

**REPORT OF THE DPHE/ UNICEF
PLANNING WORKSHOP
ON
SANITATION, HYGIENE AND WATER SUPPLY
IN
THE CHITTAGONG HILL TRACTS
RANGAMATI, BANGLADESH**

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**Rangamati / Dhaka
Bangladesh, July 1998**

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UNICEF Dhaka / Bangladesh

Ms. Fazila Banu Lily Consultant

IRC International Water and Sanitation Centre, The Netherlands

Ms. Cornélie van Waegeningh Facilitation workshop

**July 1998
Rangamati/Bangladesh**

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List of Abbreviations

BRDB	Bangladesh Rural Development Board
CFT	Family Caretaker
CHTD	Chittagong Hill Tracts Districts
CHTDB	Chittagong Hill Tracts Development Board
Danida	Danish International Development Agency
DFID	Department for International Development, UK
DPHE	Department of Public Health Engineering
ESA	External Support Agents
GoB	Government of Bangladesh
IRC	IRC International Water and Sanitation Centre
LGC	Local Government Council
MLGRDC	Ministry of Local Government, Rural Development and Co-operatives
NGOs	Non Governmental Organisations
O&M	Operation and Maintenance
PCP	Project Concept Paper
SAE	Sub Assistant Engineer /DPHE
SWP	Safe water point
TRDO	Thana Rural Development Officer
TW	Tube Well
VDP	Village Defence Party
Watsan	Water Supply and (environmental) Sanitation
WB	World Bank
WESS	Water and Environmental Sanitation Section (UNICEF)
XEN	Executive Engineer
Para	social unit of a number of households
Mouza	revenue unit bigger than para
Thana	police station consisting of number of unions
Ansar	civilian, supporting armed forces at local level

1. Introduction

A planning workshop on the DPHE/UNICEF Sanitation, Hygiene and Water Supply project in the three Chittagong Hill Tracts districts was held from 21-23 July 1998. The workshop was organised by DPHE and UNICEF and took place in Rangamati, Chittagong Hill Tracts. The Peace Accord, concluded in December 1997, has paved the way for such development support to the region, which was already under preparation since 1997. Two External Support Agencies, DFID and Danida, expressed interest in participating in the workshop.

The objective of the workshop was to jointly identify with concerned stakeholders¹ additional elements, data and other information relevant for (i) a sustainable result of the project intervention and for (ii) completing the project proposal for multi/bilateral funding for the three districts Rangamati, Bandarban and Khagrachari. The program of the workshop was based on the outcome of an earlier preparatory workshop with DPHE, CHTDB and UNICEF that took place in December 1997 in Chittagong².

The workshop was held at the premises of the Local Government Council and was officially inaugurated by the Chairman of the Local Government Council of Chittagong Hill Tracts District, Mr Ching Kew Roaza. In his address he expressed the hope that the workshop would start a new beginning for a comprehensive plan and strategy to ensure safe drinking water, sanitation and hygiene for the people in CHT.

The first day of the workshop a field visit took place to the Sapchari Primary School and three different para centres in Kutukchari mouza, in Rangamati District. To reach the para centres, the participants had to climb hills, pass slippery hill tracks and cross rivers, while resisting the heat of the CHTD. It was an exposure to the natural beauty of the area but also to the reality of daily Hill Tracts life.

This field trip in combination with the beautiful natural environment of Rangamati, the good food during the workshop and the high level of motivation of each participant, triggered the inspiration and creativity of the group. Thanks to all, including the host organisation, the participants, logistical and support staff, who so actively contributed to the outcome of the workshop.

2. The workshop

The results of the December workshop in Chittagong, convened by DPHE and UNICEF, provided the frame for the program of this planning workshop (see *Annex 2, program*).

First day

After the opening ceremony³ and the field visit, the actual program started with formulating the needs of the Hill Tract people as perceived by the workshop participants themselves on the basis of the field visits. Besides the need for physical implements, the need for information was felt to be a requirement of the tribal people. The mapping of NGOs in the Hill Tracts (who does what and where), was mentioned as an issue of urgent attention.

¹ See annex I list of participants

² See Report workshop with DPHE, CHTDB /UNICEF, December 1997

³ The Chairman of the Local Government Council gave the key note speech, whereas also the Superintending Engineer of CHT circle, UNICEF Chief WESS, the District Commissioner and DPHE's Chief Engineer addressed the meeting.

This was followed by an update on a number of relevant developments, such as the current situation in Chittagong Hill Tracts and the recently executed UNDP sponsored peace building mission, the status of the PCP for the UNICEF/GoB co-operation, and on the proceedings of the December workshop. Highlights of these presentations are to be found in chapter 3.

Second day

A presentation was given of the findings of the Need Assessment executed from October 1997 to May 1998, by the Bangladeshi NGO Shishu Angina in the three districts.

This was followed by the explanation (in cause /effect relationships) of the problem tree as drawn up in December last year by the DPHE, CHTDB and UNICEF staff (see Annex 3). In general it can be said that those problems for which an adequate answer is already given, are not appearing in the problem tree.

High up in the tree, three major problems emerge directly influencing overall sustainability. They refer to the

- financial issue of ability and willingness to pay
- technical issue of O&M, and
- institutional aspect of monitoring and data collection.

In this context the "sustainability dream" was briefly discussed. For promoting sustainability⁴ of the hygiene, sanitation and water supply intervention, a closer look was taken at the sustainability requirements for drinking water and sanitation⁵, which can be summarised as follows:

- | |
|---|
| <ul style="list-style-type: none">• technical sustainability• social sustainability• financial sustainability• environmental sustainability• institutional sustainability |
|---|

Five groups were formed, and each was requested to identify on the basis of one sustainability component the aspects/activities remedying or addressing the problems in the Chittagong Hill Tract Districts (see problem tree: Annex 3). The group reports are reflected in chapter 4.1.

The afternoon was spent on the presentation and update of the institutionogram, as compiled in December. The adjusted version is enclosed in Annex 4 and includes now also the newly established Ministry of Chittagong Hill Tracts under the Prime Minister's Office. The CHT-Development Board is part of this Ministry. Five institutions, expected to play a key role in the project were selected for further group discussions on their overall roles and responsibilities:

- DPHE,
- Local Government Council,
- External Support Agents (ESA's),
- CHTDB and
- NGOs.

Particularly the more prominent role the Local Government Council will play in the development of water supply and sanitation in the Hill Tracts and its relation to DPHE, triggered a lively discussion between the representatives of the various bodies. The results of the working groups are presented in chapter 4.2.

⁴ See DFID ToR for appraisal of the project

⁵ FLA, VROM, The Netherlands, 1996

Third Day

To fully utilise the opportunity of having people from different background and organisations together, while having reached already a certain consensus on a number of issues, it was decided to use the last day of the meeting to assign the participants (in groups) the task of designing concrete action plans. Five questions were formulated:

Question A

The need, as perceived by the users may not be the same as the demand. The problem is: need is not always the demand. Please make a Plan of Action to address this problem.

Question B

What action plan would you propose for Research and Technology Development in this project, giving due regard to safe water, sanitation, incorporation of experiences from other projects and areas and indicate the budget lines?

Question C

Make an action plan for strengthening DPHE particularly in view of its overall roles and responsibilities as discussed the previous workshop day (see chapter 4.2).

Question D

Please design an action plan as to how to establish a monitoring and data collection system in this project.

Question E

How would you propose an accountable management structure for the Project in CHT, considering all the factors involved.

Chapter 4.3 presents the answers to these questions. Although it was recognised that the action plans were not yet complete, it was mutually concluded that especially the plans in response to questions A-D would be of use for a final project proposal/action plan. The participants, each in their personal capacity, supported the suggestions made.

The last session of the workshop was spent to revisit the expectations as expressed at the beginning of the gathering and to evaluate the Planning Workshop. Chapter 5 summarises the most salient points of it including some "lessons learnt".

3. Highlights from presented documents⁶

3.1 Report of UNDP Sponsored Mission to Chittagong Hill Tracts

In May 1998 a UNDP sponsored peace and confidence building mission was fielded to the CHT. One of the workshop participants was a member of the Mission and reported the meeting the broad features of the findings and recommendations.

For the DPHE-UNICEF project it is important to realise that in the districts there is

- need for water, sanitation provisions in relation to the health situation,
- need for education service and facilities
- need for health services in general.

The report also states that successful peace building is highly dependent on the ability of the communities to participate in the reconstruction and development of their area, in other words, to take part in the decision making regarding their own region.

⁶ Full titles of presented documents are in Annex 4 (Documents consulted)

3.2 Project Concept Paper

The PCP dates back to April 1997, but apparently the English version became only recently available. The drafting process of the PCP was initiated in 1994/5 which clarifies why the contents is not anymore entirely up to date. However, it provides for the legal framework to start working under the UNICEF-GoB Plan of Operations in the Hill Tracts (and elsewhere).

The inputs under the PCP to reach the objectives of improved health through better access and use of the Watsan facilities are mainly of technical (hard ware), some social (social mobilisation) and financial (funds) nature. Some important approaches are mentioned in the PCP such as the participatory approach, gender approach, the need to allow flexibility in the project (process approach). Although not elaborated, the need to listen to demands is also mentioned in the PCP.

In conclusion the PCP is the starting point for the project. The budget (donor, user and GoB contribution) attached to it, is to be seen as a financial ceiling. It was concluded that the PCP is a facilitating document, which can be enriched with lessons learnt during implementation. It therefore is to be seen as an "opportunity".

3.3 December workshop⁷

The most important elements and activities undertaken in this participatory workshop (December 1997) were touched upon:

- (i) The preliminary presentation of the need assessment in Rangamati by Shishu Angina,
- (ii) The situation analysis in water supply and sanitation resulting in the problem tree,
- (iii) The formulation of goal/ aims and objectives
- (iv) Strategy and approach
- (v) The stakeholder analysis & institutionogram and
- (vi) The in-depth discussion on needs, prioritising needs leading to the demand, resulting in a preliminary proposal for a step by step (demand) approach.

These data and information were systematically compiled on basis of group discussions last December. Since a lot of effort and time was invested by DPHE, CHTDB and UNICEF staff in providing, discussing and structuring all these inputs, it is considered essential that the result is fully appreciated and remains available as a valuable source of information for the project. The program of this Planning Workshop (*Annex 2*) is based on the results of the December workshop.

3.4 Shishu Angina: The Participatory Assessment Analysis and Action approach

Shishu Angina, a local NGO, conducted at the request of UNICEF, a basic need assessment in the three Chittagong Hill Tracts Districts. The Participatory Assessment Analysis and Action (PAAA) approach is designed to promote community based planning.

For the grass root collection of data, Shishu Angina used the Sub-Assistant Engineers (SAE) of DPHE, to whom a 5 day Training of Trainers (ToT) training is given. The SAEs in turn then trained paraworkers and tube well mechanics, who visited the para's and mouzas.

Data collection is completed in the three districts, but the analyses need further consideration. For realistic planning, the reality at the village/community level should be sufficiently known. Unfortunately the research team itself was not able to address the meeting and so the presentation of results was confined to what the reports indicate only.

⁷ see Workshop report December 1997

4. Results of the group sessions

During the workshop, a number of group sessions was convened on critical development issues for the CHTDs, aiming on the one hand to gather essential information from participants, on the other hand to reach consensus on certain strategies, roles, responsibilities and actions to be taken under the project. The results are given below and hopefully make a substantial contribution to the DPHE- UNICEF project, but also to the Danida and other development initiatives for the three CHTDs.

4.1 Addressing water and sanitation problems in the Chittagong Hill Tracts

Exploring at the planning stage of a project, the sustainability requirements on the basis of the five sustainability factors, proves to be a helpful tool in jointly determining and planning the specific (fields of) intervention as well as for monitoring.

It was observed that the attendants quickly grasped the sustainability concept and that using it added structure to the dialogue among the "partners in planning". The presentations of the five group sessions (each group concentrated on one sustainability component) show that the activities and aspects identified are cross cutting the different sustainability fields. They are all interrelated.

The aspects (parameters) and activities of relevance for addressing the specific problem of of the Chittagong Hill Districts as well as for working towards a more sustainable effect of the development efforts, are listed below.

For working towards reaching **technical sustainability** the following key elements were listed:

<u>Aspects of importance for technical sustainability of water facilities</u>	<u>Aspects of importance for technical sustainability of sanitation</u>
<ul style="list-style-type: none"> - Appropriate choice of technology. - Durability of technology. - Minimum outside support required. - Appropriate level of service. - Seasonality should not be a problem. - Quality of water i.e. tastes. - Affordability for the donor and for the users. - Suitable trade-off between capital and O&M - Socially acceptable i.e. shared provision. - Diversity of sources to spread risk. - Hydrogeologically /hydrologically feasible. 	<ul style="list-style-type: none"> - Whether technology is needed at all, instead of changes in practices? - Appropriate to practices of people i.e. anal cleansing materials, need for privacy and sharing. - Affordability i.e. capital and replacement/ emptying. - Durability. - Availability of components e.g. maximise use of locally available materials. - Ease of maintenance/cleaning.

Social sustainability was discussed in terms of problems first, in accordance with the problem tree for CHTDs, which was followed by indicating important fields for action to remedy the situation.

<u>Social problems occurring in CHTDs</u>	<u>Areas for action suggested to address social sustainability</u>
<ul style="list-style-type: none"> - Lack of commitment and participation. - Lack of ownership of facilities. - Lack of commitment to maintain facilities. - Difficult to involve women. - Local people do not have enough reason to change behaviour. - Language barrier. - Religion and customs. 	<ul style="list-style-type: none"> - <i>Effective communication through skilled/properly trained local people with special effort to reach women.</i> - Provide information and research consensus among users that water has many values. - Education for women, particularly in relation to health and sanitation. Men have to recognize the role of women in water and sanitation activities. - Special session for promoting hygiene among men. - Health messages should be based on local perception of health risks, also the message should be accessible and convenient. - Train people who are educated and can inform others about health and sanitation. - Health messages can be disseminated by respected members of the community e.g. health worker, family welfare assistant, local doctors.

In the field of **financial/economic sustainability / activities**, four main areas for interventions were distinguished on basis of which more specific activities per area are formulated.

Financial Economic Sustainability

<u>Raise awareness</u>	<u>Ability to pay</u>	<u>Maintenance</u>	<u>Cost sharing</u>
<ul style="list-style-type: none"> - Raising basic awareness to create demand. - The market may create the demand. 	<ul style="list-style-type: none"> - Setting priority to buy water and sanitation material when the money is available to a household. - Develop local capacity to provide materials for sanitation and water e.g. reduce transport costs in CHT. - Develop capability to produce material for sanitation and water. 	<ul style="list-style-type: none"> - Payments to cover costs of maintenance. - Should donors pay initial capital costs? 	<ul style="list-style-type: none"> - Set principles/ criteria. - Make alternative payments other than cash. - Technology options relative to capital and maintenance costs. - Water for public use at village level. - Latrine for private use at village level. - Community buildings, schools and clinics. - Contribution from government for subsidisation if required.

The **environmental issues** were examined from two different perspectives: (i) of the users, and (ii) the wider perspective of the national water resources situation. The first cluster of problems seems more or less to fall within the context of the CHT project, whereas the other cluster refers to problems that seem to go beyond the sphere of influence of this specific project.

Impact of water and sanitation facilities on environment	Environmental impact on water and sanitation
<ul style="list-style-type: none"> - Contamination around the latrines. - Contamination of ground water by pit latrines. - Risk of contamination of salt and arsenic in the water. - Hanging open latrine. - Improper disposal system. - Pollution due to flood. - Improper site selection for construction of tubewells and latrine. - Insanitary disposal of children's faeces. - Flooding by land slide/ soil erosion. - Improper technology of sanitation. 	<ul style="list-style-type: none"> - Hydrology affects technology. - Fertiliser/pesticides. - Flooding/ land sliding affects quality of water and construction. - Seasonal variation affects water level, time of construction, spring protection. - Flooding during rainy season/ no water in dry season. - Water pollution by users. - Deforestation may affect water level

Institutional matters encompass many elements such as capacity building (skills training, building of knowledge, awareness raising), but also strengthening organisations, establishing working procedures, promoting exchange of information and communication between organisations and persons, taking account of institutionalised societal patterns. It is a complex area, but the strength of the "institutional machinery" is eventually a determining factor for sustainability of a development intervention. It is overarching the other components of the "sustainability dream". The group that discussed this issue placed its recommendations in this wider context:

Recommendations for institutional strengthening in CHT:

Technical	Social	Financial	Environmental
<ul style="list-style-type: none"> - Capacity building of DPHE and caretakers on technical know-how. - Better motivation. - More efficiency. 	<ul style="list-style-type: none"> - Women Affairs officers of the District, Thana and all women official/ workers working at the grass root level be involved; female teachers be involved. - CHTDB Para workers, female NGO workers and voluntary organisations - female members of Ansars, VDP. - female MP and other public representatives from national level to Gram Parishad. 	<ul style="list-style-type: none"> - Motivation on the values of the contribution. - Understanding on the sense of ownership by the users. - UP chairman, headman, Karbari, ward members be made responsible. - TNO to co-ordinate. 	<ul style="list-style-type: none"> - Behavioural, attitudinal change.

The above recommendations are very much focusing on capacity building only.

4.2 Roles and responsibilities of 5 key bodies (group sessions)

On the basis of the institutionogram to which the plenary meeting added a number of cards (*Annex 4*)⁸, five key bodies / agencies were earmarked, as expected to playing a crucial role in this development project. Five groups were composed (well mixed as regards representation) and requested to further examine the "roles and responsibilities" of one of the earmarked agencies:

- External Support Agencies
- Local Government Council
- DPHE
- CHTDB
- NGOs

⁸ The institutionogram does not necessarily reflect lines of responsibility/ accountability

The respective reports on "roles and responsibilities" are reflected in the boxes underneath. It is to be kept in mind that the different roles and responsibilities of Local Government Council and DPHE could not be spelled out clearly during the workshop, as this new structure is only very recently established.

ESAs	LGC ⁹	DPHE	CHTDB	NGOs
<p>Its overall goal is to eliminate poverty.</p> <p>THE DONOR IS AT POLICY LEVEL RESPONSIBLE TO</p> <ul style="list-style-type: none"> be consistent be responsive to national strategy have poverty perspective be a catalyst for partnership aim at long term (policy) impact be transparent <p>ITS ROLE IS TO:</p> <ul style="list-style-type: none"> listen and respond develop local capacity of people, through indigenous supplies, enabling/empowering the poor, make resources available remove obstacles to growth and self reliance efficiently use of resources help people recognise reality respond to institutional problems as identified by those institutions <p>The reporter mentioned that ESAs want to have influence!</p>	<p>This is a newly established body for the CHTD.</p> <p>SOME MAIN FEATURES ARE:</p> <ul style="list-style-type: none"> LGC has 30 members representing different areas/communities (tribal/non tribal) LGC is to receive funds through the Ministry of CHT. LGC has an engineering cell of 7 eng (one of them the XEN.) LGC is to draw on resources of other depts, when necessary DPHE is "transferred" to the LGC. DPHE officials will be under the control of the LGC in respect to project management. <p>ROLES & RESPONSIBILITIES ARE:</p> <ul style="list-style-type: none"> DPHE role is now part of LGC role as well. to ensure project supervision. project preparation implementation, monitoring and evaluation through its eng. cell, competent to implement projects with assistance from DPHE. 	<p>DPHE will be transferred to LG (district) Council.</p> <p>ROLES AND RESPONSIBILITIES :</p> <ul style="list-style-type: none"> to install /construct SWPs by private contractors to facilitate repairing & maintenance of SWPs to train CFT to maintain SWP (go to NGO/others) to produce sanitary latrine component and (to facilitate and train private producers) to sell it. social mobilisation / health education (other parties to be engaged) selection of technologies design of technologies (R&D) program formulation (implementation, monitoring & evaluation) to help GoB in policy formulation. 	<p>Works at COMMUNITY LEVEL through the para worker.</p> <p>ROLE IS TO ACT</p> <ul style="list-style-type: none"> as a development partner for the community <p>ITS RESPONSIBILITY IN WATSAN IS IN Community mobilisation</p> <ul style="list-style-type: none"> awareness/demand creation site selection health and hygiene education co-ordination with CFT sanitation promotion <p>Hardware DPHE should execute WATSAN through CHTDB set-up directly in all levels.</p> <ul style="list-style-type: none"> Possibly in sanitation by organising mobile production and sale of latrines 	<p>Differentiating ROLES and RESPONSIBILITIES according to nature of NGO.</p> <p>INDIGENOUS NGO:</p> <ul style="list-style-type: none"> Effectively communicate with the community Build up organisational base at grass root level Disseminate health and hygiene message to the community in local language Build up capacity of community through providing training <p>NATIONAL NGO:</p> <ul style="list-style-type: none"> Build up capacity of indigenous NGO by providing technical assistance. Mobile resources Create awareness on Watsan and hygiene Disseminate/ share information through NGO co-ordination Integrate Watsan with other activities <p>INTERNATIONAL NGO</p> <ul style="list-style-type: none"> Mobile resources Provide technical assistance Build up capacity of local/national NGO

It can be concluded that CHTDB and NGOs have similar areas of work in the field of community mobilisation. Further in-depth discussions between them, to clearly demarcate and co-ordinate the work at village (para) level seem to be appropriate. The same applies to CHTDB's envisaged role in providing sanitation in relation to DPHE/ LGC and possibly NGOs. The above list clearly shows the potential risk of duplicating work, which will adversely affects (institutional and thus overall) sustainability.

⁹ In the new set-up for the CHTD, there is one Regional Council for the entire area and a Local Government Council for each district. A rough sketch of the new set-up is included in Annex 5 for easy reference.

4.3 Five preliminary plans of action

In response to the five questions described in chapter 2 (page 6), the meeting was requested to formulate practical action plans for certain crucial components of a hygiene, water supply and sanitation project for the Chittagong Hill Tract Districts. The first four plans received the personal endorsement of the people present at the workshop though it is realised that they are still incomplete in many aspects (content wise, budget, mode of implementation). The fifth plan (Accountable Management Structure) still requires a lot of brainstorming and discussion.

The action plans concern:

- From need to demand : "making the links"
- Strengthening DPHE
- Research and technology development
- Monitoring and information system: "facts no anecdotes"
- Accountable project management structure

4.3.1 From Need to the Demand - Making the Links

During the workshop it was recognised that a CHT project has a better chance to become successful if it addresses the real demand of the Hill Tract people. This issue was at the core of many discussions. It is generally felt that there is a need for safe water and improved hygiene, but whether this need will –without external stimulus- lead to an (expressed) demand is still unresolved.

To promote such process a step by step (SbS) approach is advocated which should be further elaborated along the following lines, which had the approval of the workshop participants.

The Steps

1. Create an awareness of links between hygiene and health.
2. Make hygiene a "way of life", refer to the (a) religious value of water; (b) social value of water.
3. Establish effective communication through multiple channels and focus on para centers, schools, social organisations.
4. Enable people to take action so that they can meet their demands.
5. Provide options through information and access to resources and programs.
6. Establish easy-to-verify indicators of progress, stimulate self-assessment.
7. Union Parishad and Watsan Committee are important key players in the formulation of a demand (a) establish communication links with the household -, and other levels both up and down through advocacy; (b) match demand and supply, (c) receive training in managing.
8. Willingness to pay will contribute to the process of turning a need into a demand, but more so the ability to pay will contribute to an effective demand, leading to ownership and eventually contributing to sustainability.

4.3.2. Strengthening DPHE

The strengthening of DPHE is to be seen in the light of its role as "spider in the web" of the CHT project. DPHE is expected to perform as the manager, co-ordinator, supervisor and link between those agencies/ institutions involved in the planning, design, construction, O&M phase as well as in community mobilisation (as described in chapter 4.2). At local government (district) level DPHE is in the process of being integrated in the LGC structure which is currently the cause of certain obscurity as regards its precise role, responsibility and accountability relations.

Notwithstanding, the following elements for an action plan are identified and considered necessary by the workshop participants to enable DPHE to fulfil the task ahead.

- Explore innovative training approaches e.g. formation of mobile, high quality training team(s) to train caretaker families, adoption of more structured training.
- Revise DPHE procedures to permit procurement of latrines from private sector.
- Employ a team of technical consultants to assist/train DPHE in selection of locally appropriate technologies.
- Establish mechanisms at district level for monitoring performance of Watsan facilities.

4.3.3 Action Plan for Research and Technology Development

The need to come forward with more appropriate "Hill Tract" technologies has been part of the discussions throughout the workshop. R&D are therefore an important DPHE task to be fulfilled in the future.

To **promote safe water**, the action planners systematically reviewed the tasks to be done, followed by an indication of "who is to do it":

What is to be done	Who will do it?
1. Hydro- geological Survey and then research for source mapping.	1. DPHE -Ground Water Division can do it through any specialised agency.
2. Quality assessment of water.	2. DPHE, UNICEF and CHTDB with the help of local people, para workers will find out the source.
3. Updating of map showing location of clusters of people. Identification of communities i.e. type of people, nature of communities.	3. CHTDB with the help of DPHE can prepare Mapping and other useful data within the area.
4. Information gathering on successful technologies from other parts of country or abroad through study tour, exchange program, pilot projects.	4. UNICEF already started the process, international NGOs, donors who have similar programmes in other countries can facilitate this kind of network.

A **budget** for the above plan should contain the following budget lines:

- (a) Hydrological Survey :
- local procurement cost (recruit unit staff, TA, DA)
 - expatriate consultancy
 - training cost
 - logistic supply
 - management cost
- (b) Quality Assessment:
- establishment of laboratory
 - technical staff
 - tools and Equipment

For Sanitation the research and development tasks and key agents are mentioned hereunder. No budget items are mentioned yet.

What is to be done?	Who will do it?
1. Reliable data on sanitation coverage.	1. Bureau of Statistics/Academic Institutions/Private firm.
2. Research on reasons behind low coverage.	2. Local NGOs involving CHTDB Para workers.
3. Research on existing technologies.	3. Local NGOs involving CHTDB Para workers.
4. Research on appropriate technologies.	4. Local NGOs involving CHTDB Para workers.
5. Research on sanitation practices of men, women and children.	5. Local NGOs involving CHTDB Para workers.
6. Research on perceived needs and demand of sanitary facilities among men, women and children.	6. Local NGOs involving CHTDB Para workers.
7. Research on availability and development - of locally appropriate communication materials on sanitation.	7. Cultural Institutions (working with indigenous people). Social marketing firms. International NGOs who have experience.
8. Research on local latrine producers/potential producers.	8. DPHE/UNICEF

4.3.4 Baseline and Follow up (facts no anecdotes)

It is proposed to set up a monitoring system on the basis of baseline data collected at the start of the project. During implementation further data and information collection on developments and progress is to be done for monitoring and review purposes and for managing the project, including coaching the partners in their respective tasks.

The envisaged monitoring system addresses four questions:

- (i) which baseline data are needed,
- (ii) what precisely to monitor when in progress, and when
- (iii) who collects and aggregates the data in the course of implementation and
- (iv) how to involve the people in it.

(i) Baseline data needed from the start.

Facilities	Behaviour and Practices	Health Status
<ul style="list-style-type: none"> - Families served. - Number of water sources and status. - Distance form village. - Number of latrines and status. 	<ul style="list-style-type: none"> - Water use by men, women and children - how much and what purpose. - Water storage practice. - Latrine use. - Defecation practice. 	<ul style="list-style-type: none"> - Cases of diarrhoea, seasonality by age group and gender. - Recall health centre records. - Worm infestation - Hand washing.

(ii) What to monitor

<ul style="list-style-type: none"> - Project expenditure. - Facilities completed. - Training programmes completed. - Performance of field functionaries.
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It is proposed to review the monitoring results at regular intervals.

(iii) Data Collection (who does it)

DHAKA (GoB, ESA) level	REGION /DISTRICT level	THANA/UNION level	VILLAGE level
<ul style="list-style-type: none"> - DPHE planning and monitoring cell 	<ul style="list-style-type: none"> -Monitoring cell at District Councils or CHTDB 	<ul style="list-style-type: none"> -LGC officials, DPHE staff, -Elected members 	<ul style="list-style-type: none"> -Para workers -People -Headman

(iv) Involvement of people

- People should receive a clear explanation of objectives and reports on progress.
- People are the basic providers of data.
- People should receive feed back of monitoring results.
- People participate by proposing indicators.

4.3.5 How to "install" an Accountable Management Structure for the project in CHT considering all factors involved

This appeared still a very difficult issue to establish particularly in view of the ongoing reorganisation processes in government structures for the CHTD. The elements presented below are therefore to be considered as suggestions, which require more in depth discussion prior to a final decision on the project. A management structure that duly takes into consideration the competence of the implementing bodies is indispensable.

I. Factors agreed	III. Management Options?		IV. A closer look at site selection¹⁰	V. NGO involvement
<p>• Water and sanitation project in CHT Districts.</p> <p>• Funding in which GoB/Donor/Beneficiary are involved.</p> <p>• Budget of \$2m for pilot project?</p> <p>• LGC in position.</p> <p>• Accountability at all levels.</p> <p>II. Aspects of management agreed</p> <ul style="list-style-type: none"> • Site selection & approval process • Project implementation. • Financial accountability 	<p>Option 1 Existing system:</p> <ul style="list-style-type: none"> • XEN is responsible at the District level for procurement / trading/ award. • SAE monitors construction and certifies. • XEN disburses the funds. • SAE/ XEN receive contributions from beneficiaries. <p>The group asked itself the question : <u>Do we change the (management) system?</u> Could we change the system?</p> <p>Who does it (the management) and</p> <p>How is it to be done?</p>	<p>Option 2 The group recommends (not unanimously) that</p> <ul style="list-style-type: none"> • financial accountability should lie with those who select the project e.g. UP Council, in which DPHE support is vital. • the Council is supposed to procure and disburse the materials. <p>The question arose as to <u>how this would support sustainability</u></p> <p>Short term risk: how to motivate DPHE in its different role?</p> <p>Long term risk: would the coverage be affected by this system?</p>	<ol style="list-style-type: none"> 1. Demand for facility established at para-worker level i.e. community preference. 2. Approved by Site Selection Committee (Union level - UP Chairman, SAE, UP Ward members i.e. UP's accountability). 3. Application for works sent to District/Thana level (copies to Thana). 4. Approval sent to Project Implementation Group, copies to Union/ SMC. <p><u>In view of financial accountability</u></p> <ul style="list-style-type: none"> - Where do funds come from, pass through. - Source of funds requires "accounting" - Recipients of funds require "accounting"? 	<p>Problem: there is NGO vacuum?</p> <p>Possible solutions are:</p> <ul style="list-style-type: none"> -to include national NGOs and local NGOs for capacity building, language, training of local people in communication, hygiene, social mobilisation etc. <p>-Pilot scale:</p> <ol style="list-style-type: none"> 1) involvement of para workers, 2) thana level officials, SAE of Health, SAE of Sanitation, and 3) involvement of higher level authority (CHT).

¹⁰ At the time of formulating this site selection procedure the action plan on "making the links" was not yet known. It seems that both suggestions are complementary.

5. Conclusions, and evaluation

5.1 Prominent approaches emerging

During the workshop it became apparent that the core approach for the Chittagong Hill Tracts should be a **demand-based** approach. Although not discussed in detail, such approach should give due regard to **gender** needs and differences, The complex structure of the institutionogram indicates that the project is dependent on the inputs of many and thus that **participatory practices** have to be established throughout the project, involving all major stakeholders. There are always many situations, which cannot be sufficiently anticipated under a project approach, this justifies applying a more **flexible, process oriented** approach. This will require a very sound management structure. The **sustainability** issue is gaining more and more importance. In the project design and strategy this should be more than before the leading principle.

5.2 Lessons learnt from the workshop evaluation

The majority of the participants have the opinion that the workshop has met their expectations. However, some issues, which have been raised by the participants, can be perceived as the lessons learnt from the workshop. The issues are the following:

- informal discussions and after-hours meetings added richness to the participants' understanding;
- to make the field trip on the first day as part of the workshop has been a great idea;
- the issues such as management, financial control, remained unresolved;
- the role of DPHE, the rules, regulations and practices of the present government were not clearly explained in the workshop;
- various interested parties have participated in the workshop, however, the representation from indigenous and local people has not been sufficient and the workshop content has not addressed these people.

Usefulness of the workshop

In the participants' view, the workshop content has been useful and it followed a participatory method. The participants however, have felt the need for having copies of the Peace Agreement, and of the Agreement between the Local Government and Transferred Departments. According to some participants the time for the workshop was not long enough to understand the basic issue of water, sanitation and health situation of the area. The indigenous and local people could have formulated the Problem Tree.

Annex 1: List of Participants of the Workshop

DPHE

Mr. S.A.K.M. Shafique **	Chief Engineer
Mr. Kazi Nasiruddin Ahmed	Additional Chief Engineer (Planning)
Mr. Mostaque Ahmed	Superintending Engineer, Project Director GoB-UNICEF
Mr. Shafiquddin Ahmed	Superintending Engineer, CHT Circle
Mr. Md. Mohitur Rahman	Executive Engineer, Rangamati
Mr. Md. Shahabuddin Ahmed	Executive Engineer, Bandarban
Mr. Sadek Hossain	Executive Engineer, Khagrachari

LOCAL GOVERNMENT COUNCIL

Mr. Md. Tajul Islam Chowdhury	Chief Executive Officer Khagrachari
Dr. Maung Ting Neo	Medical Officer, Rangamati Municipality
Mr. Mohammad Ismail	Chief Executive Officer, Bandarban

CHITTAGONG HILL TRACT DEVELOPMENT BOARD

Md. Abdul Aziz	Project Director, UNICEF assisted project, Chittagong.
Mr. Md. Jan-E-Alam	District Project Director, Rangamati
Mr. Shahidul Haque Bhuiyan	District Project Director, Bandarban

UNICEF

Mr. Deepak Bajracharya	Chief, WES Section
Mr. Aung Chen	Project Officer WES Section
Ms. Afroza Ahmed	Project Officer WES Section
Mr. Shafiqul Islam	Chief, Chittagong-Sylhet Cluster, UNICEF
Ms. Dr. Indrani Chakma **	Unicef Project Coordinator, Rangamati
Mr. Fahim Ahmed	Unicef Project Coordinator, Bandarban
Ms. Purabi Khisa	Unicef Project Coordinator, Khagrachari
Dr. Saiful Islam**	Deputy Chief
Mr. Sk. Kamrul Islam	Sanitation Monitor

DFID/ British High Commission

Mr. Mike McCarthy	First Secretary, Senior Engineering Adviser, DFID Bangladesh
Mr. Shantanu Mitra	First Secretary, Economic, DFID Bangladesh

DFID appraisal team

Mr. David Crapper	Mission leader, Economist, UK
Mr. Mike Woolgar	Teammember, Consultant WS Atkins Water, UK
Mr. Haroon Ur. Rashid	Teammember, UNDP/WB Water and Sanitation Program, Dhaka
Ms. Jennifer Duyne **	Teammember, sociologist, Switzerland
Ms. Kirstin Hommann	Observer to Mission, World Bank, South Asia Country Dept. Washington

(those marked with ** were not able to fully attend the workshop)

DANIDA appraisal team

Mr. Charles Pendley	Mission leader, UNDP/WB Water and Sanitation Program, New Delhi
Mr. Bent Kjellerup	Teammember, Senior Water Engineer/ Denmark
Mr. Abu S. Azad	Teammember, Local Consultant
Mr. Bikram K. Chakma	Teammember, Local Consultant
Ms. Mohsena Islam	Danida Dhaka, Program Officer

BRAC

Mr. Md. Yunus Miah	District Manager, Rangamati
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Wateraid

Ms. Clarissa Brocklehurst	Water Aid Bangladesh Country Representative
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Consultants to UNICEF

Mr. Naimul Islam	Consultant
Ms. Fazila Banu Lily	Consultant
Ms. Cornélie van Waegeningh	IRC, The Netherlands / Facilitator workshop

Observer

Mr. Parthib Roy **	Former UNICEF Representative CHT
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Annex 2: Program of the Workshop (as effectuated)

**PLANNING WORKSHOP
ON
SANITATION, HYGIENE AND WATER SUPPLY
IN
CHITTAGONG HILL TRACTS
PARJATAN HOTEL
JULY 21 – JULY 23 , 1998
=====o=====**

The workshop intends to address the following questions:

Why, what is the problem in CHT? (problem tree and need for reaching sustainability of the intervention)

What is to be done? (in order to properly address the problems and sustainability requirements)

Who is involved as partners in the Watsan activities in the CHT Districts? (institutionogram)

Who does what ? (general roles and responsibilities of key agents)

What actions are required for identified key issues.¹¹

On basis of the sessions the **essential elements** for the approach/strategy will be identified.

Day 1: July 21, 1998

09.00-10.30	Official opening of Workshop
10.30-11.00	Tea break
11.00-13.30	FIELD VISIT to Sapchari Primary School, Sapchari Mouza in Rangamanti Sadar Thana Para centre in Kutukchari Mouza
13.30-14.30	Lunch Break
14.30-15.30	Introduction of participants Explaining program of workshop Making inventory of expectations of participants Adjusting the workshop agenda
15.30-16.00	Recent CHTD developments, consequences for approach followed by brief discussion
16.00-16.30	Tea Break
16.30-17.00	Main features PCP in relation to CHTD project, followed by brief discussions
17.00-17.30	Briefing on workshop December '97 followed by brief discussions

¹¹ In the original program the third day was scheduled to be spent on "Assessment of capacities", but after the mid workshop review it was decided to adjust the program.

Day 2: July 22, 1998

Why, what is the problem in CHT?

- | | |
|-------------|---|
| 09.00-09.15 | Warming up |
| 09.15-10.00 | Briefing Need Assessment done by Shishu Angina in the three districts, followed by discussions. |
| 10.00-11.00 | Presentation problems tree and discussion followed by Relating problems to sustainability factors and Identification elements of desired approach |

What is to be done?

- | | |
|----------------|--|
| 11.00-12.00 | 5 parallel group session to identify activities, addressing the problems and sustainability requirements, while having tea. |
| 12.00-13.00/30 | Presentations of the 5 groups to the plenary meeting. |
| 13.00-14.00 | Lunch Break |

Who is involved as partners?

- | | |
|-------------|---|
| 14.00-15.15 | Presentation Institutionogram and adding who is missing |
| 15.15-15.45 | Tea Break |
| 15.45-16.15 | Parallel group sessions to determine the various roles and functions. |
| 16.15-17.15 | Reporting to plenary |

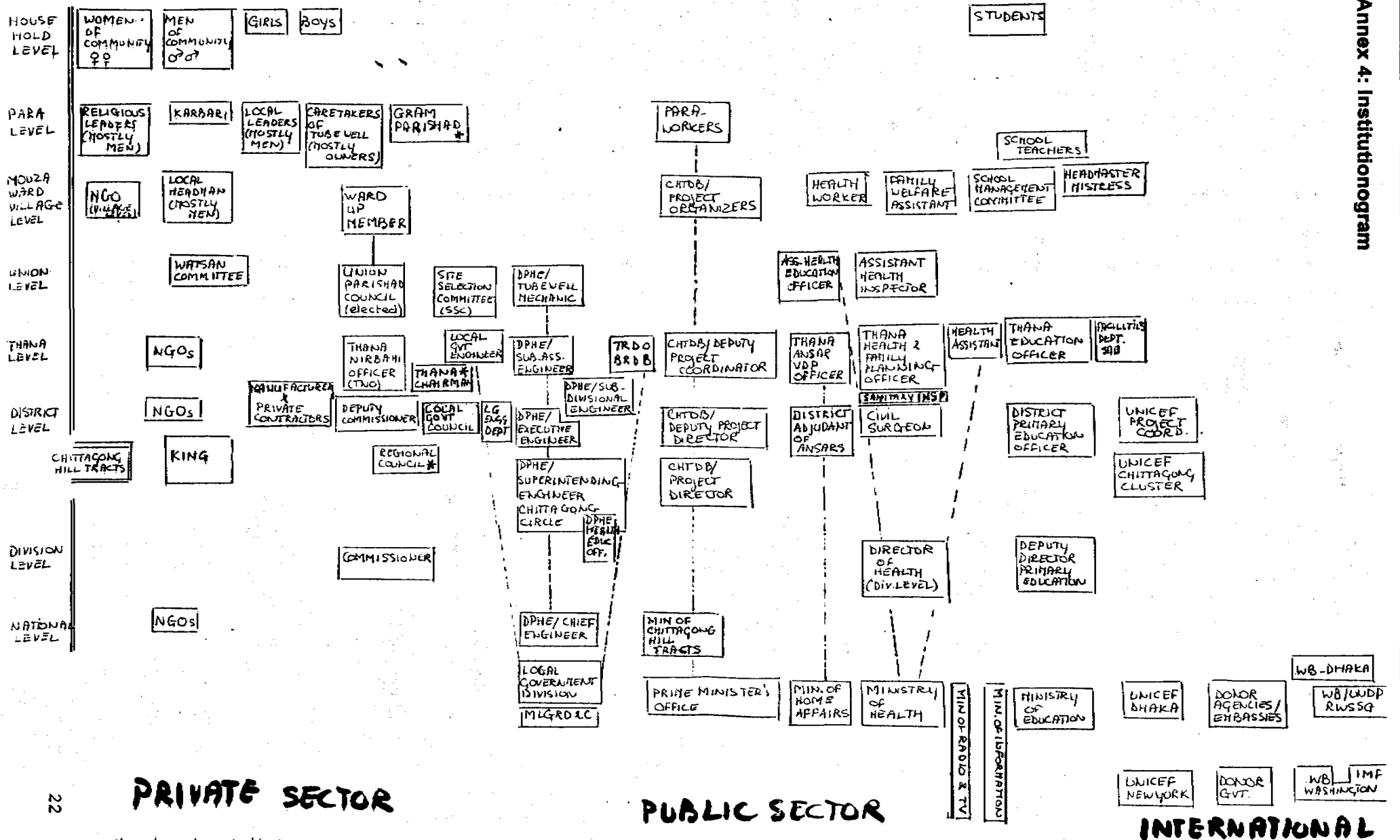
Day 3: July 23, 1998

- | | |
|-------------|--|
| 09.00-10.30 | Continuation of previous day reporting from group sessions |
| 10.30-11.00 | Tea Break |

Making action plans for 5 key areas of the CHT project.

- | | |
|-------------|--|
| 11.00-12.00 | Group sessions, designing Action Plans |
| 12.00-13.00 | Reporting to plenary session |
| 13.00-14.00 | Lunch |
| 14.00-16.00 | Continuation of group reporting |
| 16.00-16.30 | Revisiting expectations and evaluation of workshop |
| 16.30 | Closing |

Annex 4: Institutionogram

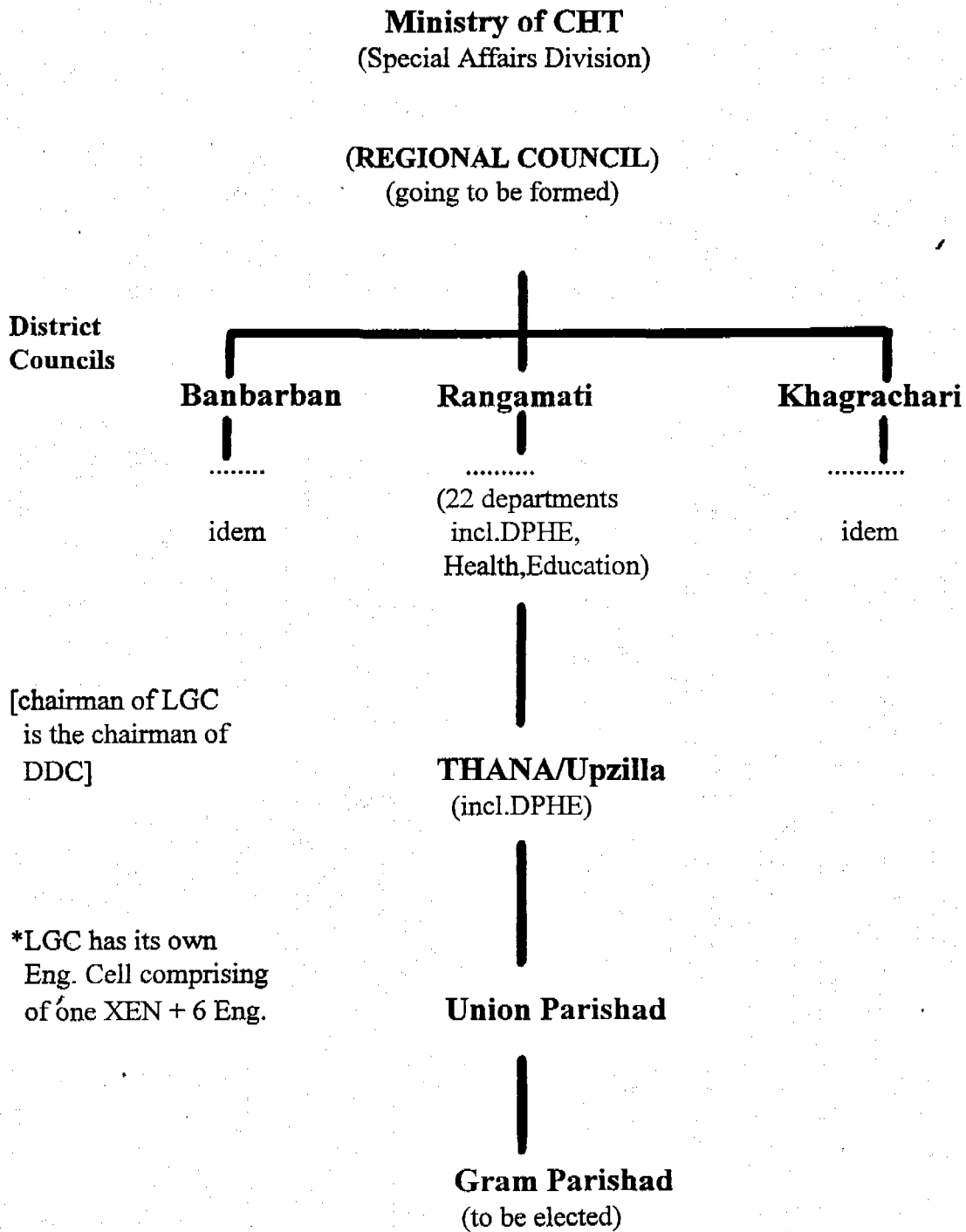


PRIVATE SECTOR

* not yet existing

PUBLIC SECTOR

INTERNATIONAL



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- Department of Public Health Engineering (April 1997), Local Government Division, MLGRDC, Bangladesh, Project Concept Paper, Hygiene, Sanitation and Water Supply in Rural Areas (GoB-UNICEF).
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- UNDP sponsored Mission/ Government of Bangladesh (May 1998) Findings and Recommendations, Support for the Chittagong Hill Tracts Peace Accord, Dhaka.
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