

Bangladesh

Country strategy 2006-2011



WaterAid – water for life

WaterAid is an international non governmental organisation dedicated exclusively to the provision of safe domestic water, sanitation and hygiene education to the world's poorest people. These most basic services are essential to life; without them vulnerable communities are trapped in the stranglehold of disease and poverty.

WaterAid works by helping local organisations set up low cost, sustainable projects using appropriate technology that can be managed by the community itself. WaterAid also seeks to influence the policies of other key organisations, such as governments, to secure and protect the right of poor people to safe, affordable water and sanitation services.

WaterAid is independent and relies heavily on voluntary support.



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Front cover image

Photographer: ASM Shafiqur Rahman, WaterAid Bangladesh

Amina, Maloti and others merrily collect water from their community tube-wells in Tiger Pass Malipara slum of port city Chittagong, Bangladesh.

The tubewells built on a platform with a bathing place are serving 60 poor households of the slum with safe drinking water and privacy of women, especially adolescents, during bathing.

Amina Begum, also an active member of the Slum WatSan Committee, says, "We suffered a lot before we got our own water source. We had to collect water from far, which was time and energy consuming. Now the people of our community are getting safe water at their doorstep and can spend more time in taking care of the family members, especially children. Our children are now cleaner, healthier and hardly miss school."

"The most important thing is we now got a bathing place which was never before" added Maloti Rani. "This is a great relief for us and our adolescent girls to have a private place for personal hygiene."

"We are not getting any assistance from Public Service Delivery Institutions because of our unstable settlement. We hope that WaterAid would assist us in fulfilment of our watsan requirements as before for a better life."

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List of Abbreviations

ADP	Annual Development Programme
AFP	Annual Fiscal Plan
ASEH	Advancing Sustainable Environmental Health
BURT	Bangladesh Urban Round Table
CBO	Community Based Organisation
CIWRM	Community Based Integrated Water Resources Management
CUP	Coalition for the Urban Poor
Danida	Danish International Development Agency
DCH	Dhaka Community Hospital
DFID	Department for International Development
DSK	Dushtha Shasthya Kendra
FYP	Five Year Plan
GDP	Gross Domestic Product
GoB	Government of Bangladesh
HR	Human Resources
HRD	Human Resources Development
INGO	International Non Government Organisation
IPEA – SWESHP	Integrated, Participatory, Empowering Approach to Safe Water Supply, Environmental Sanitation and Hygiene Promotion
IWRM	Integrated Water Resources Management
LGI	Local Government institution
LWT	Low Water Table
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
NGO	Non Government Organisation
NWMP	National Water Management Plan
OAM	Overseas Accounts Manual
PMSO	Partner Monitoring and Support Officers
PO	Partner Organisation
RTN	Resource and Training Network
SWAP	Sector Wide Approach
SWT	Shallow Water Table
UNICEF	United Nations Children’s Fund
VERC	Village Education Resource Centre
WAB	WaterAid Bangladesh
WARPO	Water Resources Planning Organisation
WA-UK	WaterAid UK
WPI	Water Partner International
WSS	Water Supply and Sanitation

Summary

Introduction

Bangladesh has a population of 144 million living in an area of 147,570 square kilometres. The rate of population growth fell from 2.5 to 1.6% in the 1997-01 period, although that of the urban population has increased from 6% to 21% between 1961 and 2001. An estimate puts the total population at 181 million by 2025 with 41% living in the urban areas - nearly half of them poor and without services.

Key obstacles

Key obstacles that affect access of poor to water and sanitation in Bangladesh are the following:

- Centralised and supply driven planning and service delivery
- Weakness of Local Government Institutions (LGIs)
- Gap between policy and practice
- Difficulty in identifying and reaching the poor and the hardcore poor
- Limited technological options for water and sanitation
- Absence of government policy on urban dwellers not having legal tenure of occupancy; and
- Poor coordination at all levels

Key shifts in WAB Country Programme

Previous experiences

In 1986, WaterAid started a modest programme in rural Bangladesh with only one partner. Through the project WAB and PO realised that externally led mobilisation and subsidised latrines are not the answer to sustainable sanitation. Further experimentation with the work process led to the evolution of the currently well known Community Led Total Sanitation approach, in 2000.

About the same time, WAB also successfully piloted the provision of access to water from formal utility services, for the urban squatters.

Current programme

Based on previous experiences, WAB and its partners developed the innovative 'integrated, participatory, empowering' approach to safe water, environmental sanitation and hygiene promotion (IPEA-SWESHP) and implemented it on a small scale.

The approach is based on the principles of:

- Integrated services for safe water, sanitation and hygiene promotion
- Participatory community-led processes
- Demand-driven service provision
- Comprehensive soft and hardware activities as a package
- Focus on poverty, equity and gender issues
- Technological options for those building on local knowledge and skill
- Community institutions building empowerment

It is in conformity to these principles and in pursuance of a common goal of poverty reduction that WAB developed the Advancing Sustainable Environmental Health project (ASEH) that attracted the attention of sector donors and stakeholders. Thus WAB won DFID support of £15.5 million for the ASEH project over a period of five years. Besides ASEH, WAB also carries out interventions with its core WaterAid (WA-UK) fund. It now works with over 15 partners in the rural and urban areas of the country.

Future programme focus and meeting corporate objectives

In the next cycle, WAB country programme will focus on the following initiatives:

Integrated approach to WATSAN

WAB believes in an integrated approach to safe water supply, sanitation and promotion of hygiene. WAB experiences revealed that an integrated approach is necessary for obtaining optimum benefit from these interventions. Also, services must be provided after creating necessary demand so as to sustain the positive changes. WAB will also coordinate and complement activities of other stakeholders.

Poverty-equity and gender focus

The focus of the Country Programme will be on services to the vulnerable and the poorest. Past experience offers ways of working with the poorest and advocating for necessary policy changes. WAB and partners have developed policy principles and implementation strategies on addressing poverty, participation, equity and gender and have developed a pro-poor strategy document to support country programme implementation.

As such, WAB will focus its efforts on hydro-geologically difficult areas such as the chars, haors and baors (marshy and shifting lands, islands); hard to reach and socially and economically excluded groups such as the indigenous and tribal people, occupationally excluded ones, those living in arsenic and salinity affected areas etc.

WAB will address both gender practical needs and strategic interests through involvement of men, women and children. It will promote equity between men and women and justice in sharing burdens, resources, benefits, responsibility and establishing equal rights among men and women.

Partnerships and Scaling up

WAB has already established formal partnerships with NGOs of local and national repute with long standing experience in the sector. The collective strength of WAB and POs is a positive force in establishing sustainable sanitation in the WSS sector. These partnerships will continue to grow and strengthen. WAB has also established formal coordination and collaboration with PSDIs to enhance its mandate.

At the community level, WAB will work in clusters of contiguous areas to achieve a critical mass that will demonstrate efficacy of its approach to other development actors.

Emphasis on the urban

WAB will intensify and expand its activities to serve the urban poor in slums, squatter settlements and fringes both in large cities and secondary towns. The main thrust of WAB's urban work will be on WSS services for the poor but WAB recognises that sustainability is an issue of serious concern in urban areas. Like in the rural areas, WAB will focus on achieving a critical mass to demonstrate that services to the urban poor can positively impact livelihood, environment, health and general well being.

Capacity building

WAB and POs will build capacity of communities and generate development "multipliers" beyond the provision of basic WSS services alone. Some WAB partners have grown in size and capacity to positions of strategic importance. WAB will encourage and support these POs in building capacity of other civil societies and LGIs.

Integrated Water Resources Management

WAB will remain sensitive to water quality and environmental issues. WAB has experience, expertise and necessary linkage to support and address issues of arsenic, salinity and other chemical contaminants in water. Inadequate understanding of arsenic contamination, few proven and cost effective mitigation options and limited alternate sources of safe water pose challenges to progress for arsenic mitigation. WAB will take a holistic approach in using water sources for domestic use or in managing solid waste and wastewater. It will formulate guidelines for community-based water resource management, and put into practice appropriate environmental safeguards for projects it supports.

Working with and strengthening LGI

WAB emphasises engaging with LGIs, to make its efforts more sustainable. POs are increasingly involving local government institutions in terms of identifying local needs, joint planning and resource mobilisation and monitoring of changes. Activities will be undertaken to enhance the strength of LGIs to carry out their responsibilities effectively and efficiently.

WAB will maintain strategic links with and support the national government to support LGIs' role in advancing the WSS mandate of the PRSP.

Cost sharing

WAB is committed to the principle of cost sharing and believes cost sharing/recovery from consumers of water and sanitation services need not conflict with poverty reduction. Innovative strategies for recovering capital and O&M costs based on ability to pay can allow for creating safety nets for the poorest through cross subsidisation. As such WAB has developed a 'cost sharing' strategy document for implementing the approach. After successful implementation, WAB and partners will advocate the strategy to the government and other sector actors for wider adaptations. WAB will collaborate with the government for implementation of the pro-poor strategy.

Disaster preparedness

In Bangladesh natural disasters are common and have adverse impacts on water and sanitation services. WAB will introduce a Disaster Management component such that WAB and its partners are capable and prepared to deal with eventualities of natural disasters.

Networking and advocacy

WAB will increasingly establish collaboration with important stakeholders to strengthen its position and advocacy in influencing national policies/strategies and institutional reforms for pro poor effective governance. WAB is an active member of all the significant networks of the sector that provide an important platform for sharing and disseminating WAB experiences for replication by stakeholders.

WA-UK's global reputation, regional influence and network put it in an advantageous position to access best practices across a wide range of issues. It can clearly assess how globally recommended principles impact local context and application of information in poor communities. WAB can liaise with national/international agencies to share experiences, disseminate lessons and initiate dialogue on policy issues and advocate sector reforms. WAB, being an international NGO, has the freedom to play an impartial but a catalytic role in the sector.

WAB will not only draw from WA-UK but will also contribute its share of lessons and experiences for WA-UK to disseminate and influence development across the WaterAid countries. It is through such regional and global links that WAB will seek to initiate and participate in regional activities that will support and strengthen its Country Programme.

Applied research

WAB will continue its applied research to design innovative WSS technological options, service delivery strategies, social capital and resource mobilisation. These innovations will be carried out as action research and will be followed up, documented and disseminated locally and globally for organisational learning as well as to contribute to advocacy and reformation as required.

Country Programme objectives/activities to meet the corporate objectives

WAB Country Programme 2006-11 objectives have been formulated to address the key obstacles in the sector and in compliance with Water Aid's corporate objectives. These are:

- Sustainable access to, use of and management control over, safe and adequate water and environmental sanitation facilities; and improvement in hygiene behaviour for all poor and vulnerable communities in selected rural and urban areas;
- Improved capacity in WAB, POs to engage in sector reforms, planning/implementation and monitoring sustainable water sanitation services and behaviour change;
- Development and demonstration of replicable mechanisms with LGIs, and other NGOs, that provide a voice to poor communities for asserting community demand for safe and adequate water, environmental sanitation facilities and hygiene promotion;
- WAB and POs capable and prepared to address emergencies arising out of natural disasters that have an adverse impact on water and sanitation services;
- Development and use of community-based water resource management that contributes to and complements GoB strategy for Integrated Water Resource Management (IWRM) and protection of environment; and
- Active policy advocacy to strengthen coordination and capacity to work with other sector actors; innovative financing; accountability and transparency of WSS service providers and empowering and strengthening of LGIs to plan, monitor and implement WSS services.

While pursuing the country objectives, WAB intends to meet following **Corporate Strategic Goals**:

Beneficiary Targets: direct beneficiaries per year in rural and urban areas would be 578,500 and 213,600 respectively or about 498,900 sanitation and 293,500 water supply targets respectively. This will contribute considerably to the WaterAid target of reaching a million beneficiaries a year across the 15 WaterAid countries.

Levered income Beneficiaries: Despite large number of beneficiaries, its impact on MDGs will be relatively modest. WAB will lever and influence additional beneficiaries in programmes supported by other donors through training, technical and advisory support. The average levered beneficiaries per year in rural and urban would be 120,400 and 190,300 respectively. The share between sanitation and water supply would be 191,500 and 119,250 per year respectively.

Increase in Urban Work: Using direct beneficiary as a measure, WAB involvement in urban work comprises 27% of the total. This does not account for the staff time and funds spent for advocacy, capacity building and promotion of sanitation and hygiene. Factoring these in will result in a figure higher than 30%.

Integrated Water Resources Management: The depletion of groundwater and pollution of the surface water are major concerns in Bangladesh. Although the scope for WAB's contribution to IWRM is limited

it will strive to be sensitive to water depletion, surface water pollution and will introduce community-based management of water resources and environmental safeguards in its activities.

Pro-poor Approach: WAB's overriding goal is poverty reduction. It pursues an approach that targets the poor and the disadvantaged living in underserved, un-served and hydro-geologically difficult areas and promotes equity of service access by gender, age and social status.

Strengthened Local Government: WAB will strengthen its work with LGIs through increasingly undertaking innovative initiatives for engaging with these institutions. WAB will support various activities to enhance the capacity of LGIs to plan, implement and monitor sustainable interventions in WSS. Innovative financing approaches that are transparent and accountable will be piloted with the stakeholders of WSS.

Policy Advocacy: WAB has been working with donors and government to influence government policies and strategies. WAB will continue advocacy for better sector coordination, institutional reforms for decentralisation, strengthening the role of LGIs and user communities in development etc. Strengthening local government in conjunction with Policy Advocacy will, in the long run, impact policy change and institutional reforms.

Human and financial resources

WAB has a competent and skilled resource pool to implement its programme. WAB will strive to continue its current set-up till the end of ASEH in March 2009 and beyond. WAB will initiate new programmes and seek out in-country as well as corporate funding opportunities.

Some of the issues for pipeline projects are WSS in small towns i.e. "District Town Community Based Initiative" (DTCBI), a proposal to WSSCC for 15/15 project (to enable 15 million people to have basic sanitation by 2015), WSS in disaster prone areas, innovative strategies for Arsenic mitigation, action research and advocacy activities on issues of sustainability and hygiene promotion especially in GOB declared areas etc.

1. Situation Analysis

Bangladesh is the most densely populated country in South Asia. It has a population of 144 million living in only 147,570 square kilometres. The rate of population increase has reduced from 2.5 in 1997 to 1.6% in 2001 while the urban population has increased from 6% of the total in 1961 to 21% in 2001. The World Bank estimates the country population at 181 million by 2025 with 41% (i.e. 73 million) living in the urban areas. Nearly half of the urban population will be living in slums and squatter settlements with little or no services.

1.1 Key development issues

The GDP growth rate has increased from 4.4% in the 1980s to 5.5% in 2004-2005¹ and per capita gross national product in 2002 was US\$360². The share of agriculture in GDP is gradually decreasing with the growth of manufacturing and service sectors³. Unemployment is high at 35% of the total labour force and 60% of the total budget goes for debt servicing.

The poor living below the upper poverty line has decreased from 59% to 50% and the hardcore poor below the lower poverty line from 43% to 34%⁴ in the 1990-2000 period. Poverty is most evident in certain pockets throughout the country and especially in the districts of Gaibandha, Kurigram, Lalmonirhat, Nawabganj and Nilphamari in Rajshahi Division in northwest; Madaripur, Shariatpur; Sherpur and Tangail in Dhaka Division in the central part; Feni, Chandpur and hill districts in Chittagong Division or the south east; Sunamganj in Sylhet Division in north east and in Jhalakati in Barisal Division in the south of the country (refer appendix-1). Most of the poor live in marginal rural areas susceptible to repeated flooding and other natural calamities or in underdeveloped, poorly served and unsafe areas in large cities. The poor largely lack access to adequate food, water, shelter, sanitation and healthcare.⁵

Repressive traditions, religious misinterpretations, economic dependence, illiteracy and a culture of silence combine to relegate women to a subordinate position. Tradition restricts women's role in society and their mobility outside home especially in the rural areas. Discrimination against women is rampant starting from birth to adulthood to old age and in terms of food distribution, work responsibilities, education, free time, treatment, inheritance etc - in short, in every aspect of life. Conservative religious leaders frequently oppose non-governmental organisation (NGO) efforts to empower them.

Administration in Bangladesh is centralised. Local government organisations are weak with limited access to human and financial resources. There has been more rhetoric than action on devolution of authority and strengthening of local government. Development administration is top-down with little opportunity for local input. Poor governance is reflected in widespread corruption, poor law and order, the wide gap between policy and practice and the absence of political commitment for good governance.⁶

1.2 Key Issues in Water, Sanitation and Hygiene Sector

Water supply

Bangladesh has made commendable strides in improving access to safe water. About 96% of the people drink tube well water. Arsenic in groundwater is estimated to have affected 19%⁷ of the shallow wells increasing the ratio of persons per tube well from 15 to 18⁸; in pockets of hard to reach areas, the ratio is even higher. Hand tube wells, of which there are an estimated 7.5 million, are the primary means of water supply in rural Bangladesh. However, the majority of these do not have a proper platform and drainage, jeopardising the current claimed level of access to safe water further.

More than 50% of the urban population of Bangladesh have access to an improved water supply. Less than one third, i.e. about 31%, of the 300-plus municipal towns has piped water that primarily serves the urban core. The people in urban slums, fringes and in medium and small towns rely on hand tube wells.

Surface water is the traditional source of water in Bangladesh but high pathogen, agro-chemical and industrial loads render most surface water sources unsuitable for consumption without treatment. Treatment normally involves the use of slow sand filters, or Pond Sand Filters (PSF), or larger treatment plants. Surface water from perennial water bodies have been used for developing small-scale piped water systems as demonstrated by the DCH. Very shallow groundwater can be abstracted through dug wells that are frequently found to be arsenic safe. Deep aquifers are the most widely used source of safe drinking water. One deep community well can cater to a population of several hundred people (van Green et al., (2003).

Arsenic in groundwater poses a great challenge to the water supply in the country. Since the detection of arsenic in 1993, various organisations have been screening tube wells for arsenic contamination in excess of the Bangladesh Drinking Water Standard (BDWS) of 0.05mg/L. The most contaminated areas lie in the southern region, in the districts of Chandpur, Comilla, Noakhali, Munshiganj, Faridpur, Madaripur, Gopalganj, Shariatpur and Satkhira. Excessive levels have also been found in the South West and part of the North West, North East and North Central regions. The least contaminated or uncontaminated areas lie in the North West, North Central and South East regions. (refer appendix-2)

There are reports showing high arsenic levels in deep groundwater because of a downward movement of arsenic contaminated shallow groundwater (Aggarwal et al, (2000), BGS/DPHE, (2001), Burgess et al., (2002a). This occurs where there is a hydraulic connection between the shallow and deeper aquifers. In all cases, the leakage is induced by high capacity water supply wells that are drilled into aquifers that underlie a shallow aquifer.

However, provision for alternative, arsenic safe water did not start until early 2000. Many options were considered, ranging from household removal filters to community-level piped water supply systems. Government has certified several household filters that use a variety of technologies for arsenic removal. Community removal plants and piped distribution systems have been installed in at least some pourashavas as a long-term solution for larger communities particularly in urban areas. Rainwater harvesting units have been built as a household option for a family during the rainy season.

GoB and other development partners have achieved some success in creating general awareness on the negative health impact of protracted ingestion of arsenic and are actively pursuing arsenic mitigation programmes although no credible treatment for 'arsenicosis' exists and technical mitigation options are still limited. Nevertheless, there has been progress in screening, emergency provision of arsenic safe water and awareness-raising on the problem, its impacts and mitigation measures. Development partners will continue to explore short and long-term arsenic safe options. While the present response has primarily been from government, donors or NGOs, the long-term strategy must involve local government institutions with the private sector.

Sanitation

The access to sanitary latrines is 44% in rural areas, 69% in municipalities and 73% in city corporations⁹ (refer appendix-3). Half of rural primary schools do not have sanitary latrines. GoB's effort to achieve 100% sanitation coverage by 2010 has pushed sanitation high up in the list of government priorities. It has formulated a sanitation strategy and has made it mandatory for LGIs to spend 20% of their Annual Development Programme (ADP) grant on sanitation. However, to reach the target, GoB has reverted to hardware subsidy and there are also reports of subtle coercion. Such measures, even if they help achieve the target, will not lead to sustainable access. They undermine the strong empirical evidence suggesting that social mobilisation, not funding, is critical to sustainable access to sanitation. The sanitation facilities in schools and public places and their proper use and maintenance is again a big challenge to achieving the sanitation target.

There is no reliable data on environmental sanitation. Nonetheless it is generally recognised that only a small fraction of the solid waste generated in urban areas gets collected. Most urban centres have only a few drains that are seldom maintained; wastewater flows untreated into ditches, low lying areas or

open water bodies. Except for the efforts of a few NGOs there is no public system to manage latrine sludge. Sweepers empty and dispose latrine sludge according to convenience.

Health and Hygiene Practice

Mortality and morbidity due to water borne diseases have reduced, but the prevailing rates remain high. They still account for 24% of all deaths¹⁰ and kill 110,000 under-five children annually¹¹. Physical facilities are important but not sufficient for improvement of health. Low sanitation coverage and unhygienic practices thwart expected health gains from access to safe water. Achieving behavioural change is difficult. Traditional beliefs and superstitions, such as infants' faeces being harmless, sugar being the cause of worm infestation or women being cursed if they share a latrine with male superiors, still persist. Despite years of efforts, achievements in behavioural change have been very modest.

Inequity in Distribution

Pockets of underserved areas persist in even well covered areas. The national average user to water point ratio is 18 (excluding the arsenic affected tube wells). In shallow water table (SWT) areas, the ratio is much lower compared to that in the saline coastal areas and the low water table (LWT) areas. The ratio of user to water point in Rangamati, Banderban and Khagrachari is 35, 24 and 17 respectively. The average ratio when compared to the national average is not bad but the difficult terrain and transportation make access to water very difficult. The poor suffer the most; dwellers in urban slums, squatters and fringes have little access to WSS services. Formal utilities have no official policy on people without legal tenure of occupancy and seldom cater to their needs. As such there are more people without services in urban areas today than 10 years ago. Moreover they are vulnerable to eviction, discouraging both service providers and slum dwellers from investing in service improvement. Government still maintains subsidies for WSS services across the board, despite recent policy on cost recovery with a safety net for the poor; the subsidies tend to go to those who need them least.

Sector Policy and Practice

Bangladesh has adopted the National Water Supply and Sanitation Policy 1998, National Water Policy 1999, National Arsenic Mitigation Policy 2004, and a Pro-poor Strategy 2004. The policies maintain a progressive outlook on institutional reforms, people-centred development, community involvement and cost recovery. The government has decided on a target of 100% sanitation coverage by 2010, well ahead of the MDGs and has also adopted the National Sanitation Strategy 2005 to meet the target. However, translation of these policies into practice is altogether another challenge in the days ahead.

Sector Institutions

Sector institutional set-up is centralised, top-down and supply driven. Public service providers rarely respond to user preferences, resulting in poor quality services, cost recovery and hence low sustainability.

DPHE, the largest service provider, continues to target hardware installation. LGIs have a marginal role limited to selection of water point recipients and social mobilisation in DPHE project implementation. The LGIs sometimes provide limited WSS services from the central government annual development grants with their limited resources. However, there has been some recent move to give LGIs a greater role in sanitation improvement and local development.

Dhaka Water Supply and Sewerage Authority (DWASA) and Chittagong Water Supply and Sewerage Authority (CWASA) are the two public utility organisations taking up the responsibility to ensure water supply and sewerage facilities for improvement of the hygienic environment for dwellers of Dhaka city and Narayanganj town and Chittagong city respectively. Again, there is a centralised top down system and inadequate resources, and access of poor marginalized city dwellers to services is very limited.

Thousands of NGOs including hundreds in WSS sector are active in Bangladesh. Most of the NGOs are in the rural areas; it is only recently that NGOs have turned towards the urban poor. NGO activities have resulted in a pool of skilled human resources that can complement public programmes especially in software support. Nonetheless, overlapping and duplication of work and absence of coordination not only among NGOs but also between NGOs and formal donors remains a serious problem.

Bangladesh has a vibrant private sector that responds well to demand for services. Most sanitary latrines and 8 out of every 9 rural hand pumps in rural areas are private with a higher ratio in the urban areas. Latrine components, hand pump sets and spares are widely available in the open market.

Sector Finance Requirements

Though government has an approved National Water Management Plan (NWMP), it instead adopted the MDGs in its Poverty Reduction Strategy Paper (PRSP), making the NWMP targets irrelevant. The MDGs Needs Assessment in 2004 shows that US\$956.89 million or Tk.63,154.74 million¹² per year (which is one fourth of the total annual development budget for all sectors) would be required till 2015¹³.

The average WSS sector allocation for the last four Annual Development Programmes (ADPs) amounted to Tk.4,903 million, of which 49% was from donors. It may be assumed that public and donor allocations will continue at this level but the investments by private and NGO sectors are difficult to assess. A Danida estimate in 2005 puts the annual NGO contribution at Tk325 million. The 5th FYP estimated the private and NGO sector investment at 68% of the public sector investment. If continued at this level, this will represent an additional Tk.3,334 million per year and a yearly total of Tk.8,237 million, leaving a resource gap of Tk 55,000 million. There is an immense need to realistically reassess the resource requirement and expected availability, to be able to meet the MDGs on water and sanitation.

Table 1.1 : Estimated Resource Needs and Availability to Meet the MDGs on Water Supply and Sanitation (in million Taka)

Resources expected to be available per year from different sources for WSS	Estd. financial resources required per year to achieve MDGs on WSS	Resource Gap per year
Government	2500.53	
Donors	2502.47	
NGOs	325.00	
Private sector	3009.00	
Total	8237.00	54,917.74

Inequity in Resource Allocation

From an urban bias, sector allocation has shifted towards rural areas. Currently 65% of the total funds are for the rural areas. About 93% of the 1981-1990 sector expenditure was on water supplies (WHO 1993) while recent emphasis on sanitation has increased funding for sanitation and hygiene promotion to about 20% of the total. However, donor funding in the sector has reduced from 80% of the total investment in 1981-1990, to 45% in 2003-2004 ADP.

Cost sharing is generally low. Users contribute only 10% of the total cost for public hand pumps and the total cost of O&M. User contribution is even lower in urban piped systems, seldom covering operating expenses and never the amortisation on capital. Water loss is between 46% and 70% with government grants meeting the revenue shortfalls.

1.3 Key Barriers and Obstacles

Obstacles	Impact	Solution
Insufficient resource allocation for the sector	<ul style="list-style-type: none"> ▪ Difficult to meet the MDGs ▪ Poor losing out in competition for resources and services 	<ul style="list-style-type: none"> ▪ Mobilise additional resources through greater cost sharing ▪ Effective targeting of subsidy
Centralised and supply driven services	<ul style="list-style-type: none"> ▪ Concerns of the poorest and local situation rarely addressed ▪ Across-the-board subsidy, not targeted towards the poor ▪ Local Government Institutions remain weak in development administration ▪ Sustainability remains in question 	<ul style="list-style-type: none"> ▪ WAB and POs adopt decentralised community based approaches ▪ Demonstration of identification of the poor and effective subsidy provision ▪ WAB conduct advocacy at policy/strategy level for institutional reforms towards decentralisation
Weakness of Local Government Institutions (LGIs) to plan or implement development projects	<ul style="list-style-type: none"> ▪ Sector agency by-pass LGIs ▪ LGIs seldom own installed facilities ▪ LGI administrative weakness cited as an excuse against decentralisation 	<ul style="list-style-type: none"> ▪ WAB/POs work closely with and involve LGIs in planning and implementation ▪ Improve LGIs' capacity and skills ▪ Advocacy for decentralisation
Corruption and lack of accountability in administration and local government	<ul style="list-style-type: none"> ▪ Wastage and misuse of resources ▪ Poor governance 	<ul style="list-style-type: none"> ▪ WAB/POs maintain transparency and accountability in all procedures ▪ Support LGI in strengthening governance
Gap between policy and practice.	<ul style="list-style-type: none"> ▪ Service delivery supply based and centralised ▪ Little attempt at even partial cost recovery 	<ul style="list-style-type: none"> ▪ WAB and POs follow national policy ▪ Conduct advocacy at policy/strategy level for institutional reforms
Difficulty in identifying and reaching the poor and hardcore poor	<ul style="list-style-type: none"> ▪ Causes difficulties in project selection and identification of the poor ▪ Unmet demands for participation further marginalise the poor ▪ Services elude those who need them most ▪ Subsidies go to people who need them least 	<ul style="list-style-type: none"> ▪ WAB/ POs have experience of working with the poor and vulnerable, forming better understanding of causes of social inequity and gender division ▪ WAB/POs give priority to equity, gender, and decision making by the poorest ▪ Prepare to meet resistance from social elites ▪ Target the poor and poorest not usually reached by the public programme
Absence of government policy on urban dwellers with no legal tenure	<ul style="list-style-type: none"> ▪ Urban poor have little access to WSS service ▪ Fear of eviction discourages investment and improvement of WSS services 	<ul style="list-style-type: none"> ▪ WAB and POs work in slums and squatter settlements ▪ Support advocate for their rights to WSS
Inadequate WSS interventions in underserved hard to reach areas	<ul style="list-style-type: none"> ▪ People lack access to safe water and sanitation 	<ul style="list-style-type: none"> ▪ WAB will seek out these pockets and expand programs to there
Limited technological options for water and sanitation	<ul style="list-style-type: none"> ▪ Cannot effectively address difficult areas including arsenic affected areas ▪ Sustainability of some sanitation options remains in doubt 	<ul style="list-style-type: none"> ▪ Action research to devise and test a range of water and sanitation options
Poor coordination among development partners at all levels	<ul style="list-style-type: none"> ▪ Duplication of efforts ▪ Wastage of resources ▪ Divests sector of synergy in development 	<ul style="list-style-type: none"> ▪ WAB/POs network at national and local level for better coordination ▪ Exchange information on own projects ▪ Conduct continued advocacy for greater coordination

2. Lessons Learned and Key Shifts in WAB Country Programme

In 1986, WaterAid started a modest programme in Bangladesh with the Village Education Resource Centre (VERC) as its sole partner. In 1997, WaterAid established a Country Office and has since then increased its partnership. Presently it works with more than 15 NGOs in the rural and urban areas.

Previous experiences

In the past few years WAB tested and fine tuned community-based approaches to WSS service delivery and piloted 100% sanitation/CLTS approach with VERC. The realisation that externally led mobilisation and subsidised latrines would not result in sustainable sanitation improvement was a turning point in WAB strategy. WAB and its partners turned towards facilitating people's participation and self-mobilisation. The experiment was successful, resulting in the formal introduction of the Community Led Total Sanitation (CLTS) approach in November 2000.

WAB also worked with its urban partner Dushtha Shasthya Kendra (DSK) for securing access to water from formal utilities for the slum dwellers.

These pilot initiatives were very successful and attracted the attention of sector stakeholders.

Current programme

WAB and its partners further refined the CLTS process to develop an innovative 'Integrated, Participatory, Empowering Approach to Safe Water, Environmental Sanitation and Hygiene Promotion', known as the IPEA-SWESHP (refer appendix-4) and implemented it with its partners on a small scale. **Integration, Participation and Empowerment** of individuals, households and communities are the bases of these models. The following principles to guide the process evolved out of IPEA-SWESHP:

- Participatory and community-based process
- Community-led activities which partner organisations facilitate
- Community-managed initiatives
- Initial focus on analysis of hygiene behaviour followed by infrastructure improvements
- Compatibility with the existing programme context

It is in conformity to these principles and in pursuance of the goal of poverty reduction that WAB packaged its activities together as an integrated programme in advancing the cause of the poor. Several sector agencies, including DFID, recognised the success and potential of these approaches in targeting the poor and provided £15.5 million in support of the Advancing Sustainable Environmental Health (ASEH) project. In addition WAB has some activities with financial support from WaterAid UK (WA-UK). In the next cycle the WAB Country Programme will focus on scaling up these successful initiatives.

Future programme focus and meeting corporate objectives

Integrated approach to WATSAN

WAB believes in an integrated approach to safe water supply, sanitation and promotion of hygiene. WAB experiences have revealed that an integrated approach is necessary for obtaining optimum benefit from these interventions. Also, services must be provided after creating necessary demand so as to sustain the positive changes. WAB will also coordinate and complement activities of other stakeholders.

Poverty, equity and gender focus

The Country Programme will continue to emphasise services to the vulnerable and the poorest. Past experience offers insights into ways of working with the poorest in both the urban and rural areas and understanding of the potential of NGOs to stimulate the sector and push for policy changes that benefit the poorest. WAB and partners have gained a better understanding of the underlying causes of social inequity and gender division and have developed policy principles and implementation strategies on

addressing poverty, participation, equity and gender and have developed a pro-poor strategy and a cost sharing strategy to support Country Programme implementation.

WAB will focus its efforts on difficult areas such as the saline coastal areas, chars (shifting lands), haors and baors (wet lands, ox bow lakes), and low water table areas. It will address hard to reach and socially and economically excluded groups such as the indigenous and tribal people, occupationally excluded ones, those living in arsenic and salinity affected areas etc. The GoB has also formulated a pro-poor strategy that establishes criteria to identify and target the poor.

WAB will address both gender practical needs and strategic interests through involvement of men, women and children. It will promote equity between men and women and justice in sharing burdens, resources, benefits, responsibility and establishing equal rights among men and women and share experiences and advocate for promoting equity and gender issues.

The WAB programme is mature enough to promote equity and gender principles not only in project implementation, but also in the working practices and organisational cultures of WAB and POs. This can have an important knock-on effect in the sector at large by demonstrating that project impacts, morale and motivation improve, when staff internalise these issues.

Partnerships and scaling up

WAB has already established formal partnerships with NGOs of local and national repute with long standing experience in the sector. The collective strength of WAB and POs and their networks is now emerging as a positive force in establishing sustainable sanitation in the WSS sector. These partnerships with POs will continue to grow and strengthen. The POs are well positioned to identify under-served areas, jointly plan to address WSS needs using locally available resources and engage local government institutions (LGIs) and appropriately use their funds.

At the community level, WAB will work in clusters of contiguous areas to achieve a critical mass of areas and/or beneficiaries to demonstrate impact of the WAB approach and to strengthen the argument for change. Moreover, WAB intends to expand its program to areas that have been declared '100% sanitised' by the government to promote behavioural changes and sustainability of the efforts.

WAB will focus its efforts on hydro-geologically difficult areas, such as the saline coastal areas, low water table areas where suction shallow tube wells become inoperable for 3-4 months a year, the shifting char areas in the North and North West, the haors/baors¹ of the North Eastern districts, the indigenous population of the Chittagong Hill Tracts in the South East and the arsenic affected areas.

WAB will increasingly establish collaboration with other stakeholders including the government, LGIs, donors, research organisations and NGOs. WAB has also established formal coordination and collaboration with PSDIs to enhance its mandate.

Emphasis on urban work

In the future, services to the urban poor will be a major challenge in Bangladesh. WAB will intensify and expand its activities to serve the urban poor in slums, squatter settlements and fringes both in large cities and secondary towns. Like in the rural areas, WAB will focus on achieving a critical mass to demonstrate that services to the urban poor can positively impact livelihood, environment, health and general well being.

The main thrust of WAB's urban work will be on WSS services for the poor, recognising at the same time the vulnerability in urban areas. WAB will participate in the Bangladesh Urban Round Table

¹ *Haors* are wetlands formed by large natural depressions, *baors* are ox-bow lakes and *chars* are sand dunes resulting from shifting river course. These areas are very fragile and susceptible to natural calamities such as floods yet intense pressure on land forces the poor to settle on small mounds in such risky environments.

(BURT), a network of urban NGOs, with Coalition for the Urban Poor (CUP) as the secretariat. The urban NGOs formed BURT to specifically strengthen advocacy on right of the urban poor to services.

Capacity Building

WAB and POs are well positioned to develop models that build capacity of communities and generate development “multipliers” beyond the provision of basic WSS services alone. For instance improved organisational, planning and monitoring skills, especially among the poor and marginalised, will inspire confidence in them and increase the likelihood of more pro-poor initiatives in the future. CBOs will be facilitated to form alliances to raise voices and press forward their agenda.

Some POs, over the past few years, have grown in size and capacity to positions of strategic importance and are competent enough to play a greater role in the WAB Country Programme. WAB will encourage and support these POs in building capacity of other civil societies and LGIs.

Integrated Water Resources Management

WAB’s scope to contribute to or influence integrated water resources management (IWRM) is limited. WAB will remain sensitive to water quality and environmental issues. WAB has experience, expertise and necessary links to support and address issues of arsenic, salinity and other chemical contaminants in water. Inadequate understanding of arsenic contamination, few proven and cost effective mitigation options and limited alternate sources of safe water pose challenges to progress for arsenic mitigation. WAB will take a holistic approach in using water sources for domestic use or in managing solid waste and wastewater. It will formulate guidelines for community based water resource management, and put into practice appropriate environmental safeguards for screening projects it supports.

Working with and strengthening LGI

WAB will increasingly establish collaboration with the government and its relevant agencies to strengthen its position and advocacy in influencing policy/strategy and institutional reforms for pro-poor effective governance. It will maintain strategic links with and support the national government to support LGIs’ role in advancing the WSS mandate of the PRSP.

The elements of good governance are being increasingly practised in WAB and POs; these would be further strengthened through developing, promoting and establishing systems for program management, administration and finance.

POs will be increasingly involved in facilitating local government institutions for identifying local needs, joint planning, resource mobilisation and monitoring of changes as well as for establishing local level accountability and transparency. Activities will be undertaken to enhance the strength of LGIs to carry out their responsibilities effectively and efficiently.

Cost sharing

Although WAB is committed to the principle of user cost sharing, it acknowledges that cost sharing mechanisms are frequently overly blunt instruments that penalise the poorest. WAB and POs now have sufficient experiences and insight to collaborate with communities to develop “safety nets” for the poor. WAB believes cost sharing/recovery from consumers of water and sanitation services need not conflict with poverty reduction. Through the last few years’ intervention, WAB and partners experienced that the poorest are often unable to pay 100% capital and O&M cost for services. From the experience, alternative creative cost-sharing solutions have been developed which include:

- Capital cost recovery and provision of subsidy will be based on ability to pay through categorisation of people according to poverty levels. Charging better-off users the full

percentage of capital cost and subsidising poor and marginalised groups from WAB as per requirement.

- 100% O&M costs will be generated by the community, but a process of cross-subsidisation will be adopted to benefit the poorest. Better off will pay more.

WAB will collaborate with the government for implementing the pro-poor strategy though the WAB cost sharing strategy is different from the pro poor strategy. After successful implementation of the strategy WAB and partners will advocate the strategy to the government and other sector actors for further replication.

Disaster preparedness

In Bangladesh natural disasters are common and have adverse impacts on water and sanitation services. WAB will introduce a Disaster Management component such that WAB and its partners are capable and prepared to deal with eventualities that natural disasters bring.

Networking and advocacy

WA-UK's global reputation, regional influence and strong networking culture mean that it has access to the types of information needed to identify best practice across a wide range of WSS and development related issues. It is also ideally positioned to describe how globally recommended principles impact at local level and how state-of-the-art information (e.g. on arsenic mitigation) can be most readily applied in poor communities. These are unusual attributes in a generally highly stratified WSS sector and WA-UK derives much of its credibility through them.

Networking and advocacy are increasingly becoming vital aspects of the WAB programme and account for several recent national policy and planning level successes. Building on its practical experience of implementing WSS interventions as well as the successful experiences at policy level, WAB will undertake initiatives to further monitor/assess/review policy and practice gaps and raise the issues of the marginalised. It will support community institution building as well as activities that empower the poor to raise their voice.

WAB is well positioned to liaise with national and international agencies to share experiences, disseminate lessons learned, and initiate dialogue on policy issues and advocate for sectoral reforms. WAB's status as an international non-governmental organisation also allows it the institutional freedom to play an impartial, if occasionally provocative, catalytic role in the sector. WAB will not only draw from WA-UK but will also contribute its share of lessons and experiences to WA-UK to disseminate and influence development across the WaterAid countries. It is through such regional and global links that WAB will seek to initiate and participate in regional activities that will support and strengthen its country level work. WAB will seek to strengthen its research and documentation section to continually feed lessons to the WA-UK network, improving its own implementation performance and sector at large.

Applied research

WAB will continue its applied research to design innovative WSS technological options, service delivery strategies, social capital and resource mobilisation. Innovative technology options for arsenic mitigation and alternate sources of arsenic-safe drinking and cooking water will be a special area of focus. These innovations will be carried out as action research and will be followed up, documented and disseminated locally and globally for organisational learning as well as to contribute to advocacy and reformation as required.

3. Country Programme Objectives

The WAB Country Programme Objective is informed by WaterAid's Corporate Strategy (2006-2011), the PRSP, the WAB's major in-country work and the Millennium Development Goals (MDGs) for the WSS sector. The mainstay of next WAB Country Programme would be the ASEH project which comprises the lion's share of WAB funding. Nonetheless these factors do not limit the WAB Country Programme Objectives; rather, the objectives transcend these influences and go beyond.

The over-arching goal of the WAB Country Programme, as well as the ASEH project, is reduction of poverty in Bangladesh. In pursuance of this goal WAB expects the next Country Strategic Plan to make a major contribution to sustainable improvements in health, quality of life, and livelihoods for the poor in the rural and urban communities of Bangladesh.

This would be achieved by bringing about sustainable improvements in WSS services, hygiene behaviour and reduction in exposure to water and environmental sanitation risks for whole, poor rural and urban communities in challenging hydro-geological, socio-economic and technical contexts in Bangladesh.

3.1 Objectives

In pursuance of the above the specific objectives of the WAB Country Programme are shown in the table below along with their relation with the purpose of WAB's major project, the ASEH and WaterAid's Corporate Objectives:

WAB Country Programme Objective	Overriding ASEH Purpose	WaterAid Corporate Strategy that the Country Programme Objectives address
01 Sustainable access to, use of and management control over, safe and adequate water and environmental sanitation facilities; and improvement in hygiene behaviour for the whole, poor and vulnerable communities in selected rural areas and in fringe and informal settlements in cities and secondary towns.	Sustainable improvements in hygiene behaviour and reduction in exposure to water and environmental sanitation risks for whole, poor rural and urban communities in challenging geographical, socio-economic and technical contexts in Bangladesh.	<ul style="list-style-type: none"> ▪ Beneficiary targets ▪ Levered income beneficiary ▪ Increase in urban work ▪ Pro-poor approach
02 Improved capacity in WAB, POs to engage in sector reforms, plan/implement and monitor sustainable water sanitation services and behaviour change.		<ul style="list-style-type: none"> ▪ Pro-poor approach ▪ Beneficiary targets ▪ Strengthening Local Government Institutions ▪ Strengthening Local Government Institutions ▪ Pro-poor approach
03 Development and demonstration of replicable mechanisms with LGIs, and other NGOs, that provide a voice to poor communities for asserting community demand for safe and adequate water, environmental sanitation facilities and hygiene promotion.		<ul style="list-style-type: none"> ▪ Pro-poor approach
04 WAB and POs prepared to address emergencies arising out of natural disasters that have an adverse impact on water and sanitation services.		<ul style="list-style-type: none"> ▪ IWRM
05 Development and use of community based water resource management that contributes to and complements GoB strategy for Integrated Water Resource Management (IWRM) and protection of environment.		<ul style="list-style-type: none"> ▪ Policy advocacy
06 Active policy advocacy to strengthen coordination and capacity to work with other sector actors; innovative financing; accountability and transparency of WSS service providers and empowering and strengthening of LGIs to plan, monitor and implement WSS services.		

3.2 Activities to Address the Objectives

It is not possible to list all activities that would address the Country Programme objectives. This section briefly discusses each of the objectives and lists a few broad heads under which there are one or more activities. A complete list of activities is available in the Log frame of the project.

Objective 1: Sustainable access to, use of and management control over safe and adequate water and environmental sanitation facilities; and improvement in hygiene behaviour for the whole, poor and vulnerable communities in selected rural areas and in fringe and informal settlements in cities and secondary towns.

The numbers of direct beneficiaries in the WAB Country Programme 2005-11 is expected to be 3.47 million in rural areas and 1.3 million in urban areas. On average the beneficiaries per year in the rural and the urban would be 578,500 and 213,600 respectively. Split between sanitation and water supply the yearly average would be 498,900 and 293,500 respectively. It is no surprise that there are more beneficiaries in sanitation than water supply as the access to sanitation lags far behind that of water in Bangladesh. To achieve the government target of 100% sanitation by 2010 an unprecedented number of people must access sanitation within a short period.

These numbers would be a big contribution to the WaterAid target of reaching a million beneficiaries per year across 15 WaterAid countries. Although the figures are large, their impact on MDGs will be relatively modest. WAB and POs will lever and influence additional beneficiaries in programmes that others support and implement, through training and advisory support services.

The levered beneficiaries will be 0.72 million in rural areas and 1.14 million in urban areas. The future challenge would be in the urban rather than the rural areas. The total population increase between now and 2025 would be in the urban areas. ADB is in the process of preparing a large project in Dhaka city and another project for secondary towns. Japan International Bank (JIB) has agreed in principle to help Chittagong with its water supply. In recent years there has been an increase in the NGOs working in the urban areas. Water Aid's close relationship with ADB, contact with JIB and association with NGOs would help in increasing the levered beneficiaries in the urban areas. On average the beneficiaries per year in rural and urban areas would be 120,400 and 190,300 respectively. The average yearly share between sanitation and water supply would be 191,500 and 119,250 respectively.

Currently, WAB's involvement in urban work comprises 27% of the total budget. This does not account for the staff time and funds spent for advocacy, capacity building and promotion of sanitation and hygiene. Factoring these in will give a figure higher than the 30% target the Corporate Strategy proposes. Annual Beneficiary Projection for 2006-2011 (direct and levered) is shown in Appendix-5.

The broad activities envisaged to address this country programme objective are the following:

- Increased focus on difficult and underserved areas including slums and squatter settlements, low water table areas, saline areas, chars, hoars/ baors, hill districts and arsenic affected areas through community mobilisation and capacity building of socially inclusive CBOs and LGIs
- Mobilisation of community resources with safeguards for the poorest; and lobbying with LGIs/other agencies to target subsidy towards the poorest
- Focus on sanitation and water supply in schools, madrashas and institutions with special attention to needs of adolescent girls; increase awareness on sanitation in general and on menstrual hygiene among adolescent girls; complementing GoB's subsidy on sanitation hardware by using WAB funds to raise awareness on subsidies, transparency, resource mobilisation and institution building
- Applied technical and social research to devise technology options for different hydro-geological areas and user groups and innovative social processes for WSS services and hygiene promotion
- Use of WAB's protocols on water quality testing, arsenic testing and mitigation including the testing of all groundwater sources and domestic water filters and public awareness on arsenic
- Local resource mobilisation and cost sharing to recover capital cost of schemes in accordance with ability to pay without imposing a burden on the poor and developing links between POs and formal utilities to facilitate services in urban slums and squatter settlements

Objective 2: Improved capacity in WAB, POs to engage in sector reforms, plan/implement and monitor sustainable water sanitation services and behaviour change.

WAB has been improving its own capacity and that of its partners to plan, implement and monitor sustainable improvement in services and hygiene behaviour. Some of the POs such as DSK in the urban areas and VERC in the rural areas have improved their capacity to the extent that they can now help WAB build capacity of other POs. Also, to further address training needs of the various stakeholders, WAB established partnership with DASCOH to develop necessary training materials, support conduction and follow up of training and document lessons learned. The trainers in the various organisations meet periodically to share experiences and strengthen the capacity building techniques. Apart from interventions to strengthen POs, WAB will support a Resource and Training Network for sharing resources, training and improving the environment and incentive for use of acquired skills. The network differs from similar networks in being open to all (access to NGO Forum Training Network is limited to its partners). The RTN will be open to all stakeholders interested in its services. In improving capacity of WAB and POs the emphasis will be on community development, pro-poor approach, targeting the poor/poorest, good management, financial discipline, and the capacity for better advocacy and influence on policy direction.

The broad activities envisaged to address country objective 2 are the following:

- WAB will consolidate and support the Resource and Training Network;
- WAB and POs will, as a matter of principle, try to maintain gender equity in staffing; conduct need-based staff development activities and establish a transparent Human Resources Management policy and procedure;
- As necessary WAB will support POs in development of organisational systems including HRD and communications, advocacy strategies;
- WAB and POs will establish a transparent and accountable financial and accounting policies and procedures; and
- WAB and POs will offer training programmes to POs on different aspects of institutional capacity

Objective 3: Development and demonstration of replicable mechanisms with LGIs and NGOs, that provide a voice to poor communities for asserting community demand for safe and adequate water, environmental sanitation facilities and hygiene promotion.

This objective will contribute to institutional development of the LGIs/POs. Seen in conjunction with the objective on Policy Advocacy, this objective is expected to impact policy changes and institutional reforms. The objective would contribute to the fulfilment of the Corporate Objective of Strengthening the Local Government. The LGIs are generally weak administratively and have little authority and power. Government has recently taken actions to give union parishads limited authority in directly accessing and using development funds.

The present scope of WAB activities stops at keeping LGIs informed rather than involving them in planning and implementation. Within the 2005-11 periods WAB would move from its current role to direct funding of LGIs for local development at least as a pilot. In making the transformation from its present to the future role WAB will establish a strategy with well-defined criteria for selection of LGIs for support in the future. These criteria will include willingness and commitment of LGIs to establish a funding relationship with WAB. For the present, WAB and POs will regularly engage LGIs in the respective project areas to obtain local input in programme planning and implementation. The broad activities envisaged to address this country objective are the following:

- Conducting community level advocacy to encourage demand in WSS and community involvement in planning; performance monitoring of service providers and participating in policy discussion and programme design
- Facilitating capacity improvement/development of LGIs and other NGOs so that they are aware of and willing to meet the WSS needs of the poorest

- Establish collaboration among POs, urban and rural LGIs and other service providers to formulate joint programmes with joint funding from LGIs
- Encouraging Union Standing Committees/Union Watsan Committee/Union Sanitation Task Force to include local representation especially from CBOs and the poor
- Encouraging LGIs to allocate budgets including GoB sanitation subsidies to the poor and the disadvantaged
- Linking with government and supporting reforms in favour of the poorest
- Analysing, documenting and disseminating lessons from WAB experience to influence policy decisions and development implementation process and
- Formulating a strategy to gradually move from the current level of LGI involvement to direct funding of LGIs

Objective 4: WAB and POs prepared to address emergencies arising out of natural disasters that have adverse impact on water and sanitation services.

Natural disaster is not new to Bangladesh. People have learned to live with it. Regular floods, cyclones and tidal surges have to a great extent prepared the people, the government and the NGOs to deal with the effects of natural disasters. Nonetheless disaster preparedness will be an integral part of the WAB programme. There is a move in government to establish an emergency fund at the union level to deal with post-calamity situations. In improving disaster preparedness, WAB would undertake the following activities:

- Maintain a continuing awareness and competence in WAB, POs and beneficiaries on natural disasters, pre- and post-disaster preparedness
- Establish and maintain a continuing liaison with Disaster Management Cell of the government and regional/global network to stay abreast of latest development on disaster management
- Conduct training on emergency measures in pre- and post-disaster situations
- Conduct training on post-disaster rehabilitation of water supply and sanitation services
- Emphasise WSS services in schools/colleges/institutions and post-calamity access of common people to those facilities
- Maintain ready-to-deploy mobile service squads following disasters and
- Continue research and development to evolve disaster-proof options for water and sanitation

Objective 5: Development and use of community based water resource management that contributes to and complements GoB strategy for Integrated Water Resource Management (IWRM) and protection of environment.

The ground water depletion, arsenic contamination of groundwater and pollution of the surface water are major concerns especially for water supply in large urban centres in Bangladesh. The Corporate Strategy on IWRM commits to ensuring that all future WSS projects address these issues through appropriate integrated water resource management. Although the scope for WAB's contribution to IWRM is limited, it can make a significant contribution in understanding the nature of arsenic and other chemical contaminants and limit their adverse affects on people and environment. WAB has the experience, expertise and connections to make a change in the sector. WAB has established a partnership (NAISU) with NGO-F to address the arsenic issue with the aim of collecting and disseminating important information on arsenic for general awareness and policy influence. In partial fulfilment of this objective, WAB would do the following:

- WAB and POs will ensure that all WSS activities address the issues of water depletion, arsenic and other contaminants in groundwater and surface water
- WAB and its POs will continue R&D to evolve cost effective arsenic mitigation options and alternate source of arsenic-safe water for cooking and drinking
- WAB will continue to support POs, development partners and networks in improving local capacity to detect and address arsenic contamination

- WAB will prepare and use guidelines on community based integrated water resource management; and create awareness against water wastage and pollution of surface water
- WAB will prepare simple guidelines on environmental safeguards that can be used as a filter before actively considering a project for WAB funding and
- Maintain a continuing liaison with Water Resources Planning Organisation (WARPO) that heads the in-country initiatives on IWRM

Objective 6: Active policy advocacy to strengthen coordination and capacity to work with other sector actors; innovative financing; accountability and transparency of WSS service providers and empowering and strengthening of LGIs to plan, monitor and implement WSS services.

This last objective directly relates to Policy Advocacy in the WaterAid Corporate Strategy. Advocacy relates not only to policy but also to strengthening the decentralisation process and giving a greater voice and choice to local government institutions and the user community.

WAB has already made a mark in policy advocacy in Bangladesh. It has worked with donors and government in influencing the Poverty Reduction Strategy Paper (PRSP) and providing inputs into Sanitation Policy and Pro-poor Strategy. WAB played a pivotal role in organising the South Asian Conference on Sanitation (SACOSAN) in 2003 and has an important role on the National Steering Committee for Sanitation. The focus of the future WAB country programme would be on coordination/collaboration; innovative financing for water and sanitation models; accountability and transparency; and strengthening of local government capacity to plan, monitor and implement WSS for all.

The broad activities WAB envisages to address this country objective are the following:

- WAB will conduct advocacy at the national, regional, local government and community levels with POs for institutional reforms to strengthen decentralisation, good governance, voice and choice to the poor, especially inclusion of women and the vulnerable in matters that affect their lives, improving transparency, accountability and influencing other programmes in the sector
- Work for ensuring access of the poor in urban slums and squatter settlements to public water supply and sanitation services through change in policies and regulations that restrict WSS provision to them
- WAB and POs will seek and promote active support of local government institutions in planning and implementation of WSS service
- WAB and POs will use a rooted advocacy approach for community/LGI/civil societies to promote integrated demand responsive approaches to WSS service delivery;
- WAB will use the strong evidence base to lobby for institutional reforms for service providers to shift from a supply-led to a demands-based approach responding to the needs of un-served and under-served communities
- WAB will establish a Resource and Training Network (RTN) to transfer effective urban and rural approaches to other agencies and
- WAB will document and disseminate lessons learned on key strategic issues, introduce them in the advocacy strategies and use proactive action to influence national and regional level policies and strategies.

4. Country Programme Approaches to Achieve Objectives

This section outlines and describes approaches to achieve the country programme objectives. A series of additional cross-cutting WAB policy documents which address poverty, participation, equity and gender, cost-sharing, governance and advocacy, complement and guide the implementation of these strategies. The logical framework of ASEH showing the goal, purpose, objectives, outputs and monitoring indicators may be read in conjunction with this section. The following are the documents that WAB has formulated and will use as tools to implement the strategies:

Policy Papers

- ASEH Guiding Principles on Poverty Reduction
- ASEH Guiding Principles on Gender and Equity
- ASEH Guiding Principles on Participation
- ASEH Strategy on Governance
- Water Quality Standards and Testing Policy

Strategy Papers

- ASEH Rural Strategy Paper
- ASEH Urban Strategy Paper
- ASEH Capital Cost Recovery Strategy Paper
- ASEH Advocacy Strategy Paper
- ASEH M&E Strategy Paper for WAB and POs
- ASEH Human Potential Enhancement Strategy Paper

Manuals/Guidelines and Protocols

- Manual for Water Points
- Manual for Sanitation Options
- Arsenic Testing Protocol Instructions 2002
- Research Guidelines & Protocol of WAB
- Financial Manual for Partners
- Financial Manual for WAB
- HR manual (draft)

Though most of these documents have been prepared in the context of ASEH, they are flexible enough to relate to the WAB Country Programme in general.

4.1 Pro-poor approach

The role that water supply, sanitation and hygiene promotion plays in poverty reduction is increasingly being understood, particularly the direct and underlying causes of morbidity and mortality. Improvements in these areas are seen to have demonstrable and measurable impacts on all of the MDGs. The pro-poor approach of WAB complements the government effort to reduce poverty particularly in addressing the Watsan needs of women and children. The government has recently formulated its Poverty Reduction Strategy Paper.

In recent years, WAB and partners have improved their understanding of the underlying causes of social inequity and gender division and how to maximise the transformative potential of water supply and sanitation projects to bring about improvements in the social and economic status of the poorest. They explicitly identified the need for support in addressing poverty and equity related challenges in the project and developed policy principles and implementation strategies on poverty, participation, equity and gender in order to implement the programme in a 'consistent' manner. Application of the guiding principles would better enable targeting and support of the poorest and underprivileged groups, households and individuals living in depressed areas, urban fringes, slums and squatter settlements. In addition WAB has an urban and a rural strategy that will influence selection and targeting of areas and beneficiaries.

WAB and its partners have worked on cost recovery principles to integrate the pro-poor approach in its programme. WAB and POs adopt a participatory approach to WSS service planning and delivery. The strength of the WAB Country Programme lies in its participatory approach that involves the community in planning, implementation and monitoring, ensuring gender equity and identification of the poor and

working with them to improve their lives. The participatory process builds capacity of the community, instils a sense of ownership of the facilities installed and also helps in bringing about behavioural changes. All these are important ingredients of sustainability of WSS services.

WAB actively seeks out and targets un-served and underserved difficult areas. The un-served and underserved areas are also areas where the poor live. The depressed districts in the North, South and North East and the chars, areas especially vulnerable to floods, are generally the home of the poor, and so are the settlers in the hoar/ baor areas. A large proportion of people in the hill districts are indigenous and poor. Although small in number there are also poor indigenous people in the North-East, North-West and South-West. The elderly and women-headed households are poor. The pro-poor Strategy which the government has recently adopted and WAB will use provides criteria to identify the poor and the poorest. Targeting difficult hydro-geological areas in the LWT and saline areas will at the same time target the poor. In urban areas it is primarily the dwellers in slums, squatter settlements and fringes that are poor and vulnerable. WAB also works in the hill districts with indigenous people.

WAB will adopt multi-stakeholder participation participatory approaches. The recognition of space for the marginalized is a fundamental principle to address problems of poverty and specifically ensure WSS services. WAB will also encourage joint initiatives with other key actors in order to cover administrative geographical areas. In view of the very rapid increase in urban poor, WAB will increasingly focus not only on isolated slums but on areas/regions within large cities and clusters of secondary towns to seek out and support the urban poor. This would have the additional benefit of creating a critical mass that would draw attention and support of other stakeholders including GOB.

The government has recently formulated a pro-poor strategy for identification and targeting of the poor. WAB provided important inputs and support in formulation of the pro-poor strategy.

4.2 Gender and Equity

Though women in Bangladesh are raising their voice and asserting their rights, discrimination against women permeates Bangladesh society. There are rigid division of labour, and their work is unrecognised, low paid and even unpaid, when carried out within the community. They have little power and have been barely represented in the civil society. The poorer the women, the greater the burden they shoulder as they struggle to feed their family on inadequate resources of money, education and support systems. WAB and its partners will work to improve their understanding of the underlying causes of social inequity and gender division and to maximise the transformative potential of water supply and sanitation projects to bring about improvements in the social and economic status to the poorest. Improved gender equality is needed if women, who bear the greatest domestic burden, including family health impacts, are to be empowered to improve their livelihoods and break free of the debilitating spiral of dependency, insecurity, poverty and social disadvantage.

Equity of access to services and the inclusion of the poor and vulnerable in project implementation processes can be important drivers of social change in communities. It can help to reverse the historical trend of resource flows and benefits towards established elites. WAB and POs will focus on the empowerment of women, the socially, physically and economically disadvantaged and vulnerable groups as a means of addressing equity of access issue. Power relations within communities must change if the lives of the poor are to improve significantly. WAB and partners recognise the potential for unrest and contention that may result from this approach and will therefore place considerable emphasis on the value of socially inclusive, cohesive and harmonious implementation and scheme management processes. WAB has also formulated guiding principles discussed earlier in this report to help its programme articulate and institutionalise a common equity and gender approach.

4.3 Partnerships and Collaboration

Partnership and collaboration have different connotations in the context of this strategy document. Unlike partnership, collaboration does not imply a formal contractual relationship but an informal

arrangement of working together to advance a common goal. On the other hand the basis of a partnership is a contract that binds parties to specific roles and responsibilities in fulfilling the intent of the partnership.

WAB works through local partner NGOs in service delivery providing capacity building and funding support for activities that conform to the mission and mandate of WaterAid. Currently WAB works with 15 partners in the urban and rural areas. Building and sustaining partnerships will be the cornerstone of WAB modus operandi in Bangladesh. WAB will engage in partnership and collaboration to implement the Country Programme and to influence policy directions.

The evolution and growth of NGOs in Bangladesh was to serve needs of the poor and disadvantaged section of society. Partnership, therefore, not only meets the requirement of sharing and ownership but also reinforces WAB's pro-poor approach to WSS services and behavioural change.

As the Country Programme expands WAB will build on existing capacity of the current partners and seek new partners where necessary based on a set of well-founded criteria. Over the years some POs have grown in size and strength competent enough to facilitate capacity of other POs. Partnership with such POs will acquire new dimensions. WAB will encourage these POs to assist in facilitating capacity building of POs that need continuing support

WAB will maintain strategic links with government agencies, ministries, donors and NGOs on the basis of mutual benefit in advancing the cause of advocacy for institutional reforms, good governance and transparency. It will also establish strategic partnerships with research organisations to fund technology development and innovative research on social aspects of service delivery, cost sharing, funding, social mobilisation etc. In such partnerships development of technology options for arsenic mitigation would be a special area of emphasis.

WAB will continue to maintain a close link with bilateral and multilateral donors through its participation in the Consultative WSS Sub-Group of donors. WAB was instrumental in coordinating and collating the donors' inputs into the draft Poverty Reduction Strategy Paper (PRSP) and will continue to support the process.

WAB will continue to work closely with government, donors and civil societies. It will collaborate and seek partnership on the basis of potential benefit in implementing the WAB programme and influencing national policies and strategies. WAB maintains good liaisons with government; it is a member of the National Steering Committee on Sanitation and the PRSP sub-group for health, water and sanitation.

WAB's current experience with LGIs has been encouraging. The LGIs have been cooperated with the POs and have been supportive of their work. In all its future programmes WAB and its partners will work closely with the LGIs and gradually move towards joint planning and direct funding at least towards the end of the 2006-11 programme period.

4.4 Capacity Building of Partners

Building institutional capacity includes not only training and providing access to skills but also creation of an environment and incentive for change and use of the acquired skills. In this perspective, advocacy for institutional change for decentralisation and good governance also serves the cause of capacity building, especially of the LGIs. Without basic changes in the way government operates, bringing about an environment that promotes and encourages change is not possible. WAB will endeavour to improve its own capacity and facilitate improvement of capacity of its partners including the LGIs. To add value to its efforts WAB will also conduct advocacy for change at the central level.

From a skeletal staff of two to three in 1997 WAB has grown to a total of 45 dedicated and competent professionals to guide and support the Country Programme. It has separate sections for research and documentation, advocacy, programme management, accounts, and technology. In addition WAB can, as

necessary, procure additional in-country or external support in the form of short-term consultancy and missions to support programme planning, implementation, special studies, reviews or evaluation.

WAB will continually assess and evaluate skills available against competencies necessary to manage and implement the programme. It will hire new staff if necessary and/or help existing staff gain skills and requisite competencies. In this regard WAB will continue to maintain the annual performance review of staff and take appropriate steps to improve programme performance.

WAB will review past activities of partners and assess their capacity enhancement needs in view of the input required of them to implement the WAB Country Programme. WAB will work with the partners to formulate a HRD Plan for individual POs. WAB has recently recruited a Human Resource Officer and a Governance Advisor to facilitate and support capacity building needs of the POs and the LGIs. The PO capacity building inputs will be a feature of partnership agreements. Examples include management systems, training of trainers, support to adapt training modules to specific social and ethnic contexts, community level training, refresher courses and exposure visits.

WAB has plans to gradually move from working solely through POs to working directly with LGIs. For the time being, WAB will work closely with LGIs and where possible contribute to building capacity of LGIs in service planning, implementation, monitoring and also in undertaking pro-poor activities, mainstreaming gender and in improving governance and accountability to people. WAB will work with LGIs and POs in building awareness on the rights and obligations of the LGIs to try to create a critical mass of demand for decentralisation at the lowest level of self-government i.e. union parishads in the rural areas, city corporations and municipalities in the urban areas. Both in the urban and the rural areas WAB will aim at building community institutions and linking them to permanent entities such as the union parishads in the rural areas and municipal systems in the urban areas.

Monitoring and evaluation systems will provide regular information to strengthen planning and implementation, and to spot programme weaknesses and assess whether the quality of project inputs has been compromised during scaling up of activities

4.5 Increase Access to Resources and Improving Funding Relationships

The current partnership with DFID Bangladesh offers a huge opportunity for WaterAid and its partners to directly support over 4.75 million people with improved access to safe water, environmental sanitation and hygiene behaviour change, plus further influence policy implementation nationally and regionally. Looking beyond the ASEH phase of the Bangladesh Country Programme is not easy without making some rather key assumptions and considering likely changes in the sector in Bangladesh.

If WaterAid's current corporate income projections are realised by FY-08/09, then 'core funding' for Bangladesh could be available at the level of £750,000 – £800,000. This level of funding would allow WAB and some of its partners to provide significant sector support to continue research, advocacy and influence initiatives but at a lower level than the present.

Successful progress of ASEH will significantly influence the outcome of future collaboration with DFID. WAB is confident that it will be successful in further strengthening its collaboration with DFID and is expecting further programme funding support to take forward some components of ASEH or even an 'ASEH-II' project. ASEH will be a significant milestone in DFID and WaterAid's global relationship, marking WaterAid firmly as a 'partner of preference' and opening opportunities for further partnerships in common priority countries and regions.

Although WAB acknowledges with gratitude the contribution of DFID, it will continue its effort to widen its donor base. WAB will seek funding for new initiative both in-country and abroad.

Danida, a leading donor in WSS sector in Bangladesh, is working on developing a sector-wide approach (SWAP). Apparently the LGD embraces this approach but whether multi-lateral donors will join the

SWAP remains an open question. The World Bank and WSP are currently advocating direct budget support to local government institutions. It is difficult to assess whether a SWAP would be a reality in the near future. Much depends on the bilateral and multi-lateral donors' willingness to commit funds and efforts to it. Until now there is no such indication. If SWAP does come about, there would be a significant change in funding procedure of both national and international NGOs. Local partners in Bangladesh would access funding for their initiatives from a central SWAP fund source and pursue implementation contracts or sub-projects under the national SWAP programme. Meanwhile WaterAid and other INGOs will pursue sector support roles, with or without funding from the SWAP fund.

4.6 Financial Accountability

Plans for Improving Financial Monitoring of Partners

WAB recognises the need to create clear division of responsibilities within the financial team for management of WAB and partners' finance. WAB recruited two Partner Finance and Monitoring Officers (PMSO) to oversee PO's financial management and help build capacity, through a review of account and technical assistance. This ensures prioritisation and independence of financial monitoring within the team. They visit partners in turn on a six-monthly basis. The officers share the monitoring reports with the partners who prepare action plans based on agreed recommendations. Finance teams of WAB and partners have joint meetings to discuss financial management issues on a quarterly basis.

Plans for improving financial controls

Currently WAB follows financial rules and regulations that WA-UK sets. These are incorporated in the WaterAid Overseas Accounts Manual (OAM). The OAM covers areas such as internal controls, risk management, procurement, fixed assets and others. WAB also has its own Finance Management Manual, incorporating the mandatory requirements mentioned in the OAM. WAB incorporates amendments to the OAM, in the local finance manual which is reviewed every two years. WAB complies with the conditions laid down in the OAM and local finance manual.

As a tool of financial control, WAB staff regularly visit all partners. The improvement or lack thereof in financial management is measured in the subsequent monitoring visit. WAB complies with the requirements of WA-UK relating to monitoring of the partners.

WAB has also drafted a Human Resource (HR) manual which will be effective from December 2005. This manual will be reviewed every two years.

Members of the WAB finance team will attend regional and international finance meetings to keep updated with new tools and procedures of financial control. WAB will continue to offer financial management training to partners and WAB programme staff

WAB will suggest to WA-UK that the internal auditing be done on a yearly basis so that it can get annual feedback on its financial management system and take necessary actions.

Mechanisms for Ensuring Compliance and Accountability to Stakeholders

WAB has developed mechanisms for ensuring high levels of compliance and accountability to internal and external stakeholders during the ASEH inception phase. This includes the following:

- Live data entry in accounting systems;
- Updating finance manual;
- Segregation of roles and responsibilities in finance team;
- Financial monitoring on regular basis; and
- Accurate and timely reporting

The system will be reviewed from time to time to accommodate changes recommended by different stakeholders.

5. Country Programme Indicators for Monitoring Progress

Demands of accountability and transparency require an effective system to measure progress against planned targets and intended objectives. The system must include not only outputs but processes and impact as well. WAB and POs have monitoring systems embracing a monitoring culture. Some of its partners also have strong track records of supporting participatory community-based monitoring. Nonetheless there is no limit to improving monitoring systems.

WAB and its partners have conducted baseline studies in communities where WAB and POs work. The salient findings of these baseline studies reinforce the issues the situation analysis section highlights. Most findings relate to issues such as inequity of service access by income, geographic areas and ethnicity, centralised planning and implementation, water contamination, poor sanitation and hygiene habits, and poverty of the people.

WAB and POs will strengthen their monitoring capacity to directly measure a broader range of project impacts and outcomes to provide a stronger basis for programme development and to use the results in advocating changes in the government's perception and practices at various levels. The monitoring programme will therefore aim at:

- Ascertaining that planned activities are carried out as such
- Assessing whether desired impacts are being achieved
- Assessing if the processes and sub-processes in use are useful and effective in meeting the objective they are set out to meet
- Using results to improve the quality of inputs
- Identifying further issues to be addressed and
- Identifying important lessons for advocacy work.

Impact monitoring will not attempt to measure health benefits but rather use surrogate indicators such as utilisation rates and hygiene and environmental sanitation related practices. WAB will broaden the range of indicators monitored to include specific environmental sanitation practices and to assess project impacts on a series of livelihoods indicators including poverty targeting, social status, household economies (including health related expenditures) and gender roles.

WAB has established a Strategic Support Unit having a Monitoring and Evaluation (M&E) Unit led by a M&E Programme Coordinator who will work closely with the Program, Advocacy and cross-cutting teams to develop appropriate systems and methods. It has also formulated and put into practice a Monitoring and Evaluation Strategy. It will upgrade the numbers and skills of WAB and partner staff, improve monitoring processes and undertake concerted advocacy to harness the voices of the poorest and lobby key decision makers for a sector-wide impact.

At the strategic level monitoring will be carried out using three approaches – performance, impact and process monitoring:

1. Performance monitoring will continue established practice in using qualitative and quantitative methods to assess the delivery of inputs and the performance of partners. Monitoring will take place at the lowest appropriate level using participatory methods such as PRA. Wherever possible, community-level data will be collected by community members with support of PO and WAB staff.
2. Process monitoring will verify whether the processes used to engage communities and achieve project goals are effective in areas such as community mobilisation, community empowerment and hygiene promotion. Individual sections within WAB will be responsible for monitoring processes falling within their specialist areas and the Programme Coordinators will be responsible for the cross-cutting issues

and processes. Process monitoring teams will comprise two to three staff from partners and WAB, and will produce quarterly reports. The process monitoring may initially start as an independent initiative to be integrated into the regular monitoring in the future. Process monitoring has to be cyclic with provision for participatory identification of problems, devising of solutions and testing them in an iterative mode to improve project performance.

3. Impact monitoring will compare changes in access to services, health, poverty, social and livelihood status against baseline data. This will include developing capacity to measure changes in poverty, social status, gender awareness, and livelihood security. WAB will work with POs and communities to develop sub-indicators and appropriate monitoring tools in the inception phase of an activity or project.

For impact monitoring data will be collected from a sample of projects each year by communities and external monitoring teams. These will include appropriate WAB and partner staff, a representative from local government, and an independent reviewer. The teams will be gender balanced. The indicators for impact and outcome monitoring may include but not necessarily limited to the following:

- Reduction in infant and child mortality rates
- Savings in household expenditure on curative medical treatment of water, sanitation and hygiene related diseases
- Improved livelihood opportunities, especially for women and girls, due to savings in time, improved health and increased disposable income
- Perceived improvements in infant, child and adult health by beneficiaries
- Percentage of beneficiaries demonstrating improved hygiene practices, disaggregated by gender, age, vulnerability, socio economic status, seasons and contexts
- Changes in GoB policies to promote sustainable pro-poor WSS services
- Number of local government offices which replicate key elements of WAB programme supported by GoB mandates, staff and resources
- Increase in percentage of girls regularly attending primary and secondary schools
- Number of people having access to, and maintaining, a hygienic latrine with data disaggregated by gender, age, vulnerability and socio economic status
- Number and percentage of beneficiaries disposing of solid and liquid waste in a sanitary manner
- Number and types of joint initiatives undertaken by WAB and POs with LGIs, POs, other NGOs and utility service providers to promote WSS coverage for the poorest
- Number of agencies mainstreaming or adapting WAB programme approach

Formal evaluations will be carried out in accordance with WaterAid and donor norms and may be done as part of broader sectoral assessments involving large donors.

As a strategy of continually improving monitoring, WAB in coordination with its partners will do the following:

- Refine indicators in conformity with the Log Frame of the major project/activities that the country programme may include;
- Develop monitoring guidelines by skills and materials;
- Support partners and communities to develop monitoring indicators, provide training, develop MIS systems, produce monitoring schedules and analyse the results produced;
- Integrate processes monitoring into regular monitoring schedule;
- Monitor using performance, impact, and process monitoring methods;
- Where possible, monitor at the lowest appropriate level using community members for data collection;
- Communities and external independent monitoring teams will collect data from a sample of projects on a yearly basis. Such teams will be gender balanced and shall include WAB and partner staff, a representative from local government and an independent reviewer.

6. Human and Financial Resources

6.1. Human Resources

Considering the significance of ASEH, the existing 'Organogram' of WAB has been incorporated as Appendix-6. According to the Organogram, WAB will continue with a total of 48 staff until the end of ASEH in March 2009. Considering a total projected funding of £1.88 million in 2009-2010, WAB may need to reduce its staff - a purely conjectural and pessimistic scenario. With the background of a good standing, WAB will aggressively pursue country level, regional and global funding for new activities and initiatives much ahead of time. It is likely that funding would be available and current level of staffing would be maintained.

In the next programme cycle ASEH will generate more learning and experiences. WAB has a strategic unit for research and documentation. Documentation will not just stop at a narrow focus of learning per se but will feed back into the planning/implementation process to improve performance and to influence the sector in strategic directions. WAB will prepare a strategy to document, disseminate and feed back lessons into the implementation process. WAB has given special priority to strengthen its HR capacity in order to capture, synthesize and produce learning products and strategically use them to generate a wider impact than the present.

Through ASEH, WAB will be developing its profile and visibility as an adept professional organisation in the WSS sector. The challenges under ASEH and of contributing to the GoB target of achieving 'Sanitation for All' by the year 2010 have prompted WAB to set a strategy to speed up its horizontal and vertical expansion requiring right people in right places. WAB developed an adept professional resource pool with a good professional mix, required to support country programme implementation.

The ASEH comprises a significant portion of WAB's current funding. The majority of the WAB staff Human Resources are under DFID's funding support to ASEH. The projected financial allocations are on the basis of 'during' and 'post' ASEH period. The ASEH, if not extended, will terminate in March 2009. Hence WAB incorporated a modest financial projection for the financial years 2009-2010 and 2010-2011 assuming a downward trend of WAB's in-country resource mobilisation during these two years. However, in the coming years WAB will gear up its effort to harness more development partners to create a multiple resource base for onward growth and speed.

Financial Resources

The majority of the Bangladesh Country Programme funding for the period July 2003 – March 2009 will come from WaterAid and DFID support for the joint Advancing Sustainable Environmental Health Programme (ASEH).

Though DFID call ASEH 'a project', in fact it should be seen as country programme funding. ASEH has brought together the majority of country level initiatives and partnerships under a joint WaterAid and DFID funding umbrella and log frame. There are still some projects under WaterAid funding. WaterAid's funding to ASEH is 12% over the FYs 03/04 – 08/09 and 17% to the country programme as a whole (refer appendix-7).

This may seem to some as over-reliance on a single donor. However, DFID-B sees WaterAid's contribution of 12% or £2 million to ASEH as a significant difference from their other partners in Bangladesh. UNICEF, for instance, receives 100% funding from DFID-B for their rural WSS project with the GoB. DFID-B sees WaterAid as willing and ready to commit own resources to the ASEH programme. This reinforces the ethos of partnership and joint initiative and DFID-B advisers have a healthy respect for WaterAid's commitment to the ASEH programme partnership.

The indicative ASEH budget for the years 2003-2004 to 2008-2009 is presented below.
Projected Total Budget Breakdown by 4 Sub Programmes and Activities:

DFID Bangladesh & WaterAid 2003-2008 (5.5 years) Advancing Sustainable Environmental Health (ASEH) - Breakdown of Total Sub Programme Budgets		RURAL Sub-Programme		URBAN Sub-Programme		Advocacy & Sector Support		WaterAid Bangladesh & Programme Support		TOTAL	
S/L #	Programme Components / Activities	GBP	%	GBP	%	GBP	%	GBP	%	GBP	%
1.0	Water Supply, Sanitation, Hygiene Promotion										
1.1	Water Supply	793,668	14%	1,011,010	13%	0	0%	0	0%	1,804,678	11%
1.2	Environmental Sanitation	140,410	3%	931,620	12%	0	0%	0	0%	1,072,029	6%
1.3	Hygiene Promotion	197,382	4%	177,291	2%	0	0%	0	0%	374,673	2%
1.4	Project Staff	2,447,091	44%	1,685,188	22%	0	0%	0	0%	4,132,280	24%
1.5	Project Staff Travel	160,867	3%	235,572	3%	0	0%	0	0%	396,439	2%
1.0	Sub Totals =	3,739,418	68%	4,040,681	54%	0	0%	0	0%	7,780,099	46%
2.0	Capacity Building & Training	380,639	7%	1,068,677	14%	211,944	22%	1,081,000	36%	2,742,261	16%
3.0	Programme to Programme (P2P) Support	118,488	2%	173,187	2%	120,514	13%	139,961	5%	552,150	3%
4.0	Resource & Training Network (RTN)	54,989	1%	76,236	1%	191,286	20%	126,288	4%	448,798	3%
5.0	Learning, Research, Dissemination & Advocacy	131,468	2%	605,516	8%	238,792	25%	997,254	33%	1,973,030	12%
6.0	Project Support Costs										
6.1	Administrative/ Support Staff	257,417	5%	350,963	5%	38,815	4%	242,571	8%	889,765	5%
6.2	Transport	121,201	2%	52,611	1%	12,976	1%	36,868	1%	223,656	1%
6.3	Office/s & Equipment	45,520	1%	285,575	4%	23,479	2%	32,792	1%	387,366	2%
6.4	Service Suppliers	34,374	1%	168,659	2%	10,410	1%	12,376	0%	225,819	1%
6.5	Office Running Cost	543,258	10%	713,626	9%	92,353	10%	223,319	7%	1,572,555	9%
6.0	Sub Totals =	1,001,769	18%	1,571,434	21%	178,032	19%	547,927	18%	3,299,162	19%
7.0	Contingency	73,228	1%	14,271	0%	9,432	1%	107,569	4%	204,501	1%
	Totals =	5,500,000	100%	7,550,000	100%	950,000	100%	3,000,000	100%	17,000,000	100%

Notes:

- Human Resource costs for Project Staff are allocated:
 - under line 1.4 in the Rural & Urban Sub-Programmes sections (where projects are direct implementation);
 - under lines 2 – 5 in all Sub-Programme sections.
- Human Resource costs for Administrative/Support Staff are allocated under line 6.1 in all Sub-Programme sections.
- The Advocacy & Sector Support Sub-Programme section includes:
 - Water quality and arsenic information synthesis and dissemination project (NAISU)
 - Resource & Training Network (RTN) for advocacy and sector support on IPEA-SWESHP
 - a project to support ASEH implementing partners and other programmes on the Child to Child approach for Hygiene Promotion
 - Technology R&D and promotion - within ASEH projects and to other sector actors
 - IPEA-SWESHP curriculum development, training support, standards setting and monitoring
- A 3% management fee amounting to £450,000 has been added to the DFID contribution, bringing the total DFID-B funding to £15,450,000 and the total budget to £17,450,000.

Current projection of funding breakdown of the Programme is as follows:

WaterAid Bangladesh

Financial projection

For the period from April 2006 to March 2011

Figures in GBP

	2006/07	2007/08	2008/09	2009/10	2010/11
Rural	1,655,019	1,850,281	1,915,228	614,980	605,480
Urban	1,357,444	1,561,793	1,583,809	826,020	952,640
Advocacy and Sector Support	223,008	234,880	244,329	20,000	20,000
WaterAid Bangladesh PST	735,000	750,000	837,000	419,000	459,000
Total : GBP	3,970,471	4,396,954	4,580,366	1,880,000	2,037,120

7. Risk Management

If Bangladesh remains a relatively peaceful and secular state, WAB will presumably want to continue its support through local NGO partnerships and embark on some local government partnerships. However, some observers and analysts are concerned that global events will ferment radicalisation of Islamic fundamentalist parties and factions in Bangladesh. This would mean that the present, relatively peaceful, situation will be replaced by a period of significant civil and political strife. There are ongoing disturbing 'terrorist' activities in the country. Though unclear in motivation and seemingly disconnected, there is an undercurrent of fearfulness about security and hidden 'forces' at work. The peaceful outcome of the next national elections in 2007 will be a key milestone.

Given that such significant factors are outside of WAB's direct influence, the logical way forward is to plan for reviewing the future prospects of the country programme at significant points in the life of this strategy. ASEH will have a mid term review in 2006/2007 so by the first quarter of 2007/2008 it should be possible to be reasonably confident about the degree of success it is likely to achieve. The Bangladesh national elections should be held in 2007 and WaterAid's overall fundraising progress and likelihood of reaching the 2006-2011 corporate strategy targets will be better known.

Danida is in the process of promoting a SWAP for the WSS sector. It is not yet clear whether other bilateral and multilateral donors will join the initiative. Thus, in the second quarter of 2007/2008 it would be possible to thoroughly review the future prospects of Bangladesh programme and feed into indicative planning for 2009/2011 onwards into the AFP mid year review process in October 2007.

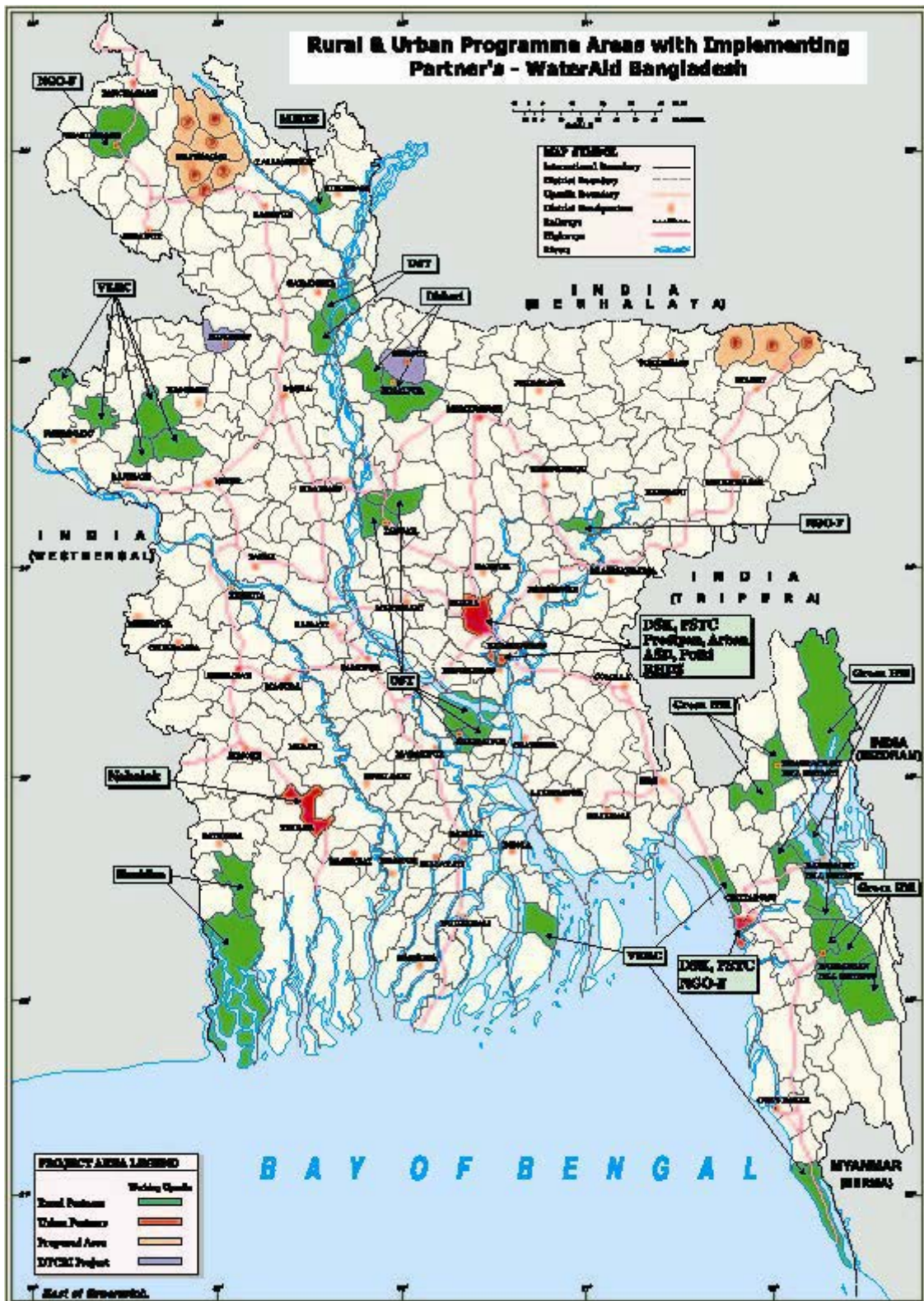
This would leave enough time for clear planning and negotiation of the reduction or continuation of ASEH support levels from WaterAid to its current partners by FY 2009/2010. Prospects for large implementing partners to move to direct funding from a SWAP fund or other donor sources could be pursued; and any new programme funding proposals to DFID or other donors such as EC, SDC, JIB could then be prepared and negotiated from November 2007 through 2008. The Bangladesh Country Strategy could then be reviewed and updated in 2008 in time for approval in March 2009.

WAB's largest funding partner is DFID Bangladesh. Over-dependence on one donor always presents a risk. Change in current DFID policy may affect WAB programme which is why it should try to widen its funding base from one to multi-donor.

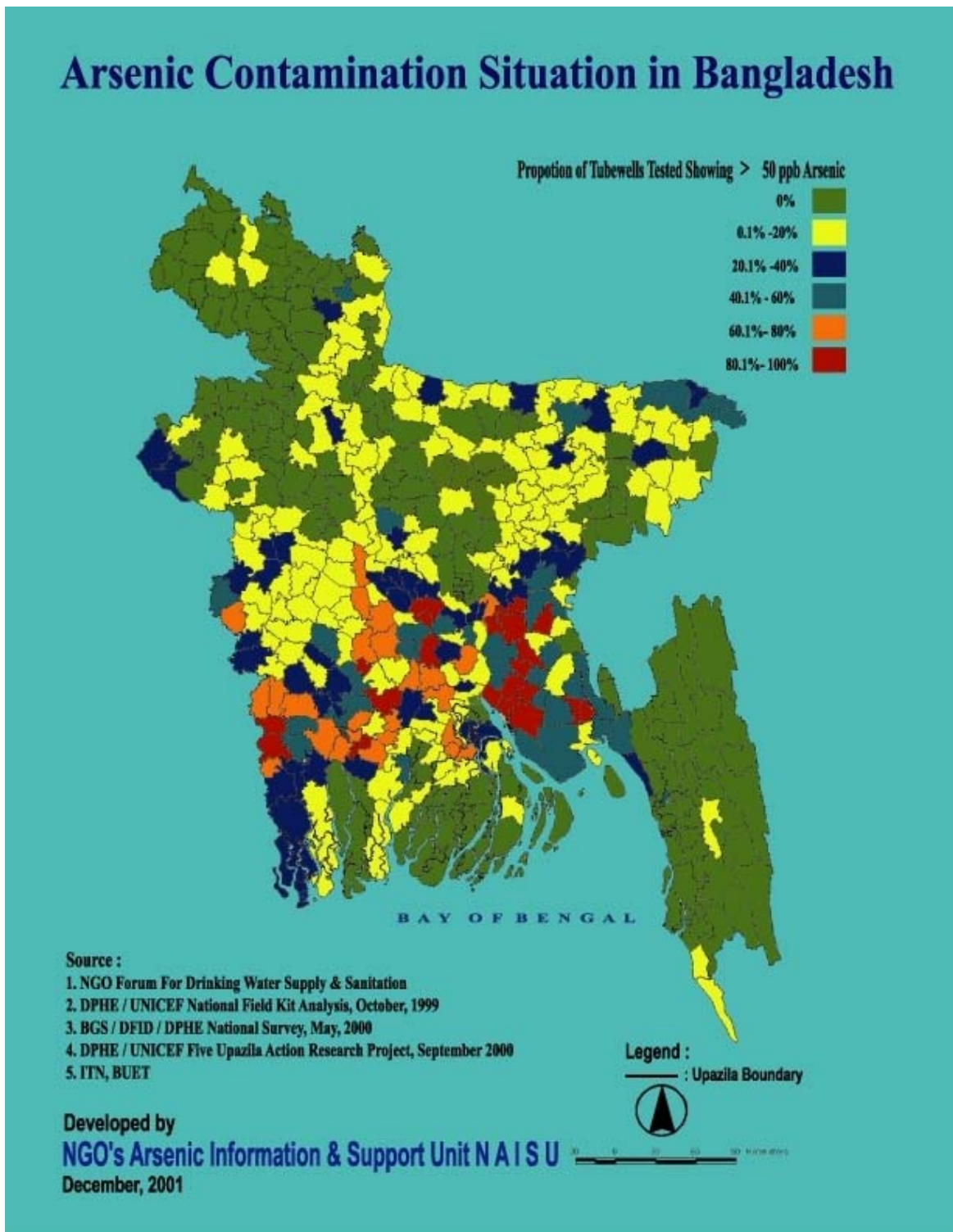
Government's change in policy may present a risk for the WAB Country Programme. Presently the government is fairly receptive to the idea of NGOs assisting in development including the water and sanitation sector. Should the government decide otherwise and adopt policies to exclude NGOs, activities including those of WAB would be difficult to implement.

Appendices

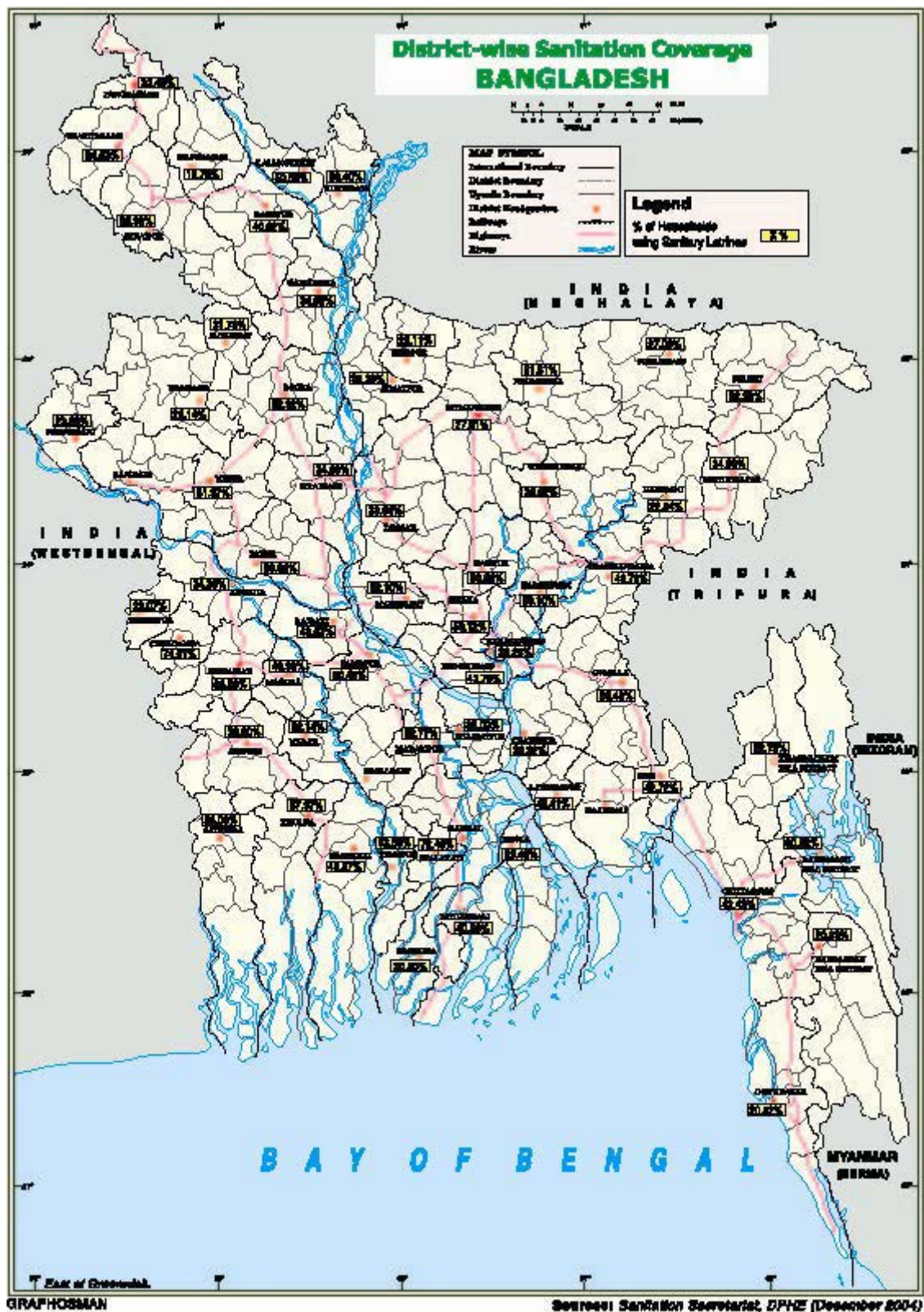
Appendix-1: Map of Bangladesh with WAB Program Areas



Appendix-2: Arsenic affected areas of Bangladesh

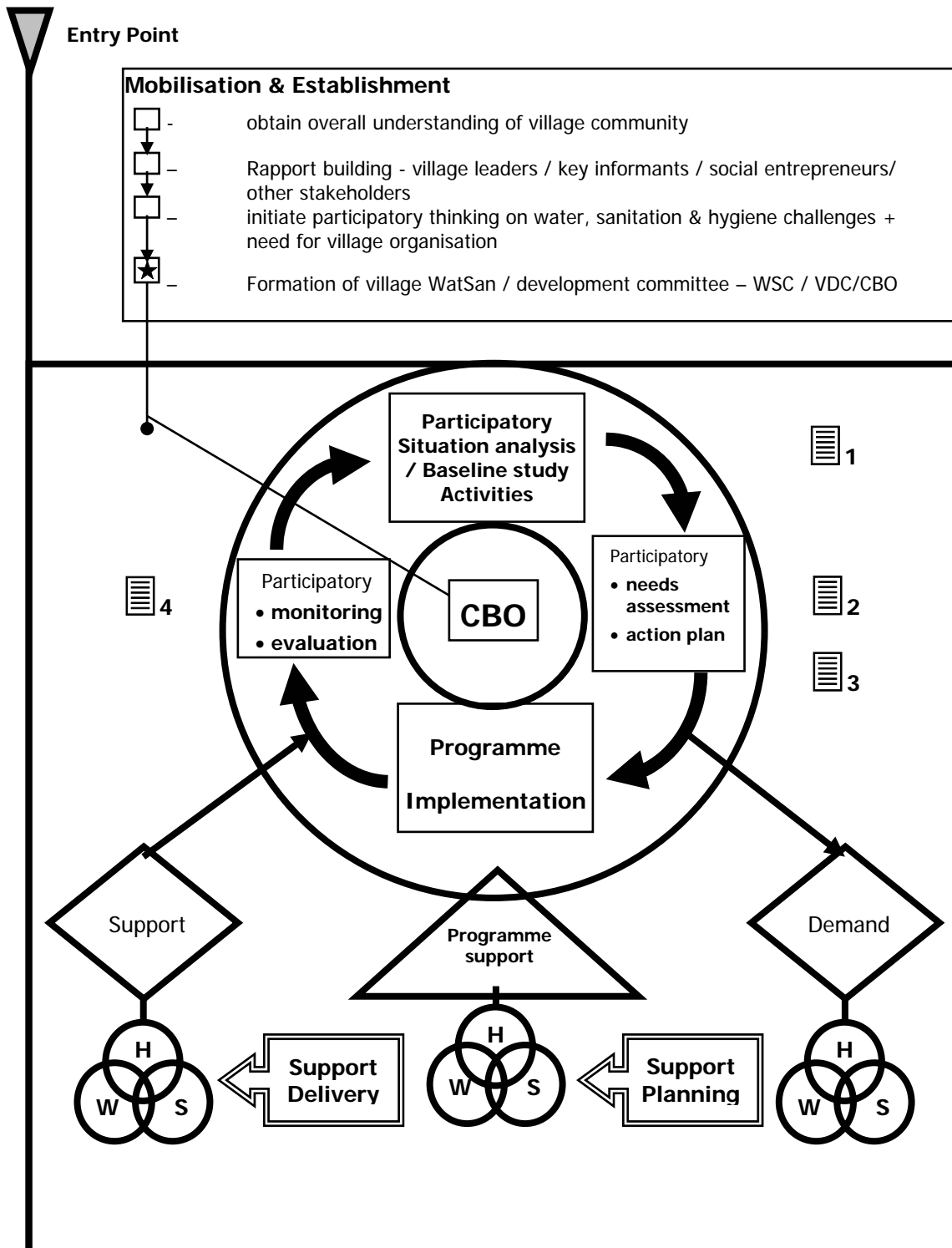


Appendix-3: District-wise Coverage of Sanitation



Appendix-4: Graphic Representation of IPEA-SWESHP Approach

Steps of Integrated, Participatory, Empowering Approach to Safe Water Environmental Sanitation and Hygiene Promotion



Appendix-5: Annual Beneficiary Projections for 2006-2011(Direct and Levered)

Urban Beneficiaries

Year	Sanitation			Water Supply		
	Direct	Levered	Total	Direct	Levered	Total
2005-06	55,445	45,000	100,445	64,787	45,000	109,787
2006-07	110,898	140,000	250,898	139,628	140,000	279,628
2007-08	102,836	131,000	233,836	176,597	131,000	307,597
2008-09	95,337	135,000	230,337	137,365	135,000	272,365
2009-10	100,000	70,000	170,000	100,000	70,000	170,000
2010-11	100,000	50,000	150,000	100,000	50,000	150,000
2005-11	564,516	571,000	1,135,516	718,377	571,000	1,289,377
Average						
per year	94,086	95,167	189,253	119,730	95,167	214,897

Basis for calculation of levered beneficiaries in the urban areas

- Through providing technical assistance by WAB and its POs to Plan Bangladesh and WPI supported WSS projects
- Through providing technical support to Narayangonj Pourashava, UNDP and ADB projects.
- By providing technical assistance to other urban projects funded by World Bank, Asian Development Bank, UNDP and UNICEF planned for Dhaka and Chittagong City areas.
- By providing technical support to City Corporation and UNDP project.
- Through providing technical support to Municipality and other projects at municipal level

Rural Beneficiaries

Year	Sanitation			Water Supply		
	Direct	Levered	Total	Direct	Levered	Total
2005-06	459,270	83,000	542,270	163,914	20,750	184,664
2006-07	587,788	102,000	689,788	242,650	25,500	268,150
2007-08	591,600	102,000	693,600	249,100	25,500	274,600
2008-09	539,568	117,000	656,568	206,800	29,250	236,050
2009-10	125,000	102,000	227,000	90,000	25,500	115,500
2010-11	125,000	72,000	197,000	90,000	18,000	108,000
2005-11	2,428,226	578,000	3,006,226	1,042,464	144,500	1,186,964
Average						
per year	404,704	96,333	501,038	173,744	24,083	197,827

Basis for calculation of levered beneficiaries in the rural areas

- In partnership with Dishari, WAB will use its approach, advocacy and capacity building to influence Dishari to cover more beneficiaries in the coming years. On average there are about 25,000 people per union. In each union Dishari will cover about 15,000 people. All these people will have access to sanitation and 25% of them will access water. Dishari will complete five unions in 2005-06, six in 2006-07, six in 2007-08, seven in 2008-09, six in 2009-10 and four unions in 2010-11.
- WAB will also explore opportunities to provide technical assistance to other planned WSS projects for rural.

Total Beneficiaries

	Sanitation		Water		Total	
	Direct	Levered	Direct	Levered	Direct	Levered
Rural	2,428,226	578,000	1,042,464	144,500	3,470,690	722,500
Urban	564,516	571,000	718,377	571,000	1,282,893	1,142,000
Total	2,992,742	1,149,000	1,760,841	1,108,500	4,753,583	1,864,500
GRAND TOTAL 2005-2011						6,618,083

Total Average Beneficiaries per year

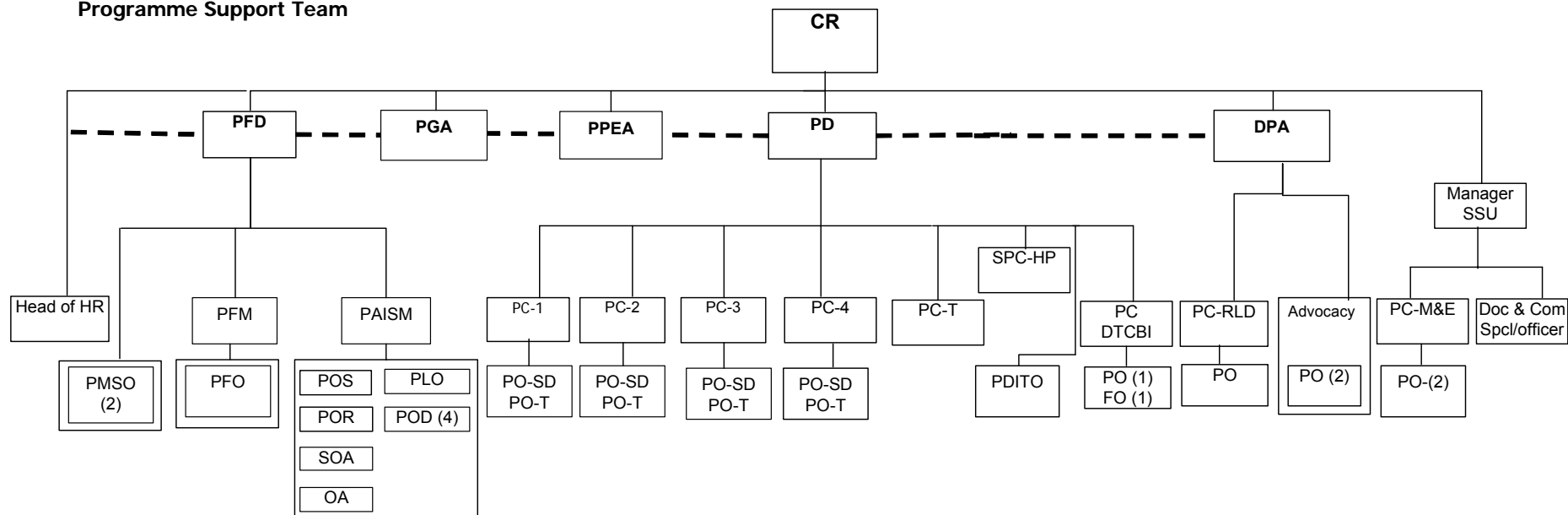
	Sanitation		Water		Total	
	Direct	Levered	Direct	Levered	Direct	Levered
Rural	404,704	96,333	173,744	24,083	578,448	120,417
Urban	94,086	95,167	119,730	95,167	213,816	190,334
Total	498,790	191,500	293,474	119,250	792,264	310,750
GRAND AVERAGE PER YEAR						1,103,014

Appendix-6: Staffing and Organogram

WaterAid Bangladesh
Country Office
Programme Support Team

ORGANOGRAM (proposed revised)

2005 - 2009 ASEH



Abbreviation:

CR = Country Representative
PFD = Programme Finance Director
PD = Programme Director
PTA = Programme Technical Adviser
PGA = Programme Governance Adviser
PPEA = Programme Poverty & Equity Adviser
SSU = Strategic Support Unit
HHR = Head of Human Resources
PFM = Programme Finance Manager
PFO = Programme Finance Officer
PMSO = Programme Monitoring & Support Officer
PAISM = Programme Administrative & Information System Manager
PDITO = Programme Documentation & IT Officer

POS = Programme Office Secretary
POR = Programme Office Receptionist
SOA = Senior Office Assistant
OA = Office Assistant
PLO = Programme Logistic Officer
POD = Programme Office Driver
PC-M&E = Programme Coordinator Monitoring & Evaluation
PC-RLD = Programme Coordinator Research Learning & Documentation
PO = Programme Officer
DPA = Director Policy and Advocacy
SPC = Senior Programme Coordinator
HP = Hygiene Promotion
PO-SD = Programme Officer - Social Development

PO-T = Programme Officer - Technical
PC-T = Programme Coordinator - Technical
Doc = Document
Com = Communication
Spcl = Specialize

Appendix-7: Projections for In-Country Funding (2006-2011)

	2006-07	2007-08	2007-09	2009-10	2010-11
Source: DFID	3,364,824	3,735,842	3,892,382		
Source: Unidentified				300,000	537,120

Appendix-8: A Brief Profile of WAB

I. Introduction

Bangladesh has a population of 144 million in an area of 147,570 square kilometres with as many as 1,800 people living per square kilometer. Forty per cent of the population lives under the poverty line. The rate of population growth has reduced from 2.5 to 1.6 in the 1997-01 period and the urban population has increased from 6% to 21% between 1961 and 2001. An estimate puts the total population at 181 million by 2025 with 41% living in the urban areas - nearly half of them will be poor without services.

- In some communities, up to 40% of overall morbidity is due to water and sanitation related disease
- In the year 2000, 12.1% DALYS were lost due to diarrhoeal disease
- 90% of these were attributable to environmental causes of which 65% could be averted through improvements in water supply, environmental sanitation (latrines, drainage, rubbish disposal) and hygiene awareness.
- Diarrhoeal diseases account for 11% of total deaths in Bangladesh
- They account for the high infant mortality rates - 15% of U5MR (WHO, 1998).
- Hygiene related disease costs the country, Tk 5 billion (£30million) per year for treatment alone.

II. Sector Context

- Level of sanitary latrine coverage is 43%² including 30% non water- sealed pit latrine.
- Achievement in hygiene practice is negligible with only 7% of total population washing hands with soap after defecation and 3% have hand washing practice before meal
- Coverage in safe water provision increased to 96%, but arsenic contamination has reduced it to 77%³.

2.1 Key Sector Actors

2.1.1 Government: National level

- Ministry of Local Government, Rural Development and Cooperatives (MLGRD&C)
- Local Government Division (LGD)
- Department of Public Health Engineering (DPHE)
- Local Government Engineering Division (LGED)

Local Level

Urban	Rural
<ul style="list-style-type: none">• City Corporation• Paurashaava	<ul style="list-style-type: none">• Upazilla Parishad• Union Parishad• Graam Sarkar

2.1.2 Multi & Bi-lateral Donor Agencies

- Department for International Development (DFID)
- United Nations Children Fund (UNICEF)
- World Health Organization (WHO)
- Water and Sanitation Project (WSP) of World Bank
- DANIDA

² Country Paper: Bangladesh: South Asian Conference on Sanitation, October 2003

³ *ibid.*

- Asian Development Bank (ADB)

2.1.3 International/ National NGOs

WaterAid Bangladesh, CARE, Plan Bangladesh, World Vision Bangladesh, Save the Children (USA), BRAC, Proshika, Dhaka Ahsania Mission, NGO Forum

2.1.4 Networking Agencies

- National Forum for Water Supply and Sanitation (NFWSS)
- Local Coordination Sub-group (LCG)
- Water Supply and Sanitation Coordination Council (WSSCC)
- Bangladesh Urban Round Table (BURT)
- Community Led Total Sanitation (CLTS) Network
- National Task Force on Sanitation (NTFS)

2.1.5 Strategic Partners

- Local Government Division (LGD)
- Department of Public Health Engineering (DPHE)
- Water Supply and Sewerage Authority (WASA)
- City Corporation
- Planning Commission, Ministry of Health
- Ministry of Women and Children Affairs (MWCA)
- Unit for Policy Implementation (UPI)
- Arsenic Programme Support Unit (APSU)

III. Financing Gaps

The MDGs Needs Assessment in 2004 shows that US\$956.89 million or Tk.63,154.74 million per year would be required till 2015. This is one fourth of the total annual development budget for all sectors.

A Danida estimate in 2005 puts the annual NGO contribution at Tk325 million. The fifth FYP estimated the private and NGO sector investment at 68% of the public sector investment representing an additional Tk.3,334 million per year resulting in a yearly total of Tk.8,237 million, leaving a resource gap of 55,000 million.

Table 1 Estimated Resource Needs and Availability to Meet the MDGs on Water Supply and Sanitation (in million Taka)

Resources expected to be available per year from different sources for WSS	Estimated financial resources needed per year to achieve the MDG's on WSS	Resource Gap per year
Government	2500.53	
Donors	2502.47	
NGO's	325.00	
Private sector	3009.00	
Total	8237.00	63,154.74
		54,917.74

IV. CSP Objectives

The WAB Country Programme 2006-11 objectives attempt to address the key obstacles in the sector and the WaterAid's Corporate Objectives. The Country Programme Objectives are:

- Sustainable access to, use of and management control over, safe and adequate water and environmental sanitation facilities; and improvement in hygiene behaviour for the whole, poor and vulnerable communities in selected rural and urban areas;

- Improved capacity in WAB, POs to engage in sector reforms, planning/implementation and monitoring sustainable water sanitation services and behaviour change;
- Development and demonstration of replicable mechanisms with LGIs, and other NGOs, that provide voices to poor communities for asserting community demand for safe and adequate water, environmental sanitation facilities and hygiene promotion;
- WAB and POs capable and prepared to address emergencies arising out of natural disasters that have adverse impact on water and sanitation services;
- Development and use of community based water resource management that contributes to and complements GoB strategy for Integrated Water Resource Management (IWRM) and protection of the environment; and
- Active policy advocacy to strengthen coordination and capacity to work with other sector actors; innovative financing; accountability and transparency of WSS service providers and empowering and strengthening of LGIs to plan, monitor and implement WSS services.

V. Evolution of WAB

Since its inception in 1986, Water Aid Bangladesh (WAB) – the country programme of Water Aid, a UK-based international NGO, has been working as a key player within the Water and Sanitation Sector for ensuring access to safe water and effective sanitation for the poor in Bangladesh.

Until 1995, the support by WAB was confined to a single rural partner NGO, Village Education Resource Centre (VERC). In 1996 WaterAid was registered officially in Bangladesh as an INGO and a Country Office was established to oversee both the existing rural programme and a new urban programme with several different partners.

A MODEL FOR SECURING ACCESS TO WATER FOR THE URBAN POOR

The success of intervention by DSK, the first urban partner of WAB, inspired Dhaka City Corporation and other NGOs to replicate the approach. The programme success is largely due to a combination of two features:

First, DSK used the innovative strategy of acting as an intermediary between poor urban communities and the water utility agency to facilitate water and sanitation provision at regulated prices. Persuading the Dhaka Water Supply and Sewerage Authority (DWASA) to install water points in squatter neighborhoods was an important breakthrough. Previously, DWASA policy was to make connections only to households who could demonstrate legal tenure of their plot. As it is very rare for inhabitants of Dhaka's poorest neighborhoods to have legal tenure, this effectively bars them from official water provision. Also DWASA had no way of recovering its costs in such situations.

Second, DSK paid great attention to motivating poor communities, and building their capacity, so that they could manage and maintain the new facilities themselves. This sense of community ownership is crucial to the programme success. Helping to develop it has been a considerable challenge, because of previously low levels of social cohesion in the target settlements.

Turning Point

Like other sector actors, initially WAB also supported people with set-model latrine at subsidised cost. In 1998, as a result of a participatory impact assessment, some new dimensions were revealed. The assessment team found that while the levels of poverty varied through the country, the percentage of subsidy for toilet construction given by VERC and Water Aid was the same everywhere. At the same time, though, people did construct toilets but open defecation was also rampant.

In order to develop a differential subsidy strategy, a participatory poverty assessment was launched and the team realised for the first time that “outsider motivated external subsidy-oriented toilet construction” was a far cry from what might take the form of “total sanitation of the village by catalysed participation and self-mobilisation”.

Soon the team piloted a radical approach where the community was not given any subsidy for installing latrines and the whole intervention was aimed to catalyse community self-help. WAB and VERC witnessed a very successful result, which was termed Community-led Total Sanitation (CLTS) approach and was formally introduced in November 2000.

VI. How we work

WAB works in partnership with local NGOs in both rural and urban areas, to develop its partners’ capacity to implement SWESHP programs. Working together, WAB and its partners have developed hygiene promotion methods and accompanying tools which can be used both by the partner NGOs as well as other interested organisations. Projects are always based upon practical solutions using low cost technologies that are appropriate to local conditions.

The approach: IPEA-SWESHP

CLTS is not the final approach for WAB. Rather, since the 1998 evaluation, WAB and its partners have, over the past few years, been developing and refining innovative models of ‘integrated, participatory, empowering’ approaches to improve water supply, environmental sanitation and hygiene promotion, known as: IPEA-SWESHP. These model approaches were implemented on a small scale within selected unions of technically and socially “hard to serve” districts. WAB supported projects are positively inclusive of the vulnerable and address the needs of communities as a whole.

For ensuring sustainable behavioural changes, WAB pinpoints the mindset of target individuals; generating a demand for water and sanitation at first is the key to the IPEA-SWESHP approach. This means constructing water facilities and latrines is not the prime mover of the intervention. Through the process community people themselves realise the importance of hygiene practices. This process opens up an enabling environment to the community people to relate the link between bad hygiene and disease, which in turn makes them active in establishing water and sanitation facilities. Usually community people form a watsan committee to overcome the situation. Some people nominated by the watsan committee are given training to manage the water supply and sanitation facilities. WaterAid and its partners then come forward to help the communities to install hardware facilities in some agreed arrangements and also to approach the local government departments responsible for water and sanitation.

VII. WAB Strategic Focus

Programme approach: IPEA- SWESHP- integration, participation, and empowerment of communities, households and individuals.

Partnership: currently more than 15 partner NGOs are there

Scaling Up: - in hydro-geologically difficult areas; the Chittagong Hill Tracts; arsenic affected areas

- work in cluster of contiguous areas
- to achieve a critical mass of areas and/or beneficiaries

Poverty-Equity-Gender:

- In working practices and organisational cultures of WAB and POs

Urban Work: to serve the urban poor in slums, squatter settlements and fringes not only in large cities but in secondary towns as well.

Capacity Building: - capacity of communities to generate development “multipliers”

- LGIs
- POs

Cost Sharing:

- cost sharing need not conflict with poverty reduction
- cross subsidisation to create safety net for the poorest
- cost sharing on the basis of ability to pay

Integrated Water Resources Management:

- limited WAB scope
- be sensitive to environmental concerns
- take holistic approach in using water sources for domestic use or managing solid waste and wastewater including latrine sludge.
- formulate guidelines for community based water resource management

Disaster preparedness

- Bangladesh prone to natural disasters
- Disaster Management component to be introduced

Networking and Advocacy

- Networking and advocacy are increasingly vital aspects of the WAB programme
- account for several recent national policy and planning level successes
- member of important sector networks

Applied Research

- to devise innovative WSS technology options and tools for innovative service delivery, funding, social mobilisation and awareness building.

VIII. WAB Guiding Principles

- Participatory and community-based process
- Led by the community, facilitated by POs
- Managed by local community people
- Focuses firstly on hygiene behaviour change and secondly on infrastructure
- Compatible with the existing program context

IX. Policies and Strategies

Policy Papers

ASEH Guiding Principles on Poverty Reduction
ASEH Guiding Principles on Gender and Equity
ASEH Guiding Principles on Participation
ASEH Guiding Principles on Governance
Water Quality Standards and Testing Policy

Strategy papers

ASEH Rural Strategy Paper
ASEH Urban Strategy Paper
ASEH Capital Cost Recovery Strategy Paper
ASEH Advocacy Strategy Paper
ASEH M&E Strategy Paper for WAB and POs
ASEH Human Potential Enhancement Strategy Paper

Manuals/Guidelines/Protocols

Manual for Water Points
Manual for Sanitation Options
Arsenic Testing Protocol Instructions 2002
Research Guidelines & Protocol of WAB
Financial Manual for the Partners
Financial Manual for WAB
HR manual

X. Our Work

A. ASEH Project

Partners:

Rural Partners

- Village Education Resource Centre (VERC)
- Green Hill (GH)
- Unnoyon Shahojogi Team (UST)
- NGO Forum (NGOF)
- Shushilon
- MJSKS

Technical

DASCOH
Phulki
NGO-F

Urban Partners

- Dustha Shyastho Kendro
- Population Services Training Centre (PSTC)
- Prodipan
- Phulki
- ASD
- ARBAN
- RHDS
- NGO Forum (NGOF)
- Nabolok

Locations:

WAB and Partners are working in a variety of rural contexts, which include:

1. Flood-prone areas (Hoar, Char),
2. Hilly and isolated areas (Chittagong Hill Tracts),
3. Areas prone to drought during the dry season and areas of falling groundwater tables (Rajshahi, Chapai Nawabganj),
4. Coastal areas prone to saline intrusion of the shallow aquifer as well as seasonal cyclones (Teknaf, Lalmohan, Bhola),
5. Areas where the political situation is unstable and security is poor,
6. Areas of ethnic diversity where communities are isolated through discrimination and language (Chittagong Hill Tracts),
7. Areas with high levels of arsenic contamination of the shallow aquifer (Sitakunda).

On the other hand, urban contexts include:

1. City slums of Dhaka and Chittagong City, including refugee ('Bihari') camps,
2. Peri-urban slum areas of Narayanganj,
3. Slum and fringe areas of secondary towns which are similar in nature to adjacent rural areas.

Administrative location:

- 205 unions plus 8 municipalities in 30 upazillas in 14 districts

- 3 more districts to be added
- 119 slums under 53 wards in 3 districts (Dhaka, Narayanganj and Chittagong)
- two small district towns through DTCB initiative

Programme:

Key Elements of Rural Programme

- Participatory Hygiene promotion
- Water Supply – TWs/GFS/HDW/RSW/RWH
- 100% Sanitised Village Approach (100% SVA)
- Arsenic Screening and Mitigation
- Capital Cost Recovery/Sharing as per ability & No-Subsidy in Latrine Construction at Household Level
- Research and Development
- Rural Partners Coordination and Support Network

Urban program is implemented as:

- Cities component: in Dhaka, Narayan Ganj and Chittagong cities
- DWASA component: through developing linkages with DWASA and ensuring legal piped water connections to the illegal settlements of Mirpur zone, Dhaka

Key Elements of Urban Programme

- Participatory Hygiene Promotion
- Water Supply – CWPs/TWs
- Communal and household Sanitation
- Environmental Sanitation
- Solid Waste Management
- Capital Cost Recovery/Sharing as per Ability
- Research and Development
- Urban Partners Coordination and Support Network

Crosscutting components: are common to all interventions taking place in rural and urban areas

- national arsenic information support unit (NAISU)
- Child to Child (CTC) approach , respectively

B. Other Project: DTCBi Project

XI. Major Achievements

Implementation under ASEH project has started from January 2005. So far X communities are intervened of which 12% water and 24% sanitation beneficiaries are covered (please see table below)

Coverage	Targeted coverage per year	Till June 2005*	Percent covered
Water	293474	35084	12%
Sanitation	498790	120019	24%

SACOSAN: WAB was one of the main organizations involved in the national sanitation campaign and co-host of the first South Asian Conference on Sanitation attended by participants from nine Asian countries in October 2003

PRSP: Facilitated inclusion of water supply and sanitation in the full PRSP

National Sanitation Strategy Paper:

National Sanitation Strategy: Acted as a secretariat in formulating the National Sanitation Strategies 2005; besides, WAB also provided financial and other technical supports for finalizing the document

National Sanitation Award

Awarded by the Government of Bangladesh to WaterAid and three of its partner organizations (DSK, VERC and PSTC)

XI. Country Program Funding

- £15.5 million grant from the UK's Department for International Development (DFID)
- £2m contribution from WaterAid (UK).

XII. Management and Staffing

According to the latest revised Organogram, under the leadership of Country Representative, there are five different units in WAB:

- Program
- Administration and finance
- Policy and advocacy
- Advisory
- Strategic supports

XIII. Challenges Ahead

- Adopt/ adapt participatory 'total sanitation' approach by local, national and regional agencies
- Involving LGIs in planning and implementation of services and hygiene promotion
- Innovate context-specific low-cost, appropriate water and sanitation options
- Scaling up 100% sanitation approach and safe water supply to urban poor from formal utilities
- Quality facilitators
- Land tenure issue for the slum dwellers
- Achieve a critical mass to demonstrate that access to WSS services to the poor can positively impact livelihood, environment, health and general well being
- Prove long-lasting health benefits to poor communities through improved hygiene and sanitation interventions

XIV. Our Contact: WaterAid Bangladesh
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Appendix-9: Bibliography of Key Documents

ASEH Rural Strategy August 2004
ASEH Cost Sharing Strategy April 2005
ASEH Guiding Principles: 1. Poverty Reduction
ASEH Guiding Principles: 2. Equity and Gender
ASEH Urban Programme Strategy Reaching poor and Hard-core poor, August 2004
Monitoring and Evaluation Strategy for ASEH, August 2004
Pro-poor Strategy, Unit for Policy Implementation, Local Government Division 2005

References

¹ GOB; the Annual Development Budget 2004-05, June 2004

² World Bank; World Development Report Washington 2004

³ World Bank; 2002, Ibid

⁴ The BBS measures the incidence of poverty as the share of the population with monthly per capita consumption (including food and non-food goods) below a predefined poverty line. The same allowance for basic food items is assumed for both the upper and lower poverty lines. However, the lower line incorporates a minimal allowance for non-food goods, while the upper line makes a somewhat more generous additional allowance.

⁵ B Bibby, S. et al; Bangladesh Environmental Health Scoping Study, WELL Task 628, November 2001

⁶ Siddiqui, AHMAH et al edited; Health in Poverty Reduction Strategy Bangladesh Perspective, Development Organisation of the Rural Poor (DORP), Dhaka, 2003

⁷ NAMIC 2005

⁸ UPI Update of Institutional Review 2005

⁹ Bangladesh National Sanitation Campaign: Progress Report March 2005, Local Government Division, Government of Bangladesh

¹⁰ Bangladesh Bureau of Statistics (BBS); 2001 Statistical Yearbook of Bangladesh, 22nd Edition, December 2003

¹¹ Progotir Pathy 2000 Digest of Multiple Indicator Cluster Surveys, UNICEF/Bangladesh Bureau of Statistics

¹² One US Dollar is equivalent to BDT 66.00

¹³ Millennium Development Goals Needs Assessment, Bangladesh Institute of Development Studies (BIDS), 2004