

IPSWAM TRAINING PLAN (2004-2008)

1. Introduction

This Report contains the Training Plan of IPSWAM covering the period 2004 to 2008. It is formulated on the basis of the Training Needs Assessment (TNA) and the lessons gained from the first year of programme implementation. The Report contains 5 Sections:

Section 1 presents the content and objectives of the report, and the overview of the IPSWAM training;

Section 2 outlines the training activities from 2004 to 2008;

Section 3 describes the IPSWAM Training Plan from 2004-2008;

Section 4 explains the training guidelines and policies; and

Section 5 presents the training strategy.

Objectives of the IPSWAM Training

The over-all objective of the training is to assist the BWDB in its capability building in order to carry out efficiently and independently its defined roles and responsibilities specified in the National Water Policy (NWPo) and the Guidelines for Participatory Water Management (GPWM). Specifically, the training will develop and enhance the knowledge and skills of the planning staff in the:

- Planning and implementation of an integrated water resources management plan using multi-disciplinary approach and participatory methods.
- Organization and strengthening of viable Water Management Organisations (WMO) for the sustainable operation and maintenance of the polders.
- Use of various planning tools such as Environmental Impact Assessment, Social Impact Assessment, Gender Mainstreaming, Geographic Information System (GIS) and computer aid designs.
- Use of Participatory Rapid Appraisal (PRA) for the inventory of present water management practices, stakeholder analysis, problem analysis and needs assessment.

2. Overview of Training Activities

The training activities in IPSWAM started with the training needs assessment (TNA) of the BWDB Planning Team members and support staff from Directorate of Planning III, and the representatives of WMOs and Local Government Institutions (LGIs) at the polder level. Based on the TNA results and the experience in the first year of programme implementation, the short term and the long term training plans were developed.

The summary of training activities from 2004 to 2008 is shown in Table 1.

Table 1: Summary of Training Activities

| Training Activities | Implementation Period | | | | | | | | | | | | | | | | | | | |
|---|-----------------------|----------|---|------|------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|
| | 2004 | | | | 2005 | | | | 2006 | | | | 2007 | | | | 2008 | | | |
| | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1. Training Needs Assessment | | | | | | | | | | | | | | | | | | | | |
| a. Data Gathering | •• | | | | | | | | | | | | | | | | | | | |
| b. Data Analysis | | •• | | | | | | | | | | | | | | | | | | |
| c. First Draft of TNA Report | | | • | | | | | | | | | | | | | | | | | |
| d. Circulation of Draft TNA | | | • | | | | | | | | | | | | | | | | | |
| e. Final TNA Report | | | | • | | | | | | | | | | | | | | | | |
| 2. Formulation of Training Plan | | | | | | | | | | | | | | | | | | | | |
| ▪ Short Term Plan (June - Dec. 2004) | | •••• | | | | | | | | | | | | | | | | | | |
| ▪ Long Term Plan (2004 - 2008) | | | | •••• | | | | | | | | | | | | | | | | |
| 3. Formulation of: | | | | | | | | | | | | | | | | | | | | |
| • Training policies | •••••••• | | | | | | | | | | | | | | | | | | | |
| • Training course outlines, training modules and materials | •••••••• | | | | | | | | | | | | | | | | | | | |
| 4. Coordination with other training offices and concerned Directorates within and outside BWDB: | | | | | | | | | | | | | | | | | | | | |
| ▪ Office of Chief Training and Staff Development | •••••••• | | | | | | | | | | | | | | | | | | | |
| ▪ Bhagyokul and Kushtia Training Institutes | •••••••• | | | | | | | | | | | | | | | | | | | |
| ▪ Water Management Directorate | •••••••• | | | | | | | | | | | | | | | | | | | |
| ▪ Other training centers | •••••••• | | | | | | | | | | | | | | | | | | | |
| 5. Inventory of possible training venues | | •••••••• | | | | | | | | | | | | | | | | | | |
| 6. Implementation of Training Courses | | | | | | | | | | | | | | | | | | | | |
| ▪ For BWDB | •••••••• | | | | | | | | | | | | | | | | | | | |
| ▪ For WMO and LGIs | •••••••• | | | | | | | | | | | | | | | | | | | |
| 7. Writing of training report for each training course conducted | •••••••• | | | | | | | | | | | | | | | | | | | |
| 8. Monitoring and Evaluation | •••••••• | | | | | | | | | | | | | | | | | | | |

In the first quarter of 2004, the IPSWAM Orientation for Central and Zonal Planning Team members was conducted, followed by exposure visits to the Polders (Polders 22, 43/2A and 43/2E). In the latter part of the first quarter, a training course for Labour

Contracting Societies (LCS) was conducted by the Zonal Team in Patuakhali for Polders 43/2A and 43/2E for emergency works.

Two training courses were conducted in the 2nd Quarter; one is on the Formation of WMOs for Central and Zonal Team members as well as Orientation on Data Gathering using Participatory Rapid Appraisal (PRA) for Field Investigators.

In the third quarter, the Gender Orientation for Central and some Zonal Planning Team members was conducted in Dhaka. This was followed by the Training of Facilitators (TOF) and the Organisational Management Course for strengthening the WMOs conducted for Central and Zonal Team members held at the BWDB, Bhagyokul Training Institute.

The Orientation on the formulation of Sustainable Environment Management Plan (SEMP) was conducted for the Zonal Team members and the WMOs in Polders 22, 43/2A and 43/2E in the 4th Quarter as well as the GIS ArcView Training for selected Central and Zonal Team members. Workshop on the findings of the Institutional Study was also held in the 4th Quarter, for BWDB concerned offices and other government agencies.

3. IPSWAM Training Plan (2004-2008)

The Training Plan will cover the implementation years of IPSWAM from 2004-2008. It enumerates all the training courses to be conducted for BWDB, WMO and LGIs within and outside the country. For BWDB, the participants will be the IPSWAM Planning Team members from the Directorate of Planning III, the 2 Zonal Planning Teams from the South-Western and Southern Zones, selected participants from the Office of the Chief Planning, the Directorate of Planning I and II and elsewhere in BWDB as appropriate. Liaison of training activities will be continued with the Office of the Chief Training and Staff Development.

(Presented in Attachment 1 is the detailed IPSWAM Training Plan for 2004-2008)

The objectives and proposed content of each training course is presented as follows:

3.1. Training Courses for BWDB

3.1.1. IPSWAM Orientation

Objectives

- To develop closer working relationship among the IPSWAM Planning team members at the central and zonal offices;
- To clarify work arrangements for short term and long term work commitments of the Planning Team members;

- To provide a clear understanding on the IPSWAM objectives, operational strategies and activities;
- To discuss the administrative and logistic arrangements of the central and zonal offices;
- To explain the GPWM, multi-disciplinary participatory, community participation and organization processes, and monitoring and quality control; and
- To share experiences from previous projects (KJDRP and CAD)

Content

- IPSWAM objectives, coverage, operational strategies and activities
- Guidelines for Participatory Water Management
- National Water Management Policy
- Community Participation and Organisation
- Multi-disciplinary and participatory planning
- Roles and responsibilities of the Central and Zonal planning team members
- Monitoring and Quality Control
- Sharing of Experiences from other projects such as KJDRP and CAD

3.1.2. Training on Formation of WMOs

Objectives

- Clarify the different steps of WMO formation and its capacity building;
- Describe the methodologies and processes of development of WMOs;
- Identify the required techniques for capacity building of WMOs;
- Clarify and demonstrate the methods/techniques to a good facilitator in organizing field activities; and
- Develop an action plan for WMOs in the polders.

Content

- IPSWAM objectives, concepts, approach and activities
- Process in WMO Formation
- Capacity Building of WMO
- Organising Effective Meetings
- Effective Presentation and Facilitation
- Preparation of Action Plan

3.1.3. Orientation on Data Gathering for Field Investigators (3 days)

Objectives

- Provide orientation on IPSWAM, the activities and operational strategies
- Clarify roles and responsibilities of various stakeholders
- Describe the roles and responsibilities of the Field Investigators
- How to organize a productive meeting
- Clarify the details of data collection formats

Content

- IPSWAM Program activities
- Multi-disciplinary Participatory Planning
- Participatory Planning Process
- Regional Planning Initiatives
- Concepts and Definitions
- PRA Activities: village walk, courtyard meeting, field survey, meeting with key informants, organizing village meeting, mapping,

3.1.4. Training of Facilitators

Objectives

The main objective of this course is the development of knowledge and skills of the Central and Zonal Planning Team members to become effective Facilitators at the field level.

Specific objectives are:

- Enhance knowledge and skills as a development worker;
- Increase facilitation skills on using different methods, aids and techniques;
- Improve knowledge and skills on training course organizing, monitoring, evaluating and report writing; and
- Improve knowledge and skills on gender issue and its application in the development field.

Content

- Training Overview (Background, Objectives, Expectations, Norms, Course Content, Pre-Test)
- Adult Learning Principle
- Training as Development Tool
- Approaches of Human Resource Development
- Communication Process
- Human Motivation Factor
- Training Steps and Utilisation of Training Curriculum
- Training Methods and Techniques
- Training Materials and Visual Aids
- Management of Training Program
- Effective Presentation and Facilitation
- Demonstration of Presentation Techniques and Method
- Controlling Training Session
- Listening and Talking
- Evaluation of Training Program
- Documentation and Reporting
- Gender Sensitive Trainer
- Post Test and Course Evaluation

3.1.5. Organisational Management Course for Zonal Teams

This Training Course has been designed as an experiential learning process using Group Dynamics (GD) as its main methodology. As the participants go through the GD Exercises, their experiences are processed, the lessons and insights are identified and its application to their personal life, work and community.

Objectives

The main objective of this course is to equip the Zonal Team members with the necessary knowledge, skills and the right attitude in conducting this training to the Water Management Organisations (WMO) at the polder.

Content

- Training Overview
- Self-Awareness
- Perception and Gender Perspectives
- Communication Process and Gender Sensitivity Test
- Conflict Management
- Problem Solving and Decision Making
- Leadership Development
- Organising and Conducting Effective Meetings
- Record Keeping
- Team Building
- The WMO
- The Polder System
- Guidelines on Participatory Water Management
- Planning

3.1.6. Gender Training

3.1.6.1. Gender Orientation

Objective

The main objective of the Orientation is to provide a basic understanding on the definition, concepts and approaches on gender, its application to IPSWAM, and to allow participants to analyse actual field cases in relation to gender.

Content

- Defining Gender and its Implications
- Concepts and Approaches on Gender
- Challenges and Application in IPSWAM
- Integrating Gender in the training program
- Mainstreaming Gender in water resources management
- Water Management Case Studies

3.1.6.2. Women Empowerment and Leadership Training

Objectives

To develop gender awareness and understanding on gender concepts, definitions, mainstreaming of gender, analysis of women's condition and position, the practical and strategic gender needs and interests, gender roles and the development of leadership skills of women leaders in the WMOs and LGIs.

Content

- Women as Stakeholders in the Development Process (historical perspective)
- Status of Women (comparative social index)
- Importance of Gender
- Defining Gender
- Socialization Process and Gender Identity
- Analysis of Women's Condition and Position
- Practical Needs and Strategic Gender Interest
- Gender Roles
- Leadership roles, qualities and skills
- Gender Application/Engendering Development
- Critical Conditions for Gender Mainstreaming
- Empowering women leaders in IPSWAM

3.1.7. Geographical Information System (GIS)

Objectives

The objective of the training is to develop the skills of the central and zonal team members in preparing GIS databases using the ArcView software. The team members will be able to produce and update various thematic maps of the project area.

Content

- Introduction to GIS (Basic GIS Concepts, Spatial data and attribute data, map scales, topology and projections)
- Creating Maps with ArcView
- Adding tabular data on features to maps
- Using the Legend Editor
- Selection Map Features using Query Builder
- Laying out and printing maps
- Working with Project Data
- Creating Lay-out for Polder Maps

3.1. 8. AutoCad Training

This training is to be conducted for selected Central planning team members and support staff (draftsmen) as a follow-up to the GIS ArcView training. The objective is to harness the skills of the concerned team members in producing engineering drawings for the polders. Participants should know basic computer and the use of MSWord, Excel and are familiar with engineering drawings.

Content

- AutoCAD Basics
- Drawing in two dimensions (2D)
- Working with data
- Drawing in three dimensions (3D)
- Organising and managing drawings
- Customizing AutoCAD
- AutoLisp Program

3.1. 9. Sustainable Environmental Management Plan (SEMP)

Orientation on SEMP is conducted for central and zonal planning team members to familiarize them with the planning methodology. Plan formulation is done with the WMO. In the succeeding years, following the formulation of the SEMP, it will be reviewed by the WMA with assistance from the zonal planning team. Each new SEMP prepared for the other polders (sub-projects) will also be reviewed by the Zonal Team.

Objectives

- Familiarization with the “Guidelines for Environmental Audit of Small and Medium Scale Projects of BWDB”
- Application of Guidelines to carry out an audit for the polders
- Formulate the Sustainable Environmental Management Plan (SEMP) for the Polders
- Discuss the role of the Zonal Planning Team in the SEMP implementation

Content

- Overview and the need for SEMP
- Environmental Assessment using the Guidelines for Environmental Audit of Small and Medium Scale Project of BWDB
- Summarization of group activities in the Environmental Assessment Matrix
- Planning and formulation of solutions to priority problems (using a planning format)
- Screening of Solutions
- Concensus on solutions
- Role of WMO in SEMP implementation

3.1.10. Workshop on Institutional Analysis Study

Objectives

The over-all objective in conducting the seminar is to present the findings and recommendations of the Institutional Study and gather comments and reactions from participants.

Content

- Objectives and Content of the Seminar
- Objectives of the Institutional Study
- Methodology used in the Institutional Study
- Findings of the Study
- Recommendations of the Study
- Comments and reactions from participants

3.1.11. Annual Planning Workshop

Objectives

The Annual Planning Workshop will be conducted at the end or beginning of each year to review the progress of work and accomplishments of the previous year and to plan the activities for the coming year. It will also allow for the discussion of major problems and constraints encountered and how these were addressed in order to serve as a guide for the planning of the activities for the succeeding year.

Content

- Sharing of progress of work and accomplishments by the Central and Zonal Teams
- Problems and issue and how these were addressed
- Annual Planning of activities

3.1.12. Project Management

Objective

To provide the participants with appropriate knowledge and skills on effective project management.

Content

- Development theories and approaches
- Project Management definition and principles
- Project Cycle
- Time Management : PERT CPM, Gantt Chart
- Strategic Planning: Participatory Planning Techniques and Logical Framework
- Project budgeting, disbursement and control

- Project Monitoring and Evaluation
- Project documentation and reporting
- Auditing
- Management Functions
- Supervision roles
- Management skills and methods to achieve required outcome
- Managing teams
- Conflict resolution ideas within organizations
- Governance and Human Rights

3.1. 13. Office Management

Objective

To develop the knowledge and skills of Support Staff on basic office management and to improve job motivation and commitment.

Content

- Accounts Management and Administration
- Report Writing
- Filing System
- Basic Computer and applications
- Job Motivation and Commitment

3.1.14. Orientation on Construction Management for LCS and WMA Monitoring Committee

Objective

The over-all objective is to orient the Zonal Team members on how to train the Labour Contracting Societies (LCS), Water Management Association (WMA) and Contractors on the objectives and activities of IPSWAM, definition and importance of LCS and process of formation, their roles and functions, gender concerns, discuss work and payment arrangements, maintaining quality of construction work, monitoring and evaluating construction work, formulation of work strategy and plans and the importance of savings.

Content

- Training Overview: Objectives, training program, training norms, expectations
- IPSWAM Definition, Objectives and Activities
- What is LCS? Process of formation? Criteria for Selection of Members
- Roles and functions of LCS, WMA and Contractors
- Gender Concerns in LCS Activities

- Items of work for construction for LCS and Contractors
- Work Arrangements (payment system, line of authority, problem solving)
- Construction requirements: Quality, Quantity, Time Schedule and Tools/Equipment
- Monitoring and evaluation of construction works: importance, method/system, concepts, do's and don'ts, indicators, process and format
- Reporting System
- Importance of savings and possible IGAs for LCS
- Planning the work strategy of the groups (LCS, Contractors and WMA)

3.1.15. Operation and Maintenance Planning

Objectives

To discuss and plan with the Zonal Planning Teams, the preparations needed by the WMO in developing the operation and maintenance (O&M) plan for their polder and to clarify tasks and responsibilities for O&M.

Content

- Operation of infrastructure
- Maintenance of infrastructure
- Roles and responsibilities of BWDB, WMO and LGI in the operation and maintenance of the polder
- O&M Budget and arrangements between BWDB and WMA
- Developing an O&M Plan for the Polder
 - Operation of structures and canals
 - Maintenance of structures and canals
 - Major and emergency works on structures, embankments and drainage channels
 - Lease arrangements on infrastructure (BWDB to WMA)
 - Budget requirements and generation of funds
 - On-farm water management
 - SEMP
 - Gender Concerns (participation of women in O&M activities)

3.1.16. Seminar on IPSWAM (Sharing of Experience)

Objective

The Seminar will showcase the achievements, lessons and milestones of IPSWAM which will be shared with other BWDB relevant Directorates and concerned government and non-government agencies.

Content

- Objectives and Content of the Seminar
- Sharing of Lessons and Milestones from IPSWAM implementation
- Comments and reactions

3.1.17. IPSWAM Workshop

Objectives

The IPSWAM Workshop will be conducted to allow the Central and Zonal Planning Teams together with the representatives from the WMAs and LGIs in the Polders the opportunity to present their accomplishments (in terms of physical, social, environmental, gender and O&M) and share their experiences. On the basis of these, key lessons will be drawn out and highlighted to improve project implementation.

The Workshop will also serve as a venue to give recognition to the best team presentation and award the most active WMA and the best WMA Leaders¹ (one man and one woman leader) from among the Polders being implemented.

Content

- Presentation of Workshop objectives and content
- Presentation of accomplishment and sharing of experiences
 - Central Planning team
 - Zonal Planning Teams
 - WMAs and LGIs in Polders
- Awarding of Certificate of Recognition and Prize to the Best Team Presentation
- Awarding of Trophy and Prize to the Most Active WMA
- Awarding of Certificate of Recognition and Prize to the Best WMA Leaders (one male and one female)
- Cultural Show and presentation

3.1.18. Other Short Courses

There are other short courses that may be needed and may come out based on the emerging needs of implementers during the course of programme implementation. These can be in the following areas: planning; environment; social development/community organization; management information system; income generating activities; accounts/financial management; and others.

3.1.19. Regional Study Tours

The regional study tour has 3 objectives: first is to learn from the best practices implemented in the selected countries; second is to promote and share the approach and achievements of IPSWAM; and third is to share the findings and experience of

¹ Guidelines and Criteria for selection will be formulated and disseminated to all concerned. It is hoped that this activity will stimulate participation and motivate the WMAs and its leaders to effectively carry out the activities at the Polder level.

the group to the other members of the central and zonal planning team who were not able to join the study tour.

Regional study tours abroad is proposed to be conducted in the Philippines, Indonesia, Laos/Thailand for the Central and Zonal Planning team members. Three (3) groups coming from the Central and Zonal Planning Teams will participate in the study tour with one group visiting one country.

3.1.20. Short Course to the Netherlands

Short course will be conducted in 2005 at the Netherlands, for selected IPSWAM Planning team members. The objective of the short course is to provide the participants with theories and policy instruments in multi-disciplinary planning of FCDI projects, integrating socio-economic, institutional, technical and environmental factors and its application in BWDB in general and IPSWAM in particular. The Institute of Social Studies (ISS), of the Hague, Netherlands is being considered as the training institute that will organize and conduct the training in close coordination with the IPSWAM Training Team for the formulation of the training course design. The ISS is being considered to conduct this training because of its previous experience in conducting a similar training in 1998 for the officials of the Early Implementation Project (EIP) of BWDB.

The short course to the Netherlands also takes into consideration the existing Twinning Arrangement signed on November 2000 between the Ministry of Water Resources of Bangladesh and the Ministry of Transport and Water Management of the Netherlands which aims to strengthen cooperation in the field of Institutional Development for Integrated Water Resources Management. This arrangement is in effect from 2001-2005.

The proposed topics to be covered are:

- **Overview of Training Course** : Objectives, Content, discussion of program activities, training norms, training expectations from trainors and participants, training requirements, administrative and logistic arrangements. General orientation on important locations of transportation arrangements.
- **Development in General** : development and sustainable development; indicators for development; institutional agents of development; FCDI as means for sustainable development; environment issues; gender issues.
- **Presentation on IPSWAM**
- **Multi-disciplinary approach to planning** : concepts of planning, participatory planning; need based planning; multi-disciplinary approach and the role of each discipline, planning alternatives and issues including socio-economic,

environmental, gender, poverty alleviation, O&M; conceptual and technical components in planning.

- **Socio-economic issues** : definition and identification of needs; selection of socio-economic indicators, people's participation from planning to O&M.
- **Project Planning** : overview of project planning process, common problems of project planning, principles of economic and cost benefit analyses (methods of economic, financial, social and environmental cost benefit analysis); method of environment impact assessment and mitigation measures.
- **Study tour** to an office using multi-disciplinary planning and to field locations where effective water management can be shown.

3.1.21. Joint Exposure Visit for Zonal Planning Team members with WMA and LGI

Exposure visit is proposed for representatives (50% male and 50% female) of the WMA and a representative of the LGI in each polder together with members of the Zonal Planning Team, to visit selected places/projects where community based organizations or cooperatives are successfully operating and maintaining the completed infrastructure. This will be combined with a short course on water management, financial management and resource mobilization. This package program will be conducted in Bangladesh (or/and India) by a selected training institute² who has the necessary qualification and previous experience in conducting a similar study tour combined with short course. The DCEO or Assistant Chief Agriculture, Socio-Economist or Zonal Trainer will accompany the group.

After completing the study tour, the 5 representatives of each polder will prepare a report of the exposure visit, assisted by the Zonal Team and present this to their WMA and Union Parishad in their respective polders. Lessons gained from the study tour should be applied by the WMA in improving its organizational capacity in dealing with water management, financial aspects and resource mobilization.

Three batches of study tour cum short course will be conducted for the whole duration of the Programme. For the first 3 Polders (Polders 22, 43/2A and 43/2E), combined study tour will be conducted towards the end of 2005. Similarly, for the 2nd 3 Polders (Polders 43/2D, 29 and 30), the study tour will be conducted towards end of 2006, while the last and remaining 3 Polders will have their study tour towards the end of 2007. Revisions or improvements to the design and content of the exposure visit will be done based on the experience of the first batch.

² Possible training institute/center to handle this activity are Bangladesh Academy for Rural Development, Training and Technology Transfer or Participatory Research in Asia of MENT.

3.2. Training Courses for WMOs and LGIs

3.2.1. IPSWAM Orientation and Information Campaign

The Orientation and Information campaign will be conducted in the early part of programme implementation each polder to be covered. This orientation and information campaign is not just the holding of one meeting but is a continuous process of discussion with concerned groups (such as male and female groups, interest groups, sectoral groups, people's organizations, Union Parishads, NGOs) about IPSWAM.

In Polders 22, 43/2A and 43/2E, several meetings were held before the formation of the Water Management Group which were attended by around 7,000 people (40% female + 60% male). Separate Orientation will be held for the LGIs (Union Parishad) in early 2005.

For the next 3 Polders (43/2D, 29 and 30) which will be started in 2005, Orientation and information campaign will be conducted by the Zonal Planning Team. However, as early as the field investigation activity (e.g. Polder 43/2D), information dissemination can already be done through the distribution of leaflets and discussion with local leaders, Union Parishad members, with representatives of concerned government institutions and with the communities through house to house visits. For the 3 remaining Polders to be covered, information campaign will be conducted in 2006.

Objectives

- To provide a clear understanding on the IPSWAM objectives, operational strategies and activities;
- To explain the GPWM, multi-disciplinary participatory, community participation and organization processes, and monitoring and quality control; and

Content

- IPSWAM objectives and coverage
- IPSWAM concepts, approach and activities
- Overview of National Water Policy and Guidelines for Participatory Water Management
- Roles of BWDB, WMO and LGI

3.2.2. Organisational Management Course and Training of Facilitators

The Organisational Management Course will be conducted for the Executive Committee members of all WMOs formed in the Polders. The objective of this training is to develop and strengthen the organizational management capacity of

the WMO in terms of developing the members perception and gender awareness, effective communication, conflict management, problem solving and decision-making, leadership development, conducting effective meetings, generating savings, record keeping conflict management, team building and planning.

Content

- Training Overview
- IPSWAM objectives, activities and approach
- Self-Awareness
- Perception with Gender Awareness
- Communication Process
- Conflict Management
- Problem Solving and Decision Making
- Leadership Development
- Organising and Conducting Effective Meetings
- Savings Generation
- Record Keeping
- Team Building
- Planning
- Importance of Participation
- Organisational structure and functions of WMG, WMA and WMF

3.2.3. Women Empowerment and Leadership Training

This training will provide the Executive Committee female members of the WMG and the Local Government Institution (Union Parishad), an in-depth understanding on women empowerment, gender and the development of leadership capability of the women leaders.

Content

- Definition of Gender
- Gender concepts and approaches
- Situation of Women in Bangladesh
- Changing Perspectives on Women in Development (WID) to Gender and Development (GAD)
- BWDB Gender Equity Strategy
- Leadership Development
- Empowering women leaders in IPSWAM

3.2.4. Sustainable Environmental Management Planning (SEMP)

The SEMP is implemented in two stages, first is the SEMP Orientation and Planning and the second is the Review after one year.

The Orientation on SEMP is to create community awareness on the environment issues affecting the Polder and to formulate a plan whereby the WMA will be able to facilitate measures to address these environment concerns. The SEMP overlaps with the Implementation Plan (physical engineering plan) and the Operation and Maintenance (O&M) plan. The SEMP will be reviewed each year to assess the progress of implementation.

Content

Orientation and Planning for WMA and LGI

- Orientation on the SEMP
- Need and importance of SEMP
- Guidelines for Environmental Audit of Small and Medium Scale Project of BWDB
- Environmental Assessment Matrix
- Planning and Formulation of SEMP
- Screening Formats
- Role of WMA and LGI

Review of SEMP Implementation for WMA and LGI

- Review of SEMP using an assessment format and indicators
- Recommendation for improved implementation

3.2.5. LCS Training

3.2.5.1. Orientation of LCS for Emergency Works in Polders 43/2A and 43/2E

Orientation of LCS in Polders 43/2A and 43/2E were conducted in the first quarter of 2004 as part of the emergency works undertaken. The Orientation explained the objectives and activities of IPSWAM, definition and importance of LCS and process of formation, their roles and functions, gender concerns, work and payment arrangements, maintaining quality of construction work, monitoring and evaluating construction work, and formulation of work strategy and plans. Around 4 LCS groups were trained with 60-70 participants from each LCS.

3.2.5.2. Orientation on Construction Management for LCS, Contractors and WMA Monitoring Committee

Orientation on Construction Management will be conducted for the LCS, Contractors and the WMA Monitoring Committee in each polder to be covered. The objective is to provide a broad understanding on IPSWAM and specific explanation on the definition and importance of LCS, criteria for selection of members, construction and payment arrangements and the monitoring of

construction works. It will also provide the venue where the LCS can discuss their plans and strategies for construction.

Content

- Training Overview: Objectives, training program, training norms, expectations
- IPSWAM Definition, Objectives and Activities
- What is LCS? Process of formation? Criteria for Selection of Members
- Roles and functions of LCS, WMO Monitoring Committee and Contractors
- Gender Concerns in LCS Activities
- Items of work for construction for LCS and Contractors
- Work Arrangements (payment system, line of authority, problem solving)
- Construction requirements: Quality, Quantity, Time Schedule and Tools/Equipment
- Monitoring and evaluation of construction works: importance, method/system, concepts, do's and don'ts, indicators, process and format
- Reporting System
- Importance of savings and possible IGAs
- Planning the work strategy of the groups (LCS, Contractors, Monitoring Committee)

3.2.6. O&M Planning

The objective of the O&M Planning for WMOs at the Polder is to develop an O&M plan that will specify the activities to be conducted and define the roles and responsibilities of the WMO and BWDB.

Content

- Operation of infrastructure
- Maintenance of infrastructure
- Roles and responsibilities of BWDB, WMO and LGI in the operation and maintenance of the polder
- O&M Budget and arrangements between BWDB and WMA
- Developing an O&M Plan for the Polder
 - Operation of structures and canals
 - Maintenance of structures and canals
 - Major and emergency works on structures, embankments and drainage channels
 - Lease arrangements on infrastructure (BWDB to WMA)
 - Budget requirements and generation of funds
 - On-farm water management
 - SEMP
 - Gender Concerns (participation of women in O&M activities)

3.2.7. Joint Exposure Visit for WMA and LGI with Zonal Planning Team members

Exposure visit is proposed for 4 representatives (2 male and 2 female) of the WMA and 1 representative of the LGI in each polder together with members of the Zonal Planning Team, to visit selected places/projects where community based organizations or cooperatives are successfully operating and maintaining the completed infrastructure. This will be combined with a short course on water management, financial management and resource mobilization. This package program will be conducted in Bangladesh (or/and India) by a selected training institute³ who has the necessary qualification and previous experience in conducting a similar study tour combined with short course. The DCEO or Assistant Chief Agriculture, Socio-Economist or Zonal Trainer will accompany the group.

After completing the study tour, the 5 representatives of each polder will prepare a report of their study tour (assisted by the Zonal Team) and present this to their WMA and Union Parishad in their respective polders. Lessons gained from the study tour should be applied by the WMA in improving its organizational capacity in dealing with water management, financial aspects and resource mobilization.

Three batches of study tour cum short course will be conducted for the whole duration of the Programme. For the first 3 Polders (Polders 22, 43/2A and 43/2E), combined study tour will be conducted towards the end of 2005. Similarly, for the 2nd 3 Polders (Polders 43/2D, 29 and 30), the study tour will be conducted towards end of 2006, while the last and remaining 3 Polders will have their study tour towards the end of 2007. Revisions or improvements to the design and content of the exposure visit will be done based on the experience of the first batch.

3.2.8. Other Short Courses

There are other short courses that may be needed which may come out based on the emerging needs of the WMO and LGIs during the course of programme implementation. These can be in the following areas: environment; water management; operation and maintenance; savings and income generating activities (IGA); and production planning.

³ Possible training institute/center to handle this activity are Bangladesh Academy for Rural Development, Training and Technology Transfer or Participatory Research in Asia of MENT.

4. Training Guidelines and Policies

To systematize the implementation of training, the following guidelines and policies will be followed in IPSWAM.

4.1. Organisation of Training Courses

- 4.1.1. In case of the central training programme the Central Planning Team (Institutions and Training Group) is responsible for organizing any orientation, workshop, seminar, retreat, exposure visit both in-country and outside the country.
- 4.1.2. Each zonal team is responsible for implementing the Field Training⁴ within the guidelines provided by the Central Planning Team.
- 4.1.3. The IPSWAM Training Team will be composed of the Training Advisor, Training Specialist, Zonal Trainers with a training resource pool coming from all the members of the Central and Zonal Planning Teams and other BWDB personnel.

4.2. Training Plan, Training Design and Training Courses

- 4.2.1. In each calendar year the IPSWAM training team will update the 5 Year Training Plan, based on inputs from central and zonal planning team members and from the emerging needs of programme implementation. An Annual Training Plan will be prepared with draft copies circulated to concerned persons at the central and zonal levels. Considering the Annual Training Plan the Zonal teams will prepare their training implementation plan and send a copy to the central level. The Zonal Teams will ensure the effective implementation of the training program at the field level.
- 4.2.2. All training courses will be based on identified needs of the Central, Zonal planning team members, the WMOs and LGIs. The Training Needs Assessment (TNA) report and the needs that will emerge in the course of programme implementation will be considered in designing the curricula.
- 4.2.3. Draft training outline will be prepared for each training course and these will be circulated to concerned members of the Central and Zonal Teams before finalization.
- 4.2.4. In developing and conducting any training course the inductive type participatory approaches will be followed.

⁴ Field Training refers to training for the Water Management Organization, Local Government Institutions (LGIs) and Zonal Team members which are conducted at the zonal and polder levels. In some cases, special training, orientation, workshop, seminar, retreat may be organized in the Zonal level. In each case specific guidelines will be provided to the Zonal Team.

- 4.2.5. In designing training curricula the Central Planning and Zonal Planning Team members will be involved.
- 4.2.6. The Office of the Chief Training and Staff Development of BWDB is expected to participate in the development of training modules and materials. Through this process both can be benefited and the curriculum can be utilized by IPSWAM as well as other projects of BWDB. Copies of completed training modules will be provided to the three Training Institutes (Bhagyakul, Kaptai and Kushtia) for future utilization and reference. The various offices within BWDB can give assistance in providing specific inputs to topics/courses to be developed and will also be invited as Resource Persons.

4.3. Conducting Training

- 4.3.1. Training of Facilitators will be conducted for all those who will be involved in conducting the training, to ensure that topics are delivered using interactive and participatory methods.
- 4.3.2. Visual aids and hand-outs will be prepared before conducting any training and supplied to the concerned Training Course Coordinator so that he/she will make necessary copies for the participants.
- 4.3.3. Resource speakers or trainers coming from outside the central and zonal teams should be given a briefing on the training course and the training requirements such as training materials to be used and the methodology in delivering the topic. They should also provide a copy of their training material before delivering their topic. In the case of regular training courses, material preparation is not required but adequate preparation/dry-run is required for the trainer/resource speakers.

4.4. Training Monitoring and Evaluation

- 4.4.1. **Training Monitoring System** will be developed to gather data on the type of training conducted, number of participants, date and place conducted, budget and expenses. The annual and the 5 Year training plan will be used as a basis in developing the monitoring system which will compare training accomplishments with targets.
- 4.4.2. **Baseline data** will be generated from the Training Needs Assessment (TNA) in terms of training needs relative to the roles and functions to be performed in IPSWAM.
- 4.4.3. **Pre-training knowledge inventory** (structured questionnaire) will be administered before the start of any training to assess the existing knowledge and skills of participants.

- 4.4.4. Post training knowledge inventory** will be administered at the end of the training to determine the knowledge and skills gained by participants.
- 4.4.5. Training evaluation** – a training evaluation format will be developed for each training course to be conducted. It will be administered at the end of the training to get feedback from the participants on their assessment of the resource speakers, topics, methodology, hand-outs and visual aids, training facilities and duration. This will be used in improving future training and training materials.
- 4.4.6. Training Record** – will be prepared for each training conducted. It will contain information on the participants, training program, training proceedings, outputs, result of the pre and post test, training evaluation, training materials used and training expenses.
- 4.5. Training Venue, Selection of Participants and Resource Speaker**
- 4.5.1. Use of internal training resources** – to the extent possible, BWDB training centres, facilities, trainers and resource persons from relevant BWDB Directorates and on-going Projects will be used for IPSWAM training. Existing training courses, materials, manuals, visual aids will be reviewed for its relevance and application to IPSWAM. (See Attachment 2 for Inventory of Training Venues)
- 4.5.2. Use of external training institutions** - to address specialized training needs of the project (such as exposure visits and special courses), coordination will be done with training institutions outside BWDB to further broaden the training resource base. It is required that in using outside training institutes to conduct the training, the preparation of training design and course outline will be done in close collaboration with the Central Training Team. The outside training institute will provide complete set of training materials to the Central Training Team and a training report with training evaluation will be submitted.
- 4.5.3. Selection of participants** will be based on the Training Needs Assessment and recommendations from the IPSWAM Project Director and Team Leader.
- 4.5.4. The Trainers/Resource Speakers performance** will be assessed based on feedback from participants, observations by Training Team and from the result of the training evaluation. The Institutions and Training Group of the Central Planning Team and Training Group at Zonal Level will ensure that assessment is carried out and reports properly filed.
- 4.5.5.** In a one-day training, a minimum of 2 (two) and maximum of 3 (three) Resource Speakers, including the course coordinator, will be assigned to conduct the day's training sessions. The Course Coordinator will ensure the Resource Speakers' availability and their preparation for the session.

- 4.5.6. Resource Speaker will be entitled an honorarium if he/she continues to conduct the session for a minimum of one and half hours.
- 4.5.7. No single Resource Speaker will be entitled to conduct more than 2 sessions in one day. The Training Team at the Central and Zonal levels will determine the number of topics/sessions that one resource speaker can handle in one training course. Trainers/Resource Speakers will be selected based on their competency in facilitating the session rather than experience or length of holding a job/position.
- 4.5.8. The Resource Speakers and the TA staff/trainer are entitled to have Breakfast, Lunch, Dinner, 2 time Tea/Snacks, and accommodation during the training.
- 4.5.9. In case of outside Resource Speakers the honorarium will be based on the experience and competency.

5. Training Strategy

In designing and conducting the training, the following strategies and guiding principles will be used:

- 5.1. **Form a Training Core Group and Training Resource Group at the head office.** Training Core Group (TCG) will be formed within the IPSWAM Planning Team to oversee and decide all matters concerning training. This will be composed of the Project Director, the Team Leader, Executive Engineer/Coordinator, Training Advisor and Training Specialist.

Participants of training courses conducted in 2004 (Training of Facilitators, Organisational Management, GIS, SEMP and Gender Orientation) will form the pool of trainers for training to be conducted at the central, zonal and polder levels. This will be supplemented with the Consultants from the Technical Assistance Team (on specific subject matter), from experts within BWDB and relevant institutions within the water resources sector and other outside training institutes.

- 5.2. **Conduct training in support of project activities** – training will be conducted to prepare the planning staff in performing their roles in relation to the activities to be conducted. Within the project development phases (planning, rehabilitation and O&M), specific training courses will be designed to help the implementers in performing their tasks efficiently.
- 5.3. **Training is a continuing process of learning and not a one-shot intervention.** It is built-in within the implementation phases of the project and will be done through formal and informal training, group discussions, focus group discussions, workshops, sharing of experiences, exposure visits, one-on-one discussion and learning by doing.

5.4. **Training and application** – The timing in conducting the training should consider that participants would be able to use and apply what they learned immediately after the training and not several months afterwards when they have already forgotten what they learned. Knowledge and skills gained should be applied and used immediately to maximize the effectiveness of training.

5.5. **Training materials** such as manuals, guidelines, hand-outs and visual aids will be developed and improved based on need, usage and effective application. Audio-video materials, drawings, maps, posters and photographs will be prepared and used for training and awareness raising. These will be archived and kept in the Project library for easy access on training to be conducted at the head-office and 2 zonal offices.

Several training materials have been developed in 2004 which were used in the training courses conducted. These have been improved through the collaborative efforts of those involved in the training. These are enumerated as follows:

- Orientation Guidelines for Labour Contracting Societies (LCS);
- Training of Facilitators (in Bangla);
- Organisational Management Course for Zonal Planning Team and WMO (in Bangla and English); and
- Gender Orientation (training report in English).
- GIS ArcView (in English)

5.6. **Communication and consultation** of IPSWAM training activities will be done with the **Office of Chief Training and Staff Development** of BWDB. The capabilities and resources from this office will be tapped for the development of training course outlines, training materials and in the conduct of training. Through this involvement and interaction, training courses and materials developed can be used, not only by IPSWAM but also by BWDB.

However, to ensure the continuation of institutional development after the projects has been phased out, it is recommended that a training position from BWDB (deputed from the Directorate of Training and Staff Development or from the Directorate of Water Management) should be created at the Zonal level to work side-by-side with the Zonal Trainers. This has been mentioned in the Institutional Study Report (Technical Report No. 2)

5.7. **Use of internal training resources** – to the extent possible, BWDB training centers, facilities, trainers and resource persons from relevant BWDB Directorates and on-going Projects will be used for IPSWAM training. Existing training courses, materials, manuals, visual aids will be reviewed for its relevance and application to IPSWAM.

5.8. **Use of external training institutions** - to address specialized training needs of the project (such as exposure visits and special courses), coordination will be

done with training institutions outside BWDB to further broaden the training resource base.

- 5.9. Selection of participants** for training will be based on the Training Needs Assessment (TNA) and from other needs that will emerge in the course of programme implementation which were not considered in the TNA.

GOVERNMENT OF THE
PEOPLE'S REPUBLIC OF
BANGLADESH

GOVERNMENT OF THE
KINGDOM OF THE
NETHERLANDS

MINISTRY OF WATER RESOURCES

**Integrated Planning
For
Sustainable Water Management
(IPSWAM)**

Technical Report No. 3

TRAINING PLAN FOR 2004-2008

ACRONYMS

| | |
|----------------|---|
| BWDB | Bangladesh Water Development Board |
| EIP | Early Implementation Programme |
| FCDI | Flood Control, Drainage and Irrigation |
| GD | Group Dynamics |
| GIS | Geographic Information System |
| GPWM | Guidelines for Participatory Water Management |
| IGA | Income Generating Activities |
| IPSWAM | Integrated Planning for Sustainable Water Management |
| ISS | Institute of Social Studies, the Hague |
| KJDRP | Khulna-Jessore Drainage Rehabilitation Project |
| LCS | Labour Contracting Societies |
| LGI | Local Government Institution |
| NWPo | National Water Policy |
| O&M | Operation and Maintenance |
| PRA | Participatory Rapid Appraisal |
| SEMP | Sustainable Environment Management Plan |
| TA | Technical Assistance |
| TNA | Training Needs Assessment |
| TOF | Training of Facilitators |
| WMA | Water Management Association |
| WMF | Water Management Federation |
| WMG | Water Management Groups |

WMO

Water Management Organisation

i

IPSWAM Training Plan
(2004-2008)

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