

HYSAWA

Hygiene, Sanitation and Water Supply
Company



**Annual
Directors
Report
January -
December 2010**



Chaklader House (Level 7), House 22, Road 113/A, Gulshan 2, Dhaka 1212

*(A Non-profit Company Limited by Guarantee without share capital) Licensed
under Section 28 of the Companies Act, 1994*

Glossary of Acronyms & Terms

AUD	Australian Dollar
AusAID	Australian Agency for International Development
BMDA	Barind Multipurpose Development Authority
CDF	Community Development Forum
CF	Community Facilitator
CIWM	Center for Irrigation and Water Management
CLTS	Community Led Total Sanitation
Danida	Danish International Development Agency
DKK	Danish Krone
DPHE	Department of Public Health and Engineering
DPP	Development Project Proposal
DTW	Deep tube well
ERD	Economic Research Division
GoB	Government of Bangladesh
HYSAWA	The HYSAWA Company (Hygiene, Sanitation and Water Supply Company)
HYSAWA Project	Component of WSSPS-II
Lakh	Unit of currency - 1 Lakh Tk. = 100,000 Tk.
LGED	Local Government Engineering Division
LGI	Local Government Institution
LGSU	Local Government Support Unit
MDG	Millennium Development Goal
MOU	Memorandum of Understanding
NGO	Non Government Organisation
O&M	Operations and Maintenance
PEC	Proposal Evaluation Committee
PNGO	Partner NGO
PPP	Private Public Partnerships
PPR	Public Procurement Rules
PRA	Participatory Rural Appraisal
PRSP	Poverty Reduction Strategy Paper
RDA	Rural Development Academy
SAE	Sub Assistance Engineer
SO	Support Organisation
TEC	Tender Evaluation Committee
Tk.	Bangladesh Taka
TW	Tube well
UP	Union Parishad
uPVC	Unplasticised Polyvinyl Chloride
WASH	Water, Sanitation and Hygiene
WatSan	Water and Sanitation
WSS	Water Supply and Sanitation
WSSPS-II	Water Supply and Sanitation Sector Programme Support, Phase II

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Executive Summary

HYSAWA was established in 2007 as an autonomous financial institution licensed under section 28 of the Companies Act, 1994. The company provides grants and support to eligible and qualified Local Government Institutions (LGIs), in particular Union Parishads (UPs), to implement locally developed, community-based, hygiene, sanitation and water supply services and programmes. HYSAWA is supported by the Government of Bangladesh (GoB) and other donors, currently Danida and AusAID.

HYSAWA has been facilitating the establishment of necessary institutional arrangements within LGIs, and engaging private sector management firms, engineering firms and NGOs to provide capacity support to UPs. Communities plan projects for hygiene, sanitation and water supply schemes through a bottom-up planning process and according to local demand and affordability. These bottom-up schemes are submitted to the respective UPs for implementation with financial and technical support from HYSAWA. Cross-cutting issues of human rights, good governance, gender, culture and development are built in to the community scheme preparation process and mainstreamed throughout all stages of implementation. In 2010 HYSAWA made continued efforts to improve hygiene behaviour practices, sanitation practices and access to water supply services in project areas across Bangladesh.

As of December 2010 a total of 583 UPs have benefited from HYSAWA funding and another 100 are in the pipeline. About 6500 UP functionaries, including 800 in 2010, have received training on planning and implementation of water, sanitation and hygiene interventions. Capacity building activities were planned and completed, including in the areas of finance and procurement management. As many as 223 UPs contracted Partner NGOs (PNGOs) and technical service providers following Public Procurement Regulations (PPR) to help communities organise, plan and implement water supply and sanitation (WSS) schemes. Furthermore, over 3 million people have received hands on orientation on proper hand washing techniques.

In the reporting year, a total of 146 community sanitation schemes, over 5500 water-points and 13757 faucets from 226 piped water supply schemes have been approved for financial support from HYSAWA. This brings the total schemes approved by HYSAWA to date to 736 sanitation schemes and 41,603 water schemes.

In the reporting period 15,357 water-points were installed, which benefited a population of over 1 million. The number of sanitation schemes installed during 2010 was 146, which benefited nearly 60,000 people. Cumulatively since inception of the company, 20703 water points and 296 sanitation schemes have been completed which have benefited about 1.36 million and 120,000 people respectively. Through motivational work of PNGOs and community facilitators (CF) many communities at their own cost have constructed or renovated 574605 latrines, 394605 in 2010.

HYSAWA investment in year 2010 was more than Tk.740 million, of which infrastructure constituted 75%, community mobilisation 12%, capacity building 3% and HYSAWA overheads of 6%. Communities contributed more than Tk. 80 million for WatSan infrastructure development in cash.

1.0 Bangladesh Context: Hygiene, Sanitation & Water Supply situation

Bangladesh has made significant achievements in the WSS sector in the last couple of decades. Access to domestic water supply, through affordable and easy to install hand pumps, is almost universal in the rural areas and significant improvement in sanitation coverage is being achieved through CLTS campaigns and other initiatives. Despite improvements in the coverage of both sanitation and water supply however, many issues still hamper the delivery of sustainable water and sanitation services. Some of the challenges include the need for institutional reforms, development of regulatory frameworks, modernisation and strengthening of sector institutions, particularly LGIs at the UP level.

The Government of Bangladesh (GoB) is committed to achieving the WSS related Millenium Development Goals (MDGs) by 2014. Significant progress has been made during the last five years, especially in terms of changing peoples' habit of open defecation. Comprehensive and sustainable hygienic sanitation however is still a long way from being achieved. Access to water supply has reduced significantly with emergence of arsenic in ground water, increased salinity and lowering of water tables. The water sector is fragmented and the reform process slow. Investors in the sector search for the most effective and efficient institutional relationships to improve hygiene practices, access to hygienic sanitation and water provision. There is no reliable data regarding hygiene and it is often difficult to measure individual hygiene practices. Historically, the delivery of water and sanitation services has been centralised by government departments such as Department of Public Health Engineering (DPHE), Local Government Engineering Division (LGED) and NGOs have acted in a complementary role.

Rural Water Supply and Sanitation Coverage: Growth in drinking water coverage over the last two decades has been slow, and exacerbated by environmental factors such as arsenic contamination (first identified in 1993) and increasing rate of saline intrusion in groundwater aquifers. Rural sanitation coverage in Bangladesh has increased from 28% in 1990 to 52% in 2008.

The WSS coverage in 2010 according to national standards¹ is given in the table below.

Areas	Percentage of Coverage ¹			Areas	Percentage of Coverage ¹		
	Bangladesh Basic Standard	Bangladesh Improved Standard	JMP Standard		Bangladesh Basic Standard	Bangladesh Improved Standard	JMP Standard
Water Supply:			Sanitation:				
Urban	82	34	93.3	Urban	86.4	58	53.5
Rural	71	51	83.8	Rural	78.9	49.9	54.3
Country	74	50	85.5	Country	80.4	51.5	54.1

Why Local Government Institution involvement in Water and Sanitation activities?

- A permanent institution;
- Governments political, constitutional, MDG and PRSP commitments to devolution;
- Low overheads, relatively low pilferage;
- Led by local leadership;
- People still depend and largely trust LGIs; and,
- A weak institution, but with large potential for development and empowerment.

¹ *Bangladesh Sector Development Plan (FY2011-25), LGD, MoLGRD&CO, Summary Version, p-13-14#*

2.0 HYSAWA

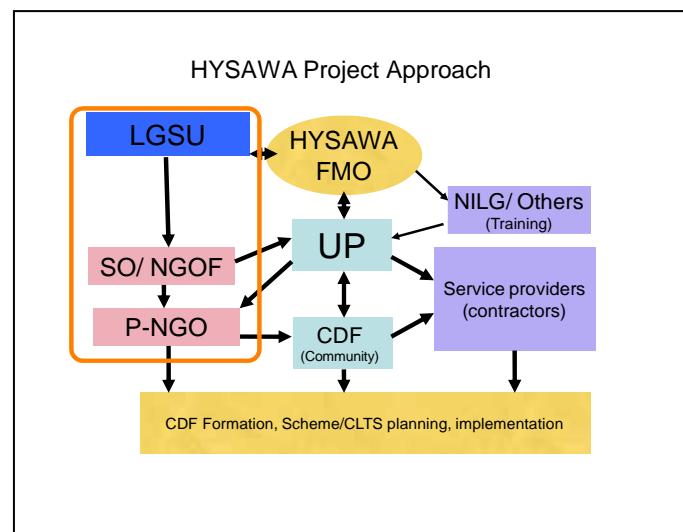
2.1 Background

HYSAWA came into being as a fund management component of the HYSAWA Project: emergent from development cooperation between the Government of Bangladesh and the Government of Denmark in the Water Supply and Sanitation Sector Programme Support, Phase II (WSSPS-II). The Company was registered as HYSAWA in 2007 as an autonomous non-profit financial institution under the Companies Act, 1994 and began operations in January 2008. HYSAWA is governed by a Board, which approves work plans and budgets, and sets policies and procedures for management and tracking progress.

The HYSAWA Project under WSSPS-II had two major components:

- 1) A HYSAWA Fund Management Office (FMO) to create and administer the HYSAWA Fund according to demand driven financing principles, ensuring access by LGIs, UPs in particular; and,
- 2) A Local Government Support Unit (LGSU) to facilitate LGI capacity building in management and WASH practices and raise awareness of the HYSAWA Fund.

These two components worked in complement to achieve specific development and project objectives, as outlined below.



The development objective of the GoB-Danida HYSAWA Project is:

'To develop and demonstrate sustainable hygiene, sanitation and water supply service delivery through local government institutions in consultation with local people'.

The immediate objectives of the Project are:

- *To improve hygiene behaviour /practices*
- *To promote community-led total sanitation (CLTS)*
- *To increase coverage of safe water supply services*
- *To strengthen the capacity of Government, Local Government Institutions (LGIs) and non-government stakeholders at all levels to play the roles required to achieve the above three immediate objectives*
- *To promote greater devolution of administrative and financial authority to local government institutions in regard to hygiene, sanitation and water supply*

Since inception HYSAWA has provided financial and technical support to LGIs for the implementation of locally planned hygiene, sanitation and water supply projects. HYSAWA promotes demand-driven financing and the approach encourages local private-public partnerships (PPP). Using a unique decentralised model, Union Parishads are supported and empowered to make managerial, administrative and financial decisions within a broader framework of public sector policies. HYSAWA has been supported by the Governments of Bangladesh, Denmark and Australia.

The key functions of HYSAWA are:

- 1) Resource Mobilisation for financing WSS infrastructure at the Union Parishad (UP) level;
- 2) Creating institutional and technical conditions for fiscal discipline and financial accountability in participating UPs;
- 3) Enhancing transparency in decision making during allocation of financing; and
- 4) Improve institutional capacity/skills of Local Government Institutions (LGIs) to plan and budget.

In 2010, AusAID provided HYSAWA with additional resources for activities in Khulna, Bagerhat and Satkhira districts. Using the same concepts of decentralization and local empowerment as seen in the HYSAWA Project model, hygiene, sanitation and water supply services will be implemented in 50 unions in some of the most water scant districts in the country; reaching 100 000 households.

2.2 Strategies

HYSAWA has adopted the following strategies to achieve project objectives:

- Capacity building and hands-on technical assistance to LGIs in areas of planning, governance, procurement and financial management;
- Demand-responsive financing and promotion of devolution to LGIs;
- Promotion of community participation, women and the poor in particular;
- Targeting of un-served and under-served areas;
- Ensuring "safety nets" for the poor and promotion of gender;
- Promotion of good governance through capacity building, systems development, accountability to people, public disclosure system, use of PPR and other mechanisms;
- Promotion of sustainability through using simple technology that is easy to operate and maintain and ensuring local back ups are available; and,
- Providing incentives for good work.

2.2.1 Strategies for Good Governance

- Capacity building in key areas:
 - Training on financial management and procurement as a pre-condition to funding UP;
 - Supporting with manual and guidelines on finance and procurement;
 - Hands-on support on the job; and
 - Use of PPR mandatory.
- Involvement of the UP functionaries as a whole plus promotion of Open Budget.
- Participatory decision making processes - Union and Ward WatSan Committee endorsement.
- Validation by DPHE and Upazila WatSan Committee;
- Designated bank account with multiple bank signatories.
- Mandatory public disclosure system at UP.
- Community or user-group endorsement of contractors' bills.
- Disbursement in installments and quarterly returns;
- Internal monitoring and auditing.
- External auditing by audit firms and FAFAD.



2.2.2 Strategies to reach out to poor

- Working area – populations in the working areas are either in extreme poverty or near poverty and the environment is often disaster prone or areas where feasible water technologies are not affordable to local residents.
- HYSAWA is following GoB Pro-poor Strategy for WatSan Sector, LDG, 2005.
- Community Development Forum (CDF) planning guidelines mandate 1/3 representation of women and where possible, 1/3 poor and hardcore poor.
- Sub-project planning includes community participation, women and the poor in particular – technology choice by the users – emphasis on affordability.
- Participatory tool such as social mapping and wellbeing ranking are applied to identify poor and hardcore poor.
- Sub-project templates include screening checklist specifically to ensure socio-economic factors/ indicators.
- Training on cross-cutting issues including poverty and gender.
- Infrastructure support relating to WatSan - beneficiaries include 40% hardcore poor, site selection ensures access by the poor.
- Safety net for the poor – GOB subsidy policies applied (community contribution is 50% for the hardcore poor) – ownership of the poor by ensuring contribution by all users.
- Sticking to the proposed site – completion certification by the user groups.
- Monitoring – baseline data collection include poor, gender and PWD data.
- Project proposal templates include coverage data relating to poor.

2.2.3 Risk Minimisation Measures in Relation to Quality and Procurement

- Capacity building activities and technical assistance made available to UPs on procurement and financial management along with guidelines.
- Robust approval system in place and compliance monitored against finance and procurement guidelines.
- HYSAWA strongly represented and engaged in Technical Evaluation at UP level.
- Pro forma tender and contract documents improved to specify technical standards.
- Pre-qualified manufacturer, suppliers and contractors enlisted.
- Control payment mechanism and procedure for UPs: installments based on set milestones and satisfactory tendering process.
- Whole of UP involvement and participatory decision making encouraged.
- Certify Quality of Materials by District Technical team and Laboratory test – explore new laboratory-testing facilities.
- Selection of quality materials and certification of installations and location with community participation, skills and knowledge.
- User-satisfaction checklists are completed and signed (certification).
- Formalisation of community contributions for infrastructure building used as a milestone for HYSAWA payment.
- Mandatory Public Disclosure system encouraged,
- Research to test new technology, test drilling and Identify feasible technology conducted
- Capacity of caretakers and mechanics developed.
- Water quality testing conducted before platform construction of water point and used as a milestone for payment.
- Litigation measures implemented if needed, including suspension of funding
- A list of defaulting contractors short listed and excluded from participation in further tendering process
- Cases where the UP defaults sent to Board for administrative advice and recommendations.

2.3 Capacity building of LGIs and Communities and their Empowerment

Capacity building is one of the key objectives of HYSAWA Project, particularly the LGSU component. HYSAWA financed formal training of the chairman, secretary and members from each participating Union Parishad on financial management, procurement and project planning. This was set as a pre-condition to placing funds in to UP bank accounts. Manuals, tools and guidelines were prepared for the UP and hands-on support was provided on the job. All community based proposal evaluation committees (PECs) and tender evaluation committees (TECs) were thoroughly oriented to the tools used for procurement, both for works and services. All relevant documents and guidelines from GoB departments and ministries were made available to each UP for reference, including those relating to PPR, tax/VAT, and the pro-poor strategy.



Training was also offered to SOs and PNGOs in the areas of CLTS, operations and maintenance and hygiene promotion. Volunteer CFs and tube well mechanics were also trained on the same elements so that in absence of PNGO workers, they could act as reference persons.



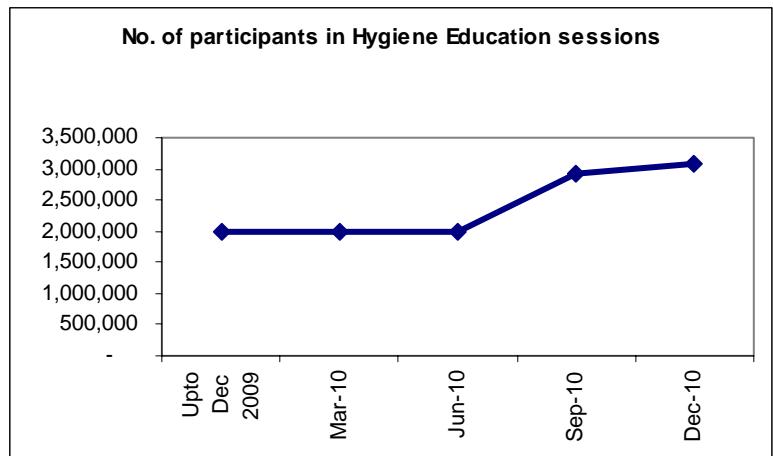
2.4 Hygiene Promotion



Hygiene promotion is key to the prevention of diarrheal diseases. Research has shown that hand washing alone can prevent about 40% of the diarrheal diseases.

HYSAWA's support to Unions in the area of hygiene promotion is expected to demonstrate improved and sustainable hygiene behaviour and practice, particularly hand washing before meals and after defecation.

About 30,000 posters on "hand washing" were reprinted by HYSAWA and used for practical demonstrations at the community level. Training of Trainers (ToT) on hand washing was delivered to all NGOs and SO staff members, who then facilitated hand washing sessions with CFs who subsequently transferred the skill to community people through practical sessions. As of December 2010, over three million people had participated in training on proper hand washing, 1 million of that in January to December 2010. Children and mothers were the key targets. Actual qualitative hygiene behavioural changes will be measured at a later stage through a special study.



Case study: Sajedul is now a Facilitator

Sajadul, aged four, has learnt hand washing techniques with other little friends. He lives in Badchohera Community of Goalai Union under Sapaher Upazila, Naogaon where Paribar Unnayan Sangstha (PUS) organisation is working as part of the HYSAWA Project. In December 2009 a local Community Volunteer (CF) along with PUS staff and some CDF members came to their para with soap, new gamchha and a nice visual hand washing poster. Sajedul and his friends were astonished to observe these visitors because they had never seen this earlier. The visiting team hung the poster and invited men, women and children of the community to listen and watch and learn. The team discussed the importance and benefits of proper hand washing before meals and after defecation and then demonstrated how to wash both hands following some sequential steps.

Sajedul and his group observed those steps. The facilitation team made three separate lines for children, women and men. At first the Imam of the nearest mosque initiated the event by washing both hands and stating his positive views. Then everybody requested the facilitation team to give opportunity to Sajedul as the next actor because he was youngest in the gathering. Sajedul agreed and requested the facilitator to show the sequential steps again. After observation, Sajedul wet both of his hands, rubbed them with soap and properly cleaned his dirty hands following each of the sequential six steps. When he was washing his hands everybody, especially the children's group, encouraged him with shouting as a winning game expression. After washing his hands the facilitator requested Sajedul to explain his feelings regarding the exercise of hand washing. He expressed that both his hands were lighter than before and feeling physically and mentally fresh and alright.



Sajedul is demonstrating hand washing techniques



Sajedul's friends group is in the picture

On that day he went home and targeted his mother and other family members of his family to teach the method. He arranged water, soap and clean cloth and taught them to wash both hands. If anybody doesn't recall the sequence of steps Sajedul taught them just like a teacher. All members, especially his mother, are very happy to learn from their little son.

One month later a team from HYSAWA visited Sajedul's community to observe hygiene and sanitation practices. Sajedul and his friends organised a demonstration session to show them what they had learnt. Sajedul sat in front of them and demonstrated practical hand

washing, properly maintaining six sequential steps. The group of children informed the visiting team that they had learned a nice technique and they always practice it before meal and after defecation. In addition to that Sajedul and his team teach other community members about how and when they must wash their hands. They feel proud to teach others something good and important.

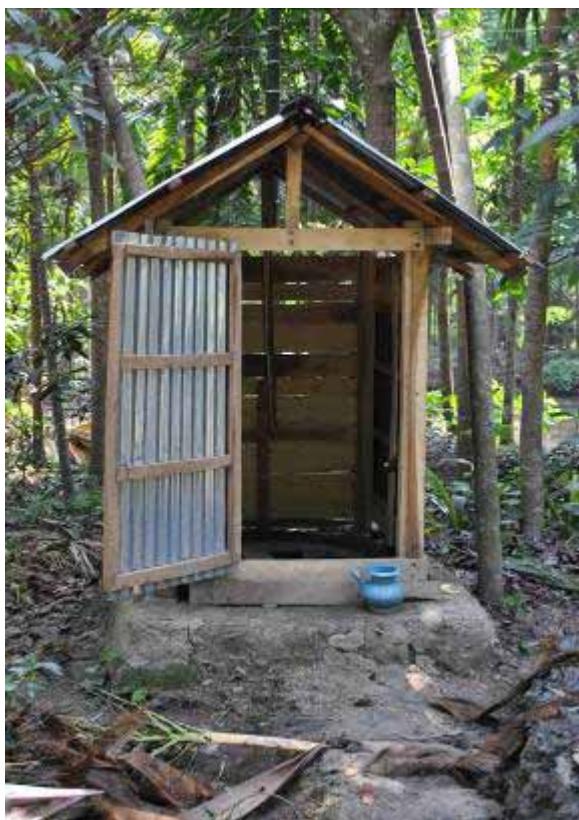
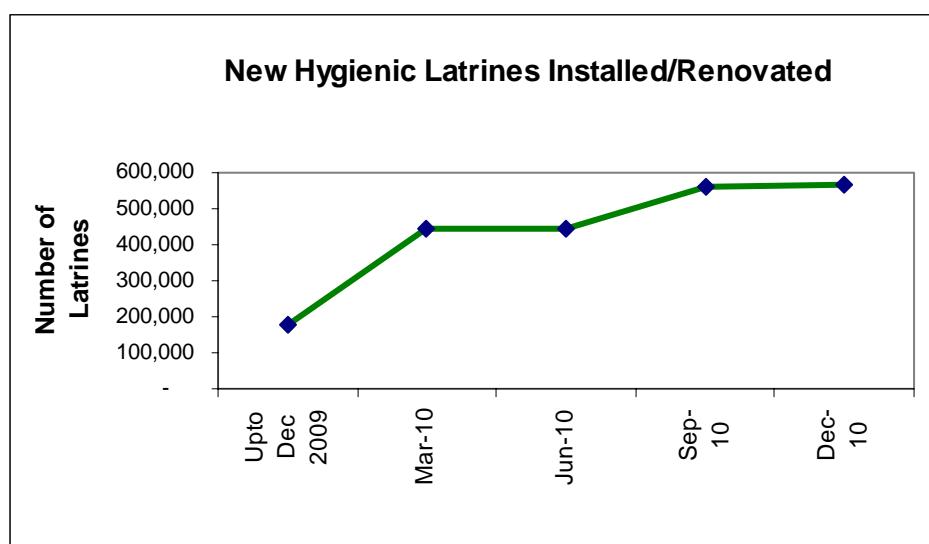
Case study by: M. Ashadur Rahman, Program Officer (Training), HYSAWA

2.5 Sanitation

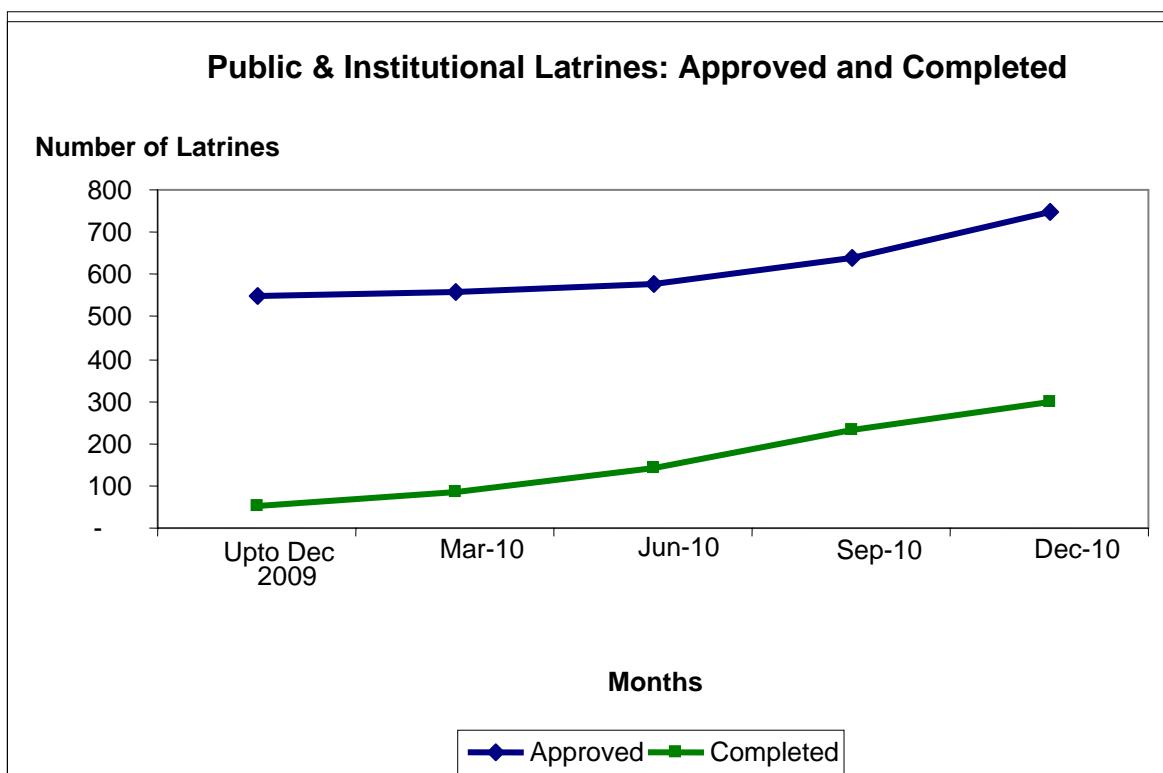
The CLTS approach has been adopted in the HYSawa Project to address the objective of improving access to sanitation facilities and its proper use in participating communities.

More than 800 staff members from NGOs and UPs were trained on CLTS by expert organisations

such as Village Education and Resource Centre (VERC), Dhaka Ahsania Mission and NGO Forum for Drinking Water Supply and Sanitation. NGOs, along with CFs and other community volunteers (for example, animators in Patnitola Upazila) motivated the communities to take collective actions by themselves. Through this motivational work, about 600,000 hygienic latrines have been established or renovated by the communities at their own cost, including about 400,000 in the year 2010.



HYSAWA also financed institutional and public toilets in educational institutions, religious establishments and market places. As of December 2010, 736 sanitation schemes have been appraised and approved for financial support from HYSAWA. About 300 public and institutional latrines have already been constructed and rests are in the pipeline.



A two chamber institutional latrine installed at Naogaon



A three chamber institutional latrine installed at Khulna

Case study: Ajeda is now owner of a hygienic latrine

Ajeda Khatun, wife of Huda Mia, lives in Akkelpur, Chairman Para of Kola Union under Badalgachi Upazila. Ajeda's husband and two daughters are mentally disabled. Her elder daughter is living with her husband who is also mentally disabled and her husband is old and physically unable to make an income. Her husband has been selected for an old age benefit from the government and her younger daughter is selected for government allowance for disability. They have no cultivatable land except the homestead.



Ajeda, her elder daughter and CF Sakera

Ajeda got one set of latrines from the Union Parishad as relief. She installed it close to her residence. Before receiving this latrine they used the nearest bamboo bush for defecation. During day time male members of their village used the bamboo bush but the women had to wait till dusk. They were happy receiving the latrine set. After using the toilet for six months the latrine pit got filled-up. As there was no water seal with the latrine set an unhealthy and a hazardous situation emanated in their house. Ajeda said, that it was a horrible situation living at home with affects of bad smell. In this situation Ajeda covered the hole with a piece of rag and started using the bamboo bush again for the same purpose.

One day her husband got diarrhoeal attack that was spreading among all the family members. The situation was very hazardous and their house was turned into an open faeces dumping spot. After some days they got cured from diarrhea but lost all of their cattle and savings. They had to spend a total of Tk. 3,700.00 for treatment purposes only. In addition to that they also lost 7 days labour of all the family members.

In December 2008, some staff from ASOD, an NGO came to their village and organised a big gathering. The ASOD staff were describing the process of how people consume excreta and get affected by diarrhoea. In addition to that it was said that open defecation is the main cause of diarrhoea. As a result, Ajeda was able to understand her family's diarrhoeal situation and financial loss and was convinced that if she would have a hygienic latrine then she could have saved her savings and cattle in the recent past bad days. She decided that she would install a hygienic latrine without waiting for any support from others if necessary.

The following day Ajeda went to Sakera Sultana, a local Community Facilitator (CF) for seeking advice on ways of replacing the unhygienic latrine and installing a new hygienic latrine. Sakera came to her house and observed their abandoned latrine. She took initiative to support her installing a hygienic latrine and requested Ajeda to arrange 300 Tk. for the purpose. Ajeda rather asked Sakera how much money will be necessary if she wants to install a good latrine that can be used for at least 10 years. As per suggestion, from Sakera, Ajeda went to the local Village Sanitation Centre (VSC) and brought the required materials.

Ajeda collected the necessary amount from their old age and disability allowance received from the Government. Emdadul Haque owner of the VSC came with Ajeda and set the ring and slab charging no labour cost. A nice latrine was installed with the combined efforts of Sakera, Ajeda and Emdadul. For lack of available land in their house Ajeda installed the latrine close to the cooking place. She expressed the following words as feeling in response to question from HYSAWA visitors.

- Within one year after installation of the latrines, nobody has had diarrhoeal disease.
- She could understand that a hygienic latrine is an essential part of the house.
- Now they can use it any time and need not waiting for darkness.
- She could understand that relief is not the solution for WatSan problems.
- The latrine is helping to maintain privacy for females.
- No financial support needed for an individual latrine as any family can manage 300 Tk. for this purpose; it requires just confidence and desire.

Ajeda has vowed that she will work with Sakera for motivating hardcore poor families for installation of hygienic latrine.

Courtesy: M. Ashadur Rahman, Program Officer (Training), HYSAWA

2.6 Water Supply

2.6.1 Tube well/ Hand Pumps

One of the objectives of HYSAWA activities is to increase safe water supply coverage in target communities, particularly in underserved and poor communities. The technologies for water supply vary widely from place to place and HYSAWA has had to struggle in allocating funds for certain technologies proposed by the Union Parishads. While HYSAWA ensures technical validation by the SAE of DPHE on behalf of the Upazila WatSan Committee, the absence of current information on the depth and layer of the water table and geo-physical conditions has meant in some instances it was not possible to approve technology and cost of the proposed schemes easily. This has been the case in Barind districts and areas where there are rocky layers, and high salinity.



HYSWA is promoting improved and sustainable technologies for water supply

In many places HYSAWA has had to suggest test drilling to identify appropriate technologies relevant and affordable for the area.

More than 200 unions engaged NGOs to facilitate community mobilisation around the identification of WatSan needs of the communities using Participatory Rural Appraisal (PRA) processes. Through these processes, people gather together from all corners of the community to identify their current water and sanitation situation and need for improvements. Communities identify the sites of water points and their individual share of community contributions, both in kind and cash (10-20% depending on ability to pay). Cost sharing, however, especially for the hardcore population has been a challenge.

Over 31,000 hand pump tubewells have been approved and of them about 22,000 have been installed: 8180 and 15387 respectively in 2010. About two million people are directly benefiting from these tubewells – many more indirectly. In reality, these water points are accessible to everyone surrounding them. In many unions, HYSAWA funded tubewells are the only source of water during the three to four months of dry season. Hand pump tubewells are easy and inexpensive to operate and maintain: two mechanics from each UP and two users from each tubewell have been trained to ensure Operation and Maintenance (O&M) and provided a set to tools. Various studies have shown that improved access to water, directly and indirectly contribute to reduction of poverty, work burden of women and children's school enrollment.

2.6.2 Alternative Water Technologies

Hand pump tubewells are not feasible in many parts of the country, especially in the coastal belts, rocky soil areas such as Manikgonj and parts of Sylhet and Chittagong. To supply water to these areas HYSAWA has promoted alternative technologies, including: rain water harvesting systems, dug wells and pond sand filters. A total of 309 water sources, using these alternative technologies have been approved and installed in such areas.



A dug well installed in Magurghona Union under Dumuria Upazila of Khulna district

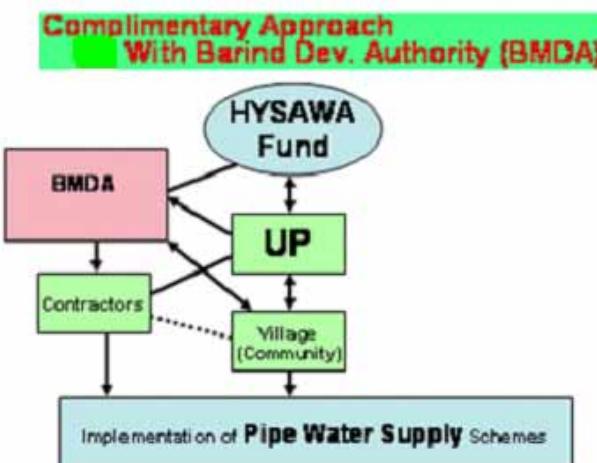


A rainwater harvesting system installed in Chandkhali Union under Paikgacha Upazila of Khulna district

2.6.3 Piped Water Supply System

In 2010, HYSAWA supported Barind Multipurpose Development Authority (BMDA) to complete installation of 200 piped water schemes in the rural areas of 13 northern districts. BMDA is an autonomous authority established in Rajshahi Division by the Government of Bangladesh (GoB) in

1992 under the Ministry of Agriculture. BMDA operates more than 12000 irrigation pumps in Rajshahi Division and it planned to divert part of the irrigation water to the villagers for drinking purpose through piped water systems. In response to a request from the Economic Relations Division (ERD) in the Ministry of Finance of the GoB, Danida provided a further DKK 23 million, to be managed through HYSAWA, to implement this plan.



In 2010, BMDA, completed all the 200 schemes covering a population of 160,000 through over 8500 water points. A typical water supply system consists of a production pump (from any existing tubewell), a concrete overhead tank, a piped distribution system and at least 40 water standposts. The technical aspects of the systems are managed by BMDA and communities raise water charges for the operations.

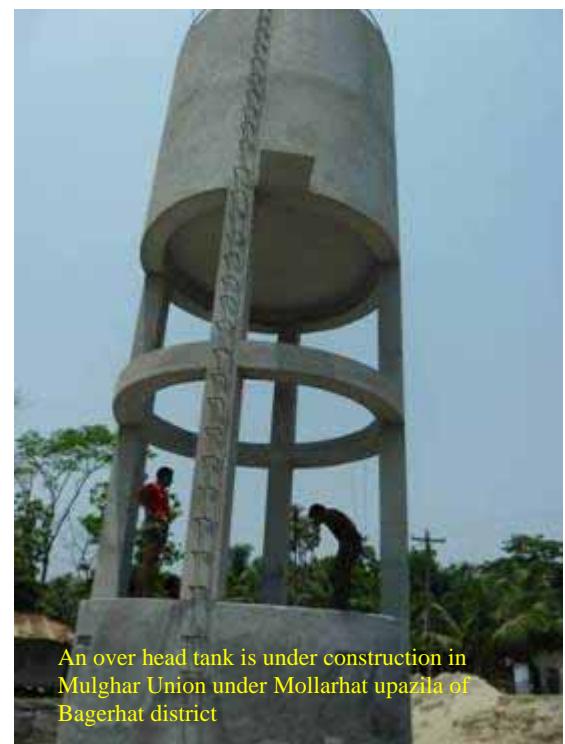


HYSAWA was instrumental in administering the funds, checking quality and technical support. Part of DKK 23 million was spent on capacity building activities: the Institute of Water Modeling (IWM) was engaged by HYSAWA to provide training to BMDA staff in water modelling. When completed, IWM will be able to mathematically calculate how much water is available in the Barind area in total, seasonal variations, how recharging takes place and what options are available to retain more water.

The findings will hopefully provide policy makers and planners with information and knowledge that is useful for future activities. They may also be used to address the myths and realities of both surface and ground water dynamics in the region. At the end of the assignment, both IWM and BMDA will be able to maintain and update information management databases through their websites.

With AusAID support, HYSAWA engaged the Center for Irrigation and Water Management (CIWM), Rural Development Academy (RDA), Bogra to conduct a "Feasibility Study on Safe Water Supply Technologies and Layout Mapping of Pipeline Water Supply Scheme in 50 UPs". The UPs in Khulna, Bagerhat and Satkhira districts were targeted, and the objective of the research was to identify appropriate safe water supply technologies that are technically viable, socially acceptable, affordable, environmentally friendly and sustainable in the proposed project locations. At the same time the study aimed at selecting sites developing plans, and an estimate budget for a piped water supply scheme that would address the following criteria:

- Demand of water for drinking and cooking purposes is high in project area;
- Benefit to hardcore poor and poor;
- Maximum coverage ensured;
- Availability of electricity, road access, local mason and materials;
- Sustainability factors; and,
- Climate change factors.



An over head tank is under construction in Mulghar Union under Mollarhat upazila of Bagerhat district

In line with the above criteria, CIWM and RDA completed the feasibility study in 37 UPs. Proposals and designs of piped water supply systems in 31 UPs have been completed and construction work is being processed. These UPs have signed agreements with a specialized agency to manage construction of the schemes.

As part of feasibility study, CIWM is also undertaking 20 test-borings to identify safe aquifers in places where underground sources of water were perceived to be infeasible. So far, four test borings have been completed and the draft report has indicated that safe

water aquifers are available in some places, however further water quality testing would be necessary to confirm findings. If successful, this would be a breakthrough for the people of these areas as no one has ever been found a safe aquifer to date.

2.7 Water Quality Testing

Good water quality is the ultimate objective when searching for sources of water. Testing water quality for key elements such as arsenic, chloride, iron and manganese is mandatory for HYSWA projects; it is also a milestone for payment of the 2nd installment to contractors.

In response to the absence of physical and laboratory facilities to test water quality in different project areas, HYSWA, in consultation with stakeholders, has begun to conduct water quality testing at the water point. The use of field testing kits at the water point using scientifically acceptable methods can be accepted as substitute for laboratory tests, although it has some minor errors. To further guarantee accuracy, however, 10% of these field tests will be randomly checked at the laboratory for confirmation.



2.8 Operation and Maintenance

Operation and maintenance is essential for sustainability of installed infrastructures, especially the water supply schemes. The LGSU component of the HYSWA Project facilitated and financed training of local mechanics to be able to fix problems on call. For routine and minor maintenance one male and one female user from each water point are trained and provided a set of tools. It is planned that about 45000 people will be given such training. This large force in the community will provide regular information for water safety, especially on hand washing, water collection, preservation and consumption.



2.9 Quality Control of WatSan Infrastructure

HYSAWA has built-in quality control mechanisms for every stage of implementation of hardware activities. The quality control process is described below.

Support to Tender Processing at UP level:

TEC members are oriented to the objectives of HYSAWA, PPR procedures introduced and followed, verification of tender evaluation documents (including assessment, experience certificate and bank grantee) are verified at the district level.

Pre-qualification of suppliers and contractors:

Qualified District based uPVC pipe and tube well head manufacturers, suppliers and contractors enlisted for HYSAWA through third party. With the help of UPs, HYSAWA evaluates performance and prepares a list of contractors to exclude from the list and future participation in tendering processes.

Finance Control:

Bank managers at district level on payment mechanisms and processes of HYSAWA and the HYSAWA Project and ensuring participation of the UP functionaries as a whole. When irregularities are reported funding is suspended and the bank is requested to cease the account. At the UP level a "Mandatory Public Disclosure System" is maintained. The UP must strictly follow payment schedule of three (3) installments outlined in UP financial manual: 50% 1st payment after complete supply and quality assurance certificate of materials, 30% 2nd payment only after Water quality testing; and the final payment after platform construction and certification by community

Hardware installation:

Approved sites for water points are strictly maintained and can only be changed by a resolution reached at a whole of community meeting. Location of water points monitored through site visits. Demonstrations and information on quality materials are provided before installation, including the requirement for lab testing of pipes.

Demonstrations clarifying the roles and responsibilities of CDF and water point users conducted during installation. Monitoring of supplied materials before and during installation to ensure quality and the lab testing of pipes from appropriate institutes (BUET, RUET, KUET). Mandatory water quality testing. On-site supervision during installation of tube wells to monitor quality of equipment and materials, boring depth, joint of pipes, pump development, discharge of TW, and platform quality.



2.10 Test Boring of Tube Well - Research & Development

In some parts of the country deep drilling is difficult as the geographical and hydro-geological condition of this area indicates the presence of hard rock in the sub-soil formation at different depth. Deep drilling is also difficult in arsenic and saline affected areas. To identify the underground situation, sub-soil exploration has been undertaken by HYSAWA in some selected points in partnership with DPHE and RDA, Bogra with the following objectives:

- Sub-soil exploration to identify confined aquifers suitable for installing Deep Tube Wells (DTW) as a source of water for drinking and cooking purposes; and
- Explore an appropriate drilling method for DTW installation in areas of Bangladesh where there is presence of hard rock in sub-soil formation.

In the reporting year, 30 test drills have been completed: six in Pirojpur district, six in Noakhali district, eight in Feni district and 10 in Khulna belt. Three out of six test wells in Pirojpur were successful but chloride levels are higher than the acceptable limit. Four out of eight test wells in Feni were successful but chloride levels are much higher than the acceptable limit. In Noakhali, all six test wells were successful but chloride levels in three wells are higher than the acceptable limit. Efforts are being made to find out what alternative source of water could be explored.

2.11 Poverty, Gender and Cross-cutting Issues

The goal of activities financed by HYASWA is to contribute to reduction of poverty. HYSAWA intends to achieve this by focusing on hard-core poor and poor populations in the approval process and ensuring inclusive participation by the community in planning and implementation of water, sanitation and hygiene initiatives. It was intended that more than 30% of project beneficiaries would be poor and hard-core poor populations. Since operational, however, over 40% beneficiaries across all HYSAWA activities have fallen in to these two categories. Demarcation between the poor and the hard-core poor has proven a challenge; NGOs undertook PRA exercises where communities themselves segregated populations according to economic status using a well-being ranking tool. In the initial stages of the project, provision of services and supply to high need communities was encouraged by HYSAWA. This may have elevated the proportion of hard core populations participating, above the anticipated number.

In the composition of each CDF, one third representation by women was required, and inclusion of poor, hardcore poor and disability effected community members was encouraged. Site selection for WatSan infrastructure was done in such a way that the poor and women will have access to them. Nearly 42% CDF members were female, while women constituted 48% of all the NGO staff members engaged. It was noticed that nearly 25% of the UP functionaries trained were female. In Khulna, Bagerhat and Satkhira, where AusAID fund was being administered, all field workers and one third of accountants were female.



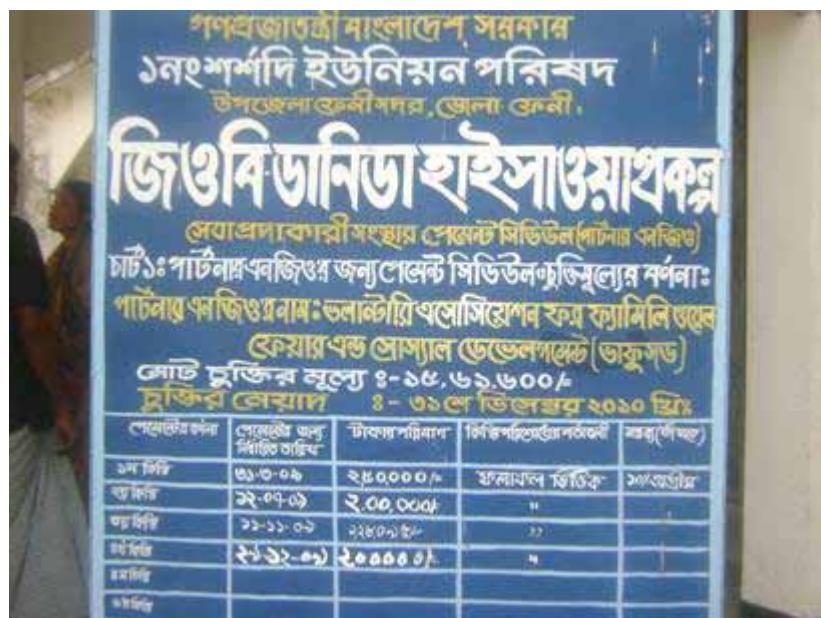
Infrastructure installed to service hardcore poor populations have been subsidised in line with the Pro-poor Strategy (2005) of the Government of Bangladesh. In terms of community contributions the hardcore poor beneficiaries paid only 50% the amount that non-hardcore poor households contributed.

2.12 Good Governance in LGIs

In areas of good governance, HYSAWA expects all UPs to ensure participatory decision-making, introduce public disclosure systems and uphold transparent book keeping, procurement and contract management.

The majority of participating UPs have demonstrated good governance practices, which has included: establishing a joint back account with joint signatory and bank transaction through UP resolution; the introduction of public disclosure boards, account

books updated; the successful submission of quarterly financial reports; and, management of contract using public procurement system. There are few UPs, however, where more intimate supervision has been necessary to promote good governance. This has been observed in only a few cases, and in most has occurred where UP members have undertaken the prescriptive procurement and fund management processes for the first time.



HYSAWA maintains a list of UPs where good governance has been demonstrated through the practice of accepted mechanisms. These UPs have been given additional incentive funds as recognition of their good performance.

2.13 Monitoring & Evaluation

Monitoring and evaluation is key to assessing the effectiveness, efficiency, quality and sustainability of the HYSAWA investment in the sector. This is of particular importance in the environment where the institutions the project targets have been historically weak. Capacity building of LGIs in monitoring is thus an essential first step in this task.

HYSAWA developed a sub-manual on monitoring and has provided complementary training on monitoring and reporting requirements to UPs, SOs and NGOs. Field level program data is collected by NGOs, compiled at Upazila and District level by the SOs or equivalent. Financial monitoring is done through completion of quarterly returns by UPs, internal audit visits by HYSAWA and SOs and external audits by audit firms and FAFAD.

The monitoring system is embedded at all levels as follows.

Community level:	CDFs monitor community level activities and report to the UP with assistance from PNGOs and UP staff.
UP level:	UP staff compile and analyze monitoring reports from CDFs on software and hardware activities.
Upazila Level:	The Upazila WatSan Committee and/or SO compile UP reports and prepare a consolidated Upazila report.

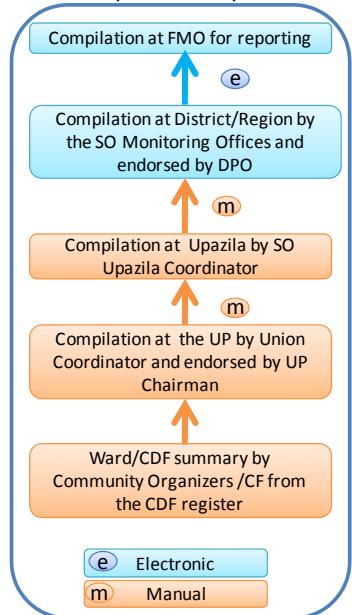
District level: The District Project Officer (LGSU) (or equivalent in other approaches) compiles Upazila reports and prepares a District report that is sent to HYSawa and LGSU (where applicable).

Central level: HYSawa and LGSU (where applicable) monitor respective activities as per the M&E plan. On a quarterly basis progress reports are prepared for the HYSawa Board and other HYSawa stakeholders. HYSawa produces monthly, semi-annual and annual reports based on compiled progress reports received from the districts. All final reports are available on the HYSawa web site (www.hysawa.org).

Present limitations of the performance monitoring system identified by HYSawa include:

1. Timeliness - receiving reports in a timely manner is a challenge given the long chain of collection and compilation.
2. Compilation at the District and Upazila level is done by DPO and SO Upazila coordinator respectively. HYSawa in the past has had little direct control at these two levels.
3. The capacity of HYSawa to perform a role of developing monitoring capacity at the UP is limited.
4. HYSawa has limited capacity to verify the reported figures.

Diagram: Data collection and compilation sequence



2.14 HYSawa Technical Review

In June 2009 a detailed technical review of the HYSawa Project was conducted to review progress to date, capture lessons learned and to suggest future courses of action. This was preceded by the mid-term review of WSSPS-II in November 2008. The review team was composed of national and international experts in the areas of institutional management, technical engineering and financial management, including representatives from the LGD of GoB. The team expressed satisfaction with the progress made by HYSawa up to that period however identified scope for further improvements in the HYSawa Project. The next technical review is due in April-May 2011.

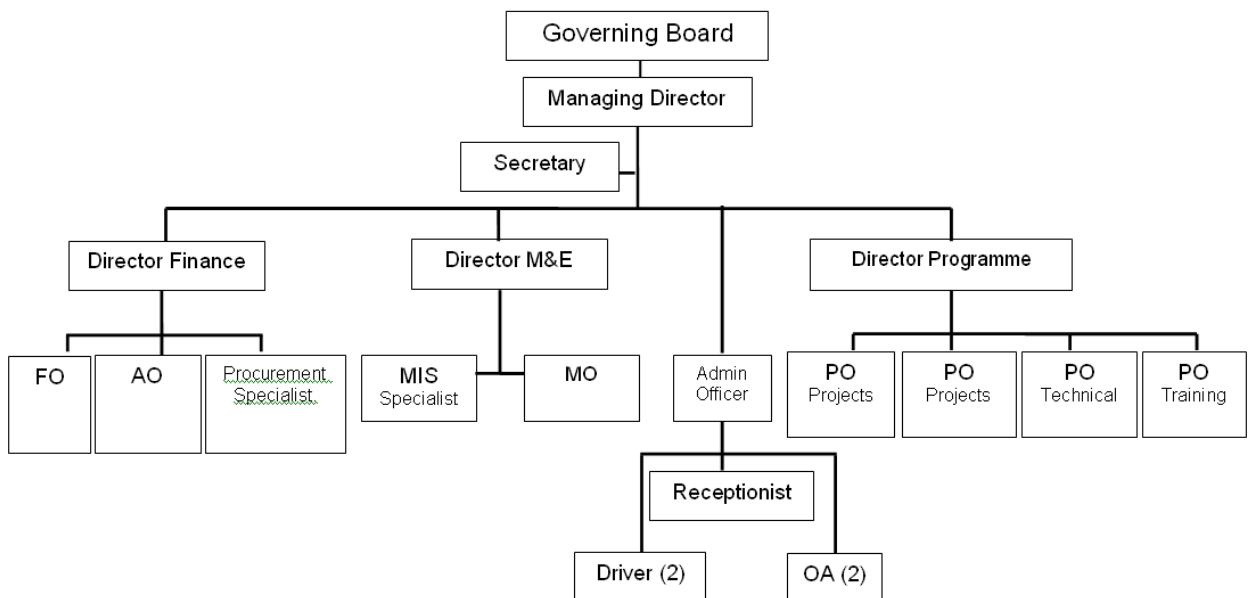
2.15 Management & Governance

HYSAWA is a company limited by guarantee without share capital with the mandate to mobilise resources and extend financial support for the water supply and sanitation infrastructure at UP level. This includes enhancing UPs' motivation to establish and maintain systems and procedures for transparency in all financial decisions making.

The policy guidance and direction for efficient functioning of the company is vested in the Governing Board. The Governing Board is constituted by eleven members headed by a Chairman. The Secretary, Local Government Division, MLGRD&C, Government of Bangladesh is the Chairman of the company. The Governing Board members come from government ministries and departments, government agencies (including the Finance Division, DPHE and UP Chairmen from the working area), civil society, NGO and local government experts. The Board approves HYSAWA operating procedures and annual budgets. It also oversees the overall management of the HYSAWA according to approved procedures. The Managing Director, as the Chief Executive Officer of the company, is appointed by the Governing Board and acts as the Member Secretary to the Governing Board. The Managing Director is responsible for the day-to-day management of the company and reports to the Governing Board.

The organisational structure of HYSAWA is as follows:

HYSAWA Organogram



Upon completion of three years of its tenure, the Governing Board was reorganised in its 10th meeting and two new members were invited from a proposed panel following the Memorandum of Article of Association. In response to the invitation Ms. Syeda Rizwana Hasan, Advocate, Supreme Court of Bangladesh & Director (Program), Bangladesh Environmental Lawyers Association (BELA) and Professor Dilara Choudhury, Professor of Government and Politics, Jahangirnagar University has accepted the offer to be board members of HYSAWA Governing Board. They replaced Mr Hossain Zillur Rahman and Ms. Parvin Mahmud. The representative of the President of the Union Parishad Chairmen Association also changed from the Chairman of the Association to the Secretary General. The membership status of other members was retained unchanged.

List of Current Governing Board Members of HYSAWA

Sl.	Name	Designation
1	Mr. Abu Alam Md. Shahid Khan	Chairman of HYSAWA Governing Board and Secretary, Local Government Division (LGD)
2	Mr. Md. Emdadul Hoque	Additional Secretary, Finance Division, Ministry of Finance
3	Mr. Md. Nuruzzaman	Chief Engineer, Department of Public Health Engineering
4	Mr. Abul Haris Rikabder	Secretary General, Union Parishad Chairmen's Association Chairman, Masimpur UP, Shibpur Upazilla, Narshingdi
5	Mr. Jan Møller Hansen	Deputy Head of Mission, Embassy of Denmark, Dhaka
6	Mr. Kazi Abdur Noor	Project Director, LGSU, GoB-Danida HYSAWA Project
7	Prof. Badiul Alam Majumder	Global Vice President, The Hunger Project
8	Mr. Md. Bazle Rezbe Al Hassan	Chairman, Haripur Union Parishad, Paba Upazila, Rajshahi.
9	Mr. Moshiur Rahman	Chairman, Balipara Union Parishad, Zianagar Upazila, Pirojpur.
10	Ms. Syeda Rizwana Hasan	Advocate, Supreme Court of Bangladesh & Director (Program), Bangladesh Environmental Lawyers Association (BELA)
11	Professor Dilara Choudhury	Professor of Government and Politics, Jahangirnagar University
	Mr. M. Enamul Kabir	Member Secretary and Managing Director, HYSAWA

2.16 Future Direction

The current phase of HYSAWA Project will end in December 2011 including an extension. The next phase, starting in 2012 through 2015, has been formulated with a slight reorganisation of objectives, strategies, working areas and approaches based on the lesson learned and challenges identified from the current phase. An outline of processes involved in finalizing the next phase has also been agreed on by key stakeholders including GoB and donors. The institutional and management set up will be reorganised and streamlined to eliminate complexities, role ambiguity and issues of line management in the field to reduce direct dependence on various stakeholders. The size of the budget is expected to rise and the HYSAWA organogram will be reshuffled to allow new skills to be incorporated in to the structure.

Lessons learned from the original project modalities will be incorporated in the proposed next phase/project while the core outputs, objectives, and goal of HYSAWA and the basic concept of decentralisation will remain the same.

3.0 Challenges and Lessons Learned

Key Learning

LGIs can effectively manage WatSan development projects that are sustainable, however:

- Capacity building support needs to continue, especially hand-on support as opposed to formal training;
- LGIs will still have to rely on the grants from central government & DP for WatSan development works; and,
- Supportive supervision and mechanisms to ensure good governance should be an essential part of investment in the sector.

Key Challenges

- Capacity of some staff at the UP level is low, but potential for development is high.
- LGI capacity building takes some time – change in practices would not be possible overnight.
- Due to lost time at the beginning of the HYSAWA Project there was pressure to spend money.
- HYSAWA decentralisation vs. core central administration.
- PPR are new and cumbersome for LGIs – tools and procedures need to be simplified.
- Unavailability of capable support organisations, training institutions and NGOs
- Wide variations of technologies – fear of high tech.
- Application of cost sharing principles was impracticable for hardcore poor populations.
- The planned elections in 2011 will likely result in a new batch of UP elected representatives. This will have implications on HYSAWA work and may limit the speed of implementation.

The HYSAWA Project is intended to demonstrate an effective decentralised service delivery model through local governments. Once such a delivery model is created, it can be used for other public services like rural infrastructure, primary health care and mass education. As the model is based on permanent government structure and the prevailing capacities of private sector; it can easily be scaled up for undertaking large-scale decentralized investment programmes.

Implementation of the HYSAWA Project is driven by demand from the UPs, and, although the delivery model takes into account some of the lessons learnt in similar local government support projects, flexibility in the timing and implementation is required in terms of budgeting and disbursements. Successful implementation of the HYSAWA Project is furthermore based on the assumption that the



decentralisation process continues in Bangladesh; DPHE and other relevant line agencies at different levels cooperate actively in the project activities; and that UPs are expected to develop the necessary capacity to identify, plan and administer implementation at the local level.

HYSAWA began in 2007 and full scale implementation commenced in 2008 with the establishment of the HYSAWA FMO. Since then HYSAWA has been testing out different strategies that are practicable in line with ground realities.

At the beginning of the project a major issue for HYSAWA was the procedures outlined in the Development Project Proposal (DPP), which included outdated unit costs for infrastructure. These led to lost time due to procedural complications and hindered progress in catching up on the delays caused. These factors warranted revision of the DPP, in order to find a trade-off between efficiency and effectiveness of the HYSAWA Project. The revised DPP was submitted to the authorised department and approved in December 2009, more than a year after submission. The revised plan eased some of the constraints.

The initial approach of mainstreaming saw the recruitment of SOs by the LGSU and engagement of NGOs to help UPs and communities to plan and implement community level hygiene, sanitation and water supply sub-projects. The structure in which this planned project approach is being implemented at different levels is considered complex and some implementation challenges have been identified that cannot be readily accommodated within the current framework. In the current design, HYSAWA Project funds and UPs' achievements are dependent on other stakeholders which come with extra tiers and procedures, which can often delay timely achievements of intended outputs. Additionally, the procedure outlined in the DPP and PPR prescribes a cumbersome, lengthy and rigid process which hinders target achievements, especially in situations where LGIs have very limited capacities and are only beginning to learn and apply them. HYSAWA has learnt a number of lessons during the pilot phase using different approaches and it is important that the future modalities for funding LGIs are further simplified, including building in some flexibilities.

There has been a growing realization that some of the current processes and modalities of the Project could be slightly revised to make the program more effective, efficient and worthwhile. Moreover, HYSAWA has been unable to meet the growing needs of the UPs with limited resources available, yet there are huge unmet needs relating to hygiene, sanitation and water supply in the country. This has prompted HYSAWA to look for additional resources from other sources. An additional 25 million DKK and 7.7 million AUD have been mobilised for extensions of HYSAWA activities in needy areas using a similar or identical approach.

4.0 Financial Management

The HYSAWA budget and work plans are approved by the Governing Board at the beginning of the financial year and tracked quarterly. The Fund also meets the approval process (ADP) and reporting requirement of the GOB (planning and IMED) and the donors through the NPD office. Accounts and records of all financial transactions are maintained in line with the procurement and financial management manual approved by the Board with respect to:

- All sums of money received and spent by the company and matters in respect of which receipts and expenditure takes place;
- All purchases of goods / services of the company; and
- All assets and liabilities of the company.

The following accounting, reporting and financial management systems are followed by HYSAWA.

- A procurement and finance manual is introduced delineating the procurement procedures, accounting system, payment procedures, financial authority and financial control mechanisms.
- The accounts of HYSAWA are maintained following the cash basis principal of accounting, thus expenditures are accounted for at the time of payment.
- Annual budgets are prepared and approved by the Governing Board and all activities proceed following budget provisions, thus maintaining budgetary control.

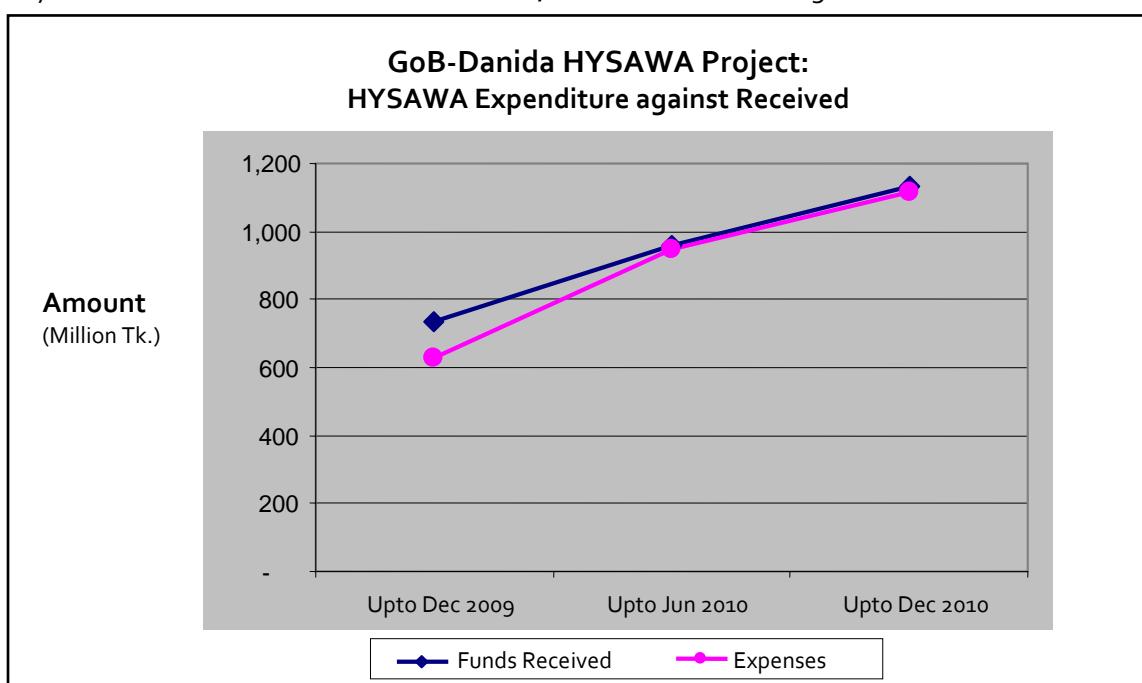
- The annual financial statements of HYSAWA are audited in line with the company procedure by an External Auditor appointed by the Governing Board. There is also provision for donors and the Auditor General of Bangladesh to audit HYSAWA accounts. The annual audited accounts of the HYSAWA are approved by the Board and then submitted to the office of the NPD, GoB, and donors.
- Financial management at the Union Parishad level follows guidelines approved by the Steering Committee of WSSPS-II based on the general principles applicable for the LGIs and procurement following PPR. Accounts held by the Union Parishads' for HYSAWA activities are governed by three signatories and payment made upon UP resolution.

5.0 Financial Statement

HYSAWA
Summary Expenditure 2010 against Budget

Sl no.	Line Item	Budget 2010	GoB-Danida HYSAWA Project	HYSAWA-BMDA Project	HYSAWA-Danida - AusAID Project	HYSAWA General Fund	Total Expenditure
1	Infrastructures-Water Points	5,772.44	3,440.20	1,070.38	768.23		5,278.81
2	Infrastructures-Sanitation	271.00	233.07		16.63		249.70
3	Com. Mobilization by PNGO/ UP Staff	1,924.00	751.09		135.10		886.19
4	Training / Capacity Building	238.00	123.06	22.68	111.97		257.71
5	Program Support / Consultancies	162.00			43.48		43.48
6	Research / Studies	266.00	8.05	66.19	2.50		76.74
7	Contingency	193.00	62.49	1.18	0.41		64.08
8	HYSAWA FMO Overheads & Logistics	726.00	255.25	67.50	140.53	88.25	551.53
Total (Lakh Tk.)		9,552.44	4,873.21	1,227.93	1,218.85	88.25	7,408.24

Although the table above shows that HYSAWA was under-spent in 2010 by about Tk.200 million, this is mostly in non-investment areas such as NGOs, overheads and contingencies.



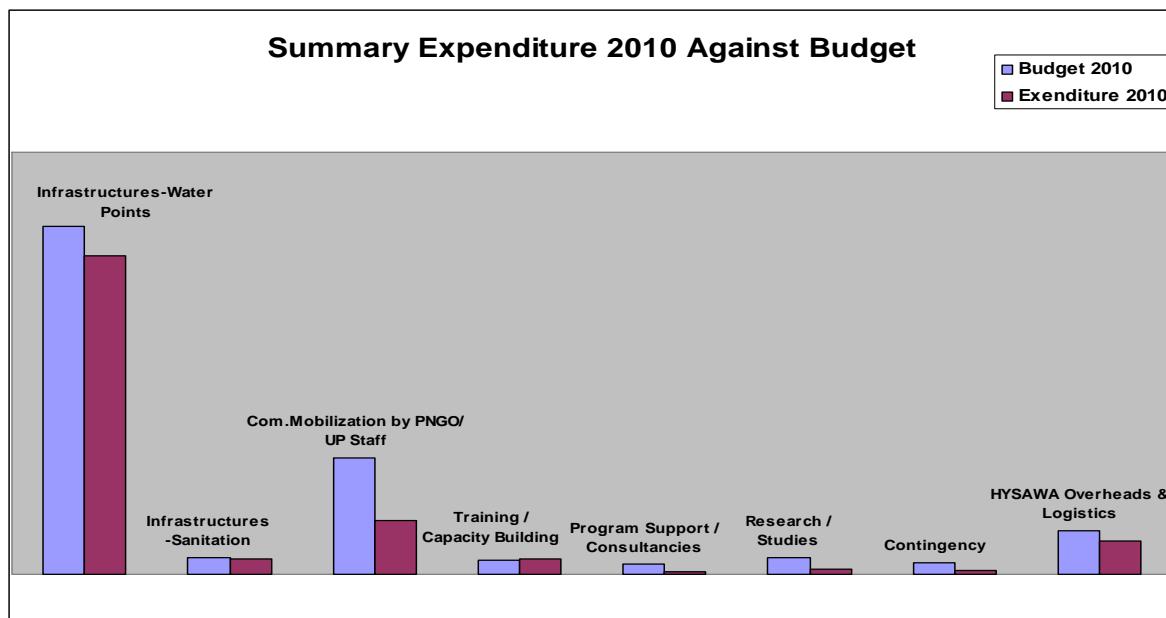


Table below shows that the HYSAWA funds have been used up by the Unions Parishads largely (75%) for WatSan infrastructure development and Community mobilisation and capacity building through PNGOs (15%). Only about 6% has been used for HYSAWA overheads.

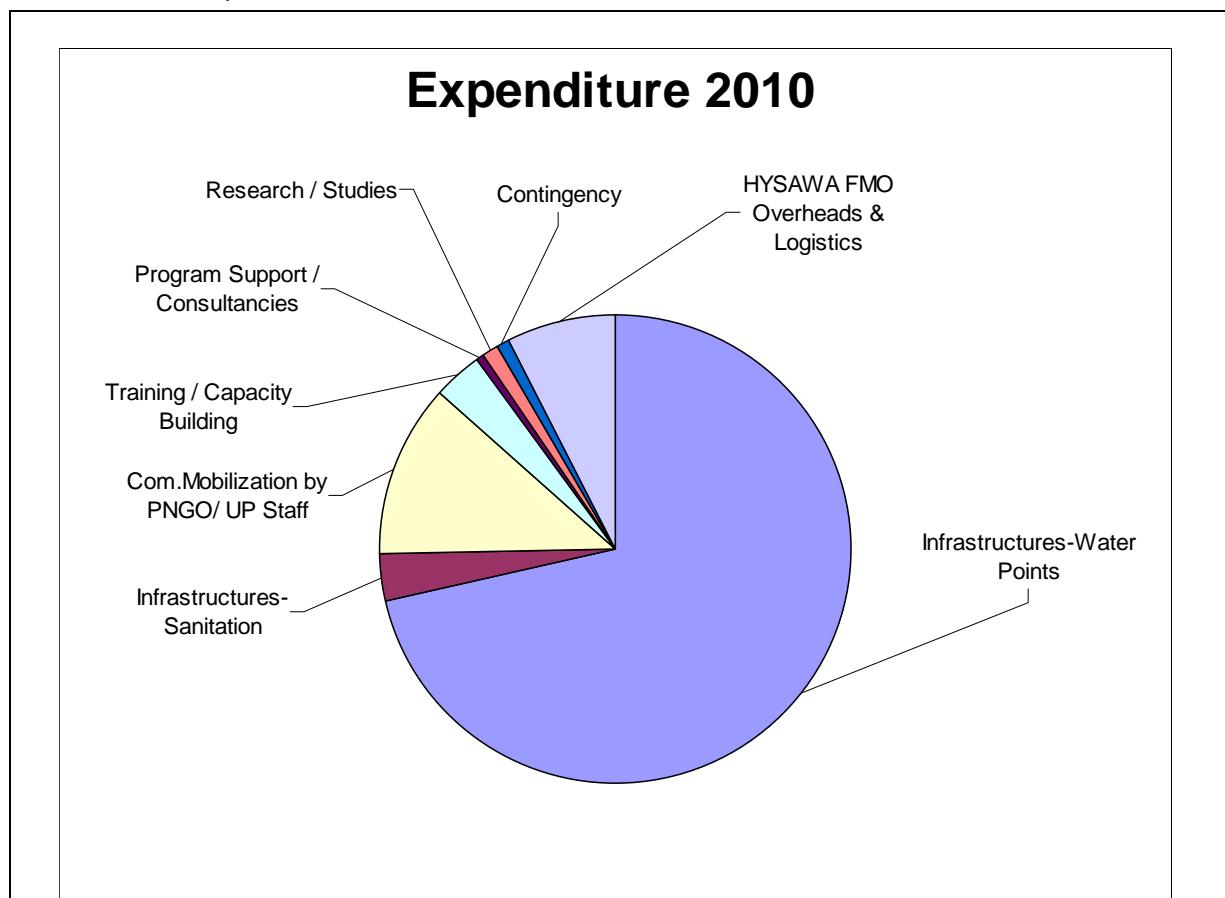


Table: Summary Progress at a Glance

Outputs	Indicators	End of Project Target	Cumulative Achievements (Up to May 2011)	Target 2010	Achievements In 2010
Improved and sustainable hygiene behaviour/ practice achieved in the participating communities	UPs enlisted for HYSAWA funding and MOUs signed with UPs	696	680	150	193
	Number of people trained on hand washing after defecation and before meals	2,100,000	3,530,315	1,000,000	1,145,571
Improved access to sanitation facilities and its proper use achieved	Sanitation schemes approved	905	857	150	146
	Sanitation schemes Completed	905	506	250	246
	New Household level latrines by communities	400,000	623,438	250,000	285,085
Access to safe water source and safe water use increased	Water supply schemes approved	35,565	47,320 (33,563 TW+13,757 faucets from 38 PWS)	5,000	17,542 including 9,362 faucets from PWS
	Water supply schemes completed	35,565	42,268 (28,511TW+13,757 faucets from 38 PWS)	20,000	24,749 including 9,362 faucets from PWS
	Population targeted through planned/ approved WS schemes	2,130,000	2,222,117	330,000	586,915
Technical and management capacities of LGIs increased	Participants trained with support from HYSAWA	9,826	6771	700	251
UPs Capacities developed to support communities to formulate schemes, appraise them and manage their implementation	No. of UPs contracted NGOs	230	218	-	143 renewed
	No. of UPs engaged other organisations/ NGOs/ own staff	49	59	70	59