

HYSAWA

Annual Report 2011



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



D.O. No.

Secretary
Local Govt. Division
Ministry of Local Government
Rural Development and Co-operatives
Government of the People's Republic of Bangladesh

Dated the..... 2000

Chairman's Foreword

I am delighted to present the HYSAWA Annual Report 2011. This annual report covers a year of further significant success of HYSAWA. Through a huge variety of hygiene, sanitation and water supply related activities we have created and pursued more ambitious and productive projects and, consequently reached more people across the country than ever before. We have significantly increased our financial turnover, and strengthened our ability to enable millions to add to their knowledge, skills and services

As part of Government of Bangladesh's decentralization effort and international commitment of Millennium Development Goal 7, HYSAWA was set up in 2006 to provide technical and financial support to improve hygienic behavior, increase access to hygienic sanitation and safe water supply in the intervention areas; in as many as 700 unions primarily in geo-physically difficult areas, aiming at reducing poverty. Impressive achievements have been gained nationally in the area of access to water and sanitation. There are yet many gaps in various pockets, especially due to arsenic contamination of ground water, lowering of water table and saline intrusion. I am pleased that HYSAWA is fulfilling some of these gaps. In spite of the fact that setting up of HYSAWA in 2007 was challenging, but over the years, it has been able to demonstrate that demand-driven service delivery by Union Parishads is feasible and sustainable, if hands-on support is simultaneously offered.

I take this opportunity to express my sincere thanks to our development Partners; Danida and AusAID and the government of Bangladesh who offered their generous support and funds to HYSAWA – hope these supports will continue in future. I am also indebted to all other stakeholders, including participating local government functionaries, the project staff, various NGOs, contractors and service providers and volunteer whose active involvement and relentless efforts have made these achievements possible. Thanks and appreciations are due to all my colleagues in HYSAWA Board who have been instrumental in setting up HYSAWA and staff for their tireless effort and devotion to work. The lessons learnt from this phase will be useful in shaping up future direction of HYSAWA.

I wish all the best for HYSAWA!

Abu Alam Md. Shahid Khan
Secretary, Local Government Division (LGD)
&
Chairman, HYSAWA Governing Board

Glossary of Acronyms & Terms

AusAID	Australian Agency for International Development
BMDA	Barind Multipurpose Development Authority
BARD	Bangladesh Academy for Rural Development
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 Engineering
DPP	Development Project Proposal
DTW	Deep tube well
ERD	Economic Resources Division
GoB	Government of Bangladesh
HYSAWA	The HYSAWA Company (Hygiene, Sanitation and Water Supply)
HYSAWA Project	Component of WSSPS-II
Lakh	Unit of currency - 1 Lakh Tk. = 100,000 Tk.
LGED	Local Government Engineering Department
LGI	Local Government Institution
MDG	Millennium Development Goal
MOU	Memorandum of Understanding
NGO	Non Government Organisation
NILG	National Institute of Local Government
O&M	Operation and Maintenance
PNGO	Partner NGO
PPP	Private Public Partnership
PPR	Public Procurement Rules
PRA	Participatory Rural Appraisal
PRSP	Poverty Reduction Strategy Paper
RDA	Rural Development Academy
SAE	Sub Assistant Engineer
SO	Support Organisation
TW	Tube well
UP	Union Parishad
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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HYSAWA Accomplishments: 2008-11

3.9 Million

People participated in hygiene promotion activities on hand-washing, latrine hygiene, food hygiene and household waste management and safe water use. In 2011, the number was 375,081.



887

Institutional/public latrines including 381 in 2011 constructed in Schools, market places, Mosques, Madrasa and temples.



34,266

Water points including 5606 in 2011 installed benefiting more than 2.4 million people of which 44% are hardcore poor.



60,000

Caretakers trained on simple operation and maintenance of water points including safe water use. More than 10,000 in 2011. 50% participants were female.



236

Rural piped water supply schemes with over 13,000 connections in 16 districts of Rajshahi and Khulna Divisions benefiting over 230,000 people. 36 of these were installed in 2011



750,441

Hygienic latrines were either newly installed or upgraded to make them hygienic, primarily with water seal. Progress in 2011 was 127,003 latrines



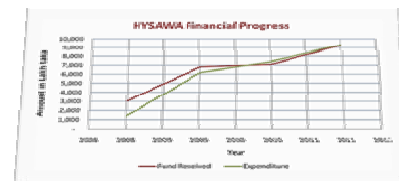
7,202

Union Parishad functionaries including 431 in 2011 received training on project management, Procurement, Finance and cross cutting issue



2075

Million taka expended during 2008-11. Tk. And 937.4 million in 2011.



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Name	Designation
Mr. Abu Alam Md. Shahid Khan	Secretary, Local Government Division (LGD) & Chairman, HYSAWA Board
Mr. Jan Moller Hansen	Deputy Head of Mission, Embassy of Denmark & Member, HYSAWA Board
Ms. Syeda Rizwana Hasan	Advocate, Supreme Court of Bangladesh & Chief Executive (BELA) & Member, HYSAWA Board
Mr. Md. Nuruzzaman	Chief Engineer, DPHE & Member, HYSAWA Board
Professor Dilara Choudhury	Faculty, North South University & Member, HYSAWA Board
Prof. Badiul Alam Majumdar	Global Vice President, The Hunger Project & Member, HYSAWA Board
Ms. Zuena Aziz	Additional Secretary (WS), Local Government Division & Member, HYSAWA Board
Mr. Md. Emdadul Hoque	Additional Secretary, Finance Division & Member, HYSAWA Board
Mr. Md. Helal Uddin Khan	Chairman, Chandpura UP, Barisal Sadar, Barisal & Member, HYSAWA Board
Alhaz Ala Uddin Azad	Chairman, Char Iswar UP, Hatia, Noakhali & Member, HYSAWA Board
Mr. Md. Maqbul Hossain Mridha	Chairman, Sreepur UP, Bagmara, Rajshahi & Member, HYSAWA Board
Mr. Enamul Kabir	Managing Director, HYSAWA & Member Secretary

Introduction:

HYSAWA emerged as a fund management component of the HYSAWA project: one of the components of 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 HYSAWA Company was registered 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 board is chaired by the Secretary, Local Government Division, MoLGRD&Co. Since inception HYSAWA has been providing financial and technical support to local Government Institutions for the implementation of locally planned hygiene, sanitation and water supply projects. HYSAWA promotes demand-driven financing and the approach using a unique decentralised model. To date HYSAWA has been supported by the Governments of Bangladesh, Denmark and Australia.

Mission:

HYSAWA is a non-profit financing organisation, registered under the Companies Act, 1994. It primarily aims at mobilizing Resources and capacity building Support to local governments and communities, empowering them to manage Decentralized WatSan services in Bangladesh

Vision:

To establish HYSAWA Fund as a multi-donor funding mechanism for LGIs to deliver hygiene, sanitation and water supply services to 1 million people annually, primarily in underserved areas

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

Goal:

To contribute to achieve MDG 7, through empowering Local Governments, ultimately contribution to reduction of poverty

HYSAWA Strategies:

HYSAWA adopted several strategies to achieve its objectives:

Capacity building and hands-on technical assistance to LGIs in areas of planning, governance, procurement and financial management

HYSAWA financed training of UP functionaries, Partner NGOs, Community Facilitators and Support Organization staff on different modules including project planning, management and monitoring; procurement and finance management; cross-cutting issues such as governance, gender, poverty etc. Training was also provided in technical areas such as Community Led Total Sanitation (CLTS), hygiene promotion and caretakers training including water safety plan at user level. Hygiene promotion sessions were conducted using modules developed by HYSAWA. A total of 7202 LGI representatives were trained through NILG, RDA, BARD and NGO-Forum.

Demand responsive financing and promotion of devolution to LGIs

One of the main objectives of HYSAWA was to promote devolution of financial and administrative authority to local government institutions and implement water and sanitation schemes with full involvement of users and communities. Simplified manuals were developed for the local people to understand and implement the decentralised strategy. The UPs were given full responsibility and power to manage the schemes in a transparent and accountable way. As many as 571 UPs received direct fund from HYSAWA to implement water and sanitation schemes

Ensuring “safety nets” for the poor and promotion of gender

Promotion of community participation, women and the poor in particular

The activities financed by HYSAWA will ultimately 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 40% of beneficiaries would be from poor and hard-core poor populations. HYSAWA supported mainstreaming of gender equality in all aspects of project planning, implementation and operation and maintenance. A substantial number of female staff members were employed by the support organizations and partner NGOs. In Khulna region about 90% staffs working under different Union Parishads are female.

Targeting of un-served and under-served areas

Access to safe water, which is one of the basic rights of human being, was ensured by installation of water points in un-served and under-served areas. Target beneficiaries were allowed to make decisions by their own in site selection, operation and maintenance of hardware. Access to sanitation facilities were ensured by promoting household latrines and constructing public toilets and school latrines. The rights of marginalised people (poor, minorities, women, children and disabled people) were considered at all stages of the project planning and implementation.

Promotion of good governance through capacity building, systems development, accountability to people, public disclosure system, use of PPR and other mechanisms

All UPs were required to procure services (PNGO) and works (contractor) through competitive bidding. Public Procurement Rules (PPR) and processes as stipulated in the PPA 2008 was made mandatory. Public disclosure of all HYSAWA financed activity data was made mandatory through a display board at the UP premises. Transparency and accountability in programme issues, administration and financial procedures were ensured.

Promotion of sustainability through using simple technology that is easy to operate and maintain and ensuring local backups are available

Area specific suitable and sustainable technologies were selected in the coastal areas, hand pumps were chosen as they are very easy to install, operate and maintain. In the north-west region, low water table is big concern. To keep the wells functional even during the dry seasons, Tara dev head and deep set pumps are the suitable technologies. These pumps are a bit difficult to maintain, but caretakers of these tubewells were given in depth hands-on training on operation and maintenance of the this type of wells, in addition, two mechanics from each Union were trained.

Providing incentives for good work

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

HYSAWA Objectives and achievements

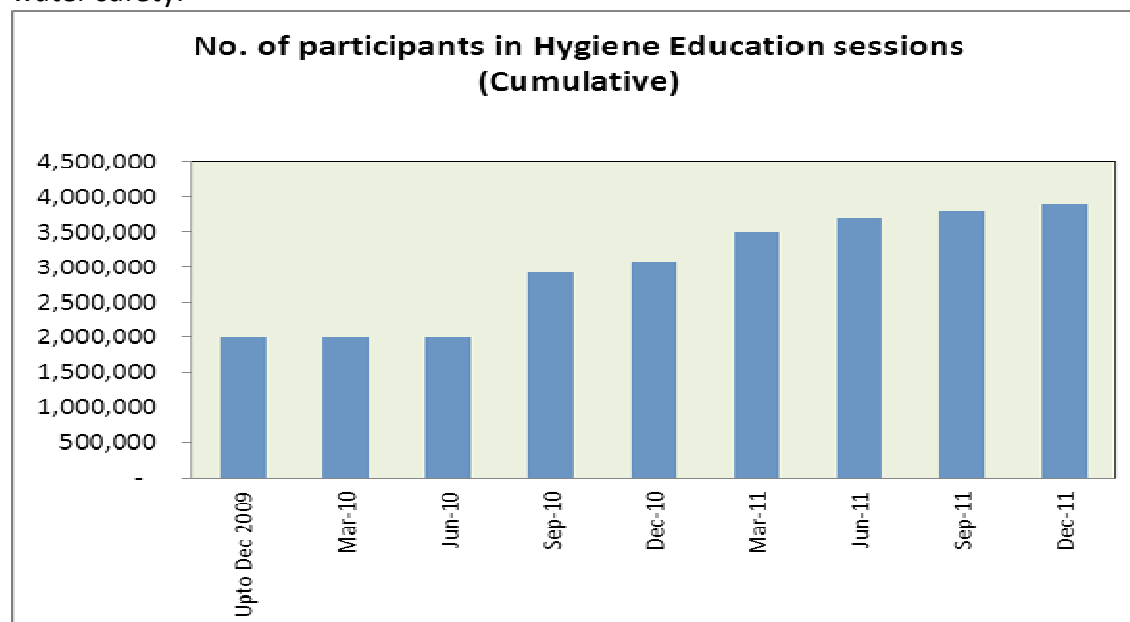
Improve hygiene behaviour /practices



A child demonstrating hygienic handwash

For hygiene promotion activities, partner NGOs were engaged in 225 unions by the respective UPs using PPR. Partner NGOs mobilised the communities in hygiene, sanitation and water supply related activities. Over 15,000 community development forums were formed to identify community needs and plan for improvement. About 30,000 posters on “hand washing” were printed by HYSAWA and used for practical demonstrations at the community level. A total of 850 PNGO and UP staff members were trained on hygiene promotion, CLTS, and PRA methods of planning and monitoring. The UPs through the PNGOs also engaged 18 volunteers (50% female) per union and trained them on motivational issues related to hygiene promotion and sanitation. About 3.9 million people including 375,000 in 2011 received

practical training on hand washing, food and waste disposal, hygiene sanitation and water safety.



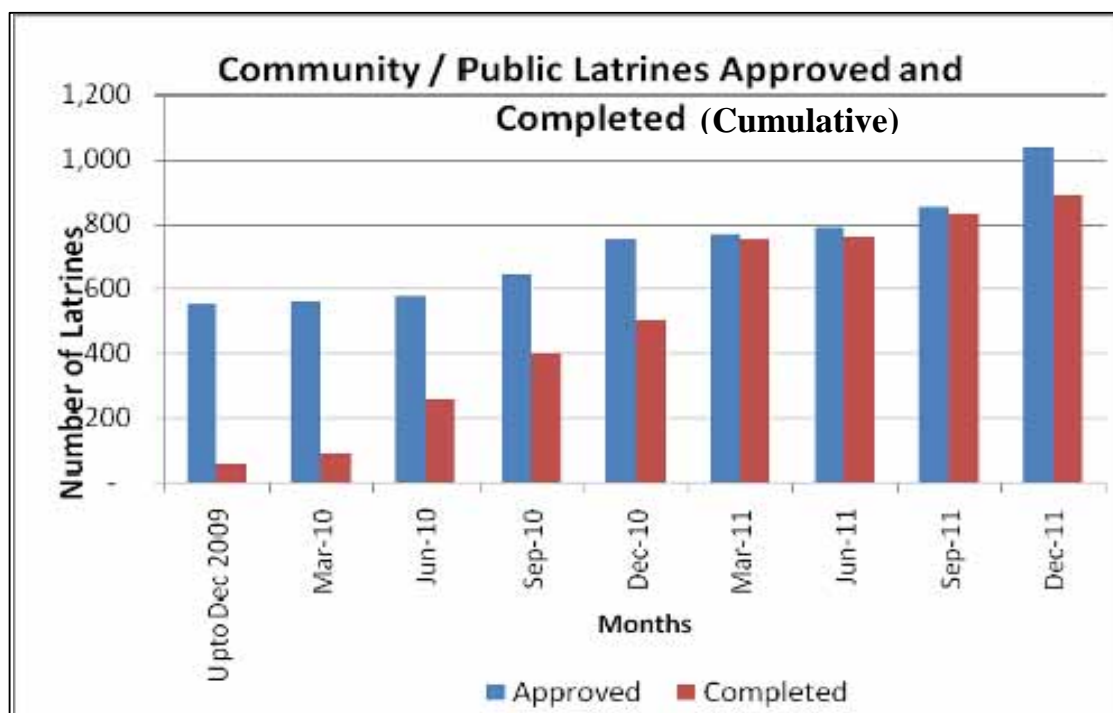
Promote Community-led total sanitation (CLTS)

CLTS approach has been adopted in the HYSAWA working unions to achieve the objective of improving access to sanitation facilities and its proper use. More than 5000 persons including SO, PNGO/UP staff and Volunteers were formally trained on CLTS. The SO and PNGO staff were given Training of Trainers (TOT) by expert agencies such as Village Education Resource Centre (VERC), NGO Forum and Dhaka Ahsania Mission who in turn provided training to the Community facilitators and the people in communities. PNGO workers along with Community Facilitators (CF), about 15000 in total, conducted series of active motivational session using CLTS approach in the communities for promotion of hygienic latrine.



A total of 750,441 including 127,000 in 2011, hygienic latrines were either newly installed or upgraded to make them hygienic, primarily with water seal - against the target of 350,000 (with a given target of 1.7 million population).

Other than the household latrines, a total of 887 Community public latrines (including 381 in 2011) schemes were implemented by Union parishads. The Union Parishad engaged contractors to installed community latrines in Schools, Madrasas, Market places and other institutions.





A School Latrine with separate entry for girls



A Mosque latrine and extended ablution



Public Latrine in a Bazar

Increase coverage of safe water supply services

Creation of new access to safe water was the main agenda of this output. A total of 34,266 water points (5606 in 2011) have been financed through UPs and completed by the end of 2011 – these additional water points created access to safe drinking water for about 2.47 million people.

HYSAWA focused its attention on hard-core and poor people in the process of approval and ensuring participation by the community in the planning and implementation. About 44% beneficiaries were from hard-core poor population. The needs assessment and planning for additional water and sanitation facilities were done by the community groups (hereinafter termed CDF). In the composition of CDF, the poor and the women were proportionately represented. Gender related issues were particularly given priority in the selection of sites for WatSan infrastructure.



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 and also in Khulna region. 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.

Pipe Water Supply System (PWS)

In DANIDA-AusAID support project, the Union Parishads engaged the Center for Irrigation and Water Management (CIWM), Rural Development Academy (RDA), Bogra to construct piped water supply schemes in 38 Union in Khulna, Bagethat and Satkrira districts.



Picture showing shared water point in the community

Of these 38 schemes, 36 have been constructed (2 nos. in 2011). A total of 4187 water points from these PWS schemes have been constructed, including 278 individual household connections. The completed water points provides new access to safe water for 77,833 people.

HYSAWA supported Barind Multipurpose Development Authority (BMDA) to complete installation of 200 piped water schemes in the rural areas of 13 northern districts. These schemes has been installed with 9362 faucets/ connections/ stand posts from which about 162,000 people are getting safe drinking water. Among the beneficiaries 30% and 16% people are reported to be poor and hardcore poor respectively. Training was provided to user groups on management, operation and maintenance of water supply system. HYSAWA provided TOT to 280 BMDA staff on social mapping, sanitation and hygiene. These people further conducted 2000 orientation sessions at the community level where more than 80,000 people participated.

Strengthening BMDAs (Barind Multi-purpose Development Authority) capacity on Water Resource Management: In 2011, HYSAWA also supported BMDA through IWM in development of groundwater monitoring system, database for ground and surface water resources, Interactive information system for data analysis, review, estimation of water requirements, development of groundwater flow model, identification of sustainable sources for drinking water, assessment of surface water resources in selected locations with potentials for augmentation. On the job and formal training was given to BMDA officials on the development of groundwater model using MIKE SHE and surface water model using MIKE 11, data collection and processing for operation and maintenance of developed systems.

CASE STUDY: An accessible fresh water supply for the first time in five generations

My family has been living here for over 100 years. My father, his father, his father and his. My father died when I was 16. I became responsible for all of the family, so I left school and went to work in agriculture, mostly rice paddy and fish culture. I still do.

The piped water supply faucet was installed here five months ago. Actually we did not expect that water supply could come here. It was a real surprise to see. Because before we used to collect water from Jholmuria Digi. It was a 6km return journey including a river crossing. The women would go there twice a day; once in the morning and again at night.



Prodont Mondol, Oraburia Village, Rampal Union Parishad, Rampal Upazila, Bagerhat

I remember when the community organisers came here about one year ago, about seven months before installation. Some people then were not interested, but after knowing the benefits, seeing it is possible they became keen and now most have access. Four families use this faucet. We pay for its operation and maintenance.

Now we have less anxiety “Where will we find water, when will I have time, I have to work I need to eat”. I am also pleased with the water quality and our health. Before I used to have to use gas tablets for acidity but now it is not necessary.

Case study collected by Communications Officer, HYSAWA. April 2011.

Water Quality Testing

Good water quality is the ultimate objective as far as the source of water is contaminated. Testing water quality for key elements such as arsenic, chloride, iron and manganese is mandatory for HYSAWA interventions; it is also one of the milestones for payment to contractors.

Due to absence of physical and laboratory facilities for testing water quality in different project areas, HYSAWA began to conduct water quality testing at the water point site through outsourcing to expert organization. The use of field testing kits at the water



point using scientifically acceptable methods been accepted internationally as substitute for laboratory tests. However 10% samples are further verified in the laboratory for confirmation.

Operation and Maintenance

Operation and maintenance is essential for sustainability of installed infrastructures, especially the water supply schemes. HYSAWA 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. About 60000, and more than 10000 in 2011, people were given such training. This large force in the community will provide information for water safety, especially on hand washing, water collection, preservation and consumption.



Quality Control of WatSan Infrastructure

HYSAWA has a built-in quality control mechanism for every stage of implementation of hardware. Tender evaluation Committee members were oriented on PPR procedures including invitation of tenders, evaluation etc. Qualified manufacturers, suppliers and contractors were enlisted for HYSAWA through a third party.



Approved sites for water points are strictly maintained and can only be changed by a resolution reached as a whole in a community meeting. Location of water points are monitored through site visits. Demonstrations and information on quality materials are provided to the CDF before installation, including the requirement for lab testing of pipes. On-site supervision during installation of tube wells to monitor quality of equipment and materials, boring of pipes, pump development, discharge of TW, and platform quality.

CASE STUDY: “Where there is a will there is a way” right? Secretary showing the way

I have been UP Secretary In this Union for almost 21 years. The coconut tree outside was planted when I first became secretary. The water and sanitation crisis is big here. Before all these activities 80% of people were affected by diarrhoea to a severe level. Now it is only on occasion. Still there is much to do.



I was involved in HYSAWA from the first day. I was part of the selection committee for project staff. We were looking for people who could ride bicycles. Experience in WatSan was looked at favourably. All the Community Organiser positions were for females only. They can easily motivate communities. In our culture it is mostly the women who are involved in food and water. As

Md. Altaf Mahmud, Union Parishad Secretary, Mulgar Union Parishad, Fakirhat Upazila, Bagerhat District

UP Secretary I try to participate in the hygiene promotion sessions. I try to find the time. We make it somehow. “Where there is a will there is a way” right?

The accountant has his accounts and job description defined, but we co-operate. Sometimes the Community Organisers work here late in the evening. I have most enjoyed the participatory approach in HYSAWA. The community can submit a plan to us all by themselves. In the future it will only get better. If the awareness can be increased then the situation can be improved. We need more software activities. If more courtyard meetings can be conducted by more and more female community members the situation will improve.

Case study collected by Communications Officer, HYSAWA. April 2011

Greater devolution of administrative and financial authority to local government institutions

One of the main objectives of HYSAWA was to promote devolution of financial and administrative authority to local government institutions and implement projects with full involvement of users and communities. Simplified manuals were developed for the local people to understand and implement the decentralised strategy. The UPs were given full responsibility and power to manage the schemes in a transparent and accountable way. All UPs were required to procure services (PNGO) and work (contract) through open competitive bidding. Use of Public procurement Rule (PPR) was made mandatory.

HYSAWA followed all the national policies and strategies. Activities were implemented in line with the government National Policy on water supply and sanitation 1998, pro-poor strategy 2005, cost sharing strategy etc. Other strategies and indicators of good governance used in the program include:



Proposal Evaluation Committee (PEC) at the UP scrutinizing PNGO proposals

- Use of UP functionary as a whole instead of one Chairman in decision making;
- Promotion of open budget sessions;
- Participatory decision making process – Union & Ward WATSAN Committee endorsement;
- Multiple signatory of Bank account;
- Mandatory public disclosure system;
- Community/User-group endorsement of contractors' bills;
- Internal and external audits.



Union Parishad rewarding a community volunteer for his active support to the community

CASE STUDY: A New Beginning for Local Government in Bangladesh

"A new beginning for Union Parishads" is how Betaga Union Chairman Mr. Swapan Das describes the opportunities afforded to his team and constituency by HYSAWA. A chairman recently re-elected to his third five year term said that never before had he been entrusted with the responsibility to manage,



Jan Møller Hansen (Senior Adviser, DANIDA) and Enamul Kabir (Managing Director HYSAWA) visited Betaga Union, Photograph: Betaga UP

monitor and administer the people, projects and funds to the level that possible through HYSAWA.

Chairman Mr. Swapan Das secured funds to implement hygiene, water and sanitation infrastructure and training for the people under his care. The initial water infrastructure alone directly benefits 610 families: 2175 people of which 92% fall within the category of hardcore poor. In 2011 HYSAWA also financed one piped water supply scheme in Betaga, bringing reliable and safe water to a

further 1658 people. Through this partnership the Union Parishad has managed to provide a safe water supply service to 25% of the constituency. The Chairman is proud to say, "Now I am confident in and can demonstrate assistance to the hardcore poor." Chairman Das states, it is "the most [funds] I have ever had the opportunity to manage". He describes that although other financing mechanisms have been available in the past, these have been small amounts that could be used with limited impact.

But it is not only about the money. The words accountability, transparency and participation feature in our conversation. "We have learnt about the Public Procurement Rules and followed these, managed contractors, continue to manage staff and always engage with HYSAWA on problems and successes". Every new initiative begins with consensus in a community meeting and the public disclosure display board behind us shows activities to date. Equipped with this experience the Chairman imagines a new future for Union Parishads; one where local government institutions have the capacity to assume ownership over their own development and will be able to meet the needs and rights of the people who elect Union members to representative positions. He smiles, "if we can do this, we can do anything."

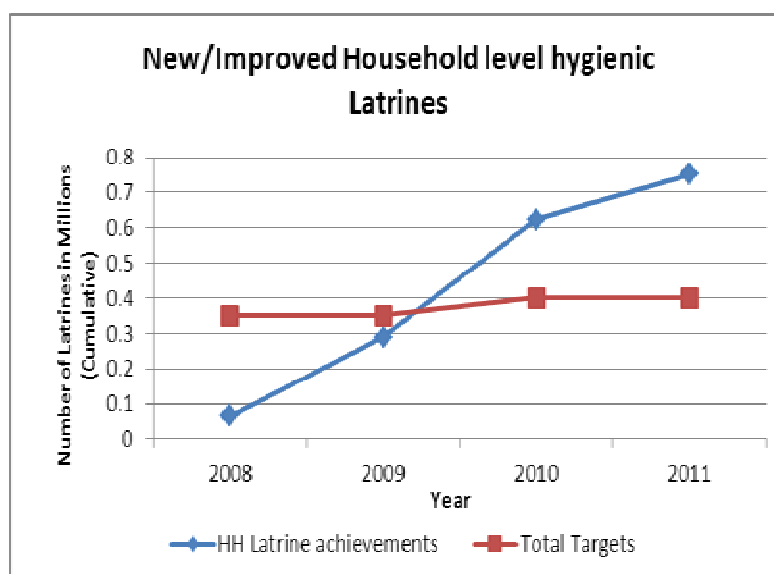
Case study collected by Communications Officer, HYSAWA. November 2011.



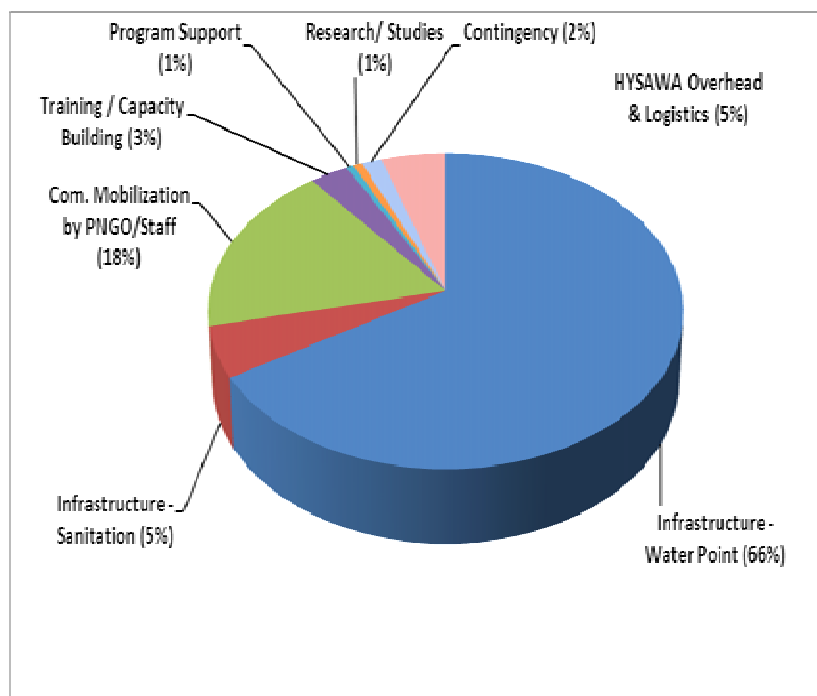
Women participants in an orientation session

Performance Analysis:

The implementation of HYSAWA approach in the field was perceived to be effective. The benefits were delivered to people exceeding the targets in most indicators. While the majority of the targets of the have been achieved, the quality and the actual impact of HYSAWA work on the lives of the people and their context needs to be assessed in future. The time span for software activities was indeed squeezed as HYSAWA came into operation after 30 months of inception of 2nd phase. Despite delay in start, the achievements in software indicators are more than the targets.



HYSAWA also exceeded its targets in most output indicators including finance. The overall investment ratio during 2008-11 between hardware (infrastructure) and software (capacity building and hygiene promotion) was 66% and 26% respectively, whereas HYSAWA's overhead cost was only 5%. Overall, the programme benefits reached out to about 800,000 hardcore poor population (44% of the population covered) and half of them were women.



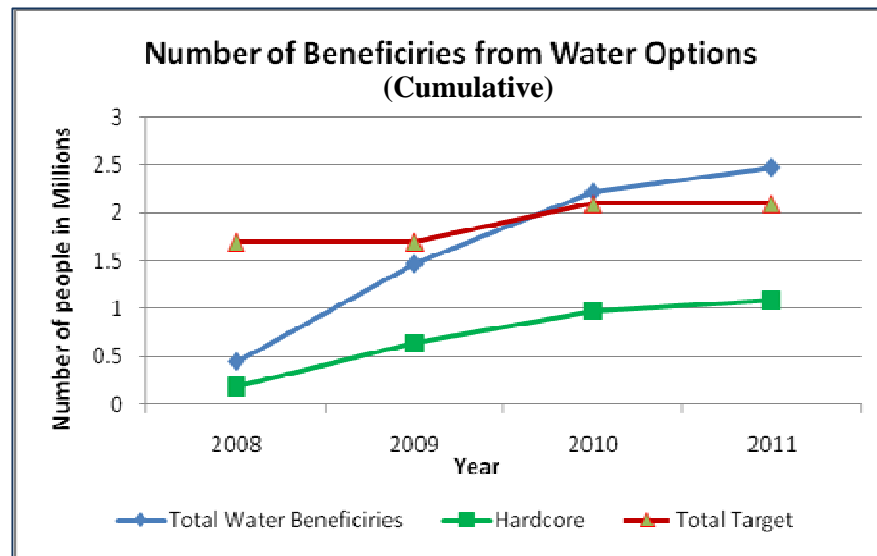
HYSAWA Overall Expenditure Ratio during 2008-11

Coverage of Hygiene, Sanitation and Water supply

HYSAWA has achieved all the immediate objectives and it is generally assessed that it contributed considerably toward the development objective. Most of the UPs in the HYSAWA working area have demonstrated that they are now capable of

developing and managing water supply and sanitation projects in consultation with local communities. Therefore, the decentralized local service delivery mechanism attempted by the HYSAWA is found to be sustainable and its scaling up is recommended by various reviews conducted.

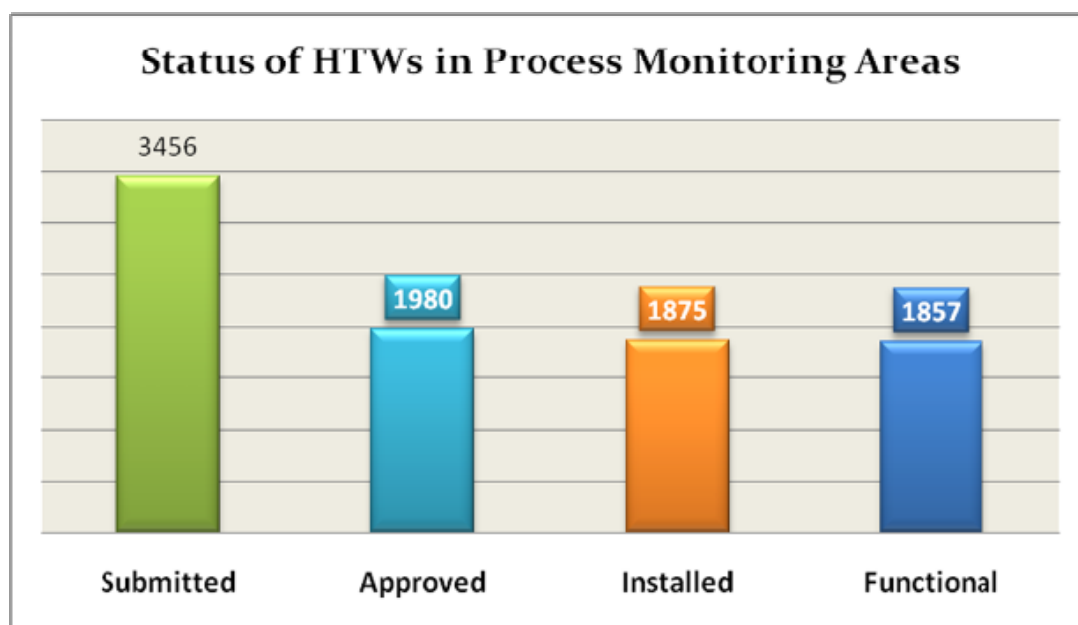
Through various campaigns and training on hand washing, good hygiene practices and follow-up observations and monitoring in the program unions it has been observed that the hygiene behavior and practices of the rural people has improved. With the promotion of hygienic sanitation a large number of household latrines have been installed by the users themselves. Coverage of safe water supply has significantly increased in the programme unions of HYSAWA. In some places tube wells installed by HYSAWA financing are the only safe sources of drinking water during peak dry seasons and round the year.



DPHE and HYSAWA jointly monitored about 2000 tubewells on a random basis, 10% from each UP in different districts, the monitoring results is as below:

District	# Hand pump	# randomly	Functional	Non- Functional
Barisal	2252	106	106	0
Jhalakathi	1645	82	82	0
Pirojpur	384	39	39	0
Raishahi	6878	448	445	3
Chapai	2346	231	230	1
Naogaon	7378	603	599	4
Feni	1026	103	103	0
Noakhali	904	95	95	0
Laksmipur	1621	161	161	0
NGOF Areas	2994	50	50	0
Total	27428	1918	1910	8
Survey conducted in Oct-Nov,2011			99.6%	0.4%

Third party monitoring: PMID, a process monitoring consultant engaged by Policy Support unit (PSU) also found that 99% of the installed tubewells are functional. However, due to complicated technology in the low water table areas, further research would be necessary to sustain functionality of the deep set pump technology in the northern districts.



Poverty, Gender and Cross-cutting Issues

The activities financed by HYSAWA are supposed 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 the 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 to be a challenge; PNGOs undertook PRA exercises where communities themselves segregated populations according to economic status using a well-being ranking tool. In the initial stages, 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.

CASE STUDY: A place in government for a born leader in community service



Khadija Begum, Ward Member, Shatgombuj Union Parishad (Wards 7, 8,9), Shatgombuj Union Parishad, Bagerhat District

I have lived in this Union Parishad for 30 years. I was married when I was 12 and so moved here. My husband is a businessman, in the fish industry. I never imagined a career in politics. It just developed like this! Before being elected as a Ward Member I was a Community Volunteer with HYSAWA. Before that I was a housewife. I have two sons aged 22 and 16 years. Working as a volunteer I developed a reputation for my social work and gained trust. I got involved because the objective of that position was good. The people accepted me. When I was well known I compete in the election and people put their faith on me.

Now I am involved in broader ways. What I used to do before, doing backyard sessions on hygiene promotion and sanitation and the like, I am still doing that. But in addition I attend HYSAWA functions and participate in adopting any resolution and other decisions on implementation.

There is a shortage of sweet water here. It is demanded by everybody. In this Union Parishad 61 Deep Tube Wells have been installed with HYSAWA funds. Every time I see somebody they say 'give me a tube well. I need one.' There are some disputes over site selection, but we solve these through mediation and discussion. We resolve things so that the installation will benefit those people most in need. Service to the community is the thing I like most about being a Union Parishad Ward Member. I look after Wards 7, 8, 9. The more I serve the community the more I am satisfied.

Case study collected by Communications Officer, HYSAWA. November 2011.

CASE STUDY: Community Volunteer Lovely Khatun elected as Union Parishad Member

Lovely Khatun lives in a village called Kismat Jhonjonia in Rampal Union of Bagerhat district of Bangladesh. She is 33 years old, unmarried and used to work as a fish trader in the local market. Despite being called “poor” by some, Lovely has always been interested and motivated to engage in social work and develop her community. The people of Kismat Jhonjonia lived without a safe water facility for decades. The villagers used to sourced water from adjacent ponds, which are muddy, salty and contaminated by human and household waste.



The HYSAWA-AusAID project began implementing WatSan programmes in Rampal Union in 2010. At that time the community people were disillusioned. They did not believe the project could deliver safe water options because similar interventions were promised by NGOs before, but they never happened.

Lovely Khatun however was different. When she first heard about the HYSAWA programme she was excited to understand it in detail and eager to help solve the water crisis in her community. Lovely went from door-to-door to gain backing for participation in the programme. She spoke with her friends, family and neighbours, formed a Community Development Forum (CDF) and made a proposal to the Union Council for two tube wells.

In August 2011 construction on two tube wells began. Construction was completed in November. The safe water crisis has been resolved in her village. Her community people are highly satisfied and are grateful to Lovely for her initiative for getting safe water. They observe the burden of waterborne diseases has been reducing day by day. Lovely decided to become a Community Volunteer, and with her active voluntary role she became popular. Lovely Khatun decided to run as a candidate in the UP election. The electorate acknowledged the leadership and commitment she had shown as a community volunteer. Now she is working for the people together with the community for the betterment of all in Rampal.

Case study collected by Zinat Jasmine Poppy, Community Organiser, Rampal Union, Rampal Upazila, Bagerhat District, December 2011.

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 PNGO 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 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 hard-core poor beneficiaries paid only 50% the amount that non-hardcore poor households contributed.

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 bank 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.



Beneficiaries in a community

Key Learning

Many important lessons have been learned in which direct funding to Union Parishads and empowering them to administer funds and manage project is relatively a unique approach. The Government of Bangladesh's political, constitutional and MDG commitments oblige it to decentralize authority and power to local government institutions (LGIs). The need of a decentralized service delivery by LGIs with full ownerships of user communities has always been a guiding principle in the WatSan sector in Bangladesh. In this context, the HYSAWA approach is a unique model, however, decentralization of authorities and power to LGIs is a big challenge when everything else, including core administration of the GOB is centralized.

It is now recognized that allowing responsibility and authority to LGIs contributes little to sustainability without providing them with financial authority. The results of the HYSAWA Programme indicate that devolution of financial authority together with management responsibility and administrative authority is the effective way to achieve sustainable service delivery systems.

Being part of the government system, the LGIs were bound to follow PPR (Public Procurement Rules) for procurement of services and works. HYSAWA simplified the tools to be user-friendly in the light of the procurement principles and trained them, including hands-on support. While the UPs learned about the basic principles, tools & procedures of procurement, they need to keep using them and practicing, especially when leadership in most cases have changed at the UP level after the election in 2011. HYSAWA discovered and generated potentials in the UP and it believes that these potentials could be used effectively, if capacity building support continues. It is important to allow time and reinforcement. About one third or more UPs enlisted under HYSAWA, demonstrated better governance than it was expected. There were hardly any issues of financial misappropriation by UPs. It can be hoped that these results could be easily improved with further support and inputs.

Key Challenges

Implementation of the HYSAWA 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 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 activities; and that UPs are expected to develop the necessary capacity to identify, plan and administer implementation at the local level.

Some of the challenges were:

- 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.
- 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.

Outstanding issues

While a significant number of water points have been installed in the working area, the actual water supply coverage is yet to be universal especially when it comes to the national definition of access to safe and sustainable water source within 50 meters. The coverage of latrines has significantly gone up in the working areas; there are chances



that this improvement is not sustainable at this level especially when it comes to hygienic maintenance of household latrines. Nearly half of the targeted UPs could not engage PNGOs due to either shortage of funds or procedural complications - the community mobilisation activities in these areas could not be fully achieved. Furthermore, to avoid duplication with other on-going programs, PNGOs were not engaged in some areas, where

community mobilisation was not achieved at a desired level to promote sanitation and hygiene. Capacity building and empowerment will not take place overnight, rather it requires longer –term planning. Advocacy should be done with planners and policy makers to further decentralise development activities in other sectors, and in the core administration.

The Impact of HYSAWA's work, both direct and indirect, should be formally measured, disseminated; lessons learned should be used for future designs of similar projects.

Management & Governance

HYSAWA Governing Board

The policy guidance and direction for efficient functioning of the Company is placed on the Governing Board. The Governing Board is headed by a Chairman. The Secretary, Local Government Division, MLGRD&C, is the Chairman of the company. 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.



Name	Designation
Mr. Abu Alam Md. Shahid Khan	Secretary, Local Government Division (LGD) & Chairman, HYSAWA Board
Mr. Jan Moller Hansen	Deputy Head of Mission, Embassy of Denmark & Member, HYSAWA Board
Ms. Syeda Rizwana Hasan	Advocate, Supreme Court of Bangladesh & Chief Executive (BELA) & Member, HYSAWA Board
Mr. Md. Nuruzzaman	Chief Engineer, DPHE & Member, HYSAWA Board
Professor Dilara Choudhury	Faculty, North South University & Member, HYSAWA Board
Prof. Badiul Alam Majumdar	Global Vice President, The Hunger Project & Member, HYSAWA Board
Ms. Zuenaz Aziz	Additional Secretary (WS), Local Government Division & Member, HYSAWA Board
Mr. Md. Emdadul Hoque	Additional Secretary, Finance Division & Member, HYSAWA Board
Mr. Md. Helal Uddin Khan	Chairman, Chandpura UP, Barisal Sadar, Barisal & Member, HYSAWA Board
Alhaz Ala Uddin Azad	Chairman, Char Iswar UP, Hatia, Noakhali & Member, HYSAWA Board
Mr. Md. Maqbul Hossain Mridha	Chairman, Sreepur UP, Bagmara, Rajshahi & Member, HYSAWA Board
Mr. Enamul Kabir	Managing Director, HYSAWA & Member Secretary

Monitoring, Evaluation and Reviews

HYSAWA developed a sub-manual on monitoring and provided training on monitoring and reporting requirements to UPs, SOs and PNGOs. Field level program data is collected by PNGOs, 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 Comptroller Generals office.

Hygiene, Sanitation and Water Coverage Survey: A coverage survey on 5600 households indicated that about 75% could retain the hygiene messages communicated and practically demonstrates the right steps of hand washing. Soap was readily available in 90% households. Self reported data by the respondents suggested that 72% people wash hands with soap before meals and 87% after defecation against the baseline (in 2008) of 12% and 36% respectively. While the baseline of hygienic latrine was 33% in the working areas, the recent survey by HYSAWA on 5600 households found hygienic toilets in 80% households. The coverage of hygienic latrines at the end of the year was found in 80% household while the baseline in 2008 was only 33%.

A survey also indicated that the current water supply coverage (access to water within 50 meters and round the year) in HYSAWA working area is 63% and beyond 50 meters, round the year is 85% (cumulative) whereas the baseline water supply coverage in 2008 in the working area was 24% within 50 meters, round the year.

HYSAWA Technical Reviews

A Joint Review of HYSAWA (GoB-Danida and AusAID) was completed during April 25 to May 05, 2011. Major recommendations of this review are as follows:

- HYSAWA should prioritize the preparation of its Strategic Plan (2011-2015), developing its own vision for the future.
- The HYSAWA fund operations (and Board costs) to be financed by a fixed management fee. The HYSAWA Board to approve 6-7% of the incoming funds to HYSAWA to be used by HYSAWA to cover its overhead costs 2011-2015
- Together with GoB the DPs, HYSAWA should consider whether the anticipated future financing mechanism, involving a Development Project Proposal (DPP) with respect to the entire DANIDA Phase III budget, is the most effective way to finance HYSAWA in Phase III. HYSAWA should look more to the systems used within the commercial sector for examples which support more efficient business practices and procedures, rather than continuing to use more cumbersome government practices.
- A specific hygiene promotion strategy should be in place.

Another Joint Review of HYSAWA (GoB-Danida) was completed during Nov 24 to December 05, 2011

Major recommendations of this review are as follows:

- HYSAWA to carry out a critical evaluation of the input from support organizations and partner NGOs in order to get value for money.
- Regarding a shift in GoB funding modalities for the HYSAWA Company, it is recommended that, If the Government wishes to modify the Government agreement signed on 08 Dec 2010, EoD and MFA should rethink the feasibility of at all embarking on a phase III of Danish support.

Future Direction

The HYSAWA Project under WSSPS II ended 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 previous 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.

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 precede 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.

Web based Financial Reporting System for UPs

The screenshot displays the HYSAWA Financial Reporting System interface within a Mozilla Firefox browser. The page features a header with the HYSAWA logo and tagline. The main content area is titled 'Financial Reporting System :-' and includes a section for 'Edit Entry Data from Users'. This section contains several dropdown menus for selecting District Name, Upazila Name, Union Name, Select Year, Quarter, and Select User. Below these menus are buttons for 'Log out', 'Back', 'Income', 'Expense', 'Demand', 'Other Inc.', and 'Delete'. The footer of the page includes copyright information and a link to the Permit Policy/Terms of Use.

Financial Statement

Sl.	Line Item	Budget 2011	GoB-DANIDA HYSAWA Project	HYSAWA-BMDA Project	HYSAWA-DANIDA - AusAID Project	HYSAWA General Fund	Total Expenditure
1	Infrastructures-Water Points	6,619	2,595	-	3,822	-	6,416
2	Infrastructures-Sanitation	1,035	607	-	340	-	947
3	Com. Mobilization by PNGO/ UP Staff	833	589	-	208	-	797
4	Training / Capacity Building	354	42	-	149	-	190
5	Program Support / Consultancies	312	-	-	95	-	95
6	Research / Studies	198	8	60	23	-	91
7	Contingency	301	34	-	1	-	35
8	HYSAWA Overheads & Logistics	1,051	328	4	364	107	803
Total (Lakh Tk.)		10,703	4,201	65	5,001	107	9,374

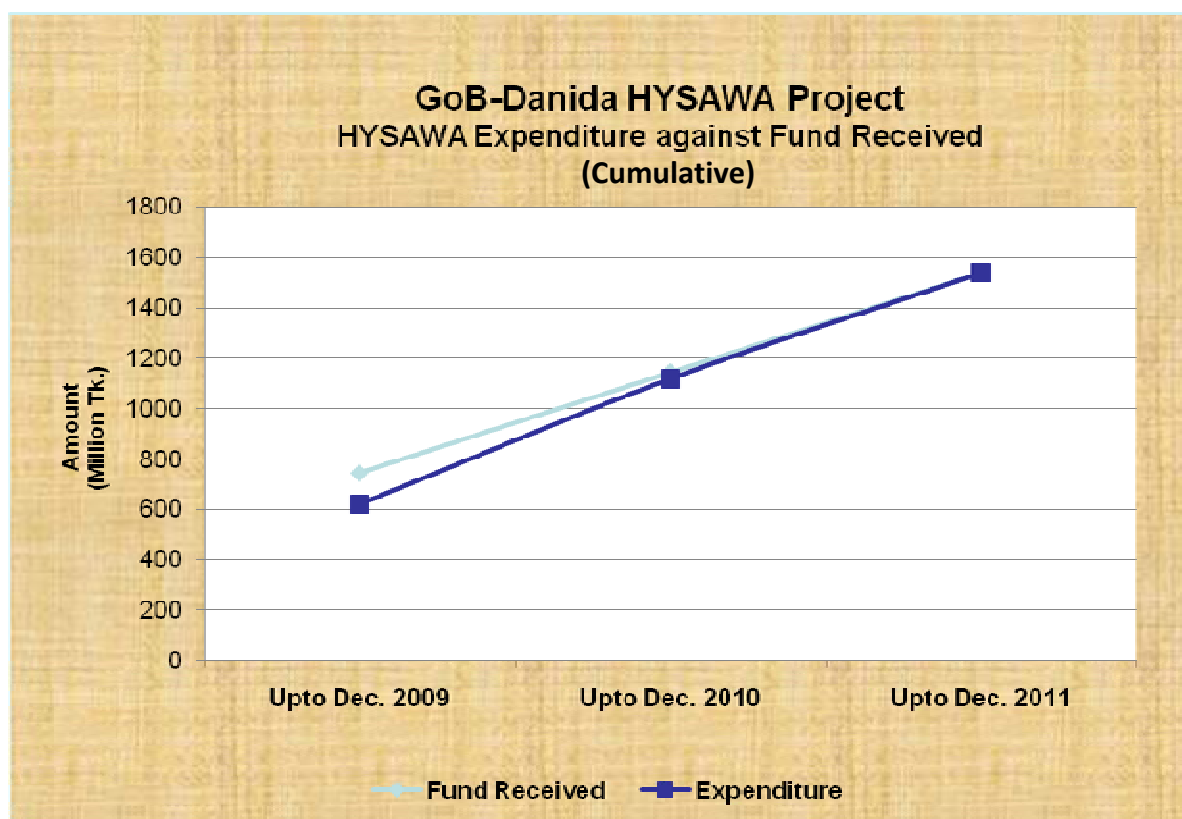
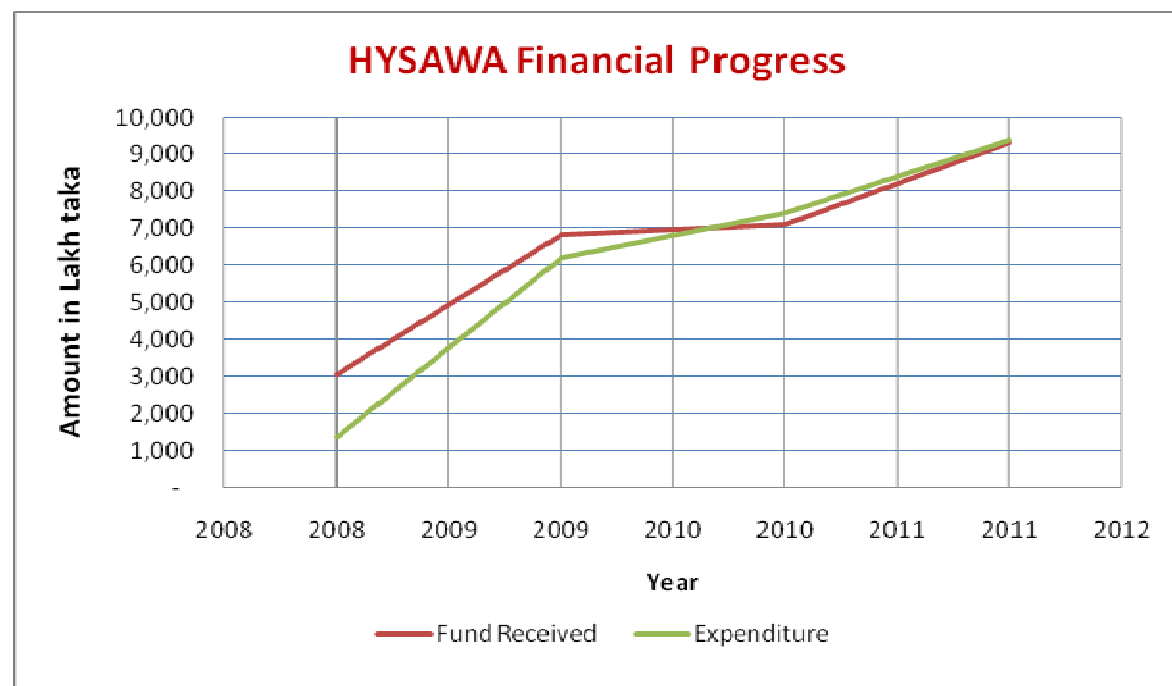
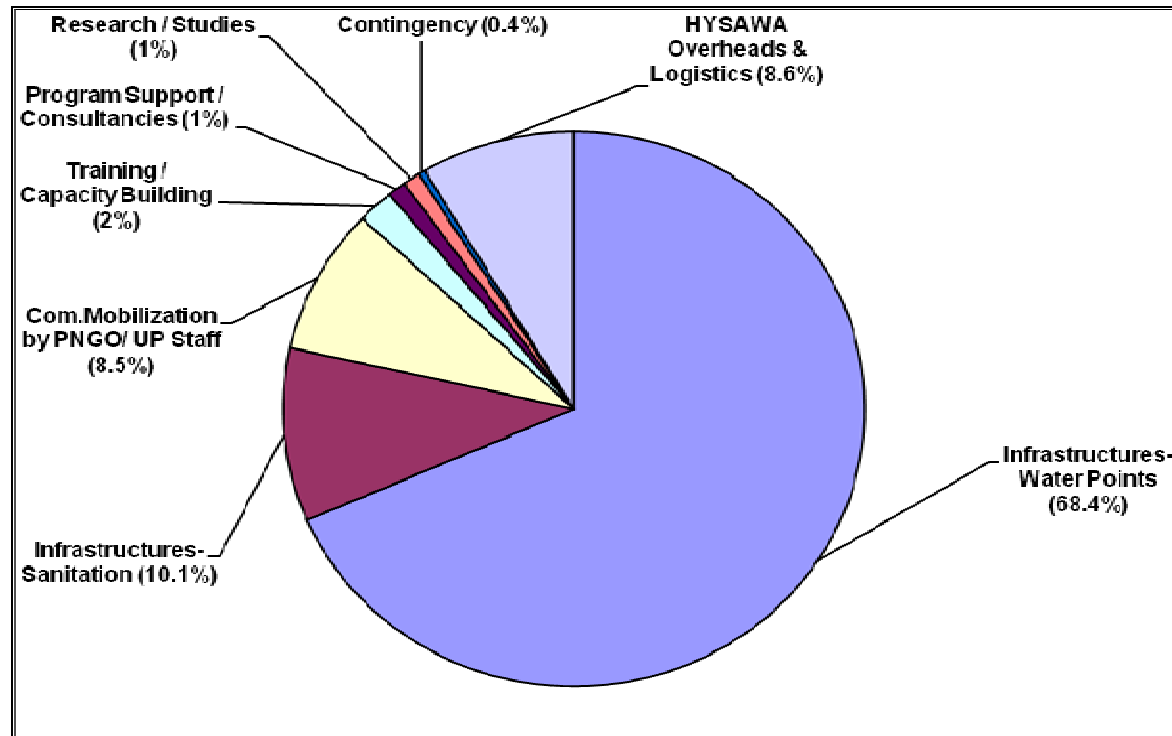


Table below shows that in **2011**, the HYSAWA funds have been used up by the Unions Parishads largely (78.5%) for WatSan infrastructure development and Community mobilisation and capacity building through PNGOs (8.5%). Only about 8.6% has been used for HYSAWA overheads



Summary targets and achievements

Outputs	Indicators		Target 2011	Achievements 2011	Cumulative Targets	Cumulative Achievements
Improved and sustainable hygiene behaviour/ practice achieved in the participating communities	UPs enlisted for HYSAWA funding and MOUs signed with UPs		-	-	696	680
	Number of people trained on hand washing after defecation and before meals		300,000	375,081	2,100,000	3,905,396
Improved access to sanitation facilities and its proper use achieved	Sanitation schemes approved		150	175	905	1032
	Sanitation schemes Completed		400	381 (Incomplete schemes carried over to next yr plan)	905	887
	New Household level latrines by communities		100,000	127,003	400,000	750,441
Access to safe water source and safe water use increased	Water supply schemes approved	Hand pumps	500	703	35,565	34,266
		Piped water supply schemes	-	-	236	236
	Water supply schemes completed	Hand pumps	5,000	5,605	35,565	34,116
		Piped water supply schemes	2	2	236	236 with 13,579 faucets
	Population reached installed WS schemes		250,000	256,563	2,130,000	2,478,680
Technical and management capacities of LGIs increased	Participants trained with support from HYSAWA		-	431	9,826	7,202
UPs Capacities developed to support communities to formulate schemes, appraise them and manage their implementation	No. of UPs contracted PNGOs		-	-	230	225
	No. of UPs engaged other organisations/ NGOs/ own staff		-	-	49	59

HYSAWA
STATEMENT OF RECEIPTS & PAYMENTS
FOR THE YEAR ENDED 31 DECEMBER 2011

	Notes	Amount in Taka	
		2011	2010
<u>INFLOW OF FUNDS</u>			
A. Opening Balance of Funds		234,495,445	238,943,094
Cash in Hand		57,418	19,988
Cash at Bank		234,438,027	238,923,106
B. Receipts during the year		934,853,011	715,888,493
Receipt from DANIDA	15.01	472,537,000	537,518,585
Receipt from AusAID	15.02	418,759,840	97,141,340
Receipt from GoB	15.03	38,604,915	74,229,765
Fund Received as Gratuity		1,566,274	1,164,809
Interest Income	16.00	3,290,382	5,619,161
Advance recovered from Staff		94,600	214,833
Total Fund Inflow		1,169,348,455	954,831,587
<u>OUTFLOW OF FUNDS</u>			
C. Expenditures/Disbursement			
Remittance to Union Parishod	17.00	819,110,273	537,431,873
Remittance to BMDA	18.00	6,038,121	109,494,885
Remittance to NGO-F	19.00	14,089,081	8,050,440
Fund Management Office Expenses		33,700,224	27,295,598
Logistics		1,330,647	1,137,663
Overhead Costs	9.00	3,001,368	3,930,833
Audit and Studies	10.00	2,875,212	630,050
Purchase of Fixed Assets	11.00	228,498	466,698
Training and Capacity Building	12.00	5,446,871	13,884,379
Contingencies	13.00	3,932,609	6,396,302
Program Support Cost	14.00	10,862,528	11,300,937
Staff Gratuity		3,622,417	218,885
Security Deposit		38,500	3,000
Advance to Staff		37,000	94,600
Total Application of Funds		904,313,349	720,336,143
D. Closing Balance of Funds		265,035,107	234,495,444
Petty Cash	6.01	-	57,418
Cash at Bank	6.02	265,035,107	234,438,026
Total Fund Outflow		1,169,348,455	954,831,587

The accompanying notes form an integral part of this financial

Sd/-
Director Finance

Sd/-
Managing Director

Sd/-
Chairman

As per our separate report of even date annexed.

Dated : 26 February, 2012
Dhaka

Sd/-
AHMAD & AKHTAR
Chartered Accountants

HYSAWA
BALANCE SHEET
AS AT 31 DECEMBER 2011

	Note s	Amount in Taka	
		2011	2010
<u>ASSETS</u>			
Fixed Assets			
Tangible Assets	4.00	-	-
Current Assets			
Advance, Deposit and Prepayments	5.00	318,500	337,600
Petty Cash and Cash at Bank	6.00	265,035,107	234,495,444
Petty Cash	6.01	-	57,418
Cash at Bank	6.02	265,035,107	234,438,026
Total Assets		265,353,607	234,833,044

FUND AND LIABILITIES

Unutilized Fund	7.00	265,016,057	232,439,351
Gratuity Fund	8.00	337,550	2,393,693
Total Fund and Liabilities		265,353,607	234,833,044

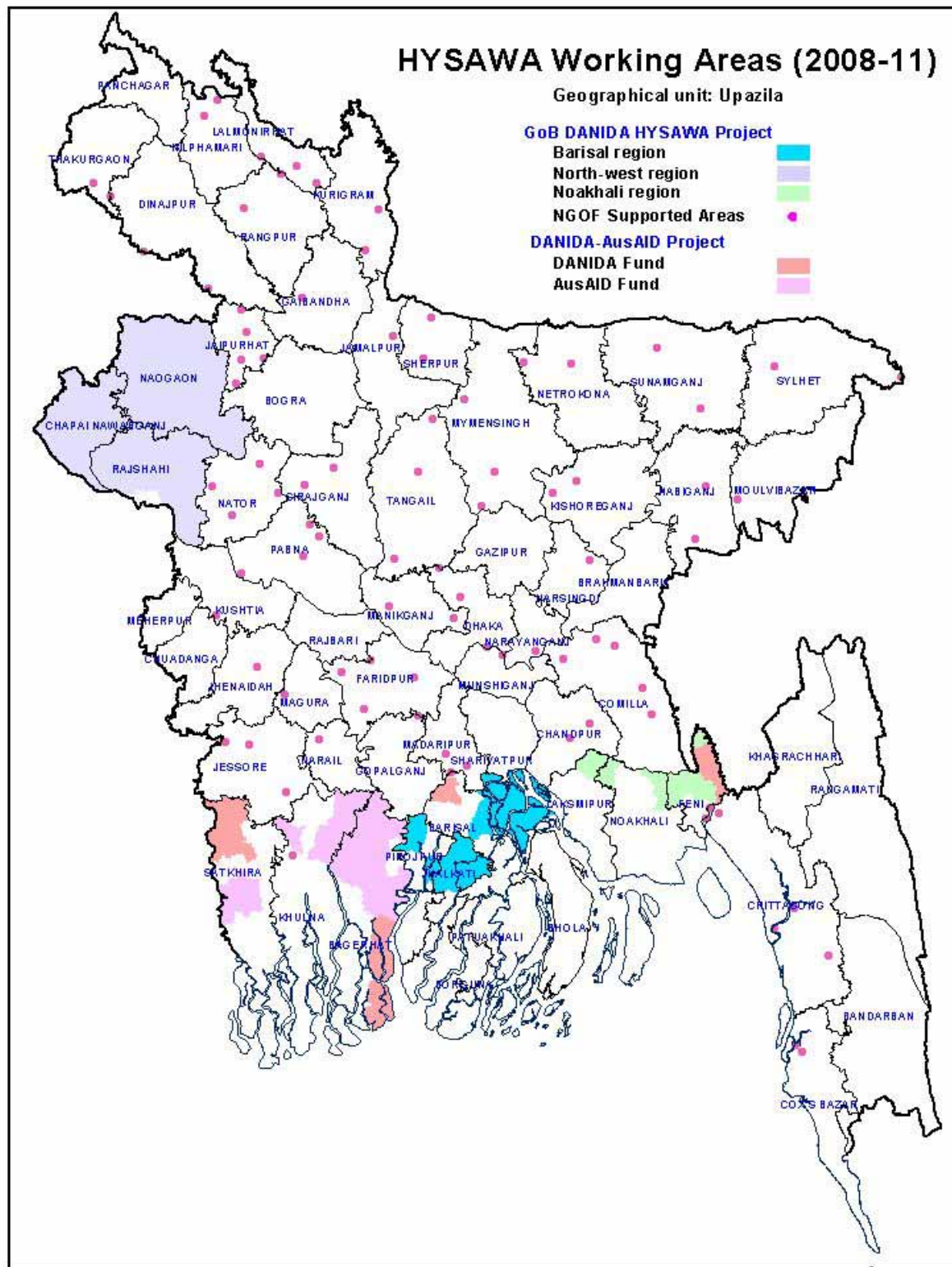
The accompanying notes form an integral part of this financial

Sd/-	Sd/-	Sd/-
_____ Director Finance	_____ Managing Director	_____ Chairman

As per our separate report of even date annexed.

Dated : 26 February, 2012
Dhaka

Sd/-
AHMAD & AKHTAR
Chartered Accountants



Mission

HYSAWA is a non-profit financing organisation, registered under the Companies Act, 1994. It primarily aims at mobilizing Resources and capacity building Support to Local governments and communities, empowering them to manage Decentralized WatSan services in Bangladesh

Vision

To establish HYSAWA Fund as a multi-donor funding mechanism for Local governments to deliver hygiene, sanitation and water supply services to 1 million people annually, primarily in underserved areas

Goal

To contribute to achieve MDG 7, through empowering Local Governments, ultimately contribution to reduction of poverty.

Values

- Operate as a Fund and work in partnership at all levels, private public partnership (PPP) at the lower level;
- Community and LGI Demand-driven support;
- Community Ownership and Empowerment: through capacity building and devolution of authority;
- Promote Justice and Equity with emphasis on poverty, gender, disabilities and those who need most i.e., hard-to-reach areas;
- Respect for Local Culture and Leadership;
- Effectiveness and Efficiency: emphasis on Sustainable technology and Results;
- Promotion of Transparency and Accountability in decision- making;
- Alignment and Anchoring with existing laws/ regulations, procedure, structure and systems;
- Innovations and learning: in both approaches and technologies – documentation of best practices;



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