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**Sector Programme Support  
Component Description**

**NGO Forum Component  
Water Supply and Sanitation Sector**

**Bangladesh**

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Ref. No. 104.Bang.814-3

January 2000

## Component Description

Country	:	Bangladesh
Sector	:	Water Supply and Sanitation
Title of Component	:	NGO Forum Component
Title of Component Document	:	NGO Forum Component Document
National Agency	:	NGO Forum for Drinking Water Supply and Sanitation
Duration	:	January 2000- June 2004 (4½ years)
Starting Date	:	1 January 2000
Overall Budget Frame	:	Danida grant: DKK 54 million

### Description:

The Sector Programme Support (SPS) for Water Supply and Sanitation (WSS) in Bangladesh has been designed to support the implementation of the *National Policy for Safe Water Supply and Sanitation*. The development objective of the NGO Forum Component is to improve access to safe, sustainable and affordable water and sanitation services and hygiene facilities in Bangladesh, with increased emphasis on access to those services and facilities by the poor.

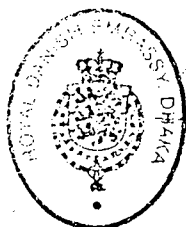
The immediate objectives of the Component are:

1. Improved capacity of partners, including private sector partners, to ensure safe, sustainable, affordable water supply, sanitation, and hygiene behaviour among poor and disadvantaged children, women and men.
2. New services and products to address threats to water resources such as arsenic, declining water table and saline intrusion, developed, tested and disseminated.
3. Enhanced community management of water supply and sanitation through Village Development Committees (VDCs) and other community groups, supported by PNGOs and working in coordination with local government.
4. New strategies to facilitate increased access by urban poor children, women and men to safe, sustainable water and sanitation facilities developed, tested and disseminated.
5. Improved documentation and dissemination of relevant information, lessons learned and best practices to key stakeholders within and outside Bangladesh.
6. Enhanced commitment among key actors in Bangladesh to implement policies ensuring safe water and sanitation in the long-term perspective.

The Component will focus on the following primary target groups: (a) Poor women, men and children in unserved and underserved rural and urban areas, (b) Private sector WATSAN providers in targeted areas, (c) Partner NGOs and CBOs, (d) Key sector stakeholders and other SPS Components.

Signed on behalf of Danida:

Signed on behalf of NGO Forum:



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## LIST OF ABBREVIATIONS

BAMP	:	Bangladesh Arsenic Mitigation Project
BBS	:	Bangladesh Bureau of Statistics
BTU	:	Bucket treatment unit (for arsenic removal)
CBO	:	Community-Based Organisation
Danida	:	Danish International Development Assistance
DKK	:	Danish Kroner
DPHE	:	Department of Public Health Engineering
DTP	:	Desktop Publishing
GI	:	Galvanised iron
GOB	:	Government of Bangladesh
HRD	:	Human Resource Development
ICDDR,B	:	International Centre for Diarrhoeal Disease Research, Bangladesh
IDE	:	International Development Enterprises
IRP	:	Iron Removal Plant
ITN	:	International Training Network
MIS	:	Management Information System
NGO	:	Non-Government Organisation
O&M	:	Operation and Maintenance
ORS	:	Oral Rehydration Salts
PNGO	:	Partner NGO
PRA	:	Participatory Rural Appraisal
PSF	:	Pond Sand Filter
RWHS	:	Rainwater Harvesting System
RWSG	:	Regional Water and Sanitation Group
SDC	:	Swiss Agency for Development and Cooperation
SPS	:	Sector Programme Support
TOR	:	Terms of Reference
TOT	:	Training of Trainers
TW	:	Tubewell
UN	:	United Nations
UNDP	:	United Nations Development Programme
UNICEF	:	United Nations Children's Fund
UWC	:	Union WATSAN Committee
VDC	:	Village Development Committee
VSC	:	Village Sanitation Centre
WATSAN	:	Water and Sanitation
WB	:	World Bank
WHO	:	World Health Organisation
WSP	:	Water and Sanitation Programme

MAP OF BANGLADESH



## EXECUTIVE SUMMARY

The aim of the Danish Sector Programme Support (SPS) in the water supply and sanitation sector is to assist the Government of Bangladesh in its implementation of the *National Policy for Safe Water Supply and Sanitation*, in particular:

1. facilitating access by all citizens to basic level of services in water supply and sanitation;
2. bringing about behavioural development and changes regarding use of safe water and sanitation;
3. reducing incidence of water-borne diseases;
4. building capacity in local governments and communities to deal more effectively with water and sanitation problems;
5. promoting sustainable water and sanitation services.

The immediate objectives of the Danish Sector Programme Support are:

1. strengthened capacity of government and non-government stakeholders to play the roles envisaged in the National Policy for Safe Water Supply and Sanitation and in accordance with their comparative advantage;
2. increased coverage of water supply and sanitation facilities;
3. improved hygiene and sustained use of hygienic latrines.

The SPS document includes the present Component to be implemented by NGO Forum for Drinking Water Supply and Sanitation. This Component is a continuation of previous NGO Forum programmes funded by Danida and SDC since 1992. The first phase was extended to 31 December 1996, and a second phase has operated from January 1997 to December 1999.

NGOs are an important part of the national water supply and sanitation sector. The Government, with DPHE as the lead sector agency, now recognises that NGOs play an important role in the WATSAN sector and has started to consider them as potential partners in development programmes. Government WATSAN programmes, including those currently supported by Danida, contract NGOs to carry out important, especially software activities, but also hardware implementation in rural areas. Today, government policy toward NGO activities in the sector is based on the National Policy for Safe Water Supply and Sanitation, approved by the Cabinet in 1998.

The Component will improve access to safe, sustainable and affordable water and sanitation services and hygiene facilities, with increased emphasis on access to those services and facilities by the poor. The Component will be implemented by NGO Forum through its national network of partner NGOs, CBOs and the private sector.

The immediate objectives of the Component are:

1. Improved capacity of partners, including private sector partners, to ensure safe, sustainable, affordable water supply, sanitation, and hygiene behaviour among poor and disadvantaged children, women and men.
2. New services and products to address threats to water resources such as arsenic, declining water table and saline intrusion, developed, tested and disseminated.
3. Enhanced community management of water supply and sanitation through Village Development Committees (VDC) and other community groups, supported by PNGO's and working in coordination with local government.

4. New strategies to facilitate increased access by urban poor children, women and men to safe, sustainable water and sanitation facilities developed, tested and disseminated.
5. Improved documentation and dissemination of relevant information, lessons learned and best practices to key stakeholders within and outside Bangladesh.
6. Enhanced commitment among key actors in Bangladesh to implement policies ensuring safe water and sanitation in the long-term perspective.

Major outputs include:

1. Steadily increasing number of skilled partners to respond to the WATSAN needs of communities
2. Improved hygienic behaviour among target groups
3. Improved maintenance of WATSAN facilities
4. Decentralised hardware procurement system
5. Organisational development project for NGO Forum
6. Business Plan for NGO Forum
7. Plan for involvement of short-term national and regional experts in Component implementation
8. Enhanced capacity of NGO Forum
9. Increasing number of new services and products developed, tested and acquired through PNGOs and the private sector
10. NGO Forum water quality data bank
11. Water quality testing laboratory
12. Village Development Committees (VDCs) or CBOs established and functioning
13. Improved capacity of community-based organisations for decision-making and management of WATSAN interventions
14. Safe water supply and hygienic sanitation coverage increased
15. Updated urban WATSAN situation analysis
16. Inventory of NGOs working in urban WATSAN sector
17. NGO Forum's strategy for supporting urban WATSAN programmes
18. Lessons learned from piloting to refine urban WATSAN strategy
19. Relevant information, lessons and best WATSAN practices identified and disseminated within and outside Bangladesh
20. Increased collaboration with government and other stakeholders to raise their awareness of important WATSAN issues.

Danida will provide a grant of 54 million DKK to cover start-up and operational costs over a period of four and a half years, from January 2000-June 2004, including capital investment for establishing a Resource Centre and a water quality testing laboratory. Part of the grant will be used to hire external resource persons for short-term professional inputs, including an international organisational development consultant as well as national short-term consultants. NGO Forum will provide house rent for the main office building, existing vehicles and office equipment.

PNGOs will provide partial costs of services such as training, arsenic testing, and promotional materials, management, staff, office and meeting facilities, logistics and their network of members to support the implementation of the Component.



Beneficiaries will provide:

- at least 50% of cost of shallow tubewells and arsenic removal units and at least 25% of costs for other types of water supply installations, except for water technologies in difficult areas, where beneficiaries contributions will be at least 20%, and ring wells installation in hilly areas, where beneficiaries' contributions will be at least 10%. Beneficiaries' contributions are expected to increase during the Component period.
- full cost of constructing household latrines
- full cost of operation and maintenance of WATSAN facilities
- sites for installation of handpumps and water points
- trainees for caretaker training
- labour and locally available materials where appropriate.

The Component will directly benefit poor people in unserved and underserved areas, including urban slums, by providing appropriate and affordable services and facilities. Software activities will raise community awareness of the links between safe water, sanitation, personal hygiene and health, establish a strong basis for community management of maintenance and improve impact and sustainability of benefits.

Women are directly targeted as key persons in water handling and domestic hygiene and therefore are key change agents. Women will be supported as important participants in community decision-making and management. The Component will also promote the private sector by identifying and providing business opportunities, new products and market networks and strengthen the sector in general through networking, advocacy and information services.

The Component will also promote better governance and participation through strengthening representative community-based organisations and linking these organisations to local government bodies and public sector agencies such as DPHE.

Institutional and financial sustainability issues relate to continuous organisational development, for which resources are provided during the present component, and increasing contributions of beneficiaries and cost-sharing for NGO Forum's products and services. NGO Forum will shift from an emphasis on supply of already known and widely available hardware to developing and testing new technologies and enhancing its financial viability through charging for products and services. There will be a shift from supplying subsidised products and services to one of improving access to a range of appropriate and affordable products and services for which there is a demand and a willingness to pay. A resource centre is to be established and operated on a cost-sharing basis, and a water quality testing laboratory is to be established as a business venture. These developments should increase NGO Forum's income significantly during the Component period.

Major uncertainties and risks in connection with implementation of the Component are:

- Political disturbances will disrupt Component implementation
- The Government will attempt to limit or stop NGOs from working in urban areas or among ethnic minorities
- Recurrent natural calamities such as cyclones and floods, will disrupt implementation of the Component and damage or destroy large numbers of water supply and sanitation installations

- Groundwater of sufficient quality and quantity will not be available due to continued deterioration, through decline of the groundwater table, the spread of arsenic contamination and saline intrusion
- Delayed or inadequate organisational development of NGO Forum will be a barrier to achieving the expected objectives of the Component.

## 1 INTRODUCTION

Danida has supported the rural water and sanitation programme of the Government of Bangladesh through UNICEF since 1972. In addition, Danida has financed a number of projects and programmes in collaboration with WHO, the Water and Sanitation Program, and ICDDR,B. Since 1992, Danida and SDC have jointly financed the NGO Forum for Drinking Water Supply and Sanitation.

In 1997 Danida started its preparation of the sector programme support to the water supply and sanitation sector in Bangladesh. In April 1997 an identification mission for sector programme support was fielded to prepare a first draft of the sector programme support document. The second draft of the SPS document was prepared during mid-1998 based on a workshop in Dhaka with participation from GOB, Danida and other sector stakeholders. A final draft was presented to GOB in December 1998. A desk appraisal of the final draft was carried out by Danida during December 1998 and March 1999. The Sector Programme Support Document was finalised in March 1999. An agreement between the two governments on the sector programme support was signed in the Spring of 1999.

In the SPS document, six Components have been identified for implementation. These are:

1. Institutional Development
2. International Training Network Centre
3. NGO Forum
4. Urban Water and Sanitation (coastal belt)
5. Rural Water Supply and Sanitation (coastal belt)
6. Water and Sanitation in Chittagong Hill Tracts.

NGO Forum was established in 1982 after a lengthy consultation between NGOs in the sector during the International Water Supply and Sanitation Decade, which sought to improve the drinking water supply and sanitation situation in developing countries. NGO Forum is an apex and support organisation for NGOs working in the WATSAN sector in Bangladesh. Most activities are implemented through partner NGOs (PNGOs) and CBOs. In addition to the Danida-supported programme, NGO Forum is responsible for co-ordination and implementation of a number of other externally supported projects. NGO Forum is also a member of the national Arsenic Coordination Committee and is on the steering committee of the ITN Component.

Since its beginning NGO Forum has worked under difficult economic, social and cultural conditions in a country facing many challenges. As an apex and support organisation, NGO Forum is in a position to promote the availability, accessibility, acceptability and utilisation of WATSAN services and facilities, provide programme management and promote the empowerment of communities and beneficiaries, especially the poor.

Community participation, especially that of women, is essential for achieving balanced development in the sector. Women are important stakeholders, since they play a critical role in water, sanitation, and hygiene-related activities. It is essential that there are mechanisms in place and that they are used to effectively target the poor and women, particularly in remote rural areas.

Sustainability is a key issue in NGO Forum's work. NGO Forum attempts to enhance sustainability by promoting community participation and management and fostering a sense of ownership of benefits by beneficiaries through user contributions and formal transfer of ownership of facilities.

Danida and SDC have funded NGO Forum's *Integrated Water and Sanitation Programme through Partner Organizations* since 1992. A joint Danida-SDC mid-term review was undertaken in October 1998. This review concluded that, by and large, the programme was on the right track with an established and adequately functioning network of partner NGOs and CBOs throughout Bangladesh. The programme was implemented satisfactorily with appropriate WATSAN technologies supported by software activities consisting of promotion, training, advocacy, information, etc. The review recommended that the implementation strategy be strengthened to facilitate genuine community-based ownership and management of water supply and sanitation improvements. This included involving the private sector to ensure broader coverage and sustainability of the programme.

Following the above review a draft Component Description was prepared by an external consultant to Danida in early 1999. This document was subsequently elaborated upon by NGO Forum and forms the basis for the present Component Description. An appraisal mission was fielded in October-November 1999 to finalise the Component Description in close collaboration with NGO Forum.

The appraisal team would like to express its thanks to all officials and individuals met for the kind support and valuable information which the team received during its stay in Bangladesh and which highly facilitated the work of the team.

## 2 VISIONS, OPPORTUNITIES AND BARRIERS

Implementation of the Component will take place in a difficult physical, demographic and social environment. Deteriorating water resources and the rapidly expanding population, particularly in urban areas, present numerous challenges for anyone attempting to improve water supply and hygienic sanitation in Bangladesh in the early 21<sup>st</sup> century. Presently, arsenic contamination of groundwater appears to be the most acute and critical problem. This chapter will discuss opportunities and barriers for the Component to contribute to improvements in the sector. The first section is a situation analysis which describes the context for implementation of the Component. The second section discusses opportunities and constraints, based on the framework provided by the *National Policy for Safe Water Supply and Sanitation*.

### 2.1 Situation Analysis

#### 2.1.1 Population and Urbanisation

Bangladesh is one of the most overpopulated countries in the world. Population growth is faster than the increase of resources needed to support the population. The population of Bangladesh was around 70.5 million in 1971, growing to almost 130 million in less than 30 years. Overpopulation has contributed to many other problems including poverty, low income, excessive pressure on arable land and urban infrastructure, environmental pollution, etc. This situation, especially poverty, has driven many of the rural poor toward cities and towns to earn money to support their families.

Bangladesh has one of the fastest growing urban populations in the world. Urbanisation gained momentum after 1971. According to the 1974 and 1981 censuses the urban population increased from 8.78 per cent to 15.18 per cent of the total population. Between 1981 and 1991, the annual urban population growth rate was estimated at 5.4 per cent, with the urban population comprising more than one-fifth of the total population according to the 1991 Census. Inequity in the distribution of income, over-utilisation of arable lands and other factors have led to migration of the rural poor to urban areas. This naturally leads to the growth of slums.

#### 2.1.2 Environment and Agriculture

The cultivated area of Bangladesh covers 60% of the total land area. Rice is the main agricultural commodity, accounting for about 80% of the land area cultivated each year. Agricultural production has steadily increased to keep pace with population increase. However, to achieve such a dramatic increase, intensive irrigation, pesticides, fertilisers and high-yielding varieties of rice are extensively used.

The environmental impact of these practices has resulted in a lowering of the groundwater table. This is a major environmental problem over an increasing area of the country. Other environmental problems relating to agriculture are soil erosion leading to siltation of water sources as well as indiscriminate use of pesticides leading to water and soil pollution. Salinity is also a serious threat to agriculture and drinking water in the coastal belt. River flows are gradually decreasing. As a result, salt water is migrating upstream in rivers. This is causing an irreversible negative impact on agriculture and contributing to saline intrusion of freshwater aquifers.

#### 2.1.3 Water Supply

Bangladesh has been relatively successful in achieving high coverage of physical water supply facilities. Recent statistics show that in rural areas over 90% of the population have access to drinking water (handpumps or other previously safe sources) within a distance of 150 metres. Though this percentage is probably optimistic, it is obvious that considerable achievements have been made. But the dramatic population increase, deterioration of water resources, rapid urbanisation and other problems create new problems and challenges in ensuring safe drinking water for all people.

However, average coverage does not show the true picture. There is a sharp disparity between different hydrogeological areas of the country in terms of coverage, access, and water quality and quantity. On an average, 92 persons share one tubewell in shallow water table areas, 175 persons in coastal areas, and 264 persons in low-water table areas. The national average is 105 persons per tubewell.

Access to safe water also varies depending on socio-economic status and population density. The majority of the population has to walk long distances to collect safe water. These people often collect safe water for drinking, only, while they collect more accessible, and often polluted, surface water from ponds, canals and rivers for other domestic purposes.

#### 2.1.4 Water Quality

Over the past few years access to safe water has become increasingly difficult due to changes in the quantity and quality of ground and surface water. The first is a gradual decline of the groundwater table, partly caused by increased use of groundwater for irrigation, which makes a growing number of suction pumps, such as the common No. 6 pump, useless. The water table started declining in the mid-seventies. DPHE's groundwater database indicates that in 1980, 8% of the country was classified as a low water table area. This area increased to 15% in 1988 and would increase to 20% in 1990, 40% in 1995, and was predicted to increase to over 50% in the year 2000.

Another critical issue is the increase of arsenic in groundwater. In 1993, DPHE traced arsenic in tubewell water in the north-eastern part of the country. Since then, the situation has steadily worsened. Depending on the standard applied, the effect on drinking water sources differs: about 40% exceed the WHO limit of 0.01 mg/l and more than 20% exceed the Bangladesh standard of 0.05 mg/l. Wells in 47 out of 64 districts seem to be affected at present. It has also been found that not all tubewells in an area are affected by arsenic. However, the total number of people estimated to be directly affected by this contamination is an extraordinarily high 60 million - almost half the country's population. Although many theories are being put forth, the exact cause of arsenic contamination is not yet known. Many national and international institutions are involved in studying the situation and in trying to find solutions. The Water and Sanitation Programme has taken the lead in coordinating arsenic activities on behalf of DPHE at national level.

Salinity is now affecting fresh water aquifers throughout the coastal belt. 20 out of 64 districts are affected by salinity. It is estimated that about 12 million people in these districts are affected. The saline tidal flood plain is shallow and can not be used for drinking, cooking and bathing because it is shallow with brackish, undrinkable water. Shallow tubewells with No. 6 handpumps are rarely successful in the coastal area. Tidal surges, flooding, cyclones and other natural calamities hit each year, causing damage and destroying infrastructure including water supply and sanitation facilities.

#### 2.1.5 Sanitation

Based on affordability, soil conditions, space, and other factors, different latrine technologies have been developed and promoted in rural areas. However, coverage and use of sanitary latrines is not satisfactory. Large disparities in coverage exist between districts and between urban and rural areas. While urban sanitation coverage is about 70%, rural sanitation coverage is below 40%.

Materials for latrines are produced at sanitation centres run by DPHE, NGOs and private producers. The number of private producers has increased rapidly in recent years in response to growing demand for latrines in rural and urban areas. DPHE and private centres are often located in urban and semi-urban areas and near main roads, while NGO centres can be located in villages and remote areas. At present, it is estimated that around 2,000 or approximately 50% of the unions in the country do not have a latrine production centre.

### 2.1.6 Health

It is an accepted fact that in spite of impressive achievements in water supply coverage, expected health impacts have not yet been realised. Infant mortality and morbidity are high; with about 110 deaths per 1000 live births. The transmission of water and excreta-borne germs causes the vast majority of diseases prevalent among the poor. Diarrhoeal diseases account for a significant part of this morbidity. Each year diarrhoeal illnesses cause the death of over 100,000 children under five years old. Diarrhoeal diseases contribute to school absenteeism and loss of production and income. As a result of this apparent lag in impact on health, there is increased emphasis on health and hygiene promotion in many WATSAN programmes and projects in Bangladesh. Still, their effectiveness remains to be seen.

### 2.1.7 Sustainability

In spite of over a quarter of a century of effort, the sustainability of water supply and sanitation facilities and their impact is still in question. The maintenance of public WATSAN facilities is inadequate, partly due to the persistent legacy of a vertical, centralised system of procurement, installation and maintenance of water supply facilities which gave little responsibility or choice to users and maintained their dependence on centralised public sector agencies. Primary linkages were between users and public sector agencies, which often contracted services from the private sector, rather than directly between users and private sector providers.

High subsidies reinforced this dependency and undermined the long-term sustainability of the facilities provided. There has been inadequate involvement of the private sector, true community-based organisations and beneficiaries themselves.

In spite of these negative factors, the private sector has emerged as an important provider of WATSAN services which are both widely available, demand-driven, affordable and not subsidised. Still, the pervasiveness of subsidies has been a barrier to the further growth of the private sector and hence the sustainability of WATSAN facilities.

### 2.1.8 Participation

Involvement of beneficiaries has not been adequate, and as a result many programmes and projects have not achieved the desired impact. Previous attempts to establish and use Union WATSAN Committees (UWCs) to ensure local participation and management have not proven to be effective or sustainable. UWCs were often too large and diverse and were subjected to undue influence of local politicians.

Due to emphasis on receiving new facilities, responsibilities and ownership of WATSAN facilities have not received adequate attention and have not been clearly defined or understood by users. Efforts to form user groups and use PRA methods to make them responsible for operation and maintenance have produced more promising results.

Likewise, the participation of women and contribution of private producers, dealers and skilled artisans has not been adequate to tap their potential role in ensuring adequate maintenance and long-term sustainability of WATSAN facilities.

### 2.1.9 User Contributions

The issue of user payment is intricately intertwined with the related issues of subsidies and accountability. There has been a persistent desire on the part of policy-makers, public sector agencies and some NGOs to maintain a regime of high subsidies, even though subsidies actually limit rather than expand coverage. High subsidies mean lower user contributions, which limit the stake users have and responsibility they feel for the

facilities provided. In some cases, such as No. 6 handpumps and sanitation materials, the cost of subsidised inputs is close to the price for which the same inputs can be purchased directly from private sector providers with no subsidies.

There has also been poor or absent accountability and transparency for user contributions received by public sector agencies, Union WATSAN Committees and others responsible for collecting these contributions. "Extra" payments are sometimes requested by providers for receiving subsidised services. This lack of accountability and transparency has undermined public confidence in the system of providing subsidised water and sanitation services.

## 2.2 Needs and visions

NGO Forum's future position in the sector will build upon its present role as that of an apex and support organisation for its partner organisations. During the Component period, NGO Forum will expand its role and its range of partners. NGO Forum will move into new areas such as increasing support to private sector WATSAN providers, the urban poor, playing a more active role in addressing the arsenic and other water resource issues, more clearly focus on poor women and other disadvantaged groups, and on un- and underserved areas. NGO Forum will increase its public awareness and advocacy activities, and its access to and dissemination of relevant WATSAN information.

The most important recent development in the water and sanitation sector is the National Policy for Safe Water Supply and Sanitation adopted by the Cabinet in 1998. This policy defines the issues, goals and roles which will guide the sector in the coming years. NGO Forum will operate within the framework of this policy and at the same time promote awareness and support for the policy among other key stakeholders. NGO Forum will also attempt to implement and test the frontiers of the policy, thereby contributing to its continuous evolution.

The following discussion analyses some of the challenges facing NGO Forum. The discussion uses the National Policy for Safe Water Supply and Sanitation as its starting point.

### 2.2.1 Safe Water Supply

*National Policy for Safe Water Supply and Sanitation Principle: Safe water supply means withdrawal or abstraction of either ground or surface water as well as harvesting of rainwater; its subsequent treatment, storage, transmission and distribution for domestic use.*

There is a need to further improve access to water supply and sanitation facilities in Bangladesh. There are unserved or underserved areas where access to safe and reliable water supplies must be improved. There is also a need to improve water quality and quantity by ensuring that appropriate technologies are developed and made widely available at affordable prices to discourage the use of unsafe surface water sources.

An urgent need is the increasing number of people affected by arsenic contamination of groundwater. There is a need for testing tubewell water and providing arsenic-free water in affected areas either by sinking more deep tubewells or by treating surface water and motivating people to use arsenic-free water for drinking.

The National Policy for Safe Water Supply and Sanitation emphasises arsenic mitigation through a multi-faceted approach, using research, community mobilisation, appropriate technologies, prevention of exposure and treatment of patients. The World Bank has taken a lead in mitigating arsenic contamination at a national level through the Bangladesh Arsenic Mitigation Project (BAMP). NGO Forum also places mitigation of arsenic contamination high on its agenda and serves on the advisory committee for the BAMP and regularly participates and contributes to national events on arsenic mitigation.



Considering the magnitude and seriousness of the arsenic problem, NGO Forum will make testing water quality available to rural people to enable them to know if their tubewells are arsenic contaminated; provide access to appropriate technological options for arsenic-free water and improve access to curative and preventive services.

The declining groundwater table in many parts of the country as well as arsenic contamination threatens the usefulness of the common No. 6 pump. In coastal areas, the No. 6 handpump is still widely used, but a need has arisen for alternative technologies due to salinity and iron content. To address this problem, alternative low-cost deep-set pumps such as the Tara pump were introduced for use in low-water table areas. The Tara pump has, however, experienced problems due to its relatively high cost and low user acceptability.

More recently, a special deep-set pump, the Jiban, has been developed and promoted by International Development Enterprises (IDE), an international NGO. The Jiban pump has proved to be easier to operate and costs less than the Tara pump. Appropriate, low-cost, alternative technologies such as rainwater harvesting, pond sand filters and iron removal plants are enjoying wider acceptance and need to be further promoted. NGO Forum will play an active role in identifying appropriate and affordable options for sustainable, safe water supply among the poor and other disadvantaged groups in both rural and urban areas.

### 2.2.2 Sanitation

*National Policy for Safe Water Supply and Sanitation Principle: The sanitation programme will support and promote a range of technology options for water and environmental sanitation. Technology packages and specifications for hardware and service levels shall be formulated. The experiences gained by DPHE, NGOs, CBOs will be shared for sustainable programme development.*

The National Policy for Safe Water Supply and Sanitation identified that low sanitation coverage is directly linked to the availability of affordable technologies and materials. So far, only water-seal and homemade pit latrines have been promoted. More options should be developed, tried and offered on a wider scale. New sanitation products and designs are now available, such as the san-plat, offset pit, clay ring, twin pit and others. These options are already available through Village Sanitation Centres (VSCs), and are affordable. To improve awareness and access to affordable sanitation materials, NGO Forum will promote VSCs operated by the private sector or train masons to work in unserved areas.

NGO Forum will focus on creating a favourable atmosphere for the growth of private sector in unserved areas, including urban areas. A joint effort of NGOs and private sector will promote wider coverage of latrines in unserved areas.

### 2.2.3 Software Activities

*National Policy for Safe Water Supply and Sanitation Principle: Behavioural development and changes in user communities shall be brought about through social mobilisation and hygiene education in coordination with the Ministries of Health, Education, Social Welfare, Information, Women and Children Affairs and DPHE, NGOs, CBOs, local government bodies and other related agencies.*

Provision of hardware facilities alone is not enough to change behaviour and improve public health. To ensure proper use and maintenance of facilities and promote safe, hygienic practises emphasis will be placed on training, motivation and awareness-raising on using safe water for most domestic purposes, hygienic water handling and hygiene practices, use of hygienic latrines, hand washing, etc.

There is a need to approach these issues in a way which promotes sustainable development. This means a clear orientation towards empowering and providing choices to users through community groups. Services and products must respond to a real demand rather than being supply-driven, and communities must be motivated

and empowered to take a lead in expressing demand and ensure ownership of the improved facilities. NGO Forum, through its partners, will involve community groups in all phases of planning and implementation of the Component's activities.

NGO Forum will undertake advocacy and awareness-building activities among key stakeholders; planners, implementers, partners, opinion leaders and beneficiaries. To promote appropriate knowledge, attitudes and practices, NGO Forum will focus on information, education and communication (IEC) activities to raise awareness of water quality issues, new services and products and safe hygiene practices, with particular emphasis on safe water use, sanitation and personal hygiene.

#### 2.2.4 Target Areas and Groups

*National Policy for Safe Water Supply and Sanitation Principle: It is necessary to expand and improve water and sanitation services to satisfy basic needs of the people. The need to expand these facilities is greater in the case of under privileged groups and regions.*

##### *Target Areas*

Even though many previous and existing WATSAN programmes have installed a large number of handpumps, these programmes have not reached the poorest sections of the population in both rural and urban areas and remote areas of the country. There is a need for effective interventions in these areas. NGO Forum will focus on these groups and areas.

Low coverage is often related to problems such as iron and saline intrusion. There are also many offshore islands and other remote areas where previous WATSAN activities have had little impact and where there are no WATSAN interventions by partner NGOs, the private sector or government. Coverage of safe water supply is also very low, which an average of 1 hand tubewell for 350 people in these areas.

There are also remote areas which are not reached by GOB programmes. However, NGOs and the private sector exist in these areas. At present their combined efforts are not adequate to meet WATSAN needs in these areas. Moreover, the economic status of people in remote areas is often below that found in the rest of the country. Community groups in these areas are often scattered, and the population is often composed of minorities or marginalised groups. Their economic and health status is often low, including low coverage of safe water and sanitation facilities.

There are areas where there is no access to safe water due to geophysical factors, lack of community organisation and political influence, *khas* (public) lands which often attract squatters, etc. These areas will be considered as special focus areas by NGO Forum.

##### *Hilly Areas*

In Bangladesh 16% of the land area is hilly, mainly in Sylhet in the northeast, Makhmur highland in Mymensingh in the north-central part of the country, and hill tracts of Chittagong in the south-east. Access to safe drinking water in the three districts is among the lowest in the country. Although coverage is higher in Sylhet and Mymensingh Districts, access to safe water is still not satisfactory in the hilly areas of these districts.

The topography and hydrogeology of the hilly parts of the country require innovative solutions to water supply and sanitation. Tubewells are appropriate in less than 40 percent of the hilly areas, mostly in settlements along valley floors. Current technologies to extract groundwater do not always seem to be appropriate for hydrogeological conditions in hilly areas. DPHE has provided tubewells and ring wells in some areas, but the lack of good aquifers and poor construction and operation and maintenance has rendered many tubewells useless.

To address this problem, NGO Forum will work in hilly areas (excluding Chittagong Hill Tracts, which is cared for by a different SPS-Component) through local partner organisations to promote more feasible technologies to improve access to safe WATSAN facilities.

### *Urban Areas*

Access to safe drinking water and sanitation is an important indicator of health and development, and insufficient water supply and sanitation is a common problem in most cities. Most diseases which afflict the urban poor are water-borne. Only a small portion of slum dwellers have regular access to safe drinking water. The poor in slums are therefore compelled to collect drinking water from sources such as municipal taps along main roads or other public places, overcrowded tubewells within the slum, taps at landlords' houses or on private land.

A common problem in water supply for slum dwellers is that water points are grossly overcrowded and unhygienic. Slum-dwellers even have to buy drinking water from local taps at Tk. 0.50 per pot, 4 times the amount paid by the rich having piped water connections. The number of persons using each tap/tubewell can be as high as 1000. The situation of squatters, is even worse. Having no access to safe water, they have no other option but to depend on unsafe sources like ponds, rivers, open wells or other contaminated surface sources.

Sanitation in slums is appallingly inadequate. The situation is further aggravated by the inadequate drainage for storm and surface water. The majority of the urban poor only have access to makeshift latrines built over ponds, ditches and rivers. The few latrines are often poorly maintained and not emptied for long periods, which pose serious environmental and health risks. Human waste, water from bathing, laundry and cooking is emptied into the nearest pond or drain, or directly onto the road.

Rubbish disposal is equally unhygienic. Since there is often no organised solid waste collection, slum dwellers dump their rubbish indiscriminately. Many relieve themselves in open spaces and on roads and pavements in and around the slum. Few slum households have municipal rubbish bins. Most people dispose of their rubbish directly on the ground, on roads or in vacant property.

In addition, most urban slums are illegal; authorities do not acknowledge their existence and therefore do not provide water connections or sanitation facilities.

The above scenario is an urgent challenge for NGO Forum to turn its attention to the urban poor. Since NGO Forum is not yet involved in WATSAN programmes in urban areas, it will first develop a strategy and identify partners for its work with the urban poor. To support the strategy, studies and pilot activities will be carried out to identify ways to assist the urban poor to better address their WATSAN problems.

### *Target Groups*

The Component will focus on the following primary target groups:

1. *Poor women, men and children in unserved and underserved areas* in rural and urban areas. Poor women, men and children will form separate target groups because of their special vulnerability, constraints and needs. In these areas, potential change agents such as school teachers, religious leaders and other opinion leaders and groups will be identified and motivated to participate in implementing the Component's activities.
2. *Private sector operators* in the targeted areas will be supported by training and capacity building by NGO Forum and PNGOs to make them active partners in the implementation of the Component. There may be a problem in certain places that sufficient business opportunities or initial investments needed to start up production are not be available.

3. *Partner NGOs and CBOs* will be targeted with training and capacity-building activities to improve their planning and management ability
4. *Stakeholders and other SPS Components* will benefit from the network of NGO Forum, the advocacy and information services offered and the Resource Centre to be established during the Component.

#### 2.2.5 Poverty

With an area of 144,000 square kilometres and a population of almost 130 million, Bangladesh is one of the most densely populated countries of the world. The average annual per capita income is only about US\$ 250. 45% of the total population live below the poverty line. As many as a third of the total population live in extreme poverty.

The National Policy for Safe Water Supply and Sanitation prescribes a cost-sharing of 20% from beneficiaries in "difficult" areas. Due to poverty, a 20% contribution could be a problem for some beneficiaries, since some coastal and hilly areas are classified as difficult areas. The socio-economic status of hill people, especially ethnic groups, is poor, and it might be a problem for them to bear 20% of the cost of the more expensive technologies which are feasible in hilly areas.

#### 2.2.6 Environment

The National Policy for Safe Water Supply and Sanitation states that that all development activities related to water supply and sanitation should be considered within broader environmental context. To address the risk of lowering of the groundwater table and the spread of arsenic contamination, fewer shallow wells and more deep tube-wells and new or improved pump technologies is needed. Also, an increased emphasis on alternative sources and technologies such as rainwater harvesting and arsenic removal will be necessary.

#### 2.2.7 Gender Issues

*National Policy for Safe Water Supply and Sanitation Principle: Since women play a crucial role in water management and hygiene education at the household level, recognition of women's role will contribute to the overall development of the sector.*

Women play an important role in water and sanitation activities in the household and the community. In rural Bangladesh, women are the main water carriers, managers, end-users, and responsible for children's hygiene; they prepare and cook food, clean utensils, wash clothes, clean the house, wash children, dispose of babies' faeces, etc. Women and children are often in contact with polluted water and a contaminated environment and are therefore especially vulnerable to water and sanitation-related diseases.

In politics, women's participation and representation is very low. Politics is still a man's world, even though there are some signs that this is gradually changing. The Component will be implemented with special attention to the division of labor and difference in status between men and women. The Component will improve women's opportunities to improve their living conditions and participate in decision-making on more equal terms.

Women will participate in planning, decision-making and operation and maintenance, as well as in health and hygiene promotion in their community and at schools. It is expected that with improved access to safe, reliable and convenient water supply and sanitation, the workload on women will be reduced. This will create new opportunities for more productive activities, which can contribute to the empowerment of women and improve their status in the family and community.

Important ways the Component affects women are:

- Women will be actively involved in planning and implementing the Component;
- Women will be encouraged to participate in community-based organisations such as VDCs
- Women's needs, interests and knowledge about design and choice of technology will be carefully considered and their interests and skills in technology will be further developed
- Sites selection for WATSAN facilities will be done with full participation of women and in full consideration of local customs, preferences and needs of women.
- Women will receive skills training and participate in the training-of-trainers.

Men's roles in the implementation of the Component will complement and supplement those played by women. Still, extra efforts will be required to get a high number of women actively involved in VDCs and in the technical aspects of operation and maintenance.

To further support and enhance the roles played by women in the water and sanitation sector, NGO Forum itself will employ more women to be involved even in the management and policy-making levels within the organisation.

#### 2.2.8 Good Governance and Participation

Opportunities for better governance have improved with the introduction of elections for union chairman and councillors. This development has increased the accountability of local politicians to their constituencies, and has opened the door for increased participation of women and minorities in local politics. In addition to the mandatory appointed female councillors, women may be directly elected to Union Councils. At the same time, this development has increased political conflicts and rivalries, and thus an added measure of political instability at the local level has been introduced. National political rivalries are often played out at the local level, as witnessed by increasing political violence, demonstrations, hartals and strikes.

Village Development Committees (VDCs), which are officially sanctioned, can be a useful mechanism for improving participation and ensuring linkages between communities and the formal government set-up. Being informal bodies rooted in the local society, there is scope for improving the participation of women and minorities through VDCs and other community-based organisations. Many NGOs in Bangladesh already use this strategy to improve targeting, identify needs and ensure effective usage and sustainability of development efforts.

#### 2.2.9 Organisational Development of NGO Forum

NGO Forum's present organisational policies and practices were developed during a certain period in the development of the WATSAN sector in Bangladesh. There is now a need to update these policies and practices in line with new realities in the sector. NGO Forum's organisational policies, structures and practices will be reviewed and revised during the Component period and an organisational development project undertaken with the assistance of both international, regional and national consultants.

Organisational development is necessary for NGO Forum to enhance its role as an effective apex and support organisation operating at the cutting edge of the WATSAN sector. To achieve the visions described above, NGO Forum will develop its own organisation, the composition and qualifications of its staff, improve the quality of its products and services and will attempt to respond to the needs of a wider range of sector stakeholders. Meeting the three critical challenges posed by arsenic contamination, urban poverty and the potential of the private sector, along with increasing emphasis on cost recovery and financial sustainability will require new approaches, new staff, new partners and new messages.

Organisational development will make NGO Forum more focussed, more decentralised and better equipped to meet the new challenges it will face in the future. This includes developing competencies, accountability to partners and beneficiaries and improving financial sustainability. It will be necessary to review and revise policies on staff development, recruitment, gender and organisational issues, programme priorities and prepare a business plan for the organisation. This will allow NGO Forum to build on its own comparative advantage in the WATSAN sector, and to create a sharper identity for NGO Forum as a progressive force in the sector.

### 3 GOVERNMENT - NGO COLLABORATION

Since there are no government inputs or management of the Component, this chapter will be devoted to a discussion of Government-NGO relationships. In addition, the inputs for this component of NGO Forum, Partner NGOs and beneficiaries will be introduced.

NGOs have been important actors in the country's development since independence in 1971. Rural communities and less privileged groups in society have particularly benefited from the activities of NGOs. Due largely to the impact of the Water Supply and Sanitation Decade in the 1980's, increased attention is now given to WATSAN programmes in government and among NGOs in Bangladesh. Until recently government and NGO programmes were seen as parallel and often competing, but recently, there has been increased collaboration between Government and NGOs in the sector. The Government and DPHE, the lead sector agency, have begun to recognise that NGOs can and do play an important role in the WATSAN sector, and cooperation has improved. Some NGOs are working with DPHE and other Government programmes. They are learning that cooperation and networking are important if development programmes are to be effective and achieve sustainable results. The Government exercises overall coordination of NGOs in Bangladesh through the Bureau of NGO Affairs, under the Prime Minister's Office.

Government WATSAN programmes, including those currently supported by Danida, are beginning to contract NGOs to implement part of their programmes, especially software activities, but also in some cases hardware installations in rural and urban areas.

The importance of Government-NGO collaboration in the WATSAN sector is recognised in the National Policy for Safe Water Supply and Sanitation approved by Parliament in 1998. This Policy states;

*"Isolated initiatives for development of water and sanitation services generally lead to waste of resources. To ensure best use of limited resources for effective development, coordination is necessary among all tiers of the government, local government bodies, NGOs and other related parties including private sector."*

While recognising the need for increased participation of NGOs and the private sector in water and sanitation activities, the National Policy for Safe Water Supply and Sanitation also emphasises an integrated approach combining hardware and software activities. Public sector agencies are expected to collaborate as partners with the private sector, NGOs, local government and CBOs.

WATSAN programmes supported by organisations such as UNICEF, WaterAid and the Water and Sanitation Program also include NGOs as important partners. In addition, many bilateral donors such as Danida and SDC have supported NGO activities in the WATSAN sector.

#### 3.1 Inputs from NGO Forum

NGO Forum will provide house rent for the main office building, existing vehicles and office equipment. In addition, income from sales of products and services, interest from unspent funds, etc. and contributions from the Capital Fund will be accounted for in a transparent way and contribute to the financial sustainability of NGO Forum.

#### 3.2 Inputs from Partners

PNGOs will provide partial costs of services such as training, arsenic testing, and promotional materials, management, staff, office and meeting facilities, logistics and their network of members to support the implementation of the Component.

### 3.3 Inputs from Beneficiaries

Beneficiaries will provide:

- at least 50% of cost of shallow tubewells and arsenic removal units and at least 25% of costs for other types of water supply installations, except for water technologies in difficult areas, where beneficiaries contributions will be at least 20%, and ring wells installation in hilly areas, where beneficiaries' contributions will be at least 10%. Beneficiaries' contributions are expected to increase during the Component period.
- full cost of constructing household latrines
- full cost of operation and maintenance of WATSAN facilities
- sites for installation of handpumps and water points
- trainees for caretaker training
- labour and locally available materials where appropriate.



## 4 LOGICAL FRAMEWORK ANALYSIS

### 4.1 Development Objective

In agreement with the objectives of the National Policy for Safe Water Supply and Sanitation, the development objective of the Component is:

Improved access to safe, sustainable and affordable water and sanitation services and hygiene facilities with increased emphasis on access to those services and facilities by the poor.

### 4.2 Immediate Objectives

#### 4.2.1 Immediate Objective 1

Improved capacity of partners, including private sector partners, to ensure safe, sustainable, affordable water supply, sanitation and hygiene behaviour among poor and disadvantaged groups

#### Output

*Steadily increasing number of skilled partners to respond to the WATSAN needs of the communities*

#### Activities<sup>1</sup>:

##### Training

- Conducting courses in popular folk media
- Training-of-trainers (TOT) on planning and managing sustainable WATSAN programmes (basic and refresher courses)
- Training in participatory WATSAN monitoring (basic and refresher courses)
- Conducting VSC accounts management training
- Conducting training on development communication and promotional activities

*+ WATSAN COURSE*  
*→ Partner MBO staff  
→ Conduct activities according to plan over 1/2 years*

##### Workshops and other activities

- Planning and conducting WATSAN Programme Management Workshop
- Conducting regional programme review and planning meeting
- Holding WATSAN convention
- Observance of national WATSAN events and theme days
- Orientation of partners

##### Publications

- Dissemination of policy documents, public information and IEC materials
- Publication of training calendar, year planner, brochures and booklets
- Publication of WATSAN brochures and booklets

<sup>1</sup> Further details of activities can be found in Annex 4.

## Output

*Improved hygienic behaviour among target groups*

### Activities:

- Planning and implementing school WATSAN programme
- Producing School Package for teachers and students
- Publishing children's book
- Planning and conducting rallies, making and mobile film shows
- Producing radio and TV spots and programmes and WATSAN slide shows
- Orientation of religious leaders
- Planning and holding WATSAN Fair
- Publishing WATSAN leaflets, posters, manuals, stickers, tin plates and other materials
- Field testing of communication materials.

## Output

*Improved maintenance of WATSAN facilities*

### Activities:

- Planning and conducting caretaker's training
- Producing and distributing manuals

## Output

*Decentralised hardware procurement system*

### Activities:

- Preparing strategy for decentralised procurement
- Revising cost-sharing policy
- Meeting and advocacy with private sector WATSAN providers

## Output

*Organisation Development Project for NGO Forum*

### Activities:

- Revision of existing salary and benefits package
- Improving staff appraisal including self-assessment
- Organisational restructuring required to undertake new roles and responsibilities
- Enhancing the accountability and governance structures of NGO Forum

## Output

*Business Plan for NGO Forum*

### Activities:

- Analysis of the potential for increased cost sharing of NGO Forum services by partners
- Analysis of the potential for increased cost-sharing by beneficiaries

## Output

*Plan for involvement of short-term national and regional experts in Component Implementation*

### Activities:

- Identification of needs for short-term national and regional expertise to implement CD
- Development of procedures for recruitment of national and regional experts

## Output

*Enhanced capacity of NGO Forum*

### Activities:

- Competence development through new recruitment and staff training
- Recruitment of technical staff at regional level
- Recruitment of additional professional staff at central level

## 4.2.2 Immediate Objective 2

New services and products to address threats to water resources such as arsenic, declining water table, saline intrusion developed, tested and disseminated

## Output

*Increasing number of new services and products developed, tested and acquired through PNGOs and the private sector*

### Activities:

- Planning and conducting technical skills courses (basic and refresher courses) in:
  - Rainwater harvesting system construction
  - Deep-set pump installation
  - Pond sand filter installation
  - Iron removal plant installation
- Motivation and awareness-building among PNGOs, private sector and the public about new and existing WATSAN technologies
- Carrying out feasibility studies for appropriate water technologies in main geophysical areas

- Distribution on a pilot basis of the arsenic removal bucket treatment unit<sup>2</sup>
- Planning and conducting training in arsenic mitigation

#### Output

*NGO Form water quality data bank*

#### Activities:

- Conducting arsenic field testing
- Monitoring water quality of improved water supply installations
- Conducting study on arsenic removal efficiency of bucket treatment unit

#### Output

*Water quality testing laboratory*

#### Activities:

- Preparation of a laboratory business plan
- Procurement of equipment
- Recruitment and training of staff
- Marketing of services
- Operation of laboratory
- Evaluating performance of laboratory.

#### 4.2.3 Immediate Objective 3

Enhanced community management of water supply and sanitation through Village Development Committees (VDCs) or other community groups, supported by PNGOs and working in coordination with local government.

#### Output

*Village Development Committees (VDCs) or CBOs established and functioning*

#### Activities:

- Conducting training in community-managed WATSAN programme
- Conducting training in VDC formation and operation
- VDC formation and orientation
- Planning and conducting baseline survey

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<sup>2</sup> This activity will only be undertaken when the bucket treatment unit is adequately field tested and approved for wider distribution in Bangladesh.

## Output

*Improved capacity of community-based organisations for decision-making and management of WATSAN interventions*

## Activities:

- Holding monthly meeting of VDCs
- Organising exchange visits for VDC members
- Conducting courtyard meetings
- Conducting tea stall sessions

## Output

*Safe water supply and hygiene sanitation coverage increased*

## Activities:

- VSCs established and managed by private producers
- Conversion of No. 6 pump into semi deep-set pump
- Training of private masons
- Providing emergency support if and when required
- Facilitating installation of
  - No. 6 tubewell and Jiban pump
  - Deep-set pump
  - Rainwater harvesting system
  - Pond sand filter
  - Ring wells

### 4.2.4 Immediate Objective 4

**New strategies to facilitate increased access by urban poor children, women and men, to water and sanitation facilities developed, tested and disseminated.**

## Output

*Updated urban WATSAN situation analysis*

## Activity:

- Collecting information on urban WATSAN situation

## Output

*Inventory of NGOs working in urban WATSAN sector*

## Activity:

- Identifying NGOs involved in urban WATSAN sector

## Output

*NGO Forum's strategy for supporting urban WATSAN programmes*

### Activity:

- Developing strategy on urban WATSAN activities through workshops, meetings and discussions with stakeholders

## Output

*Lessons learned from piloting to refine urban WATSAN strategy*

### Activities:

- Planning WATSAN pilot project in urban areas
- Implementing WATSAN pilot project
- Monitoring and evaluating pilot project
- Identifying lessons learned for use in scaling up activities

#### 4.2.5 Immediate Objective 5

Improved documentation and dissemination of relevant information, lessons learned and best practices to key stakeholders within and outside Bangladesh.

## Outputs

*Relevant information, lessons and best WATSAN practices identified and disseminated within and outside Bangladesh*

### Activities:

- Conducting seminars, workshops and symposia
- Producing documentary films on NGO Forum's work
- Publishing quarterly and monthly newsletters
- Identifying and documenting success stories
- Publishing
  - WATSAN diary
  - Brochure on NGO Forum (English and Bangla)
  - Retrospective brochure on NGO Forum's 20 years of achievements
  - Annual report (Bangla and English)
  - WATSAN NGO Directory
  - WATSAN pocket book
  - WATSAN bulletin
- Establishing computerised filing system
- Establishing and maintaining WATSAN data bank
- Collecting books, journals, reports, etc. on important issues
- Preservation and dissemination of newspaper clippings on important WATSAN and environmental issues
- Providing internet access and information services on WATSAN issues
- Establishing and managing a resource centre and reference library offering:
  - Current awareness service
  - Subject searches

- Support to students on WATSAN issues
- Information resources
- Conducting impact study on advocacy and information services

#### 4.2.6 Immediate Objective 6

Enhanced commitment among key actors in Bangladesh to implement policies ensuring safe water and sanitation in the long-term perspective.

##### Output:

- *Increased collaboration with government and other stakeholders to raise their awareness of important WATSAN issues*

##### Activities:

- Conducting component launch workshop
- Networking among partners
- Meeting with sectoral stakeholders
- Collaboration with journalists and media representatives
- Discussion with local opinion leaders
- Carrying out policy analysis and advocacy on important WATSAN issues
- Producing advocacy package for decision-makers

### 4.3 Inputs by Danida

Danida will provide a grant of 54 million DKK to cover capital investment and operational costs over a period of four and a half years, from January, 2000-June 2004. The grant includes capital investment for a resource centre and for start-up of a water-quality-testing laboratory. It also includes funds for technical assistance in the form of an expatriate organisational development consultant as well as regional and national short-term experts.

### 4.4 Implementation Strategy

The Component will contribute to improving access to safe, sustainable and affordable water and sanitation services and hygiene facilities in Bangladesh with increased emphasis on access to facilities by the poor. During the Component, NGO Forum will refocus its efforts to address three critical challenges in Bangladesh: deterioration of water resources, the urban poor, and the potential contribution of the private sector. Reliable and transparent methods to identify underserved areas and the poor will be identified and implemented.

During the Component, NGO Forum will shift from an emphasis on supply of already known and widely available hardware to developing and promoting new technologies, increase its focus on women and the poor, and enhance its financial viability through charging for products and services which people want and are willing to pay for. There will be a shift from providing highly-subsidised products and services to one of improving access to a range of appropriate and affordable products and services for which there is a demand and willingness to pay.

NGO Forum will establish and run a Resource Centre on a cost recovery basis and a water quality testing laboratory as a business venture. For management, accounting and monitoring purposes, the laboratory will be treated as a separate cost centre, to account for its investment and operating costs and income from sales. The laboratory will be managed by the Arsenic Cell at NGO Forum's Central Office.

NGO Forum will also include the private sector and NGOs working in urban areas as new partners, and increase its advocacy and promotional role in implementing the National Policy for Safe Water Supply and Sanitation.

Component implementation will require effective cooperation between NGO Forum, PNGOs, the private sector and community-based organisations (CBOs). Community participation will ensure ownership of the planning and implementation process and the facilities provided, which are important elements in sustainability. Social mobilisation, participation, transfer of ownership to users and increasing involvement of the private sector in the provision of WATSAN services are the key strategies in this Component.

To effectively reach the poor, women and children, NGO Forum will develop and implement a strategy consisting of targeting, channelling and follow-up. Targeting will consist of identifying the target groups, followed by identifying channels (PNGOs, community or religious leaders, school teachers or other trusted intermediaries) to reach these groups. Finally, continuous follow-up will provide feedback on the effectiveness of activities for use in improving Component implementation. Since children are being introduced as a new target group in this Component period, the strategy will involve collaboration with PNGOs who already have school-based programmes, and will work through schoolmasters and teachers. Development and testing of appropriate messages and provision of printed materials relevant to school children will also be carried out.

Special mention should be made of one particularly important and vulnerable group which is not often reached by other programmes and projects - non-school going girls. This group has been targeted during the previous phase and will be integrated with courtyard meetings for women during this Component period. Increased efforts will be made through PNGOs and existing women's groups to identify and involve this group in Component activities.

To translate strategies into action, NGO Forum has identified partners at national and local levels who will play a vital role in implementing the Component. These partners are described below.

#### 4.4.1 NGO Forum and its Partners

NGO Forum is an apex body and support organisation for its PNGOs. It will provide overall management and coordination of the Component, help build capacity of PNGOs and CBOs to carry out WATSAN activities, involve new PNGOs working in the urban sector, private WATSAN providers and collaborate with other stakeholders such as local government.

*Partner Organisations* comprise at present 533 Bangladeshi NGOs, ranging from large national NGOs to medium-sized and small local NGOs and CBOs, with smaller NGOs being the majority. PNGOs and CBOs will implement the Component in collaboration with Village Development Committees (VDCs), Union WATSAN Committees (UWCs) and other providers of WATSAN hardware and software services. Large PNGOs will normally receive only software services, as they are often able to provide hardware support to beneficiaries from other sources. Occasionally, hardware support will be provided to large PNGOs when no small PNGOs are available or able to provide this service.

*Private sector* - Involving the private sector is essential to improve the availability of appropriate and affordable WATSAN services. During the Component period NGO Forum will improve the contribution of the private sector through market networks which link private suppliers with customers. The private sector will be supported to provide services and products as envisaged in the National Policy for Safe Water Supply and Sanitation as partners of NGO Forum. Involving the private sector will increase the availability and range of WATSAN inputs, reduce costs and support long-term sustainability.



Private sector partners are local producers and sellers of latrine components and local distributors of pumps and spare parts, tubewell sinkers and mechanics. The private sector is already active in manufacturing and distributing pumps and spares. The Component will promote local private sector partners to meet the growing demand for WATSAN services in unserved and underserved areas. Private latrine producers will produce and sell latrine components and will be encouraged to locate in underserved areas where demand from customers will be mobilised through PNGOs and VDCs. Producers of plastic pans and manufacturers of hand pumps will be encouraged to extend their market network to rural areas. Training will be provided to private masons improve mobile sanitation services in remote areas.

*Village Development Committees* will be established through advocacy, motivation, training and follow-up support. VDCs and other community based organisations are important in improving the sustainability of WATSAN facilities, since they will own and be responsible for operating and maintaining improved water supplies. With time, they are expected to be able to undertake other development activities in the community.

*Union WATSAN Committees* (UWCs) already exist in some places. Where they exist they will be involved in implementing WATSAN activities in their respective areas. They will be invited to participate in relevant activities and provide whatever support they can.

*Local groups* include women, school teachers, students, religious leaders, youth, etc. These groups will be encouraged to promote WATSAN activities in their communities. PNGOs will identify, organise and support these groups and build their capacity to contribute to activities like school WATSAN programmes, promotion of new technologies, WATSAN activities for religious leaders, school teachers, youth clubs and others.

*Journalists* representing the mass media will contribute to creating public opinion and awareness of important WATSAN issues such as water resources, new technologies and the importance of hygienic use of water and sanitation facilities. Their contributions will support NGO Forum's information and public awareness activities.

*Co-ordination with other stakeholders* in the sector are DPHE, UNICEF, WHO, ICDDR,B, ITN, Water and Sanitation Program, donors and national and international agencies. Coordination will take place regularly with these stakeholders to exchange experiences and best practices and to avoid duplication of effort. In identification of thanas to implement the Component, overlap will be avoided in areas where other projects with water supply and sanitation components are or will be active.

#### 4.4.2 SPS Synergy

As one of the Components in the Danida SPS Programme, NGO Forum will seek synergies with the other SPS Components. It will be an advantage if all SPS Components are properly coordinated and regularly share information. NGO Forum will plan and implement its activities in close collaboration with the other Components. The Coastal Belt Rural Water Supply and Sanitation Component of the SPS will cover 28 thanas in the Noakhali and Patuakhali areas where NGO Forum's partners are also working, NGO Forum will plan its activities with the Coastal Belt Component to help avoid repetition and duplication.

NGO Forum will implement the Component in hilly areas in the Sylhet Region, but not in the Chitragong Hill Tracts. NGO Forum will, however, maintain close collaboration with the implementing agency of the Chitragong Hill Tracts Component. NGO Forum will observe this Component and attempt to learn and adapt feasible WATSAN technologies and approaches suitable for hilly areas. NGO Forum will develop and offer software support to the implementing organisation and indigenous organisations which are consistent with the social conditions and culture of indigenous people.

NGO Forum's experience in producing IEC materials will be of use for other SPS Components. NGO Forum will make IEC materials available to the other Components on request on a cost recovery basis. In addition, NGO Forum will offer its expertise in producing new IEC materials to other Components on request. Other SPS Components can use NGO Forum's support in developing communication materials as a service from the new NGO Forum's Resource Centre. Other WATSAN information will be made available from the WATSAN Data Bank.

NGO Forum will also offer training services to the other SPS Components. In particular, coordination will be maintained with the International Training Network (ITN) Component to strengthen NGO Forum's capacity to provide relevant WATSAN training support to its partner organisations. NGO Forum can also provide 'tailor-made' training courses on demand for other SPS Components.

#### 4.4.3 Community-Based Development

NGO Forum supports a community-based approach to service delivery. NGO Forum, by networking and advocacy through its partners, will strengthen its ability to work with communities. Community ownership and responsibility for water supply installations will be promoted. Ownership will be enhanced through active participation in planning and management of facilities and user contributions.

Community-based organisations will also be important in mobilising and linking demand for improved WATSAN services to PNGOs and private sector providers. Making choices about the type and cost of improved WATSAN facilities is also an important role of CBOs.

Sites for improved water supplies will be selected by user groups in a participatory manner so that all households in the group have full access to the water points. Women will play a key role in selecting sites for water supply facilities and latrines according to established site selection criteria. VDCs or other CBOs, PNGOs and NGO Forum representatives will verify sites selected by user groups.

VDCs and CBOs will not receive support from NGO Forum indefinitely. To support the goal of community capacity-building and control over their own development, NGO Forum will develop and implement an 'exit strategy' for its work with community organisations. Depending on the strength of the community organisation, its resources and the nature of the tasks it performs, direct support to CBOs through PNGOs may be necessary for a period of from six months up to two years. There will be clear criteria for when to 'exit', based on such factors as leadership, ability to mobilise resources, extent of community support, past achievements and future plans. Likewise NGO Forum support for specific PNGOs and private sector partners should also be time-bound. After an initial period of direct support, PNGOs and private sector partners should pay an increasing part of the costs for most of the services which NGO Forum is providing to them.

#### 4.4.4 Decentralisation

To ensure that WATSAN services and facilities are available as close to beneficiaries as possible, NGO Forum will provide support in a decentralised fashion. NGO Forum has a decentralised structure with regional offices which support its partners in implementing WATSAN activities. NGO Forum will make a special effort to strengthen the decentralisation process by offering more training, technical support and other services through its regional offices, at PNGOs own facilities and in communities.

Training at regional level will be facilitated by using regional offices as training centres. Because adequate training facilities for residential courses in some regions are limited and often overbooked, regional training venues will allow NGO Forum to conduct courses according to a fixed advance plan, which will also reduce costs. Participants will also find it easier to attend training with less expense, time and travelling. Money saved on travel and per diems for centralised training can be used instead for training fees which will increase NGO Forum's value to its clients and improve the financial sustainability of its training programme. Regional training

venues will also be used for regional workshops, symposia, programme reviews, planning meetings and other activities.

NGO Forum will use its decentralised organisation to involve the private sector through establishing marketing networks linking producers and customers. Distribution of products will be facilitated by the private sector, so that users and PNGOs can buy products such as No.6 and Jiban pumps and tubewell sinking services directly from the private sector. Local purchasing by PNGOs and CBOs will also encourage the private sector to expand its outlets, products and services as well as enhance CBOs choices and support their ability to manage WATSAN activities:

NGO Forum will expand the development and dissemination of relevant WATSAN information throughout the country. To translate this strategy into action NGO Forum will establish IT facilities such as e-mail at its regional offices. Important and timely information will be disseminated by e-mail and an electronic version of its newsletter to key stakeholders, sector projects and other interested users.

Improving the decentralised provision of services is an ongoing process. During the Component period NGO Forum will continuously be on the lookout for ways to expand and strengthen decentralisation.

#### 4.4.5 Focusing on the Poor

NGO Forum will through this component focus on poor and other disadvantaged groups in rural and urban areas in all parts of the country except the Chittagong Hill Tracts. The poor in unserved or underserved communities are the ultimate beneficiaries. NGO Forum will offer software support through its partners to improve the poor and other disadvantaged group's awareness of and access to improved water supply. Hygienic household latrines will be promoted through PNGOs and the private sector.

Targeting the poor will be done by means of baseline studies undertaken as part of the planning process prior to implementation in a community. To supplement this information, a more detailed wealth ranking exercise will be undertaken as part of the PRA activities by VDCs and other CBOs. The identified poor and disadvantaged groups will then be targeted for inputs through the VDC/CBO supported by PNGOs. In urban areas, baseline surveys and PRA exercises will also be carried out - identifying and targeting the poor in urban areas is expected to be easier due to the presence of visible indicators such as type and location of housing, i.e. slum areas.

#### 4.4.6. Software Support

NGO Forum offers software services to promote improved hygiene behaviour and sustainability of facilities provided. Capacity building of partners and other allies, and among CBOs for performing their responsibilities for improving WATSAN services are important outputs of the software activities.

NGO Forum will develop its own hygiene promotion strategy in line with the SPS hygiene promotion strategy that is currently being developed. Emphasis will be placed on design and implementation of effective software support. These services will be flexible so that feedback from the community and other actors, including the private sector, PNGOs, UNICEF and other agencies will be continuously collected and used to update strategies, criteria and procedures. Participation, ownership and empowerment of the community through CBOs, community capacity for improved operation and maintenance, and capacity to promote further WATSAN improvements will be supported. NGO Forum will continue its strategy of transferring ownership to the users through formal agreements.

#### 4.4.7 Hardware Support

The strategy for provision of water supply facilities will be to develop and promote appropriate technologies suited to various geophysical areas. NGO Forum will support the installation of deep-set pumps (Jiban pumps), pond sand filters, iron removal plants, rainwater harvesting systems, ring wells, pipe connections and other appropriate technologies to provide safe water to rural and urban communities in un and underserved areas. This support will be provided through partner NGOs in close collaboration with the private sector,

while No.6 pumps and other widely available technologies and products will be purchased directly from private outlets. Each pump will be used by a minimum of 10 to 15 families, while other water technologies will serve a number of beneficiaries in line with the National Policy for Safe Water Supply and Sanitation.

NGO Forum will focus on improving access to water supply facilities and sanitary latrines for poor people in urban slums and remote rural areas. Options will be provided for appropriate, low-cost water supplies and latrines. NGO Forum will support private sector producers to produce low-cost latrine materials for sale through VSCs, hardware shops or mobile masons. NGO Forum will focus its efforts on training and support to private masons and privately-operated VSCs in unserved and underserved areas. More VSCs will be operated as mobile centres to extend services to the poor and other disadvantaged groups in remote areas.

#### 4.4.8 Subsidies and Cost-sharing

In line with the National Policy for Safe Water Supply and Sanitation, NGO Forum will ensure that users will bear at least 25% of the cost of all pumps except No. 6 and RWHS. No. 6 pumps will be purchased directly from local hardware shops. In the beginning, until a suitable range of designs and level of demand has been created, beneficiary contribution will be at least 20% of the cost of RWHS, since they will be mainly installed in arsenic and saline-prone areas. For ring wells, beneficiary contribution will be only 10% since they are a relatively expensive solution and will be installed in hilly areas in Mymensingh and Sylhet where beneficiaries are often poor or disadvantaged. Ring wells will only be installed when there is no other less expensive option.

During the Component period, efforts will be made to increase beneficiaries' contributions and cost-sharing for WATSAN products and services. This will be possible because less expensive products and services will be identified and developed, as in the case of the Jiban pump; increase in demand for new services and technologies will make economics of scale possible; and increasing involvement of private sector providers will increase competition, provide more choices to users and reduce costs.

Operation and maintenance costs of all types of facilities will be borne by users. At least one man and one woman will be trained as pump caretakers for each handpump. Manuals, tools and a certificate will be given to caretakers following successful completion of training. The user group will select and support the caretakers. VDCs and partner organisations will facilitate the selection of caretakers. Existing VSCs will continue to sell latrines at cost price, with 10% depreciation charge included in the selling price.

#### 4.4.9 Networking

NGO Forum will link the community with private sector providers by facilitating the establishment of a marketing network for hardware. The network will include producers through distributors down to the village level with the purpose of providing the best possible deal to buyers. This will include active promotion and using PNGOs to link private producers and hardware shops with buyers in rural and urban areas.

NGO Forum will make arrangements with manufacturers or distributors of pumps, spares, plastic pans for latrines and bucket treatment units for arsenic removal when adequately tested and approved for wider distribution, to make these products more widely available through private outlets. One or several shopkeepers in a village will be encouraged to procure and stock these items and sell them directly to buyers. Well sinking and pump installation will be undertaken by private artisans/mechanics supervised by NGO Forum, PNGOs, VDCs and users themselves.

To further enhance the networking role of NGO Forum a Resource Centre will be established as described further in section 4.4.11 below.

#### 4.4.10 Sustainability

Sustainability of Component achievements will depend on a number of interrelated factors: i) proper operation and maintenance, ii) availability of skilled manpower, iii) sufficient community capacity and community ownership and management of facilities, iv) improved institutional and financial sustainability of NGO Forum. These factors will be given high priority during implementation of the Component as discussed below:

**Proper operation and Maintenance.** An effective operation and maintenance system is required to ensure the sustainability of the benefits of improved water and sanitation facilities. Three aspects of operation and maintenance will be emphasised: i) the operation and maintenance system must be technically appropriate; ii) operation and maintenance must be affordable and spares available locally; and iii) the community should have adequate capacity for assuming responsibility for operation and maintenance. NGO Forum will ensure that these aspects are addressed and appropriate solutions are identified and applied. This will include a written agreement with the community upon taking over facilities to formalise the responsibilities of all parties.

**Availability of Skilled Manpower.** Implementation of the Component will require appropriately skilled manpower at all levels. New technologies will require appropriately trained manpower for installation and maintenance. Training will be provided through partners to private mechanics, masons and pump caretakers. This will not only support better operation and maintenance but also enhance empowerment by decreasing the community's dependence on external specialists. Users will also be oriented on proper use and preventive maintenance of the improved installations.

**Sufficient Community Capacity** Communities will be empowered through capacity-building of representative organisations. To facilitate this process, development communication and information will improve awareness and improve VDC's and other CBO's ability to plan, manage, mobilise community contributions and undertake operation and maintenance. This will include participatory planning, community management, linkages with local government, sector agencies and the private sector, and participatory monitoring. VDCs will be formed where required and their capacity developed so that responsibilities for planning and managing WATSAN interventions can be undertaken by the community. Intensive support will be provided to community organisations through partner organisations from six months up to two years, after which support will only be provided in special circumstances on request.

**Community Ownership of Facilities.** The issue of ownership has come increasingly into focus in the development discussion as a key means of improving sustainability. Key indicators of ownership are:

- participation of community in decision-making;
- amount of contributions collected for cost-sharing and O&M
- improved community capacity in operation and maintenance;
- community capacity to organise and sustain interest in WATSAN activities;
- cost-sharing for some installations and full payment for other installations and services;
- formal agreements to support ownership.

Active participation in decision-making is an important capacity-building process. When people participate in decision-making and solve their own problems, learning and empowerment occur. This process contributes to increasing confidence and leadership ability. Social mobilisation is an important element in this strategy, which will lead to the establishment of VDCs or other CBOs.

Participation is not without cost; the National Policy for Safe Water Supply and Sanitation emphasises the importance of beneficiaries' own contributions. The participation of beneficiaries is required, as well as financial contributions through cost-sharing or full financing, depending on the type of facility or service received. Ownership will be reinforced through legal agreements which describe both rights and obligations of all parties.

In promoting ownership, issues such as social harmony, leadership, rules for site selection, access to facilities by non-owners, user's rights during periods of water scarcity and promoting local entrepreneurship will be emphasised.

**Institutional and Financial Sustainability of NGO Forum.** Long-term sustainability of NGO Forum will depend on the capacity of the staff to manage the proposed change processes. The Component includes a range of important organisational development activities, which require enthusiasm on the part of the staff, and a very clear sense of direction in the management team. NGO Forum presently offers a variety of services and products for which it receives income, such as training, publications and provision of hardware. There is a good opportunity for NGO Forum to increase its income through increasing user contributions for the most highly demanded products and services, developing and promoting new products and services, particularly in response to the arsenic crisis. During the Component period, a water quality laboratory will be established as a business venture. If investments are made correctly and services are reliable and reasonably priced, the laboratory should be able to make a profit during its fourth year of operation at the latest. A business plan, to be worked out as part of the organisational development activities, will provide the framework within which improved financial sustainability can be achieved.

#### 4.4.11 Resource Centre

The need has arisen for a well-equipped facility to serve as the focal point of networking and information services. A Resource Centre will therefore be established at NGO Forum's Central Office. Though initially small in size, the Resource Centre is an important element in NGO Forum's strategy to be a centre of excellence in the WATSAN sector.

In addition to a reference library, the Centre will use electronic media with connectivity to selected regional and international information centres. The Resource Centre will enhance the capacity of NGO Forum to document and analyse issues of importance for the WATSAN sector in Bangladesh and the implementation of the Component. The Centre will also be a useful resource for other SPS Components, NGO Forum's partners and other key actors in the sector. Users will pay for the Centre's services.

### 4.5 Budget

The budget presented below and in Annex 1 has been prepared on the basis of the above strategy and activities. The budget is based on estimated semi-annual expenses at constant prices and exchange rates (November 1999). This will facilitate detailed budgeting and accounting according to Danida's fiscal year (January-December) and the fiscal year used by the Government of Bangladesh (July to June). As the sector programme support will run till the end of June 2004, the Component will be implemented over a period of four and a half years, starting in January 2000.

The total contribution of Danida for Component Implementation is estimated at DKK 54 million. The agreed emphasis on turning NGO Forum into a more demand responsive and innovative organisation implies that budgets will have to be amended according to the needs and opportunities, which emerge during component implementation. The budget presented now therefore provides the framework only for the more detailed Annual Budgets to be prepared by NGO Forum and approved by Danida in conjunction with the preparation of the Annual Implementation Plans. Annual budget revisions will also allow unspent funds and possible exchange rate gains to be reallocated annually instead of at the end of the Component.

A Budget Overview is presented below in Taka and in DKK. The more detailed budget is included in Annex 1. It is an indicative budget, which may be changed as agreed between NGO Forum and Danida during the period of Component Implementation.

cover page  
of Budget  
Summary

## Budget Overview - Taka - NGO Forum Component

(thousand Taka)

Item	Year 2000		Year 2001		Year 2002		Year 2003		2004	Total	%
	1st half	2nd half	1st half	2nd half	1st half	2nd half	1st half	2nd half			
	1000 Taka	1000 Taka	1000 Taka	1000 Taka	1000 Taka	1000 Taka	1000 Taka	1000 Taka			
A. Software Programme	11,000	13,000	13,000	14,000	13,000	14,000	12,000	12,000	12,000	114,000	29
B. Hardware Programme	10,000	8,500	8,000	8,500	8,500	8,500	9,000	9,000	8,000	78,000	20
C. Field Operational Pers	6,000	6,000	7,000	7,000	8,000	8,000	8,500	8,500	8,500	67,500	17
D. Administration	5,000	5,000	6,000	6,000	6,000	6,000	7,000	7,000	7,000	55,000	14
E. Org Dev. and TA Ass.	5,000	5,000	6,000	5,000	3,000	3,000	3,000	3,000	2,000	35,000	9
F. Capital Expenditure	1,200	11,000	5,500	1,000	2,000	200				20,900	6
Subtotal	38,200	48,500	45,500	41,500	40,500	39,700	39,500	39,500	37,500	370,400	
G. Contingencies - 5%	1,910	2,425	2,275	2,075	2,025	1,985	1,975	1,975	1,875	18,520	5
Total	40,110	50,925	47,775	43,575	42,525	41,685	41,475	41,475	39,375	388,920	100

## Budget Overview - DKK - NGO Forum Component

(thousand DKK)

Item	Year 2000		Year 2001		Year 2002		Year 2003		2004	Total	%
	1st half	2nd half	1st half	2nd half	1st half	2nd half	1st half	2nd half			
	1000 Dkk	1000 Dkk	1000 Dkk	1000 Dkk	1000 Dkk	1000 Dkk	1000 Dkk	1000 Dkk			
A. Software Programme	1,526	1,803	1,803	1,942	1,803	1,942	1,664	1,664	1,664	15,811	29
B. Hardware Programme	1,387	1,179	1,110	1,179	1,179	1,179	1,248	1,248	1,110	10,618	20
C. Field Operational Pers	832	832	971	971	1,110	1,110	1,179	1,179	1,179	9,362	17
D. Administration	693	693	832	832	832	832	971	971	971	7,628	14
E. Org Dev. and TA Ass.	693	693	832	693	416	416	416	416	277	4,854	9
F. Capital Expenditure	166	1,526	763	139	277	28				2,899	6
Subtotal	5,298	6,727	6,311	5,756	5,617	5,506	5,479	5,479	5,201	51,373	
G. Contingencies - 5%	265	336	316	288	281	275	274	274	260	2,569	5
Total	5,563	7,063	6,626	6,044	5,898	5,782	5,752	5,752	5,461	53,942	100

## 4.6 Assumptions, Risks and Preconditions

### 4.6.1 Assumptions

The major assumptions for the successful implementation of the Component are:

There is sufficient Government commitment to implementing the National Policy for Safe Water Supply and Sanitation

The Government creates a favourable political environment for the involvement of NGOs and the private sector in the development process at national level

Underserved and unserved pockets can be identified and targeted

The poor can be identified, targeted and effectively participate in the implementation of the Component

- Beneficiaries, in particular the poor, are able and willing to make a contribution to obtain safe, improved water supply facilities
- Deterioration of groundwater availability and quality will remain within manageable limits
- NGOs working in urban areas will be interested in collaborating with NGO Forum
- NGO Forum will be willing to undertake and benefit from organisational development and change.

#### 4.6.2 Risks

The major risks in connection with implementation of the Component are:

Political disturbances will disrupt Component implementation

At present, political disturbances are on the increase throughout the country. There are frequent hartals, political demonstrations, marches and other activities which distract the Government and undermine long-term development efforts.

The Government will attempt to limit or stop NGOs from working in urban areas or among ethnic minorities

The Government has recently issued orders aimed at limiting the activity of national NGOs in the Chittagong Hill Tracts and in urban slums. Some larger national NGOs protested against forced evictions in some Dhaka slums. However, these orders do not appear to be either enforced or followed, and NGOs continue to work in both areas. Nevertheless, there continues to be a political risk for national NGOs in both areas. This risk is judged as being high in the case of the Chittagong Hill Tracts, but less in the case of urban slums.

Recurrent natural calamities, such as cyclones and floods, will disrupt implementation of the Component and damage or destroy large numbers of water supply and sanitation installations;

Serious floods appear to be becoming more common and destructive, partly due to increasing population density and the tendency for people to settle on marginal, low-lying land and public land along water courses. Cyclones mainly affect coastal areas during particular seasons and are of shorter duration. Both floods and tidal surges which accompany cyclones can damage tubewells, requiring resinking or rehabilitation and in some cases emergency assistance. The risk of the Components activities' being affected by one or both of these phenomena is judged as high, but the risk is of limited duration or limited to coastal areas.

Groundwater of sufficient quality and quantity will not be available due to continued deterioration, through continued decline of the groundwater table and the spread of arsenic contamination and saline intrusion;

Trends indicate that the decline in the groundwater table and extent of arsenic contamination are increasing. The risks associated with these phenomena are judged as very high for the component's hardware activities, particularly for the installation of No. 6 handpumps (shallow suction pumps) since both declining groundwater table and arsenic contamination affect shallow wells more than other types of wells.

Fundamentalist religious groups will oppose community participation, especially that of the poor and women.

It is difficult to judge this risk, due to the highly dispersed and opportunistic nature of fundamentalism in Bangladesh. However, no serious cases of fundamentalism actually disrupting a water and sanitation project or affecting NGOs working in the sector are known. Fundamentalism is likely to have a localised and short-lived affect, if any. The risk from fundamentalism is therefore judged to be low.



- Delayed or inadequate organisational development of NGO Forum will be a barrier to achieving the expected objectives of the Component.

This risk differs from the others in that it is almost completely under the control of the implementing organisation itself. To meet the many new challenges during the new Component period, NGO Forum will need additional, and different staff, new partners and a focused strategy, as described in this document. The risk of this not happening or not being adequate is only medium to low, depending on how the organisation responds to organisational development and the willingness of its management and staff to change and adapt to new circumstances.

#### 4.6.3 Preconditions

There are no outstanding preconditions which are not met at present.

### 4.7 Indicators and Means of Verification

Development of key indicators and means of verification has been going on in NGO Forum for several years and will continue during the period of Component implementation. The following key indicators and means of verification have been identified:

#### INDICATORS AND MEANS OF VERIFICATION

<i>Input Indicators</i>	<i>Means of Verification</i>
<ul style="list-style-type: none"> <li>▪ Inputs from Danida available at the right time               <ul style="list-style-type: none"> <li>- funds</li> <li>- international consultants</li> </ul> </li> <li>▪ Inputs by NGO Forum are available at the right place and time               <ul style="list-style-type: none"> <li>- rent for NGO Forum offices</li> <li>- income from water quality laboratory, training fees and sales of publications and services</li> <li>- income from beneficiaries' contributions and cost-sharing</li> <li>- contributions from NGO Forum's Capital Fund</li> </ul> </li> <li>▪ Management, staff, office facilities and cost-sharing from PNGOs</li> <li>▪ Contributions from beneficiaries:               <ul style="list-style-type: none"> <li>- at least 50% of cost of shallow tubewells and arsenic removal units and at least 25% of costs for other types of water supply installations, except for water technologies in difficult areas, where beneficiaries contributions will be at least 20% during the first year of the Component period</li> <li>- full cost of constructing household latrines</li> <li>- full cost of operation and maintenance of WATSAN facilities</li> <li>- sites for installation of handpumps and water points</li> <li>- trainees for caretaker training</li> <li>- labor and locally available materials where appropriate</li> <li>- beneficiaries' contributions increasing during the Component period</li> </ul> </li> <li>▪ Increase in income from sales of services, products, publications and cost-sharing</li> </ul>	<p>Progress and monitoring reports, consultant's reports, financial reports and audits</p>

<i>Objectives - Indicators</i>	<i>Means of Verification</i>
<p><i>Indicators of Development Objective:</i></p> <ul style="list-style-type: none"> <li>▪ Quality of drinking water</li> <li>▪ Access to facilities by the poor</li> <li>▪ Beneficiaries' contributions and cost-sharing</li> <li>▪ Functioning and use of WATSAN facilities over time</li> </ul> <p><i>Indicators of Immediate Objectives</i></p> <ul style="list-style-type: none"> <li>▪ Partners' capacity, including private sector providers and NGOs working in urban areas</li> <li>▪ Improved safe water use, sanitation and hygiene conditions and practices among poor and disadvantaged groups</li> <li>▪ Operation and maintenance of WATSAN facilities</li> <li>▪ Benefits to poor and disadvantaged children, men and women</li> <li>▪ Capacity of VDCs and CBOs</li> <li>▪ Linkages of VDCs and CBOs to local government bodies</li> <li>▪ Development and testing of strategies for urban WATSAN work</li> <li>▪ Targeting of poor children, men and women in urban areas</li> <li>▪ Documentation and dissemination of WATSAN information</li> <li>▪ Commitment of stakeholders to implement the National Policy for Safe Water Supply and Sanitation</li> </ul>	<p>Progress and monitoring reports by PNGOs and regional offices, impact and performance studies, e.g. for BTU</p>
<p><i>Output Indicators</i></p> <ul style="list-style-type: none"> <li>▪ Number of PNGO and private partners able to respond to WATSAN needs</li> <li>▪ Change in hygienic behaviour and use of facilities</li> <li>▪ Operation and maintenance by caretakers and purchase of spare parts by beneficiaries</li> <li>▪ Decentralised procurement of hardware</li> <li>▪ New services and products developed and disseminated</li> <li>▪ Establishment and use of water quality data bank</li> <li>▪ Operation of water quality testing laboratory</li> <li>▪ Performance of bucket treatment unit and other arsenic removal techniques</li> <li>▪ Decisions made and resources mobilised by VDCs and CBOs</li> <li>▪ Installation of water supply facilities</li> <li>▪ Quality of and satisfaction with installations</li> <li>▪ Establishment of village sanitation centres (VSCs) and deployment of masons;</li> <li>▪ Performance of VSCs i.e., number of slabs and rings produced and sold and quality of products</li> <li>▪ Household latrine coverage</li> <li>▪ Installation, use and maintenance of installed latrines</li> <li>▪ Awareness of key WATSAN messages among target groups</li> <li>▪ Participation in orientation, mobilisation and follow-up activities by gender</li> <li>▪ Demand for and satisfaction with training courses</li> <li>▪ Use of knowledge and skills by course participants</li> </ul>	<p><i>Means of Verification</i></p> <p>Implementation plans, progress and monitoring reports by PNGOs and regional offices, impact and performance studies, consultant's reports, financial reports and audits</p>

- Acceptance of results of organisational development

#### *Financial Sustainability*

- Income from sales of products and services, including water quality testing laboratory and resource centre
- Income from cost-sharing (beneficiaries' contributions)
- Interest income (from Capital Fund and unspent component funds)
- Cost savings (resulting from decentralisation, use of private sector providers, etc.)

#### *Organisational Development*

- Timely implementation of OD-project
- Timely implementation of business plans
- Timely implementation of TA-plan

#### *Training*

- Participants by type and location of training and gender
- Use of knowledge and skills by trainees
- Quality of training activities

#### *Hardware Support*

- Physical installations of according to demand;
  - Deep-set handpumps in low-water table areas
  - Number of PSFs and RWHSs distributed and installed in coastal areas
  - IRPs distributed and installed in coastal, shallow and low-water table areas
  - Ring wells and RWHSs distributed and installed in hilly areas
  - Spring-water purifying plant distributed and installed in hilly areas
  - VSCs installed in unserved and underserved areas by PNGOs and private sector
  - Pumps procured locally from private sector
  - Latrine sets produced, distributed and installed

#### *Software Support*

- IEC materials developed
- Number of items distributed by target group
- Income from sales
- Number participating in hygiene promotion activities by gender
- Number participating in community activities and in management and decision-making
- Number of VDCs formed or CBOs oriented
- Women participating in WATSAN promotional activities
- Number of VDC members by gender
- Opinion leaders participating by type

#### *National and regional events*

- Number, type and location of events NGO Forum organises/participates in
- Number and type of participants

<ul style="list-style-type: none"> <li>▪ NGO Forum's contribution/results obtained</li> </ul>	
<p><i>Activity Indicators</i></p>	<p><i>Means of Verification</i></p>
<ul style="list-style-type: none"> <li>▪ Activities started and completed on time as described in the annual implementation plan</li> <li>▪ Sufficient numbers and types of staff available to carry out activities</li> </ul>	<p>Implementation plans and progress reports, staff work plans</p>
<p><i>Impact Indicators</i></p>	<p><i>Means of Verification</i></p>
<ul style="list-style-type: none"> <li>▪ Changes in quality of water used for drinking</li> <li>▪ Changes in access to facilities by the poor and other disadvantaged groups in rural and urban areas</li> <li>▪ Changes in functioning and use of WATSAN facilities over time</li> <li>▪ Changes in hygienic behaviour and safe use of facilities</li> <li>▪ Changes in partners' capacity to offer WATSAN inputs</li> <li>▪ Changes in community organisations (capacity to make WATSAN decisions and mobilise resources)</li> <li>▪ Changes in beneficiaries' contributions and cost-sharing</li> <li>▪ Changes in financial sustainability</li> <li>▪ Changes in awareness and implementation of National Policy for Safe Water Supply and Sanitation among key stakeholders</li> </ul>	<p>Progress reports, reports from PNGOs, laboratory records, baseline and impact studies</p>

## 5 IMPLEMENTATION PROCEDURES

### 5.1 Organisation, Management and Administration

The Component will be implemented through the organisation of NGO Forum as described below:

#### 5.1.1 Governing Bodies

The governance of NGO Forum is exercised by two committees. The highest body is the General Committee. According to the constitution of NGO Forum, members must be Bangladeshi citizens, professionally interested in the WATSAN sector, and willing to contribute constructively to the work of the organisation. The General Committee meets once a year to frame rules and regulations for the organisation and to approve the annual budget and plans.

The General Committee elects from among its members an Executive Committee for a two-year period. This committee must have seven members plus the Executive Director of NGO Forum as Secretary. The Executive Committee is the governing body of NGO Forum and is responsible for policy formulation. The Executive Committee meets whenever required, at least every quarter, to decide on current issues and provide support and guidance to the staff of NGO Forum on their programme implementation.

The Executive Committee of NGO Forum will be responsible for guiding Component implementation, monitoring component progress and for regular exchange of views and information with Danida. For this purpose, a Danida representative will take part in meetings of NGO Forum's Executive Committee as an associated member. Details for this cooperation will be worked out jointly by the two parties and specified in the Agreement, which will be made between NGO Forum and the Royal Danish Embassy in Dhaka.

#### 5.1.2 Organisation

The Programme will be implemented through the administrative set-up of NGO Forum. NGO Forum operates a Central Office in Dhaka with Sections/Cells staffed with professionals and support staff. The Sections/Cells are as follows:

- Training Cell
- Advocacy and Information Cell
- Development Communication Cell
- Field Operation Cell
- Arsenic Cell
- Research, Monitoring and Evaluation Cell
- Accounts and Audit Section
- Personnel Section
- Logistics Support Section

The organisational structure includes twelve Regional Offices covering most of the country. Another two Regional Offices are planned to be set up during the third year of the Component. The number of staff at Central Office at present is 65, and the 12 Regional Offices each have five programme staff and a caretaker. (See Organogram in Annex 2).

To ensure smooth implementation of the Component, NGO Forum will recruit new staff at central and regional level with an emphasis, as appropriate, on recruiting more female professional staff. NGO Forum will play a lead role in identifying and promoting more feasible options for safe water supply and hygienic sanitation facilities. Adequate technical knowledge is a pre-requisite to ensure that this is done effectively. Since at present

there is no technical staff at NGO Forum's regional offices, NGO Forum will recruit technical staff at the Regional Offices.

Tasks for technical staff at regional level will include: (I) supervising installation and monitoring performance of new WATSAN technologies (II) training partner NGO staff, trainers, caretakers, mistries and private sector actors (III) monitoring maintenance and use of hardware and major repairs (IV) establishing and implementing uniform water quality monitoring and reporting system at regional level. NGO Forum believes that this provision and performance will help in setting up and strengthening its decentralisation system.

At central level, NGO Forum develops training and communication materials and produces information packages. Regional staff are in close contact with PNGOs and provide training of their staff - who in turn train beneficiaries at community level.

Overall management and supervision of the Component will be exercised by the Executive Director, who will devote 80% of his time to the Component (leaving 20% for other NGO Forum activities). Apart from overall management and supervision, the Executive Director will be concerned especially with development of software packages and supervision of software activities. Field Coordinator will supervise all field level activities under the Component.

An organogram of NGO Forum is attached as Annex 2.

## **5.2 Programme Review and Planning Meetings at Regional and Central Level**

As an integral part of Component management, needs assessment meetings, known as review and planning meetings, will be held emphasizing participation and a bottom-up approach.

At the beginning of each year, NGO Forum organises two-day needs assessment meetings with partners in each region. These meetings are a forum where needs of PNGOs are expressed and assessed, the previous years' activities reviewed, and an action plan for the current year is prepared based on an assessment of needs. All PNGOs in a region take part in the Review Meeting. Regional staff from DPHE, UNICEF and other DANIDA SPS Components will be invited to attend these meetings.

A semi-annual Review Meeting will be held in every region where problems in programme implementation, changes in strategy and other measures will be identified.

A three-day Review and Planning Meeting will take place at central level twice a year with participation of staff from all Central Office cells and Regional Offices. The purpose of this meeting is to report on and discuss programme implementation issues and identify solutions to problems.

## **5.3 Monitoring and Reviews, Reporting and Evaluation**

### **5.3.1 Monitoring**

Monitoring is an essential tool for programme management. Systematic collection, processing, and presentation of data will be coordinated by the Monitoring Cell at NGO Forum's Central Office. Monitoring will provide management at all levels with information needed to measure progress and effectiveness of activities and adjust policies, strategies, procedures, institutional arrangements and allocation of resources, if needed. Monitoring data will also be an essential basis for reporting to donors and other interested external parties. Monitoring will include qualitative and quantitative aspects, and both hardware and software activities.

NGO Forum has already developed a monitoring system with the assistance of international consultants which is at present being tried out and reviewed. The system makes use of standard formats and implementation guidelines. This system will be adapted and expanded to accommodate the additional monitoring requirements of this Component.

Regular monitoring of activities and performance of water supply installations will be carried out by VDCs, partner organisations, NGO Forum and Union WATSAN Committees, where these exist using a participatory approach. PRA methods will be emphasized in monitoring of impact, where partner NGO staff, the community, and other stakeholders will participate.

This process will produce both qualitative and quantitative data with particular attention to sex disaggregated data. After compiling and analysing this data, NGO Forum will identify and take follow-up measures in collaboration with the VDCs and other partners. Monitoring results will be presented and discussed at regular review meetings with regional offices and partners.

The monitoring system of NGO Forum will be further developed during the Component period based on the feed-back provided by staff members using the system. Compliance with the Danida Guidelines for Output and Outcome Indicator System and the overall SPS monitoring system will be ensured. Support to further development of the monitoring system will be provided as part of the TOR for the international organisational development consultant (See Annex 3). Specific TOR for each visit of the consultant will be prepared and will contain a specific description of the monitoring tasks to be carried out by the consultant.

### 5.3.2 Reviews

As part of the sector programme, the Component will be subject to annual reviews as part of the SPS review undertaken jointly by Danida and Bangladeshi counterparts. Reviews may have a different focus and emphasis from year to year and will not necessarily be full-scale reviews for individual Components. In addition to annual SPS reviews, Danida may decide in collaboration with NGO Forum to undertake technical assessments on specific issues at any time during the Component period.

### 5.3.3 Reporting

To keep Danida informed of the progress of Component activities, NGO Forum will submit semi-annual progress and financial reports. An annual progress report will also be submitted before the Annual Sector Review takes place. An annual external audit report will also be prepared.

At the end of the Component a completion report will be prepared and submitted to Danida. All reports will be prepared in accordance with Danida's guidelines for reporting and will include financial statements. All reports will be in English.

### 5.3.4 Evaluation

Evaluations of the Component or parts of it may be carried out during or by the end of the Component period. It will be the joint responsibility of Danida's Evaluation Department and NGO Forum.

## **5.4 Flow of Funds, Accounting, and Auditing**

### 5.4.1 Flow of Funds

In the absence of a government executing or implementing agency and in keeping with previous practices, funds will be released directly from Danida to a special Component account established and operated by the cooperation partner, NGO Forum. NGO Forum will be solely accountable to Danida for the correct and

proper use of Danida funds. NGO Forum has demonstrated its ability to manage funds in this manner in previous Danida-supported projects and programmes.

As stated in Danida's SPS guidelines from May 1998, accounting and transactions will be made in accordance with Danida's general guidelines for accounting and auditing of grants. NGO Forum will familiarise itself with these guidelines and will adjust its accounting practices and financial procedures accordingly. Any changes in accounting and financial reporting requirements during the Component period will be communicated to NGO Forum by Danida.

The flow of funds will be determined by agreed budgets, capital investment and cash flow requirements as agreed between Danida and NGO Forum as part of the Component agreement. Requests will be made by NGO Forum for the release of funds as required and justified by previous financial reports.

#### 5.4.2 Accounting

NGO Forum will operate a separate Component account in its name using a computerised accounting software. NGO Forum will revise existing accounting procedures on the basis of auditor's reports or requests from Danida if and when required. Records and statements of the Component account will be available to Danida on request. The increased flow of funds may require additional capacity in the accounts and audit section at central and regional offices. NGO Forum will make an assessment of any additional capacity as part of its organisational development.

At the end of the Component, Danida will make a decision about the use of any unspent funds and the disposal of property and equipment acquired with Danida's funds. The value of any property, vehicles and equipment purchased with Danida funds which is sold or otherwise disposed of by NGO Forum should be credited to the Component account.

#### 5.4.3 Internal Audit

Internal audits will be carried by NGO Forum's accounts and audit section in accordance with NGO Forum's audit manual, at least annually or more frequently if required. Results of internal audits will include recommendations and responsibilities for adjustments or improvements where required.

#### 5.4.4 External Audits

An external audit will be carried out according to NGO Forum's audit manual and in line with government regulations. The audit will be carried out at least annually by an audit firm according to a terms of reference approved by Danida. A copy of the auditor's report will be submitted to Danida, which may request an external audit at any time during the Component period, if deemed necessary.

### **5.5 Component Implementation Plan**

An overall Component Implementation Plan is presented below. NGO Forum will prepare a detailed component implementation plan for each year of Component implementation.



## Component Implementation Plan

Activity	2000	2001	2002	2003	2004
Baseline Survey					
Organisational Development					
OD Consultants Visit	○ ○ ○ ○	○ ○			
Strategy and Business Plan	○ ○				
Resource Centre					
Water Quality Laboratory					
Training					
Promotional Activities					
Advocacy and Information					
Development Communication					
Hardware Activities					
Emergency Support <sup>3</sup>					
Reviews	○	○	○	○	
Monitoring and Research					

<sup>3</sup> As and when required

ANNEX 1 : COMPONENT BUDGET AND FLOW OF FUNDS

## NGO FORUM FOR DRINKING WATER SUPPLY AND SANITATION

## Component Budget and Flow of Funds

## Budget Summary

For the Period January 2000 to June 2004

Sl. no.	Head of Expenditure	Year 2000		Year 2001		Year 2002		Year 2003		Year 2004	Total Taka
		Jan-Jun 1000 Taka	Jul-Dec 1000 Taka	Jan-Jun 1000 Taka	Jul-Dec 1000 Taka	Jan-Jun 1000 Taka	Jul-Dec 1000 Taka	Jan-Jun 1000 Taka	Jul-Dec 1000 Taka	Jan-Jun 1000 Taka	
		1	2	3	4	5	6	7	8	9	
<b>A</b>	<b>Software Programme</b>										
1	Training	2,200	2,200	2,500	2,500	2,500	2,700	2,700	2,600	2,600	22,500
2	Promotional Activities	2,700	3,900	1,500	1,500	3,500	4,000	2,200	1,700	4,200	25,200
3	Advocacy and Information Services	3,000	3,400	3,700	4,000	3,500	4,500	4,500	5,000	2,400	34,000
4	Development Communication	1,500	2,200	3,800	4,700	1,500	1,300	1,100	1,100	800	18,000
5	Research Monitoring and Evaluation	1,400	1,100	1,000	800	1,500	900	900	1,000	1,500	10,100
6	Resource Centre Renting Cost	200	200	500	500	500	600	600	600	500	4,200
	<b>Total of A</b>	<b>11,000</b>	<b>13,000</b>	<b>13,000</b>	<b>14,000</b>	<b>13,000</b>	<b>14,000</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>	<b>114,000</b>
<b>B</b>	<b>Hardware Programme</b>										
1	Arsenic Mitigation	3,200	1,700	1,000	1,000	1,000	1,000	1,050	1,050	1,050	12,050
2	Water Supply	5,100	5,100	5,300	5,500	5,500	5,500	5,800	5,800	4,700	48,300
3	Sanitation	1,200	1,200	1,200	1,400	1,400	1,400	1,500	1,500	1,550	12,350
4	Emergency Support	500	500	500	600	600	600	650	650	700	5,300
	<b>Total of B</b>	<b>10,000</b>	<b>8,500</b>	<b>8,000</b>	<b>8,500</b>	<b>8,500</b>	<b>8,500</b>	<b>9,000</b>	<b>9,000</b>	<b>8,000</b>	<b>78,000</b>
<b>C</b>	<b>Field Operational Personnel cost</b>										
1	Salaries and Benefits	5,000	5,000	5,800	5,800	6,400	6,400	6,700	6,700	6,700	54,500
2	FADA and Local Conveyance	1,000	1,000	1,200	1,200	1,600	1,600	1,800	1,800	1,800	13,000
	<b>Total of C</b>	<b>6,000</b>	<b>6,000</b>	<b>7,000</b>	<b>7,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,500</b>	<b>8,500</b>	<b>8,500</b>	<b>67,500</b>
<b>D</b>	<b>Administration</b>										
	Operational Expenses	3,000	3,000	3,300	3,300	3,300	3,300	4,000	4,000	4,000	31,200
	Administrative Personnel Cost	2,000	2,000	2,700	2,700	2,700	2,700	3,000	3,000	3,000	23,800
	<b>Total of D</b>	<b>5,000</b>	<b>5,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>7,000</b>	<b>7,000</b>	<b>7,000</b>	<b>55,000</b>

Sl. no.	Head of Expenditure	Year 2000		Year 2001		Year 2002		Year 2003		Year 2004	Total Taka
		Jan-Jun 1000 Taka	Jul-Dec 1000 Taka	Jan-Jun 1000 Taka	Jul-Dec 1000 Taka	Jan-Jun 1000 Taka	Jul-Dec 1000 Taka	Jan-Jun 1000 Taka	Jul-Dec 1000 Taka	Jan-Jun 1000 Taka	
		1	2	3	4	5	6	7	8	9	
<b>E</b>	<b>Organisational Development and TA Assistance</b>										
1	Organizational Development	1,200	1,200	2,300	1,500	1,300	1,300	1,700	1,700	1,000	13,200
2	ODC Expatriate incl. Travel exp	2,500	2,500	1,200	1,200						7,400
3	National and Regional Short Term Experts	1,300	1,300	2,500	2,300	1,700	1,700	1,300	1,300	1,000	14,400
	<b>Total of E</b>	<b>5,000</b>	<b>5,000</b>	<b>6,000</b>	<b>5,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>2,000</b>	<b>35,000</b>
<b>F</b>	<b>Capital Expenditure</b>	1,200	11,000	5,500	1,000	2,000	200				20,900
	<b>Total of A+B+C+D+E+F</b>	<b>38,200</b>	<b>48,500</b>	<b>45,500</b>	<b>41,500</b>	<b>40,500</b>	<b>39,700</b>	<b>39,500</b>	<b>39,500</b>	<b>37,500</b>	<b>370,400</b>
<b>G</b>	<b>5% Contingencies</b>	1,910	2,425	2,275	2,075	2,025	1,985	1,975	1,975	1,875	18,520
	<b>Total Project Cost</b>	<b>40,110</b>	<b>50,925</b>	<b>47,775</b>	<b>43,575</b>	<b>42,525</b>	<b>41,685</b>	<b>41,475</b>	<b>41,475</b>	<b>39,375</b>	<b>388,920</b>

## Notes to the Budget :

1. Taka = BDT 221

2. Considered 5% yearly inflation

3. 1st &amp; 2nd year 12 regional offices and from 3rd year there will be 14 regional offices, subject to further examination during Annual Sector Review

## ANNEX 2 : ORGANOGRAM



DRAFT  
TERMS OF REFERENCE  
FOR  
ORGANISATIONAL DEVELOPMENT CONSULTANT

## 1. BACKGROUND

NGO FORUM was formed in 1982 as an apex body working through partner NGOs involved in the water supply and sanitation sector in Bangladesh. Danida has been supporting various programmes in the field of rural water supply and sanitation since 1972. From 1992 to 2000 Danida has been one of the main donors of NGO Forum.

NGO Forum has developed a network of more than 500 partner NGOs and CBOs all over Bangladesh, supported by 12 Regional Offices with Headquarters as well as a Training Centre in Dhaka. NGO Forum is recognised and respected as an important player in the water and sanitation sector in Bangladesh. Danida has decided to continue to provide assistance to the Water Sector in Bangladesh and to support the implementation of the "National Policy for Safe Water and Sanitation", which was approved in 1998.

From 1999 to 2004 Danish assistance to the Water Sector is provided through the Sector Programme Support (SPS), which comprises a number of inter-related components. The "Integrated Water and Sanitation Programme through Partners of NGO Forum" is one of the SPS-Components. The overall objective of the programme is to improve access to safe, sustainable, and affordable water and sanitation services and facilities with increased emphasis on access by the poor to these services and facilities. While the Component is building on the extensive experience and the wide network of NGO Forum, it also represents a highly ambitious attempt to respond to some of the new challenges in the water and sanitation sector, e.g.

- better targeting to reach unserved and underserved parts of the population, including the growing number of urban poor;
- involvement of the private sector as suppliers, and in case of sanitation facilities as producers, of hardware;

- threats to water resources such as arsenic, declining water table, saline intrusion and pollution;
- community management through Village Development Committees and other community groups; and
- documentation, dissemination and advocacy to ensure safe drinking water in the long term perspective.

In addition, the new approach of NGO Forum will include a shift away from a donor-financed, supply-oriented standard programme towards a demand responsive development effort with a higher degree of cost sharing and income-generation by NGO Forum.

To meet all these challenges NGO Forum will need to develop itself as a more innovative organisation, and to promote and facilitate organisational development a technical assistance package has been included as part of the Component input. The package comprises of an expatriate Organisational Development Consultant as well as national and regional consultants in various technical fields. The present Terms of Reference is covering the objective, outputs, activities, inputs, timing, reporting of the assignment for the expatriate Consultant.

## 2. OBJECTIVE

The Organisational Development Consultant is provided to guide and assist NGO Forum in the process of change, which will enable NGO Forum to match the requirements of the Component and respond effectively to the new challenges in the Water Sector in Bangladesh.

## 3. OUTPUTS

The Consultant will assist NGO Forum to become more innovative, competent, accountable, demand responsive and self reliant, and thus a stronger organisation ready to meet challenges even beyond the present Component period.

During the first visit to Bangladesh, NGO Forum and the Consultant will jointly formulate the Organisational Development Project with objectives, immediate objectives, outputs, activities and inputs. The Project, which is an integrated part of the Component, and fully financed by Danida under the already approved budget for the Component, will clearly define the expected situation after completion of the project by the end of year 2001.

Focus during the second visit to Bangladesh will be on the development of a Business Plan, which will cover the entire component period. The plan will include easy-to-monitor targets for the gradual increase in income.



#### 4. ACTIVITIES

The Organisational Development Consultant will serve as the Principal Adviser to the Executive Director of NGO Forum. The primary functions of the Consultant will include, but may not necessarily be limited to the following:

- 1 Assist the Executive Director in the design and implementation of an organisational development project, which includes (a) competence development through new recruitment, staff training and enhancing learning opportunities; (b) revision of the salary and benefits package and improved staff appraisal including self-assessment; (c) proposal for organisational restructuring required to undertake new roles and responsibilities, (d) introduction of new concepts and principles as described in the Component Description, and (e) enhance the accountability structure of NGO Forum by enlarging the number of members and further develop consultative processes with partner NGOs.
- 2 Assist the Executive Director in the development and proper management of a Business Plan, which will generate more income to NGO Forum. Increased cost sharing by partners and other key stakeholders in the sector for services provided by NGO Forum would constitute an important part of the Plan. Increased contributions from beneficiaries, who can afford to pay, is another vital element.
- 3 Assist the Executive Director in the further development and effective utilisation of the monitoring system of NGO-Forum and ensure consistency with the overall SPS monitoring system (to be developed).
- 4 Assist the Executive Director in the management of the TA-input to NGO Forum. The Consultant must be consulted in connection with the proposed Terms of References for short-term national and regional inputs and assist in the identification and selection of short-term experts to undertake various assignments.
- 5 Assist the Executive Director in strengthening the synergies and collaboration with the other SPS Components in particular and other WatSan stakeholders in general.

#### 5. INPUTS

The Organisational Development Consultant will be contracted for the first two years of the Component period (2000 and 2001) with a possibility for extension, depending on component development and the need as assessed by NGO Forum and Danida.

During the first year the Consultant will provide an input of about three person-months, which include three-four visits to Bangladesh of app. three weeks duration and about two weeks of support from home office. In the second year the Consultant will provide an input of about 1,5 months, which include two visits to Bangladesh of approximately two weeks duration and two weeks of support from home office.

## 6. TIMING AND REPORTING

The first visit to Bangladesh will take place in the beginning of 2000. The second visit will be completed before end of June 2000.

The Consultant will prepare a short debriefing note to be presented to NGO Forum and the Royal Danish Embassy in Dhaka before the end of each visit with a copy to S.6/TSA, DMOFA. By the end of 2000 the Consultant shall present a Progress Report, assessing results achieved and the prospects for 2001. Before the end of third quarter of 2001 a Completion Report will be prepared. The Report will include recommendations on further TA-input required to sustain and further develop results achieved in the remaining Component period.

## 7. QUALIFICATIONS OF THE CONSULTANT

The consultancy outlined above will be carried out by a senior consultant with a background in human resources management, organisational development, management or any related field. The Consultant should have extensive management and organisational development experience in relation to non-governmental organisations, preferably from Bangladesh or another country in South Asia. The Consultant should have excellent communicative skills, which will allow the Consultant to facilitate change processes.

S.6/TSA, Danida Copenhagen  
07 December 1999

Jan Møller Hansen

## ANNEX 4 ACTIVITY DESCRIPTION

### Immediate Objective 1

Improved capacity of partners, including private sector partners, to ensure safe, sustainable, affordable water supply, sanitation and hygiene behaviour among poor and disadvantaged men, women and children.

#### Output

*Steadily increasing number of skilled partners to respond to the WATSAN needs of communities*

#### Activities

- Conducting courses in popular folk media

This is an 8-day course to increase participants' knowledge and skills in popular folk media. After this course participants will be able to create and perform plays, songs, etc. with appropriate messages on health and sanitation. Trainers and motivators of partner organisations will be the participants. NGO Forum will offer this course throughout the Component period.

- Training-of-trainers (TOT) on planning and managing sustainable WATSAN programme (basic and refresher courses)

The TOT course is designed to give PNGO staff skills as trainers. The course will be conducted at NGO Forum's Central Office and Regional Centre with active facilitation of NGO Forum's training staff. Courses will be conducted throughout the Component. The duration of the basic course will be 12 days and refresher course 8 days.

- Planning and conducting WATSAN Programme Management Workshop

The main objective of this course is to improve the management skills of mid-level managers and staff of partner organisations for effective planning and implementation of the WATSAN Programme. This will be a 2-day workshop conducted once a year at regional level with facilitation of NGO Forum.

- Training in participatory WATSAN monitoring (basic and refresher courses)

NGO Forum will provide training to partner organisations on participatory monitoring to enable them to properly monitor their own activities, provide information for field-based monitoring and strengthen the WATSAN Programme's monitoring system. NGO Forum will offer this course throughout the Component period. Partner NGO staff and VDC members will be participants in this course. Duration will be 5 days for basic courses and 3 days for refresher courses.

- VSC accounts management training

This course will increase participants' knowledge of accounts management and skills to support VSCs. This is a 4-day course targeting accounts personnel from PNGOs and the private sector. The course will be offered throughout the Component period.

- Regional programme review and planning meeting

An annual programme review and planning meeting will be held at regional level, attended by PNGO representatives. PNGOs will review the year's activities, and will discuss and prioritise the needs for the coming year. At these meetings the annual budget and a work plan will be developed for each region.

- WATSAN Convention

NGO Forum will organise a national WATSAN convention at the central level in the second year of the Component with the participation of national, international, and local stakeholders. Sector strategies with particular focus on the role of NGOs and implementation procedures for the sector will be discussed.

- Observance of national WATSAN events and theme days

NGO Forum will support the observation of important national and international events in collaboration with its partner organisations. Through these events the public will be made aware of the importance of sustainable water use, safe WATSAN practices and other important subjects. This activity will run throughout the Component.

- Dissemination of relevant policy documents, public information and IEC materials

NGO Forum will produce and disseminate print and electronic materials which support the implementation of the national policy, public information on key water resource, new product development and health issues related to the Component and IEC materials to support training and other component activities. These materials will be distributed on a cost-recovery basis where relevant.

- Producing and publishing training calendars, year planners, brochures and booklets

At the beginning of each year NGO Forum will publish a training calendar for its partner organisations, WATSAN sector stakeholders and others. The calendar contains the schedule for training courses offered by NGO Forum during the year and is an important aid to partners in planning of training.

A WATSAN year planner will be developed and distributed highlighting WATSAN-related messages and events. The year planner will be distributed among the partner organisations, school teachers, VDCs, religious leaders and other interested organisations and individuals. The year-planner will be published each year except the last year of the Component.

NGO Forum will produce six series of brochures for distribution to participants in training programmes, WATSAN groups, VDC members, field workers and partner organisations. Brochures will be published continuously, except for the last year of the Component period.

NGO Forum will produce and publish four types of booklet to be used in orientation of religious leaders, VDCs, Union WATSAN Committees, School WATSAN Programme and others. The booklets will also be made available to religious leaders, non-school-going girls, school teachers, partner NGOs and CBOs, government agencies, private organisations and other WATSAN organisations. Booklets will be published each year except the last year of the Component period.

- Orientation of partners

To orient field staff of partner organisations on WATSAN issues, NGO Forum will organise and conduct this two-day orientation course at regional level in each partner organisation. This activity will run throughout the Component.

- Conducting training on development communication and promotional activities

This course will improve the knowledge and skills of participants on how to communicate effectively and to conduct WATSAN promotional activities. NGO Forum will conduct this four-day course for field staff of partners responsible for VDC formation and for conducting promotional activities. This course will be offered throughout the Component period.

## Output

*Improved hygienic behaviour among target groups*

## Activities

- Planning and implementing School WATSAN programme

School WATSAN Programmes will be arranged involving students and teachers to motivate them to influence their family and community in safe WATSAN and personal hygiene practice. Partners will conduct the programme in collaboration with NGO Forum's regional staff. This activity will run throughout the Component.

- Planning and conducting rallies, miking and mobile film shows

Rallies, miking and mobile film shows will reach people with important WATSAN messages and information. Partner organisations will organise these activities, with assistance from NGO Forum's regional staff. They will be implemented throughout the Component period.

- Producing radio and TV spots and programmes and WATSAN slide shows

These audio-visual activities will disseminate information and enhance social mobilisation through the use of a variety of media which both entertain and inform people. Radio spots and programmes will be produced and broadcast through national radio and TV. This will be supported by NGO Forum's Central Office, whereas WATSAN slides will be shown at rural and peri-urban cinema halls throughout the country. These activities will be carried out throughout the Component period.

- Orientation of religious leaders

Orientation of religious leaders will take place at district level in collaboration with the Islamic Foundation, churches, Hindu and Buddhist temples covering all types of religious leaders. This activity will run throughout the Component period.

- Planning and holding WATSAN Fair

NGO Forum will arrange a WATSAN Fair in collaboration with its partners in each region to generate mass awareness and support social mobilisation in an entertaining and informative manner. This activity will take place each year except for the last year of the Component.

- Publishing WATSAN leaflets, posters, manuals, stickers, tin plates and other materials

NGO Forum will publish leaflets for religious leaders, teachers, youth groups, private producers and manufacturers, VDC members and the community. These leaflets will be used in programmes such as orientation of religious leaders, school WATSAN programmes, teachers and youths, courtyard meeting, and public meetings. Leaflets will be published twice; once in 2000 and in 2002, but will be used throughout the Component period.

Posters containing information on safe water, sanitation, hygiene, water-borne diseases and how to prevent them will be produced and distributed. To strengthen advocacy at the national level to support the national WATSAN policy and strategy, NGO Forum will produce posters which support and promote important sectoral and policy issues. Other posters will be produced and made available to the public and partners to use in their WATSAN activities. This activity will be carried out throughout the Component period.

NGO Forum will develop and distribute stickers containing WATSAN and health-related messages through PNGOs and make them available to schools and the public to support safe WATSAN practices. Stickers will be produced in 2000 and 2002 and used although the Component period.

NGO Forum will develop three types of tin plates for display at important places such as village markets to support public awareness of WATSAN and health and hygiene issues. Tin plates will be produced in the first three years and used throughout the Component.

- Producing School Package for teachers and students

The school package will be developed and distributed among students participating in the School WATSAN Programme. The prime objective of the school package is to inform students about the proper usage of safe WATSAN and hygiene so that they can propagate messages among their own families and friends. The school package will be produced during the second year and used throughout the component period.

- Publishing children's book

A play book will be produced and published for students participating in the School WATSAN Programme. The objective of the play book is to inform students about WATSAN and hygiene through entertaining stories and games. It will be used throughout the component period.

- Field testing of communication materials

Each communication product will be field tested on an appropriate sample. Field-testing will be carried out with the assistance of reputed professional external consultants. This activity will be carried out throughout the Component period.

## Output

### *Improved maintenance of WATSAN facilities*

#### Activity:

- Caretaker's training

The main objective of these courses is to increase the participants' knowledge and skills of caretakers on repair and maintenance of water supply facilities. Participants will be selected from among water users, and will include

women, who are the main collectors and users of water. Tools will be provided to participants who successfully complete this training. The course will be conducted at the regional level throughout the Component period.

- Producing and distributing manuals

Manuals will be produced for construction and maintenance of rainwater harvesting systems, pond sand filters, iron removal plants, ring wells to support the implementation of programmes and to improve knowledge of these important technologies. Manuals will be published during the first and second years to be used throughout the Component.

## Output

### *Decentralised hardware procurement system*

#### Activities

- Preparing strategy for decentralised procurement

NGO Forum will prepare a strategy for decentralised procurement of products which are already widely available in the local market, such as No. 6 handpumps and spare parts and later Jiban pumps. This has already happened in the case of sanitation materials, which are widely available at affordable prices through the private sector. This strategy will involve direct purchase of No. 6 and Jiban handpumps and installation and tubewell sinking services from local suppliers. NGO Forum will initiate and supervise this process and insure that links are made between suppliers and buyers.

- Revising cost-sharing policy

NGO Forum will periodically review cost-sharing/subsidy arrangements for various services and products, using the guidelines in the National Policy for Safe Water Supply and Sanitation as the minimum level of cost-sharing. In general, as products become more widely accepted and affordable, and demand for such services as arsenic testing increases, the level of cost-sharing can also increase. This applies to both products and services.

- Meeting and advocacy with private sector WATSAN providers

NGO Forum will meet with private sector WATSAN providers such as hardware shops, producers, suppliers, and private masons and mechanics regularly to support the private sector in providing services such as pumps and spare parts, installation, operation and maintenance, etc. This activity will be conducted at the district level throughout the component period.

## Output

### *Organisational Development Project for NGO Forum*

#### Activities

- Revision of existing salary and benefits package
- Improving staff appraisal including self-assessment
- Organisational restructuring required to undertake new roles and responsibilities
- Enhancing the accountability and governance structures of NGO Forum

NGO Forum will develop its own organisation with the assistance of an expatriate organisational development consultant as well as national and regional external consultants. In the first part of year 2000 NGO Forum and the OD-Consultant will formulate an OD-project, which will aim at making NGO Forum more innovative, competent, accountable, demand responsive and self reliant. The project, which is intended to run for the first two years of the Component Period, will have specific immediate objectives, outputs, activities and inputs. Decentralisation of activities such as training and hand-pump procurement is an important part of the organisational development of NGO Forum. The accountability and governance structures of NGO Forum will be enhanced by increasing the number of members of the General Committee from its present 16 and by further strengthening the consultative process with partners at the national and regional levels, including the private sector. This will improve the ability of NGO Forum to more truly represent its partners as an apex and support organisation.

## Output

*Business Plan for NGO Forum*

## Activities

- Analysis of the potential for increased cost sharing of NGO Forum services by partners
- Analysis of the potential for increased cost-sharing by beneficiaries

On the basis of the analysis mentioned above, which will be undertaken with the help of external consultants, NGO Forum will develop a business plan, which will cover the entire component period. The plan will include easy-to-monitor targets for the gradual increase in income. The OD-consultant will assist in preparing the plan and monitoring its implementation.

## Output

*Plan for involvement of short-term national and regional experts in Component implementation*

## Activities

- Identification of needs for short-term national and regional expertise to implement CD
- Development of procedures for recruitment of national and regional experts

Short-term national and regional experts will primarily be recruited to undertake assignments of two-six weeks duration related to organisational development of NGO Forum and the planning and implementation of new types of activities. The short-term experts, who may come and work with NGO Forum several times during the Component period, will be assigned to one or several members of the NGO Forum management team to ensure that exchange of knowledge and skills is taking place. The OD-consultant is involved in the drafting of the TOR for short-term experts, who are contracted by NGO Forum

## Output

*Enhanced capacity of NGO Forum*

## Activities

- Competence development through new recruitment and staff training
- Recruitment of technical staff at regional level
- Recruitment of additional professional staff at central level



NGO Forum will recruit technical staff at its Regional Offices to supervise installation of water supply facilities, to train partner NGO staff, trainers, caretakers, mistries and private sector actors. They would also monitor maintenance and use of hardware and major repairs, and implement uniform water quality monitoring and reporting system at regional level. NGO forum will undertake recruitment of additional professional staff in connection with a resource centre and water quality testing laboratory and other functions identified during the organisational development process.

To ensure necessary upgrading of knowledge and skills the following staff training activities will be undertaken:

**In-House Training.** Specialists from within the organisation will train staff.

**In-Country Training.** Staff will be trained by outside organisations, consulting firms or specialists in Bangladesh.

**Training Abroad.** Selected staff will receive specialised training in essential competencies abroad through sponsorships or direct funding from NGO Forum.

**Exchange Visits** will be organised for NGO Forum staff to obtain knowledge and experience of successful WATSAN activities by other organisations. Staff will be encouraged to share experiences with other staff members and utilise this experience in their own jobs to improve the quality of programme implementation.

**Study Trips** to selected locations will be undertaken to enhance the present knowledge and skills of selected staff in programme planning, implementation, monitoring and related issues in support of the implementation of the Component's activities.

The above staff development activities will be closely linked to the improved staff appraisal system and assessments of competence requirements in NGO Forum. Gender training will be an important part of the staff development programme.

## Immediate Objective 2

**New services and products to address threats to water resources such as arsenic, declining water table and saline intrusion developed, tested and disseminated**

### Output

- *Increasing number of new services and products developed, tested and acquired through PNGOs and the private sector*

### Activities

- Motivation and awareness-building among PNGOs, private sector and the public about new and existing WATSAN technologies

Information and communication materials on new and existing water supply and sanitation technologies will be distributed to PNGOs and other partners, including the private sector. Meetings and demonstrations will be held at regional level to promote new technologies. Market networks will be established linking potential buyers and distributors of these technologies.

- Planning and conducting technical skills courses in:
  - Rainwater harvesting system construction (basic course of 8 days and refresher course of 4 days)

- Deep-set pump installation (basic course of 3 days and refresher course of 4 days)
- Pond sand filter installation (basic course of 8 days and refresher course of 4 days)
- Iron removal plant installation (basic course of 7 days and refresher course of 4 days)

The main objective of the technical skills courses is to produce a group of skilled individuals who are able to install and construct water supply facilities with a minimum of external supervision. Participants will be selected by PNGOs and will include private masons, *mistries*, mechanics and youth who are interested in this work as a possible profession. Training will take place at regional level and in the field.

- Carrying out feasibility studies for appropriate water technologies in main geophysical areas

Additional feasibility studies may be required in problematic areas such as hilly, saline and arsenic-prone areas, and in urban slums. Studies may also be required when a new product or design is introduced to determine their acceptability and affordability. If required, these studies will be defined and carried out under the supervision of NGO Forum's own technical staff at central and regional levels. DPHE and ITN staff as well as other Danida SPS Components may be contacted for assistance in planning or conducting these studies. Each study will have a separate TOR and specified outputs.

- Distribution on a pilot basis of the arsenic removal bucket treatment unit

Once the unit is adequately tested and approved for wider distribution, NGO Forum will support the distribution of bucket treatment units through its partners on a pilot basis. The units will help families to obtain arsenic-free water for drinking and cooking at a relatively low cost. Units will be provided on a cost-sharing basis to households in severely arsenic-affected areas, in particular in order to assess if these buckets are used properly by the users over longer periods of time under "uncontrolled" conditions. This activity will be carried out in close co-ordination with other Danida-supported arsenic mitigation interventions.

- Planning and conducting training in arsenic mitigation

NGO Forum will offer this course to partners to improve knowledge of the causes and effects of arsenic contamination of drinking water, detecting arsenic-affected tubewells by field testing kits, identifying arsenic patients who have visible sign of *arsenicosis*, etc. This course will be five days and take place at the regional level. This course will be conducted throughout the Component period.

## Output

*NGO Forum water quality data bank*

## Activities

- Conducting arsenic field testing

An immediate concern is that families using tubewells need to know whether their tubewells are arsenic-free. NGO Forum will make portable arsenic field testing kits available on a cost-sharing basis to partners through regional offices to carry out tubewell screening throughout the Component period.

- Monitoring water quality of improved water supply installations

In severely arsenic affected areas where alternate safe arsenic-free water options will be provided through NGO Forum, the effectiveness of those options will be assessed regularly for the presence of toxic chemicals and pathogens. This activity will take place throughout the Component period.

- Conducting study on efficiency of arsenic bucket treatment unit

NGO Forum will assess the arsenic removal efficiency of the bucket units under conditions of actual use. To test the arsenic removal efficiency of the bucket units, a study will be conducted for six months. For each unit pre and post treatment water will be tested for arsenic and other parameters twice a month for six consecutive months. The sample will be followed for three years to determine the health impact of the bucket treatment units. This activity will be planned and implemented in close collaboration with other arsenic removal activities and in particular with other Danida-supported arsenic mitigation activities in Bangladesh.

## Output

*Water quality testing laboratory*

## Activities

- Preparation of a laboratory business plan
- Procurement of equipment
- Recruitment and training of staff
- Marketing of services
- Operation of laboratory
- Evaluating performance

Realising the urgent need for a laboratory to test water quality, NGO Forum will prepare a business plan for establishing a water quality testing laboratory at the Central Office as a business venture. The laboratory will analyse water for arsenic, iron and other elements and charge for its services. The laboratory will also provide a service for other Danida-supported SPS components and interested agencies. The laboratory will be managed by NGO Forum's Arsenic Cell. The laboratory will be established in the first year of the Component. The laboratory will be a separate cost centre and have separate accounts.

NGO Forum will be responsible for procurement of equipment, recruitment and training of staff, marketing and quality control, and evaluating the performance of the laboratory at least semi-annually.

## Immediate Objective 3

Enhanced community management of water supply and sanitation through Village Development Committees (VDCs) or other community groups, supported by PNGOs and working in coordination with local government.

## Output

*Village Development Committees (VDCs) or CBOs established and functioning*

## Activities

- Conducting training in community-managed WATSAN programme

This course will focus on extension staff of partners responsible for training VDC members. This 5-day course will be conducted throughout the Component period.

- Conducting training in VDC formation and operation

This course is designed for orienting the VDC to identify problems and take initiatives in their respective communities. This 2-day course will be conducted at field level throughout the Component period.

- VDC formation and orientation

After training from NGO Forum on VDC formation and operation, identification of local resources and poverty targeting, PNGO staff will organise a meeting to establish the VDC/CBO. This meeting will include representatives of the local power structure and other parts of the community, including women. PNGO community staff will serve as the secretary of the Committee in the beginning. This activity will run throughout the Component.

VDCs may consist of existing organisations in the community if such organisations already exist and function effectively. In the absence of such organisations, new VDCs will be formed.

- Planning and conducting baseline survey

In each region, a baseline survey will be carried out to identify unserved and underserved areas. The results of this survey will provide information necessary for planning and targeting interventions. The most important output of the baseline survey will be to identify un and underserved areas and the poor and other disadvantaged groups.

The survey will also provide useful information on demand for services and products and identify possible partners, including the private sector and CBOs.

The survey will be carried out by external consultants contracted and supervised by NGO Forum. The survey will be conducted during the first six months of the Component so that its results can be used in the detailed planning of activities at regional level.

## Output

*Improved capacity of community-based organisations for decision-making and management of WATSAN interventions*

## Activities

- Holding monthly meetings of VDCs

Monthly VDC meetings will review progress, discuss issues and problems and plan for the next month. Partner organisations will facilitate the meeting during the first six months to one year, after which VDC members will conduct their own meetings. This activity will begin after the formation of the VDC and will continue throughout the Component.

- Organising exchange visits for VDC members

To share experiences, exchange views and good practices, the staff of partner organisations and VDC members will have the opportunity to visit successful WATSAN activities in Bangladesh to obtain first-hand knowledge and experience of effective implementation of WATSAN programmes. Partner organisations will organise exchange visits for VDC members. This activity will take place throughout the Component period.

- **Conducting courtyard meetings**

Courtyard meetings will be arranged at village level involving both women, non-school going girls and men's groups. It will usually be held in the courtyard of a household. Partner organisation's staff will facilitate the meeting and motivate participants. This activity will take place throughout the Component period.

- **Tea stall session**

Villagers, especially men, will be targeted in tea stall sessions. Partner NGOs will conduct sessions including promotional films shown at tea stalls to improve the awareness and motivate men on important WATSAN issues. This activity will be implemented throughout the Component period.

### **Output**

*Safe water supply and hygienic sanitation coverage increased*

Partner organisations will select at least two villages and urban slums with the target of ensuring 100% safe WATSAN coverage within two years. VDCs will be formed to manage facilities, support awareness-building and motivate the community in safe WATSAN practices. VDCs will play an active role in supervising latrine production at VSCs, targeting and distribution of water supply facilities to the most needy people, and other relevant activities. NGO Forum will facilitate the provision of hardware and software activities in targeted communities to ensure adequate WATSAN coverage.

### **Activities**

- **VSCs established and managed by private producers**

New VSCs will be established through private producers, who in some cases are already skilled in the production of latrine materials. This activity has already started on a small scale during the previous phase, and will be continued and scaled up during the Component period.

A set of moulds, tools and a small start-up capital will be provided to the VSC upon completion of training. Before receiving assistance, NGO Forum will certify that the VSC will be located in a remote or unserved area as defined during the baseline study. An agreement will be made between NGO Forum and the private producer.

- **Conversion of No. 6 pump into semi deep-set pump**

In some cases, No. 6 pumps become defunct due to the falling groundwater table. This phenomenon appears to be spreading to new areas each year. In cases where this affects a public handpump which has been the only safe source for at least 15 families, the pump may be considered for conversion to a semi deep-set pump, provided the user contribution is paid and the water quality is suitable for drinking.

- **Training of private masons**

To support the provision of latrine materials in remote or underserved areas, private masons will be identified by PNGOs and trained by NGO Forum technical staff. These masons may be attached to an existing VSC or work independently. The mason will receive a set of moulds and tools at the end of the training. Masons will only be trained and start work in areas which are not already served by a VSC and where a demand for a sufficient number of latrines already exists to provide work for the mason.

- Providing emergency support if and when required

In the event of a natural catastrophe such as a flood or cyclone, short-term assistance may be necessary in seriously affected areas. This assistance will only be distributed through PNGOs as an emergency measure in collaboration with other relief agencies. This assistance can be in the form of ORS, water purification tablets, GI nipple, bleaching powder, etc.)

- Facilitating installation of No. 6 tubewells, installation of deep-set pumps, rainwater harvesting systems, pond sand filters and ring wells

The poor in underserved pockets do not have adequate access to safe drinking water. NGO Forum will facilitate the installation of No.6 tubewells in these areas through PNGOs and the private sector in sites safe from arsenic contamination. No. 6 pumps, which are readily available in the local market at competitive prices, will only be provided with subsidies if criteria are available and used which ensures that subsidised pumps only go to the poor who have been identified through wealth ranking as part of the PRA exercise.

Due to the spread of arsenic contamination and excessive salinity, it is difficult for many people to obtain safe and fresh drinking water. To address this situation, NGO Forum will assist in installing deep-set pumps, primarily in low water table areas, and pond sand filters and rainwater harvesting systems through its partners, mainly in the coastal belt.

People in the hilly areas in some parts of Mymensingh and Sylhet districts often collect drinking water from rivers, streams, canals, etc. where the risk of contamination is very high. Through its partners NGO Forum will facilitate the installation of ring wells in the hilly areas of Sylhet, Mymensingh and Jamalpur districts throughout the component period

#### Immediate Objective 4

**New strategies to facilitate increased access by poor urban children, women and men to water and sanitation facilities developed, tested and disseminated.**

#### Output

*Updated urban WATSAN situation analysis*

#### Activity

- Collecting information on urban WATSAN situation

This activity will be carried out as a desk study based on secondary sources such as reports, studies, articles, official statistics, etc. It will involve meeting with representatives of organisations who work in urban slums, such as DSK, Prodipon, WaterAid and others. NGO Forum should also attend workshops, meetings and other events dealing with the urban poor in Bangladesh. This activity will start as early as possible in the Component period.

## Output

*Inventory of NGOs working in urban WATSAN sector*

## Activity

- Identifying NGOs involved in urban WATSAN sector

This activity will require that a survey be carried out in major urban centres such as Dhaka, Chittagong, Khulna and Rajshahi through contacts with NGO urban coalitions and municipal authorities. The main output from the activity is a published directory of urban NGOs giving basic information about the organisation and activity of each NGO. This activity will start as early as possible in the Component period.

This activity will also provide NGO Forum with an opportunity to meet and identify potential partners for urban work.

## Output

*NGO Forum's strategy for supporting urban WATSAN programmes*

## Activity

- Developing strategy on urban WATSAN activities through workshops, meetings and discussions with stakeholders

This activity will follow the two preceding activities and will be a workshop at city level to identify priority WATSAN issues in the city and possible approaches and pilot projects, partners and sources of support. The output from this activity is a workshop report which will be the basis for a strategy for NGO Forum's work in urban areas.

## Output

*Lessons learnt from piloting to refine urban WATSAN strategy*

## Activity

- Planning and implementing WATSAN pilot project in urban areas

Based on the outcome of the workshops in cities, and an identification of priority areas for intervention and interested partners, a small-scale pilot project in at least one city will be identified and implemented. Planning the pilot project will include municipal authorities and, partner NGOs and representatives of CBOs if available. The plan will be accepted by all stakeholders prior to starting the pilot project.

The project will be monitored and reviewed at regular intervals and a final report will be prepared which highlights lessons learned and plans for scaling up the project within the same city or in other cities.

## Immediate Objective 5

Improved documentation and dissemination of relevant information, lessons learned and best practices to key stakeholders within and outside Bangladesh.

### Output

*Relevant information, lessons and best WATSAN practices identified and disseminated within and outside Bangladesh*

### Activities

- Conducting seminars, workshops and symposia

The objective of these activities is to collect and exchange relevant information on important WATSAN issues from and among partner organisations and other stakeholders.

Seminars, workshops and symposia will be organised in every region and at the central level. NGO Forum will be responsible for organising and facilitating the event. Participation at regional level will depend on the specific theme, but participants will usually be from partner NGOs, local government, private sector, local groups and other WATSAN stakeholders. At central level participants will be from the public sector, UN agencies, bilateral donor agencies, national and international NGOs, other policy-making bodies and the mass media. Close co-ordination and collaboration with the Institutional Development Component of the SPS will be maintained in the planning and implementation of activities, in particular at central level. Events will be arranged to observe national and international events and national weeks relating to important WATSAN issues.

- Producing two documentary films
- Publishing quarterly and monthly newsletters
- Identifying and documenting success stories
- Publishing
  - WATSAN diary
  - Brochure on NGO Forum (English and Bangla)
  - Retrospective brochure on NGO Forum's 20-years of achievements
  - Annual report (Bangla and English)
  - WATSAN NGO Directory
  - WATSAN pocket book
  - WATSAN bulletin
- Establishing computerised filing system
- Establishing and maintaining WATSAN data bank
- Collecting books, journals, reports, etc. on important issues
- Preservation and dissemination of newspaper clippings on important WATSAN and environmental issues
- Providing internet access and information services on WATSAN issues

The objective of these activities is to disseminate WATSAN information and reference materials to a wider audience. The media package will disseminate relevant organisational and sectoral information among the sector organisations, private sector actors, opinion leaders, policy-makers and other stakeholders. Keeping these people regularly informed and sensitising them to important sector issues will support the overall development of the sector. These materials will also be instrumental in mobilising a much wider audience. NGO Forum will develop and distribute the printed materials throughout the Component period, but readership opinion surveys and other methods will be applied to assess the relative cost-effectiveness of the various activities. These sur-



veys etc. will enable NGO Forum to give priority to the most effective means of communication in the second part of the component period.

- Establishing and managing a resource centre and reference library offering:
  - Current awareness service
  - Subject searches
  - Support to students on WATSAN issues
  - Information resources

The Resource Centre will contain a reference library with a collection of publications on water, sanitation and hygiene from different countries. Research papers, reports, conference documents, etc. will also be preserved at the Resource Centre. Interested individuals will be able to use the facilities and borrow material from the library. The library will be functioning from the third year of the Component period.

The Resource Centre will collect relevant information on WATSAN experiences from national and international agencies, and will compile, process, and disseminate information among PNGOs and other sector stakeholders.

A subject search can be provided by the Resource Centre in response to user requests.

The Resource Centre will offer support students and staff of universities and organisations who need WATSAN information to plan, design and conduct studies and research in water supply and sanitation-related subjects in Bangladesh.

Information resources in the Resource Centre will contribute to networking and capacity-building of NGO Forum as well as help information seekers and programme implementers in Bangladesh and internationally.

- Conducting impact study on advocacy and information services

NGO Forum will assess the impact of its advocacy and information services during the Component period. The study will assess the impact of the advocacy and information activities as well as provide the foundation for making changes in strategies and procedures.

#### **Immediate Objective 6**

**Enhanced commitment among key actors in Bangladesh to implement policies ensuring safe water and sanitation in the long-term perspective**

#### **Output**

*Increased collaboration with government and other stakeholders to raise their awareness of important WATSAN issues*

#### **Activities**

- Conducting component launching workshop

NGO Forum will organise this workshop at the beginning of the Component. Representatives from partner NGOs, private sector, other Danida SPS Components and relevant agencies will be invited to participate in the workshop.

- Networking among partners

NGO Forum will strengthen its network of partner NGOs through well-defined objectives, attractive products and services, NGO Forum will continue to develop and participate in formal and informal networks with national and international organisations throughout the Component period.

- Meeting with sectoral stakeholders

NGO Forum will keep key sector stakeholders informed of the activities of donors, government and other stakeholders and through advocacy encourage them to cooperate with WATSAN NGOs and to improve coordination in the sector. These activities will be carried out throughout the Component period.

- Collaboration with journalists and media representatives

NGO Forum will meet journalists, and radio and television correspondents on WATSAN issues, arrange field visits for journalists to provide them with first-hand information regarding programme implementation, coverage, successes and failures, problems and other issues to publish or broadcast in their respective media. This activity will sensitise policy-makers and others. This activity will take place throughout the Component period.

NGO Forum will extend its network through discussions with journalists at regional level throughout the Component period. Journalists will collect WATSAN news, views, problems, etc. at the community level to support WATSAN activities. Their contributions through radio and television will sensitise policy-makers and stakeholders on important sector issues.

- Discussions with local opinion leaders

NGO Forum will conduct discussions with stakeholders such as PNGOs, school teachers, local government officials, religious leaders and others to sensitise them to important WATSAN issues and to support WATSAN activities. This activity will continue throughout the Component period.

- Carrying out policy analysis and advocacy on important WATSAN issues

NGO Forum will review and analyse policy and strategy issues and carry out advocacy towards policy-makers on important WATSAN issues. This activity will take place throughout the Component period.

- Producing advocacy package for decision-makers

NGO Forum will undertake advocacy towards decision-makers i.e., politicians and civil servants who make decisions that influence the sector. A package of advocacy materials will be developed and distributed among these groups throughout the Component period. Workshops and meetings will be arranged to reinforce important message.