	30			1																					1	7	1	They have internal problem with group savings misuse.		
Senerber	22		2													1										1	9	1	They are not organized due to some EC member's inactivation for which all documents are not updated.	
Harinkhola	22	3													1										1	13	2	They have no business plan		
Telikhali	22	3					3																		1	14	2	They are not so aware of establishing linkage with other groups with other GOs/NGOs.		
Total	0	30	4	1	0	21	10	1	0	9	16	2	0	0	16	5	0	6	8	7	0	15	12	2	0	0	2	12	0	
Number of WMGs		10	2	1		7	5	1		3	8	2		0	8	5		2	4	7		5	6	2		0	1	12		

Overall Performance Evaluation of WMG regarding Organization Management Training

WMG	Polde r	Updatin g Register	Conductin g Meeting Regularly	Decisio n Making Process	maintain Linkage With Other Organization	Conflict	WAP	Overall	Total Point	Ratin g	Comments
Charkhali Machalia	30	3	3	3	2	3	2	2	17	2	Need support for IGA investment
FulBari	22	3	3	3	2	3	3	3	20	3	Need support for IGA investment
Kathamari Gopal khali	30	3	3	3	3	3	2	2	18	3	1. Need support for IGA investment
Boyarbhanga purbo	30	2	3	3	2	3	3	2	18	3	1. Need support to update the register 2. Need support to invest the savings money to IGA for overall benefit of the WMG
Boyarbhanga Madhya	30	3	3	3	2	3	2	2	18	3	They are good in record keeping and conducting meeting regularly but not aware about the overall benefits of the organization, such as they have no business plan
Bolabunia	30	3	3	3	2	3	2	2	18	3	Need support to invest the savings money to IGA for overall benefit of the WMG
Masiardanga	30	3	3	3	2	3	3	2	19	3	1. Need support to update the resolution book
Kalinagar	22	3	2	2	1	3	2	2	14	2	1. Need to support to update the resolution book Cash & ledger
Brittisolua	30	3	2	2	2	3	2	2	15	2	Need efforts to collect the savings and all documents have to update

											immediately
Baguladanga Patharghata	30	1	1	1	1	1	1	1	7	1	All documents have to update immediately
Senerber	22	1	2	2	1	3	1	1	12	2	They didn't finalize/update the WAP and have no plan for the betterment of the WMG.
Harin khola	22	3	3	3	2	3	2	2	16	2	They should make Business plan for proper IGA Investment
Telikhali	22	3	3	2	2	3	2	2	17	2	Need support for taking action to minimize the water related problem
Total	0										

Point distribution: If the performance of certain WMG was satisfactory then 3 point would be allocated, and 2 for Fair and 1 for Poor performance respectively and if a particular register was not applicable for that WMG then will automatically get 3 point