

SECTOR DEVELOPMENT FRAMEWORK

Water Supply and Sanitation



**Unit for Policy Implementation (UPI), Local Government Division,
Ministry of Local Government, Rural Development and Cooperatives,
Government of Bangladesh**

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List of Abbreviations

ADB	Asian Development Bank
As	Arsenic
BAMWSP	Bangladesh Arsenic Mitigation Water Supply Project
CARE	Co-operative Assistance and Relief Everywhere
CBO	Community Based Organisation
CWSSP	Community based Water Supply and Sanitation Project
DANIDA	Danish International Development Assistance
DESA	Dhaka Electricity Supply Authority
DFID	Department for International Development
DPHE	Department of Public Health Engineering
DOE	Department of Environment
DSK	Dustha Shasthya Kendra
DWASA	Dhaka Water and Sewerage Authority
DWT	Deep Water Table
EA	Environmental Assessment
EIA	Environmental Impact Assessment
18-DTP	Eighteen District Towns Project
GOB	Government of Bangladesh
GO	Government Organisation
HRD	Human Resources Development
IR	Institutional Review
IR&CBP	Institutional Review and Capacity Building Package
ITN	International Training Network
LCG	Local Consultative Group
LGD	Local Government Division
LGED	Local Government Engineering Department
LGIs	Local Government Institutions
MEI	Monitoring, Evaluation and Inspection
MLGRD&C	Ministry of Local Government, Rural Development and Cooperatives
MSP	Municipal Services Project
NAMIC	National Arsenic Mitigation Information Centre
NGO	Non Government Organisations
NILG	National Institute of Local Government
9-DTP	Nine District Towns Project
O&M	Operation and Maintenance
PSF	Pond Sand Filter
R&D	Research and Development
SDC	Swiss Agency for Development and Co-operation
SDF	Sector Development Framework
SIP	Sector Investment Plan
SPS	Sector Programme Support
Socmob	Social Mobilisation
SWT	Shallow Water Table
UNICEF	United Nations Children's Fund
UNDP	United Nations Development Programme
UPI	Unit for Policy Implementation

Watsan
WHO
WPP
WASA
WSS

Water and Sanitation
World Health Organisation
Watsan Partnership Project
Water and Sewerage Authority
Water Supply and Sanitation

Preface

EXECUTIVE SUMMARY

Introduction

1. Water and sanitation sector development comprises disparate project activities without reference to a guiding framework. The Government has adopted a National Policy for Safe Drinking Water Supply and Sanitation 1998. The Local Government Division (LGD) has instituted a Policy Implementation and Arsenic Section to oversee the policy implementation and arsenic mitigation. It has also constituted a Forum with representation from relevant ministries, agencies, donors and NGOs for Sector Coordination and Policy Implementation.

Sector Development Framework

2. An absence of a framework for sector development is likely to thwart sector coordination. The Policy provides for a Sector Development Framework (SDF) to plan, co-ordinate and monitor all sector development activities. The Forum has approved the concept and the Unit for Policy Implementation (UPI) of the LGD undertook a participatory process in formulating the SDF.
3. The prime objective of the SDF is creation of a context for co-ordinated sector development that respects and supports implementation of the national policy.
4. The MEI Wing of LGD responsible for policy, planning, and monitoring and evaluating, is a natural host to administer the SDF, subsequent Sector Investment Plan (SIP) and Institutional Reform and Capacity Building Package (IR&CBP).

SDF Formulation Process

5. The SDF formulation starts with stakeholders interpreting the policy principles through a series of participatory workshops and consultative meetings at village levels on policy principles relevant to villagers. Past experiences have helped fine-tune and reformulate the interpretations without changing their intent and spirit.
6. The process assesses the compliance of all on-going projects to the policy interpretations. This helps identify areas for new interventions or a need to modify ongoing interventions.
7. The Institutional Review (IR) of sector institutions takes the Policy as a point of departure and validates and reinforces the interpretations of the policy principles.
8. The SDF presents the interpretations and project compliance in a matrix. The rows represent generic interventions and the columns the ongoing projects. Mostly “positives” scores along a column imply a project contributing to the interventions and “negatives” indicate the contrary. Blanks indicate projects that are policy neutral. Rows with low “positives” or no score are indicative of interventions that are necessary but are not being currently addressed.
9. The matrix helps identify ongoing projects that partially or fully support the interventions and those that do not or are neutral. It also singles out areas in need of interventions.
10. The SDF identifies generic areas of interventions but does not provide project details. SDF is an evolving document that is flexible, continually adjusting to internal and external changes and new ideas and lessons.

Interpretation of Policy Principles

11. **Co-ordination of activities and development in the sector:** Lack of sector co-ordination results in wasteful use of scarce resources that divests the sector of development synergy. The adoption of a Policy, institution of the Forum and formulation of the SDF are steps in right direction. The stakeholder workshops identify the following generic interventions to improve sector coordination:
 - Formulation of an institutional mechanism for effective co-ordination
 - Formulation of a framework for co-ordination
 - Review of institutional arrangement to bring about reforms to empower LGIs to take the reins of development;
 - Development of a network for co-ordination of different levels of activities with forward and backward linkages; and
 - Development of simple formats on development framework that takes account of local needs and national aspirations

12. **Devolution of responsibility and authority to the local government levels:** Centralised planning and decision making relegates LGIs to a marginal position. Central agencies such as DPHE and LGED plan and implement water and sanitation facilities, which are responsibilities of local government institutions (LGIs). The stakeholders identify the following to bring about a change:
 - Involve LGIs in WSS service provisions;
 - Empowerment of LGIs with clear mandate for different levels;
 - Redefinition of roles of government agencies and their interaction with the LGIs;
 - Channelling of development funds through local government; and
 - Building capacity of LGIs to manage funds and administer development activities

13. **Greater autonomy to WASAs, Pourashavas and City Corporation:** The administrative culture in Bangladesh inhibits the WASAs, pourashavas and city corporations from asserting even the authority current rules and regulations provide. The following are the recommendations of the workshops:
 - Review and amend Ordinances/Acts that govern WASAs, city corporations and pourashavas;
 - Build capacity at the Pourashava levels; and
 - Channel development funds through pourashavas and city corporations

14. **Capacity building at all levels from the ministry to user communities:** Project based training contributes to building capacity, but the absence of co-ordination undermines the synergy. The existing training facilities remain under-utilised. The workshops suggests the following:
 - Assessment of HRD needs at different levels including the LGIs;
 - Formulation and implementation of a continuing HRD plan; and
 - Provision for training in projects as relevant

15. **Emphasis on user-participation through greater involvement of local government institutions and people's organisations:** There is little user input in planning or implementation public projects. Decision-making lies with the central agencies. The Watsan Committees, the formal instrument of user involvement are weak, lack motivation and are ineffective. The stakeholders suggest the following:
 - Actively involve users in project implementation;
 - Institutional reform to empower LGIs as described in the preceding section;

- Creating institutional provision to promote public-private and public-community partnerships; and
 - Creating awareness on local roles and responsibilities in development
16. **Promotion of women’s involvement in provision of water and sanitation services:** Most projects strive to involve women but socio-cultural mores undermine gender equality. The following are the recommendations of the workshops:
- Review of current experience and formulation of a gender strategy to mainstream women’s involvement;
 - Involve women in service provisioning; and
 - Social mobilisation to promote women’s sense of security and awareness on role/responsibility of women in provision of water and sanitation
17. **Priority to Un-Served and Under-Served Areas:** The average service coverage figures conceal the prevalent spatial disparity in access. The workshops recommend the following:
- Mapping of un-served and underserved areas;
 - Focussing services to un-served and under-served areas; and
 - Priority to arsenic affected areas
18. **Emphasis on concerted effort to achieve behavioural changes through social mobilization and hygiene promotion:** Access to physical facilities is important but not a sufficient pre-condition for improvement of health. Social awareness and hygiene promotion are imperative. The participants at the workshops recommend the following:
- Formulation and adoption of a strategy for social mobilisation and hygiene promotion;
 - Conducting social mobilization and hygiene promotion; and
 - Review and assess the success/failure of the Watsan Committees and recommend changes
19. **Economic pricing of water:** A few exceptions aside, revenue from urban piped water systems do not cover even the O&M cost. The policy workshops recommend the followings actions:
- Review/reform institutional set-up of pourashavas to improve services and revenue collection;
 - Build institutional and management capacity of pourashavas;
 - Institutional reforms to give pourashavas greater authority in management of social and physical services;
 - Reforms to give pourashavas an active role in planning, implementation and management of development activities;
 - Pourashava water tariff must cover at least operation and maintenance expenditure; and
 - Linking government grant to operational efficiency of pourashavas
20. **Gradual reduction in subsidy with safety net for the “hardcore” poor:** Across-the-board subsidy seldom reaches the very poor. The workshops recommend the following actions:
- Allow subsidy for shared/community facilities only;
 - Reduce and discourage subsidy to move towards services at full cost;
 - Undertake social motivation for attitudinal changes to subsidy and cost sharing;
 - Formulate and implement a time-bound strategy for phasing out subsidy;
 - Development of a strategy to prioritise the “hardcore” poor to target assistance;
 - Promote linkages to income generation programmes for the very poor; and
 - Promotion of micro-credit for water and sanitation services

21. **Demand-driven approach to development:** Demand-based planning implies that users have services options for which they are willing to pay. To make demand-based approach a reality stakeholders consider the following actions necessary:
- Base service delivery on community demand and willingness to pay;
 - Institutional reforms to empower local government to actively involve in water sanitation service planning and implementation;
 - Institutional reforms to empower user community;
 - Piloting and drawing lessons from micro-credit for water and sanitation;
 - Provide users information and choice on a range of technology and financing options; and
 - Defining the minimum level of community services that public sector may subsidise for the “hardcore” poor
22. **Encouraging and promoting the role of the private sector:** The activities of development partners including the government have led to the growth of a vibrant private sector. However, private sector has not been forthcoming in investment and management of urban piped water systems. Stakeholders recommend the following:
- Pilot private sector options on management of urban water supply systems;
 - Review experience of public-private-community partnership;
 - Review and change mechanisms that regulate and control the work of government agencies and LGIs to promote/encourage public-private partnership;
 - Formulate/adopt regulatory mechanism to promote/encourage private sector participation and to safe guard the rights of the poor; and
 - Provide for private sector involvement where relevant.
23. **Complementary partnership with NGOs/CBOs:** Except where directly involved in public projects, NGOs have little interaction with the government at local level. Government-NGO co-operation could be mutually beneficial. The workshops recommend the following:
- Formulation/implementation of a protocol for NGO government co-operation; and
 - Use of NGOs in targeting public services to the poor and in ‘software’ delivery.
24. **Adoption of a range of technology options:** The arsenic in groundwater has given Research and Development (R&D) a new importance. Acceptable options for arsenic mitigation and alternate source of arsenic safe water are few. The range of sanitation products is limited. The following are the recommendations from the workshop:
- Development of arsenic safe cooking/drinking water options at community and household levels;
 - Improvement on existing technology options for water supply and sanitation;
 - Improvement on urban solid waste disposal and recycling;
 - Pilots to develop and test private sector led water and sanitation services;
 - Cost effective use of surface water including pond water for safe water supply;
 - Pilots to promote community-based water supply systems;
 - Pilot private sector led water supply systems;
 - Formulation of regulatory mechanism for quality assurance and validation of technology options especially for arsenic
25. **Greater attention to urban waste disposal and drainage:** The proportion of waste collected and managed nationally is very low. There are some community and project-based initiatives to improve waste management. No town in Bangladesh has comprehensive surface water drainage system. The problems of solid wastes and drainage will get worse and the workshops suggest the following:
- Institutional development of pourashavas to improve capacity to deal with solid waste and drainage
 - Social mobilisation to bring about attitudinal changes;

- Rehabilitation, development and protection of canals and drainage channels;
- Assistance to pourashavas in drainage plans that respect/build on natural courses;
- Changes in rules/regulations to encourage community/private initiatives in SWM;
- Draw lessons from current experiences and replicate them to improve SWM; and
- Promote and encourage composting and waste recycling

26. **Assigning importance to environment considerations:** Linked to environment is also an issue of ineffective water quality monitoring and surveillance. The workshops have the following recommendation to improve the situation:

- Formulate a protocol outlining project types that would require mandatory environmental assessment (EA) and environmental impact assessment (EIA);
- Formulation of EA/EIA guidelines especially for SWM and urban drainage;
- Devise a mechanism for effective water quality surveillance and monitoring; and
- R&D on environmental issues linked to WSS

Policy Compliance of On-Going Projects

27. Most on-going projects contribute, at least partially, towards fulfilment of policy principles. Only some project activities run contrary to some policy principles such as on subsidy. Implementation of the policy in totality would require institutional changes. There are obvious gaps that the sector must fill.

28. The Matrix does not go beyond “positive”, “negative” or “neutral” assessment of project contribution to the generic interventions. Subsequent Sector Investment Plan will assess the interventions and quantify investments needs.

29. **Co-ordination of activities and development in the sector:** Donor assisted projects have Steering Committees that review and guide projects, but an effective mechanism to achieve sector-wide co-ordination is absent. Except for the Forum and this present attempt at creating a development framework for co-ordination at central level no project actively pursues co-ordination and synergy.

30. **Devolution of responsibility and authority to local government:** The role of LGIs in project planning and implementation are still minimal. While LGIs have no decision making role in implementing development activities.

31. The amendment of the Local Government Act 2001 offers a potential of integrating people’s organisations into the system of local governance and development.

32. The search for appropriate model responsive to user needs and demands of good governance continues. CARE is working on improving local governance and so are USAID and DANIDA. LGD with UNDP support has been testing direct allocation of funds to union parishads. The SDC has been working through village development committees. The lessons would enlighten the way towards devolution of power and redefinition of roles and responsibility of stakeholders.

33. Acts and ordinances bestow roles on LGIs without concomitant authority. Some projects have given *pourashavas* limited financial power and decision in project planning and implementation. Unfortunately these are only project-based changes, transient and impermanent. UPI has started an institutional review study aimed at institutional reforms and capacity building essential to implement the national policy in entirety.

34. **Greater autonomy to WASAs, pourashavas and City Corporation:** WASAs are semi-autonomous bodies yet have limited authority. In the 90's the government brought about reforms that give some autonomy to DWASA. It is time to review the experience and assess further changes to put the WASAs on a commercial footing.
35. Some projects such as the 18-DTP and 9-DTP have successfully tested capacity building and financial empowerment of *pourashavas*. The DPHE-DANIDA in greater Noakhali and Patuakhali gives limited power to *pourashavas*. Nonetheless there has been no permanent empowerment and capacity building at *pourashavas* level.
36. The city corporations are in a better position than *pourashavas* in access to skill, authority, and financial and management capacity but not good enough to live up to the challenge. The Municipal Services Project provides for improvement in financial and administrative management in some city corporations and *pourashavas*.
37. **Capacity building at all levels:** Present project-based training is disparate and uncoordinated not based on HRD needs assessment for the sector. ITN is the only project solely dedicated to building human resources at the central level.
38. **Emphasis on user-participation through greater involvement of LGIs and people's organisations:** User participation in most projects falls short of responding to user demands. LGI involvement in most projects is still peripheral.
39. NGO projects rely on user involvement and respond to user needs. An SDC sponsored WPP places "users" at the centre of development. However, weak linkage to formal entities such as the *pourashavas* leaves service sustainability in doubt.
40. **Promotion of women's involvement in provision of water and sanitation services:** Most projects emphasise women's involvement in service development. In an absence of a gender strategy, women's involvement manifests in burdening women with more work with no decision-making. Cultural norms influence women's roles and responsibilities.
41. **Priority to un-served and under-served areas:** NGO Forum targets poor without services. DPHE-DANIDA project in coastal zone focuses on deprived areas. DPHE/UNICEF/DFID project seeks out under-served and un-served areas. The BAMWSP and other arsenic mitigation projects are focussing on arsenic hot spots.
42. **Emphasis on allied effort by all related agencies to achieve behavioural changes through social mobilisation and hygiene promotion:** Building awareness through social mobilisation and hygiene promotion are integral parts of water and sanitation projects. Projects and agencies differ in their approaches. The arsenic problem adds a new dimension.
43. **Economic pricing of water:** A few urban projects in *pourashavas* have introduced sound financial management and economic pricing of water to cover at least the O&M. Except in these *pourashavas*, revenue from water systems in most cases does not cover the cost of power and O&M.
44. **Gradual reduction in subsidy with safety net for the "hardcore" poor:** Government projects subsidise water supply. No government project has any strategy to gradually reduce subsidy. Some NGOs deliver water and sanitation services at cost price. IDE under the WPP has gradually phased out subsidy on a deep-set pump. .
45. **Demand-driven approach to development:** Most projects in the sector are still supply-driven. Some projects have introduced baseline surveys and studies to assess demand but fall

short of the rigors of a demand-based approach. UPI along with NGO Forum is piloting demand-driven approach with micro credit.

46. **Recognising and encouraging the role of the private sector:** DPHE still manages around 900 latrine production centres and so do many NGOs that indirectly undermine private sector.
47. Private sector involvement in urban areas is limited to contracts for design and installation of water/drainage systems. Some micro-enterprises are working on solid waste collection in urban areas. The DWASA has been experimenting with private sector billing in two of its operational zones. The DPHE-DANIDA Project and UPI have proposed piloting private sector involvement in urban piped water systems.
48. **Recognising and encouraging the complementary role of NGOs/CBOs:** NGO programmes primarily works with poor to improve access to services and bring about behavioural changes. Comparative strength of NGOs in “software” has led to some public projects such as DPHE-DANIDA project, CWSSP, BAMWSP to use NGOs with mixed results.
49. **Adoption of a range of technology options:** Range of technology options for water and sanitation is limited. Research and development is still an exclusive preserve of the public sector. BAMWSP, DPHE-DANIDA, DPHE-UNICEF arsenic mitigation projects and some NGOs are experimenting with different technology options to address arsenic.
50. Arsenic in ground water poses a challenge and over-dependence on ground water has made the situation difficult. A few NGOs are experimenting with surface water treatment at community level.
51. **Greater attention to urban waste disposal and drainage** Efficient SWM and drainage is more of an exception than a rule. In an absence of effective SWM drains built under different projects have become receptacles for solid wastes. *Pourashava* and city corporations’ centralized waste management systems are inefficient and wieldy. Some communities in large urban centres have door-to-door waste collection that works quite well. An NGO has been doing commendable work in composting solid waste into organic fertilizer and marketing it. DPHE-UNICEF and DCC-UNDP projects are trying to replicate the experience in some urban centres.
52. **Assigning importance to environmental considerations** Except for very large urban projects such as the DWASA IV, projects in WSS sector do not go through environmental safeguards prior to approval. Department of Environment (DOE) and DPHE are responsible for water quality monitoring and surveillance but results are seldom acted upon and DPHE has no authority to enforce quality standards.

Future Directions

53. The SDF Matrix does not provide a list of ready-to-implement projects but only identifies generic interventions. The interventions either singly or in combination will form a basis of future projects.
54. Lessons from prevailing experiences in the sector would bear on future project design and priority. An objective assessment into what works, what does not and why, would be relevant to future activities in the sector.
55. The contributions of ongoing projects to some of the interventions demonstrate that current activities pose no problem. The most contentious interventions pertain to institutional reforms

to transform the policy principles into reality. There is no activity other than UPI initiatives that aim at institutional reforms.

56. The interventions on improving service coverage would continue, as would focus on finding and providing alternative sources of arsenic-safe water, training, research, and social mobilisation and hygiene promotion.
57. Development takes place in an institutional context. The present institutional arrangement for development needs change. The policy principles are a de facto recognition of the need. Institutional reforms albeit difficult must be a goal for the sector. Sector development and policy implementation would require institutional reforms and building capacity of LGIs.
58. A workshop on some aspects of the first SDF draft, identified absence of political commitment to reforms as being a constraint very difficult to overcome. The participants rate the new interventions into categories of “easy, difficult and very difficult”. It would be strategic in a short-term to start with “easy” interventions and move on to “difficult and very difficult” ones in the medium- and long-terms.
59. The boxes below list new short-, medium and long-term future interventions. They are by no means an exhaustive list. New developments in the sector or contingency of time may change the composition of the list.

<i>Short-Term</i>
<ul style="list-style-type: none"> • Assess of HRD needs at different levels • Formulation and implementation of a continuing HRD plan • Building alliances for awareness on need for change in institutional roles and responsibilities of stakeholders • Formulation, and implementation of Gender Strategy • Awareness for women’s security and role in WSS • Formulation of strategy for socmob/ hygiene promotion • Reviewing Watsan Committees and recommending changes • Formulate time-bound strategy to withdraw subsidy • Development of a strategy to prioritise hardcore poor • Defining minimum service level GOB may subsidise for the hardcore poor • Review current experiences to assess institutional pre-requisites to private-community-public partnership • Formulate protocol for NGO involvement • Formulate regulatory mechanism for quality assurance and validation of technology options for arsenic • Social mobilisation to bring about attitudinal changes towards solid waste disposal and urban drainage • Assess existing experiences, draw and mainstream lessons in addressing solid waste management • Formulate protocol on project types for mandatory environmental assessment and impact assessment (EIA) • Formulate EIA guidelines for WSS projects • R&D on environmental issues linked to WSS

Medium-Term
<ul style="list-style-type: none"> • Develop simple formats on co-ordination of local development activities that consider national/local needs • Linking government's development grants to Pourashavas/LGIs to their operational efficiency • Change regulations to promote public-private partnership • Formulate regulatory mechanism to promote/encourage private sector participation in the sector • Change regulations to promote/encourage community and private initiatives in SWM

Long-Term
<ul style="list-style-type: none"> • Redefinition of roles of central agencies at local levels and their relation with the LGIs and implementation of the new arrangement • Channelling development funds through local government • Institutional reforms to empower local government • Building a mechanism for effective water quality surveillance and monitoring

60. The Sector Investment Plan (SIP) will follow the SDF. The interventions relating to institutions will help reinforce and validate the Institutional Reform and Capacity Building Package (IR&CBP), the final output of the Institutional Review (IR). The three documents together constitute a complete instrument for a holistic and co-ordinated development of the sector.

CHAPTER I INTRODUCTION

Background

1. Water and sanitation sector development comprises disparate project activities without reference to a guiding framework. The sector lacks a holistic approach. Stakeholders including the government have time and again emphasised the importance of sector co-ordination but achieving it has not been easy. The Government has adopted a National Policy for Safe Drinking Water Supply and Sanitation in 1998. The imperative of implementing the National Policy for Safe Drinking Water Supply and Sanitation has made sector co-ordination all the more important. All activities in the sector should conform to the policy and complement each other in fulfilling its mandate.
2. The Local Government Division (LGD) has instituted a Policy Implementation and Arsenic Section to oversee the policy implementation and arsenic mitigation. The DANIDA funded Unit for Policy Implementation (UPI) assists this section. The LGD has also constituted a Forum for Sector Coordination and Policy Implementation. The Forum has representation from relevant ministries, government agencies, donors, NGOs and the private sector. The Secretary, LGD, chairs the Forum. Notwithstanding the noble intentions of the Forum, the absence of an effective framework for sector development is likely to thwart sector coordination.

Sector Development Framework

3. The National Policy for Safe Water Supply and Sanitation is not an operational document. Like most policies, the national policy comprises principles that are general and abstract. Such principles are useful in achieving consensus and providing flexibility, but are difficult to operationalise.
4. Government has to take the policy a step further. The National Policy recognises the importance of a **Development Framework** (SDF) to plan, co-ordinate and monitor all sector development activities. The SDF provides a guiding framework for policy implementation and sector development.
5. The Forum has approved the concept of the Sector Development Framework. The Unit for Policy Implementation of the LGD takes the lead in involving the stakeholders in a consultative process of formulation of the SDF.

Objective

6. The specific objective of the Sector Development Framework is creation of a context for co-ordinated sector wide development that supports implementation of the national policy.

Rationale

7. The manifold benefits SDF will bring to the sector provide enough justification for it. The SDF is expected to do the following:
 - Provide a framework for sector development and co-ordination;
 - Provide a picture of on-going and future activities to develop the sector in accordance with provisions of the policy;

- Introduce a need-based approach instead of the current supply-driven process of planning and implementation;
 - Facilitate a holistic approach resulting in a synergy of development initiatives of different partners towards achieving a common objective;
 - Prevent duplication of activities, misplaced priorities and mutually contradictory donor driven strategies; and
 - Provide a basis for a Sector Investment Plan and an Institutional Reform and Capacity Building Package.
8. The SDF will be the basis of all activities in the sector. New initiatives donor financed or government funded should conform to the SDF. However, the SDF will only identify generic areas of intervention. Preparatory work has to be done to transform such interventions into specific projects.
 9. MEI Wing of LGD is responsible for policy, planning, processing new projects and monitoring and evaluating ongoing ones. These responsibilities make the MEI Wing along with the Policy Implementation and Arsenic Section a natural host to oversee, review, revise and administer the Sector Development Framework, the subsequent Sector Investment Document (SID) and the Institutional Reform and Capacity Building Package (IR&CBP).

SDF Formulation Process

10. Consensus on policy principles is an essential but not a sufficient precondition for policy implementation. The policy principles have to be interpreted in operational terms/actions that key stakeholders agree. A broad-based consensus on the interpretations of the policy principles is the first step in the process of SDF formulation.
11. The second step would be an assessment of compliance or lack thereof of all on-going activities/projects to these policy interpretations. This would help identify areas of new interventions or the need to modify ongoing interventions to facilitate policy implementation.
12. A series of workshops and consultative meetings were the basis of interpretations of the policy principles. Unit for Policy Implementation conducted workshops with cross sections of stakeholders. Government and agency officials, representatives from donors, NGOs, local government institutions and sector professionals attended these workshops. The central workshop was in Dhaka with four regional ones at Rajshahi, Comilla, Khulna and Sylhet.
13. The workshop participants worked in groups, each on a cluster of policy principles. For each of the policy principles the groups agreed on a desired state by 2012, the terminal year for the 7th Five-Year Plan; assessed the current situation; and identified actions necessary to reach the desired state. These generic actions constitute operational interpretations of the policy principles, as perceived by the workshop participants.
14. UPI also organised consultative meetings at village levels on selected policy principles of local significance. The policy principles villagers considered include involvement and empowerment of union parishads, user community and women in planning, implementation and hygiene promotion; cost sharing and subsidy; and micro-credit for WSS services. The selection of villages for consultative meetings was more purposive than representative. The villages UPI selected were well dispersed; three each in Sathkira, Joypurhat and Chittagong districts.
15. The outputs of village consultations differ in language and articulation from those of the workshops but are similar in content. Among the poor there is some convergence of views and aspirations on most issues. The issue of subsidy provides a striking contrast to the workshop findings. The workshops consider subsidy as essential for the poor but poor in the villages

seemed to be convinced that subsidy would never reach them. They are against the prevailing procedure of dispensing subsidy and favours cost recovery in instalments or micro-credit for WSS services.

16. The Institutional Review (IR) Study that UPI is conducting comprises three phases. The first phase analyses the public and private sector institutions, the NGOs and CBOs in the sector and user attitude towards different supply channels. It also seeks a validation of the coverage statistics. The point of departure is the national policy. What are the institutional pre-requisites to implementation of the policy principles? What are the constraints to policy implementation? What is the capacity in different parts of the sector? The constraints that the Institutional Review identifies validate and reinforce the interpretations of the policy principles. The final output, on completion of all three phases of the IR would be an Institutional Reform and Capacity Building Package for the Sector.
17. Lessons from past experiences and recent pilots/action research have been useful in fine-tuning and reformulation of the interpretations without changing their intent and spirit.
18. The synthesis of the findings of the activities above represents voice of stakeholders and people who are the final arbitrators of the policy interpretations. The interpretation of the policy principles is the very foundation of the Sector Development Framework. The synthesis of these findings constitutes the generic areas where interventions are necessary to operationalise the policy into reality.
19. UPI assessed compliance or a lack thereof of ongoing projects to the generic interventions policy interpretation suggests. The SDF matches the assessment of ongoing projects to the interventions in a two-way matrix. The rows represent the generic areas of interventions and the columns are the ongoing projects. The SDF uses “+” and “-“ signs to represent whether on-going project activities contribute to or go against the generic interventions. Scores of mostly “positives” along a column would imply a project contributing to the interventions and “negatives” would indicate the contrary. Blanks would indicate that the project does not support or work against the policy principles; it is policy neutral. Rows with low “positives” or no score at all are indicative of interventions that are necessary but are not being currently addressed.
20. A column with mostly negative scores, a most unlikely scenario, would mean that such a project should either be revised or terminated.
21. Pilot or action research projects testing innovate ideas which the policy does not provide for but can nevertheless make a positive impact on the sector would be permissible exceptions.
22. Large urban water supply or sewerage development projects of the WASAs or city corporations may rate as policy neutral. This should not be a cause for concern. Such is the nature capital-intensive highly technical projects. What would be of concern in large urban areas is not whether large projects involve users in planning and implementation but whether service delivery mechanism excludes easy access of poor to water and sanitation services.

Output

23. The Sector Development Framework is a holistic operational document to implement the policy. The matrix helps identify ongoing projects that partially or fully support the generic interventions and those that do not or are neutral. It also singles out areas in need of interventions. The SDF is an important tool for co-ordination and policy implementation. It would also be useful in identifying; gaps and priority, institutional and capacity building needs and formulating a sector investment plan.

24. The SDF identifies generic areas of interventions but does not provide project details. The details would be worked out during project design. **SDF is an evolving document that is flexible; continually adjusting to internal and external changes in context; and responding to new ideas and lessons.**

Workshop on the First SDF Draft

25. **Sector Development Framework 2003** is the first SDF in a continuing process. UPI circulated an earlier draft among stakeholders for comments. UPI presented the draft for discussion in a national workshop and shared the procedure of scoring ongoing projects against the interpretations. The participant in the workshop comprised representatives from sector agencies, government, LGIs, donors, NGOs and professionals. The workshop made further additions to the interpretations and helped identify the possible constraints and critical success factors in addressing the policy interpretations. Based on the workshop and the comments UPI prepared a second draft and send it for review to a select number of stakeholders.
26. In scope, content and format of the SDF is open to accommodation of inputs from key stakeholders. The process would always remain active for continuing consultation with stakeholders to review, revise, add or detract.
27. The document has to be acceptable to a majority of the stakeholders. Only then can the SDF be a framework for reference to partners in development of the water and sanitation sector.

Organisation of SDF Report

28. The SDF 2003 comprises six Chapters. Chapter I give the background and methodology; Chapter II presents the Compliance Matrix; Chapter III and IV deals with interpretation of the policy principles and project compliance. Chapter V interprets the Compliance Matrix and draws conclusion on short, medium and long-term interventions necessary in the sector.

CHAPTER II
PROJECT COMPLIANCE MATRIX 2002

Instructions to read the Matrix

1. COLUMNS

- The **COLUMNS** represent the ongoing projects

2. ROWS

- The **ROWS** represent the policy interpretations in terms of generic interventions

3. SCORES

- The ongoing projects are scored against the generic interventions

4. SCORES ALONG COLUMNS

- **POSITIVE SCORES** indicate that the ongoing project **CONTRIBUTES** to the generic interventions against which the scores occur
- **NEGATIVE SCORES** indicate that the project works **CONTRARY** to the generic interventions against which the scores occur
- **NO SCORE or VOID** indicates that the project does not have any affect on the generic interventions or in other word the project is **NEUTRAL** to the policy
- Columns that predominate in **POSITIVE** scores are projects that make good contribution to the generic interventions

5. SCORES ALONG ROWS

- **POSITIVE SCORES** along rows indicate interventions to which ongoing projects contribute to the generic interventions. It does not, however, say the extent of contributions or whether or not future interventions in the same area would be necessary
- Rows with **NO SCORE or VOID** or only a few **POSITIVE SCORES** indicate generic interventions that need attention for implementation of the policy

Project Compliance Matrix 2002

I	Rural Projects																
Policy Principles and the Interpretations	WS from ponds in Arsenic and saline	Grameen Sanitation	Rural WS GOB IV	WS in Coastal Areas IDB	Envir. San. & WS DPHE UNICEF DFID	DPHE/Danida Coastal WSS	Acc'ted WSS in CHT DPHE	WSS in protection of Human Environ WHO	NGO Forum Comp of SPS	Essential healthcare in Bangladesh Brac	Community based As Mitigation DASCORH	Health Infra. including WSS	WatSan Partnership SDC	WSS in CHT CHT-Danida	Integrated WSS, hygiene, inst WAID	Empowerm't & sustain'le livelihood	WSS & Arsenic Mitigation ADRA
1. Co-ordination of activities and development in the sector																	
Formulation of mechanism for effective co-ordination																	
Formulation of framework for coordination																	
Reforms of institutional set-up to empower LGIs																	
Develop a network for co-ordination of activities at different levels/agencies																	
Develop simple formats on local development framework that considers national/local needs																	
2. Devolution of responsibility and authority to local government levels																	
Involve LGIs in service provision	+	+	+	+	+	+	+		+		+	+	+		+		+
Empower LGIs with clear mandate for different levels																	
Redefinition of roles of central agencies at local levels and their relation with the LGIs																	
Channelling of development funds through local government																	
Building capacity of LGIs to manage funds and development activities	+		+	+	+	+											
3. Greater autonomy to WASAs, Pourashavas and City Corporations																	
Review/amend relevant Ordinances/Acts																	
Build capacity at the pourashava levels																	
Channel development funds through urban LGIs																	
4. Capacity building at all levels from the ministry to the user communities																	
Assess of HRD needs at different levels																	
Formulation and implementation of a continuing HRD plan																	
Provide for training in projects as relevant	+	+	+	+		+	+		+		+	+	+	+			+

II	Rural Projects (Continued)																	
Policy Principles and Interpretation	WS from ponds in Arsenic and saline areas	Grameen Sanitation	Rural WS GOB IV	WS in Coastal Areas IDB	Envir. San. & WS DPHE UNICEF DFID	DPHE/Danida Coastal WSS	Acc'ted WSS in CHT DPHE	WSS in protection of Human Environ WHO	NGO Forum Comp of SPS	Essential healthcare in Bangladesh Brac	Community based As Mitigation DASCOH	Health Infra. including WSS Proshika	WatSan Partnership SDC	WSS in CHT CHT-Danida	Integrated WSS, hygiene, inst WAID	Empowerm't & sustain'le livelihood	WSS & Arsenic Mitigation ADRA	
5. User-participation through greater involvement of LGIs and people's organisations																		
Involve users in implementation	+	+	+	+	+	+	+		+		+	+	+		+	+	+	
Institutional reform to empower local government																		
Create institutional environment for public-private-community partnerships																		
Build alliances for awareness on responsibilities																		
6. Promotion of women's involvement in provision of water and sanitation services																		
Formulation, and implementation of Gender Strategy																		
Awareness for women's security and role in WSS																		
Involve women in service provisioning	+		+		+	+	+		+		+	+	+		+	+	+	

III	Rural Projects (Continued)																
Policy Principles and the Interpretations	WS from ponds in Arsenic and saline	Grameen Sanitation	Rural WS GOB IV	WS in Coastal Areas IDB	Envir. San. & WS DPHE Unicef/ DFID	DPHE/Danida Coastal WSS	Acc'ted WSS in CHT DPHE	WSS in protection of Human Environ WHO	NGO Forum Comp of SPS	Essential healthcare in Bangladesh Brac	Community based As Mitigation DASCOH	Health Infra. including WSS	WatSan Partnership SDC	WSS in CHT CHT-Danida	Integrated WSS, hvgiene, inst WAID	Empowerm't & sustain'le livelihood	WSS & Arsenic Mitigation ADRA
7. Priority to Un-Served and Under-Served Areas																	
Mapping of un-served and underserved areas					+	+	+		+	+							
Direct services to un-served and underserved areas	+		+		+	+	+		+	+		+	+		+		+
Priority to arsenic affected areas	+										+						+
8. Promotion of behavioural changes through social mobilisation and hygiene promotion																	
Formulation of strategy for socmob/ hygiene promotion	+				+		+		+	+							
Conduct socmob and hygiene promotion					+	+	+		+	+		+	+		+		
Review Watsan Committees and recommend changes																	
Awareness building on arsenic	+										+		+				+
9. Recognising and encouraging the role of the private sector																	
Piloting private sector options in urban water supply, draw lessons and formulate regulatory mechanisms							+		+				+				
Review current experiences to assess institutional pre-requisites to private-community-public partnership																	
Change regulations to promote public-private partnership																	
Formulate regulatory mechanism to promote/encourage private sector participation in the sector																	
Provision for private sector participation in projects where relevant	+						+		+	+			+				
10. Complementary Partnership with NGOs/CBOs																	
Formulate strategy for GO-NGO/CBO partnership																	
Use NGO/CBOs in 'software' delivery						+	+		+	+			+		+		+
11. Gradual reduction in subsidy with safety net for hardcore poor																	
Allow subsidy for shared/community services only			+	+	+	+	+		-	+	+	+	+		+		+
Reduce and discourage subsidy		+							+	+	+	+	+		+		
Formulate time-bound strategy to withdraw subsidy																	
Development of a strategy to prioritise hardcore poor																	
Promotion of micro-credit for WSS																	

IV	Rural Projects (Continued)																
Policy Principles and the Interpretations	WS from ponds in As and saline areas	Grameen Sanitation	Rural WS GOB IV	WS in Coastal Areas IDB	Envir. San. & WS DPHE/UNICEF/DFID	DPHE/Danida Coastal WSS	Acc'ted WSS in CHT DPHE	WSS in protection of	NGO Forum Comp of SPS	Essential healthcare in Bangladesh Brac	Community based As Mitigation DASCOH	Health Infra. including WSS	WatSan Partnership SDC	WSS in CHT CHT-Danida	Integrated WSS, hygiene, inst WAID	Empowerm't & sustain'le livelihood	WSS & Arsenic Mitigation ADRA
12. Economic pricing of water																	
Assure that tariff meets at least O&M expenses																	
Link grants to pourashavas to operational efficiency																	
13. Demand-driven approach to development instead of the present supply-driven one																	
Base service on willingness to pay		+			+				+				+		+		
Institutional reforms to empower LGIs for lead role in service planning and implementation																	
Institutional reforms to empower user community																	
Piloting and drawing lessons from micro-credit for WSS																	
Provide users information and choice on technology and financing options;					+	+		+					+		+		
Defining minimum service level GOB may subsidise for the hardcore poor																	
14. Greater Attention to Urban Waste Disposal and Drainage																	
Institutional development of pourashavas to improve mgmt. capacity in solid waste and drainage																	
Rehabilitation, development and protection of canals and drainage channels																	
Social mobilisation to bring about attitudinal changes																	
Change regulations to promote/encourage community and private initiatives in SWM																	
Assess existing experiences, draw and mainstream lessons in addressing solid waste management																	
Promote and encourage composting and waste recycling																	

V	Rural Projects (Continued)																
Policy Principles and the Interpretations	WS from ponds in Arsenic and saline areas	Grameen Sanitation	Rural WSS GOB IV	WSS in Coastal Areas IDB	Envir. San. & WS DPHE Unicef/LEDEED	DPHE/Danida Coastal WSS	Acc'ted WSS in CHT DPHE Unicef	WSS in protection of	NGO Forum Comp of SPS	Essential healthcare in Bangladesh Brac	Community based As Mitigation DASCOH	Health Infra. including WSS Proshika	WatSan Partnership SDC	WSS in CHT CHT-Danida	Integrated WSS, hygiene, inst WAID	Empowerm't & sustainable livelihood	WSS & Arsenic Mitigation ADRA
15. Adoption of a range of technology options that suit the socio-economic situations of specific areas and groups of people																	
Develop options for arsenic safe cooking/drinking water for household/community levels	+										+		+				+
R&D to devise a range of technology options for WSS							+						+				
R&D on urban solid waste disposal and recycling																	
Pilots to develop private sector led water and sanitation													+				
R&D on cost effective use of surface water for drinking/cooking	+						+					+		+	+		
Pilots on community-based water supply systems													+				
Formulate regulatory mechanism for quality assurance and validation of technology options for arsenic																	
16. Assigning importance to environmental considerations																	
Formulate protocol on project types for mandatory environmental assessment and impact assessment (EIA)																	
Formulate EIA guidelines for WSS projects																	
Improve environment through WSS projects																	
Build mechanism for effective water quality surveillance and monitoring																	
R&D on environmental issues linked to WSS																	
TOTAL INVESTMENT (In 000,000 Tk.) GOB+Donor	588	1996	8120	87+529	1581+2222	444+822	1660	0+66	NA+389	NA+327	NA+3	NA+120	NA+43	NA+18	NA+??	NA+??	NA+5

Project Compliance Matrix 2002

VI	Rural Projects														
Policy Principles and the Interpretations	WSS Programme CARITAS	WSS Programme Grameen Bank	As free WS for Socio- econ. & livelihood	WS from Deep Tube wells DMDA	Community based As mitigation +5 upazila	Community based WSS UNDP	Bogra RDA piped WS project								
1. Co-ordination of activities and development in the sector															
Formulation of mechanism for effective co-ordination															
Formulation of framework for coordination															
Reforms of institutional set-up to empower LGIs															
Develop network for co-ordination of activities at different levels/agencies															
Develop simple formats on local development framework that considers national/local needs															
2. Devolution of responsibility and authority to local government levels															
Involve LGIs in service provision	+	+	+	+	+	+	+								
Empower LGIs with clear mandate for different levels															
Redefinition of roles of central agencies at local levels and their relation with the LGIs															
Channel development funds through local government															
Building capacity of LGIs to manage funds and development activities	+		+	+	+	+									
3. Greater autonomy to WASAs, Pourashavas and City Corporations															
Review/amend relevant Ordinances/Acts															
Build capacity at the pourashava levels															
Channel development funds through urban LGIs															
4. Capacity building at all levels from the ministry to the user communities															
Assess of HRD needs at different levels															
Formulation and implementation of a continuing HRD plan															
Provide for training in projects as relevant	+	+	+	+	+										

VII	Rural Projects (Continued)													
Policy Principles and the Interpretations	WSS Programme CARITAS	WSS Programme Grameen Bank	As free WS for Socio- econ. & livelihood	WS from Deep Tube wells DMDA	Community based As mitigation +5 upazila	Community based WSS UNDP	Bogra RDA piped WS project							
5. User-participation through greater involvement of LGIs and people's organisations														
Involve users in implementation	+	+	+	+	+	+								
Institutional reform to empower local government														
Creating institutional environment for public-private-community partnerships														
Build alliances for awareness on responsibilities														
6. Promotion of women's involvement in provision of water and sanitation services														
Formulation, and implementation of Gender Strategy														
Awareness for women's security and role in WSS														
Involve women in service provisioning	+	+	+	+	+	+								

VIII	Rural Projects (Continued)															
Policy Principles and the Interpretations	WSS Programme CARITAS	WSS Programme Grameen Bank	As free WS for Socio-econ. & livelihood	WS from Deep Tube wells MMDA	Community based As mitigation +5 upazila	Community based WSS UNDP	Bogra RDA piped WS project									
7. Priority to Un-Served and Under-Served Areas																
Mapping of un-served and underserved areas																
Direct services to the un-served and underserved areas	+	+		+		+										
Attention to arsenic affected areas			+		+											
8. Promotion of behavioural changes through social mobilisation and hygiene promotion																
Formulation of strategy for socmob/ hygiene promotion																
Intensive/extensive socmob and hygiene promotion	+	+		+	+	+										
Review Watsan Committees and recommend changes																
Awareness building on arsenic		+	+													
9. Recognising and encouraging the role of the private sector																
Piloting private sector options in urban water supply																
Review current experiences to assess institutional prerequisites to private-community-public partnership																
Change regulations to promote public-private partnership																
Formulate regulatory mechanism to promote/encourage private sector participation in the sector																
Provision for private sector participation in project where relevant							+									
10. Complementary Partnership with NGOs/CBOs																
Formulate strategy GO-NGO/CBO partnership																
Use NGO/CBOs in 'software' delivery						+										
11. Gradual reduction in subsidy with safety net for hardcore poor																
Allow subsidy for shared/community services only			+	+	+	+										
Reduce and discourage subsidy	+	+				+	+									
Formulation of time-bound strategy to withdraw subsidy																
Development of a strategy to prioritise hardcore poor																
Promotion of micro-credit for WSS		+														

IX	Rural Projects (Continued)																
Policy Principles and the Interpretations	WSS Programme CARITAS	WSS Programme Grameen Bank	As free WS for Socio- econ. & livelihood	WS from Deep Tube wells DMDA	Community based As institutional +5 unozilo	Community based WSS UNDP	Bogra RDA piped WS project										
12. Economic pricing of water																	
Assure that tariff meets at least O&M expenses							+										
Link grants to pourashavas to operational efficiency																	
13. Demand-driven approach to development instead of the present supply-driven one																	
Base service on willingness to pay		+				+	+										
Institutional reforms to empower LGIs for lead role in service planning and implementation																	
Institutional reforms to empower user community																	
Piloting and drawing lessons from micro-credit for WSS																	
Formulation of protocol to provide users information and choice on technology and financing options;																	
Defining minimum service level GOB may subsidise for the hardcore poor																	
14. Greater Attention to Urban Waste Disposal and Drainage																	
Institutional development of pourashavas to improve mgmt. capacity in solid waste and drainage																	
Rehabilitation, development and protection of canals and drainage channels																	
Social mobilisation to bring about attitudinal changes																	
Change regulations to promote community and private initiatives in SWM																	
Mainstream innovative lessons on SWM																	
Promote and encourage composting and waste recycling																	

X	Rural Projects (Continued)																
Policy Principles and the Interpretations	WSS Programme CARITAS	WSS Programme Grameen Bank	As free WS for Socio-econ. & livelihood	WS from Deep Tube wells DMDA	Community based As sanitation -5. Sanazila	Community based WSS UNDP	Bogra RDA piped WS project										
15. Adoption of a range of technology options that suit the socio-economic situations of specific areas and groups of people																	
Develop options for arsenic safe cooking/drinking water for household/community levels			+		+		+										
Evolve a range of technology options for WSS																	
R&D on urban solid waste disposal and recycling																	
Pilots to develop private sector led water and sanitation																	
R&D on cost effective use of surface water for drinking/cooking																	
Pilots on community-based water supply systems						+	+										
Formulate regulatory mechanism for quality assurance and validation of technology options for arsenic																	
16. Assigning importance to environmental considerations																	
Formulate protocol on project types for mandatory environmental assessment and impact assessment (EIA)																	
Formulate EIA guidelines for WSS projects																	
Improve environment through WSS projects																	
Mechanism for effective water quality surveillance and monitoring																	
R&D on environmental issues linked to WSS																	
TOTAL INVESTMENT (In 000,000 Tk.) (GOB+Donor)	NA+12		96	96	5.6	NA+153											

Project Compliance Matrix 2002

XI	Urban Projects																
Policy Principles and the Interpretations	Sewerage exp./rehab DWASA	4th DWASA Water Supply	4th Interim DWASA water supply improv.	Impr. Sewerage Prt. 1st & 2nd DWASA	Impr./rehab. Water Supply DWASA	2nd Interim WS Rehab. CWASA	Modunaghat WS CWASA	Interim WS CWASA	Water Supply Rajshahi City	WSS Project DSK	WSS & hygiene Educ. WASHE	Integrated WSS & Hygiene IWSP	Integrated WSS & Hygiene	WSS Phase I, II & III (phase out)	Community based WSS	DPHE/Danida Urban WSS Coastal	Ewir. San. WS Hygiene Slums/Fr. GOB-Unicef
1. Co-ordination of activities and development in the sector																	
Formulation of mechanism for effective co-ordination																	
Formulation of framework for coordination																	
Reforms of institutional set-up to empower LGs																	
Develop a network for co-ordination of activities at different levels/agencies																	
Develop simple formats on local development framework that considers national/local needs																	
2. Devolution of responsibility and authority to local government levels																	
Involve LGs in service provision										+	+	+	+	+	+	+	+
Empower LGs with clear mandate for different levels																	
Redefinition of roles of central agencies at local levels and their relation with the LGs																	
Channel development funds through local government																	
Building capacity of LGs to manage funds and development activities										+	+	+	+	+	+	+	+
3. Greater autonomy to WASAs, Pourashavas and City Corporations																	
Review/amend relevant Ordinances/Acts																	
Build capacity at the pourashava levels																	
Channel development funds through urban LGs																	
4. Capacity building at all levels from the ministry to the user communities																	
Assess of HRD needs at different levels																	
Formulation and implementation of a continuing HRD plan																	
Provide for training in projects as relevant										+	+	+	+	+	+	+	+

XII	Urban Projects (Continued)																
Policy Principles and the Interpretations	Sewerage exp./rehab DWASA	4th DWASA Water Supply	4th Interim DWASA water supply improv.	Impr. Sewerage Prt. 1st & 2nd DWASA	Impr./rehab Water Supply DWASA	2nd Interim WS Rehab. CWASA	Modunaghat WS CWASA	Interim WS CWASA	Water Supply Rajshahi City	WSS Project DSK	WSS & hygiene Educ. WASHE	Integrated WSS & Hygiene IWSP	Integrated WSS & Hygiene	WSS Phase I, II & III (phase out)	Community based WSS	DPHE/Danida Urban WSS Coastal	Envir. San. WS Hygiene Slums/Fr. GOB-Unicef
5. User-participation through greater involvement of LGIs and people's organisations																	
Involve users in implementation										+	+	+	+	+	+	+	+
Institutional reform to empower local government																	
Creating institutional environment for public-private-community partnerships																	
Build alliances for awareness on responsibilities																	
6. Promotion of women's involvement in provision of water and sanitation services																	
Formulation, and implementation of Gender Strategy																	
Formulation of mechanism for effective co-ordination																	
Involvement of women in all WSS activities										+	+	+	+	+	+	+	+

XIII	Urban Projects (Continued)																
Policy Principles and the Interpretations	Sewerage exp./rehab DWASA	4th DWASA Water Supply	4th Interim DWASA water supply improv.	Impr. Sewerage Prt. 1st & 2nd DWASA	Impr./rehab. Water Supply DWASA	2nd Interim WS Rehab. CWASA	Modunaghat WS CWASA	Interim WS CWASA	Water Supply Rajshahi City	WSS Project DSK	WSS & hygiene Educ. WASHHE	Integrated WSS & Hygiene IWSP	Integrated WSS & Hygiene	WSS Phase I, II & III (phase out)	Community based WSS	DPHE/Danida Urban WSS Coastal	Envir. San. WS Hygiene Slums/Fr GOB-Unicef
7. Priority to Un-Served and Under-Served Areas																	
Mapping of un-served and underserved areas	+									+	+	+	+	+	+	+	+
Direct services to un-served and underserved areas	+									+	+	+	+	+	+	+	+
Attention to arsenic affected areas																	
8. Promotion of behavioural changes through social mobilisation and hygiene promotion																	
Formulation of strategy for socmob/ hygiene promotion																	
Conduct socmob and hygiene promotion		+								+	+	+	+	+	+	+	+
Review Watsan Committees and recommend changes																	
Awareness building on arsenic																	
9. Recognising and encouraging the role of the private sector																	
Piloting private sector options in urban water supply		+														+	
Review current experiences to assess institutional pre-requisites to private-community-public partnership																	
Change regulatory framework to promote public-private partnership																	
Formulate regulatory mechanism to promote/encourage private sector participation in the sector																	
Provision for private sector participation in project where relevant	+	+															+
10. Complementary Partnership with NGOs/CBOs																	
Formulate a strategy for GO-NGO/CBO partnership																	
Involve NGOs in software aspects of WSS										+	+	+	+	+	+	+	+
11. Gradual reduction in subsidy with safety net for hardcore poor																	
Allow subsidy for shared/community services only																-+	+
Reduce /discourage subsidy		+								+	+						
Formulation of time-bound strategy to withdraw subsidy																	
Development of a strategy to prioritise hardcore poor																	
Promotion of micro-credit for WSS										+							

XIV	Urban Projects (Continued)																
Policy Principles and the Interpretations	Sewerage exp./rehab DWASA	4th DWASA Water Supply	4th Interim DWASA	Impr. Sewerage Prt. 1st & 2nd DWASA	Impr./rehab. Water Supply DWASA	2nd Interim WS Rehab. CWASA	Modunaghat WS CWASA	Interim WS CWASA	Water Supply Rajshahi City	WSS Project DSK	WSS & hygiene Educ. WASHE	Integrated WSS & Hygiene IWSP	Integrated WSS & Hygiene	WSS Phase I, II & III (phase out)	Community based WSS	DPHE/Danida Urban WSS Coastal	Unicef/Evvir. San. WS Hygiene Slums/Fr
12. Economic pricing of water																	
Assure that tariff meets at least O&M expenses		+															+
Link grants to pourashavas to operational efficiency																	
13. Demand-driven approach to development instead of the present supply-driven one																	
Base service on willingness to pay										+	+	+	+				
Institutional reforms to empower LGIs for lead role in service planning and implementation																	
Institutional reforms to empower user community																	
Piloting and drawing lessons from micro-credit for WSS																	
Formulation of protocol to provide users information and choice on technology and financing options;																	
Defining minimum service level GOB may subsidise for the hardcore poor																	
14. Greater Attention to Urban Waste Disposal and Drainage																	
Institutional development of pourashavas to improve mgmt. capacity in solid waste and drainage																	+
Rehabilitation, development and protection of canals and drainage channels	+									+							
Social mobilisation to bring about attitudinal changes																	
Change regulations to promote/encourage community and private initiatives in SWM																	
Assess existing experiences, draw and mainstream lessons in addressing solid waste management																	
Promote and encourage composting and waste recycling																	+

XV	Urban Projects (Continued)																
Policy Principles and the Interpretations	Sewerage exp./rehab DWASA	4th DWASA Water Supply	4th Interim DWASA water supply	Impr. Sewerage Prt. 1st & 2nd DWASA	Impr./rehab. Water Supply DWASA	2nd Interim WS Rehab. CWASA	Modunaghat WS CWASA	Interim WS CWASA	Water Supply Rajshahi City	WSS Project DSK	WSS & hygiene Educ. WASHE	Integrated WSS & Hygiene IWSP	Integrated WSS & Hygiene	WSS Phase I, II & III (phase out)	Community based WSS	DPHE/Danida Urban WSS Coastal	Envir. San. WS Hygiene Slums/Fr GOB-Unicef
15. Adoption of a range of technology options that suit the socio-economic situations of specific areas and groups of people																	
Develop options for arsenic safe cooking/drinking water for household/community levels																	
R&D to evolve a range of technology options for WSS																	+
R&D on urban solid waste disposal and recycling										+							
Pilots to develop private sector led water and sanitation																	
R&D on cost effective use of surface water for drinking/cooking																	
Pilots on community-based water supply systems																	+
Formulate regulatory mechanism for quality assurance and validation of technology options for arsenic																	
16. Assigning importance to environmental considerations																	
Formulate protocol on project types for mandatory environmental assessment and impact assessment (EIA)																	
Formulate EIA guidelines for WSS projects																	
Promote environment improvement in relevant projects	+									+							+
Mechanism for effective water quality surveillance and monitoring																	
R&D on environmental issues linked to WSS																	
TOTAL INVESTMENT (To nearest 000,000 Tk.) (GOB+Donor)	781	2707+4797	1083	281+1619	1520	262	362+520	546	320	NA+20	NA+5	NA+5	NA+5	NA+7	NA+32	432+2107	182+170

Project Compliance Matrix 2002

XVI	Urban Projects (continued)																	
Policy Principles and the Interpretations	Rep/rehab/Dev of WS in Poura	WSS in G'ganj, T'para and + Upazila	WSS Mat lab/ Chandina etc Poura	WS in Bhairab Poura Phase-2	WSS Gournadi, Kalkini Poura	Local Parts'p for poverty alleviation	Municipal Services Project	Env. San. WS at Upazila Poura, GC	WSS in Tongi Poura	WSS in Shapahar, Patmitola etc.	18-DTP 2nd phase	Soth West Flood Damage Rehab	Urban Basic Services Project, LGED/Unicef					
1. Co-ordination of activities and development in the sector																		
Formulation of mechanism for effective co-ordination																		
Formulation of framework for coordination																		
Reforms of institutional set-up to empower LGIs																		
Develop a network for co-ordination of activities at different levels/agencies																		
Develop simple formats on local development framework that considers national/local needs																		
2. Devolution of responsibility and authority to local government levels																		
Involve LGIs in service provision	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
Empower LGIs with clear mandate for different levels																		
Redefinition of roles of central agencies at local levels and their relation with the LGIs																		
Channelling of development funds through local government											+	+						
Building capacity of LGIs to manage funds and development activities											+	+						
3. Greater autonomy to WASAs, Pourashavas and City Corporations																		
Review/amend relevant Ordinances/Acts																		
Build capacity at the pourashava levels																		
Channel development funds through urban LGIs											+							
4. Capacity building at all levels from the ministry to the user communities																		
Assess of HRD needs at different levels																		
Formulation and implementation of a continuing HRD plan																		
Provide for training in projects as relevant	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+

XVII	Urban Projects (Continued)																
Policy Principles and the Interpretations	Rep/rehab/Dev of WS in Poura	WSS in G'ganj, T'para and 3 Upazila	WSS Matlab/ Chandina etc Poura	WS in Bhairab Poura Phase 2	WSS Gourmadi, Kalkini Poura	Local Partis'p for poverty alleviation	Municipal Services Project	Env. San. WS at Upazila Poura, GC	WSS in Tongi Poura	WSS in Shapahar, Patmitola etc.	18-DTP 2nd phase	South West Flood Damage Rehab	Urban Basic Services Project, LGED/Unicef				
5. User-participation through greater involvement of LGIs and people's organisations																	
Involve users in implementation						+	+				+		+				
Institutional reform to empower local government																	
Creating institutional environment for public-private-community partnerships																	
Build alliances for awareness on responsibilities																	
6. Promotion of women's involvement in provision of water and sanitation services																	
Formulation, and implementation of Gender Strategy																	
Formulation of mechanism for effective co-ordination																	
Involvement of women in all WSS activities						+	+				+		+				

XVIII	Urban Projects (continued)																
Policy Principles and the Interpretations	Rep/rehab/Dev of WS in Poura	WSS in G'ganj, T'para and 3 Upazilas	WSS Matlab/Chandina etc Poura	WS in Bhatrab Poura Phase-2	WSS Gournadi, Kalkini Poura	Local Parts'p for poverty alleviation	Municipal Services Project	Env. San. WS at Upazila Poura, GC	WSS in Tongi Poura	WSS in Shapahar, Patmitola etc.	18-DTP 2nd phase	South West Flood Damage Rehab	Urban Basic Services Project, LGED/Unicef				
7. Priority to Un-Served and Under-Served Areas																	
Mapping of un-served and underserved areas																	
Direct services to un-served and underserved areas													+				
Attention to arsenic affected areas																	
8. Promotion of behavioural changes through social mobilisation and hygiene promotion																	
Formulation of strategy for socmob/ hygiene promotion																	
Conduct socmob and hygiene promotion		+		+	+				+				+				
Review Watsan Committees and recommend changes																	
Awareness building on arsenic													+				
9. Recognising and encouraging the role of the private sector																	
Piloting private sector options in urban water supply																	
Review current experiences to assess institutional pre-requisites to private-community-public partnership																	
Regulatory changes promote public-private partnership																	
Formulate regulatory mechanism to promote/encourage private sector participation in the sector																	
Provision for private sector participation in projects where relevant		+		+	+				+								
10. Complementary Partnership with NGOs/CBOs																	
Formulate strategy for GO-NGO/CBO strategy																	
Use NGO/CBOs for 'software' delivery																	
11. Gradual reduction in subsidy with safety net for hardcore poor																	
Subsidy only for shared/community services					-+					-+							
Reduce/discourage subsidy in favour of full cost								+									
Formulation of time-bound strategy to withdraw subsidy																	
Development of a strategy to prioritise hardcore poor																	
Promotion of micro-credit for WSS																	

XiX	Urban Projects (continued)																
Policy Principles and the Interpretations	Rep/rehab/Dev of WS in Poura	WSS in G'ganj, T'para and 3 Upazilas	WSS Matlab/ Chandina etc. Daura	WS in Bhairab Poura Phase-2	WSS Gourmadi, Kalliat Daura	Local Parts' p for poverty alleviation	Municipal Services Project	Env. San. WS at	WSS in Tongi Poura	WSS in Shapahar, Patniola etc.	18-DTP 2nd phase	South West Flood Damage Rehab	Urban Basic Services Project, LGED/Unicef				
12. Economic pricing of water																	
Assure that tariff meets at least O&M expenses		+			+				-								
Link grants to pourashavas to operational efficiency																	
13. Demand-driven approach to development instead of the present supply-driven one																	
Base service on willingness to pay							+					+					
Institutional reforms to empower LGIs for lead role in service planning and implementation																	
Institutional reforms to empower user community																	
Piloting and drawing lessons from micro-credit for WSS																	
Formulation of protocol to provide users information and choice on technology and financing options;																	
Defining minimum service level GOB may subsidise for the hardcore poor																	
14. Greater Attention to Urban Waste Disposal and Drainage																	
Institutional development of pourashavas to improve mgmt. Capacity in solid waste and drainage																	
Rehabilitation, development and protection of canals and drainage channels											+						
Social mobilisation to bring about attitudinal changes											+						
Review/change regulations to promote/encourage community and private initiatives in SWM																	
Assess existing experiences, draw and mainstream lessons in addressing solid waste management																	
Promote and encourage composting and waste recycling																	

XX	Urban Projects (continued)																
Policy Principles and the Interpretations	Rep/rehab/Dev of WS in Poura	WSS in G'ganj, T'para and 3 Upazilas	WSS Matlab/ Chandina etc Poura	WS in Bhairab Poura Phase-2	WSS Gourmadi, Kalkini Poura	Local Parts'p for poverty alleviation	Municipal Services Project	Env. San. WS at Upazila	WSS in Tongi Poura	WSS in Shapahar, Patitola etc.	18-DTP 2nd Phase	South West Flood Damage Rehab	Urban Basic Services Project, LGED/Unicef				
15. Adoption of a range of technology options that suit the socio-economic situations of specific areas and groups of people																	
Develop options for arsenic safe cooking/drinking water for household/community levels																	
Evolve a range of technology options for WSS																	
R&D on urban solid waste disposal and recycling																	
Pilots to develop private sector led water and sanitation																	
R&D on cost-effective use of surface water for drinking/cooking																	
Pilots on community-based water supply systems																	
Formulate regulatory mechanism for quality assurance and validation of technology options for arsenic																	
16. Assigning importance to environmental considerations																	
Formulate protocol on project types for mandatory environmental assessment and impact assessment (EIA)																	
Formulate EIA guidelines for WSS projects																	
Provide for environmental improvement as relevant																	
Mechanism for effective water quality surveillance and monitoring																	
R&D on environmental issues linked to WSS																	
TOTAL INVESTMENT (In 000,000 Tk.)	353	550	200	17	72	237+1267	544+7378	2341	52	71	233	31					

Project Compliance Matrix 2002

XXI	Sector-Wide & Others														REMARKS
Policy Principles and the Interpretations	DPHE Danida As Mitigation	Bangladesh Arsenic Mitigation WS	WSS Project Concern	ITN Centre BUET Danida	Unit for Policy Impl. Danida									Local Governance Dev. Fund UNDP	
1. Co-ordination of activities and development in the sector															
Formulation of mechanism for effective co-ordination					+										
Formulation of framework for coordination					+										
Reforms of institutional set-up to empower LGIs					+										
Develop a network for co-ordination of activities at different levels/agencies															
Develop simple formats on local development framework that considers national/local needs															
2. Devolution of responsibility and authority to local government levels															
Involve LGIs in service provision	+	+												+	
Empower LGIs with clear mandate for different levels					+										
Redefinition of roles of central agencies at local levels and their relation with the LGIs					+										
Channel development funds through local government														+	
Building capacity of LGIs to manage funds and development activities	+	+		+										+	
3. Greater autonomy to WASAs, Pourashavas and City Corporations															
Review/amend relevant Ordinances/Acts															
Build capacity at the pourashava levels															
Channel development funds through urban LGIs															
4. Capacity building at all levels from the ministry to the user communities															
Assess of HRD needs at different levels															
Formulation and implementation of a continuing HRD plan															
Provide for training in projects as relevant	+	+	+	+										+	

XXII	Sector-wide and others													Remarks
Policy Principles and the Interpretations	DPHE Danida As Mitigation	Bangladesh Arsenic Mitigation WS	WSS Project Concern	ITN Centre BUET Danida	Unit for Policy Impl. Danida								Local Governance Dev. Fund UNDP	
5. User-participation through greater involvement of LGIs and people's organisations														
Involve users in implementation	+	+											+	
Institutional reform to empower local government														
Creating institutional environment for public-private-community partnerships														
Build awareness on local responsibility in development													+	
6. Promotion of women's involvement in provision of water and sanitation services														
Formulate and implement gender strategy														
Provide women's participation in relevant projects	+	+												
Build awareness on role of women in development													+	
Build capacity for community development		+		+										

XXIII	Sector-Wide & Others														REMARKS	
Policy Principles and the Interpretations	DPHE Danida As Mitigation	Bangladesh Arsenic Mitigation WS	WSS Project Concern	ITN Centre BUET Danida	Unit for Policy Impl. Danida									Local Governance Dev. Fund UNDP		
7. Priority to Un-Served and Under-Served Areas																
Mapping of un-served and underserved areas		+														
Direct services to un-served and underserved areas																
Attention to arsenic affected areas	+	+														
8. Promotion of behavioural changes through social mobilisation and hygiene promotion																
Formulation of strategy for socmob/ hygiene promotion					+											
Intensive/extensive socmob and hygiene promotion			+													
Review Watsan Committees and recommend changes																
Awareness building on arsenic	+	+														
Build capacity for socmob/hygiene promotion				+												
9. Recognising and encouraging the role of the private sector																
Piloting private sector options in urban water supply					+											
Review current experiences to assess institutional pre-requisites to private-community-public partnership																
Change in regulations to enable/promote public-private partnership																
Formulate regulatory mechanism to promote/encourage private sector participation in the sector																
Provision for private sector participation where relevant																
10. Complementary Partnership with NGOs/CBOs																
Formulate strategy for GO-NGO/CBO partnership																
Use NGO/CBOs for 'software' delivery	+	+	+													
11. Gradual reduction in subsidy with safety net for hardcore poor																
Subsidy for shared/community services only																
Reduce/discourage subsidy in favour of total cost																
Formulation of time-bound strategy to withdraw subsidy					+											
Development of a strategy to prioritise hardcore poor																
Promotion of micro-credit for WSS					+											

XXIV	Sector-Wide & Others													REMARKS
Policy Principles and the Interpretations	DPHE Danida As Mitigation	Bangladesh Arsenic Mitigation WS	WSS Project Concern	ITN Centre BUET Danida	Unit for Policy Impl. Danida								Local Governance Dev. Fund LGD/UNDP	
12. Economic pricing of water														
Assure that tariff meets at least O&M expenses														
Link grants to pourashavas to operational efficiency														
13. Demand-driven approach to development instead of the present supply-driven one														
Base service on willingness to pay	+	+												
Institutional reforms to empower LGIs for lead role in service planning and implementation					+									
Pilot institutional reforms for dev. planning management													+	
Piloting and drawing lessons from micro-credit for WSS					+									
Provide users information and choice on technology and financing options;	+													
Defining minimum service level GOB may subsidise for the hardcore poor		+												
14. Greater Attention to Urban Waste Disposal and Drainage														
Institutional development of pourashavas to improve mgmt. capacity in solid waste and drainage					+									
Rehabilitation, development and protection of canals and drainage channels														
Social mobilisation to bring about attitudinal changes														
Change regulations to promote/encourage community and private initiatives in SWM														
Assess existing experiences, draw and mainstream lessons in addressing solid waste management														
Promote and encourage composting and waste recycling														

XXV	Sector Wide & Others														Remarks
Policy Principles and the Interpretations	DPHE Danida As Mitigation	Bangladesh Arsenic Mitigation WS	WSS Project Concern	ITN Centre BUET Danida	Unit for Policy Impl. Danida									Local Governance Dev. Fund LGD/UNDP	
15. Adoption of a range of technology options that suit the socio-economic situations of specific areas and groups of people															
Develop options for arsenic safe cooking/drinking water for household/community levels	+	+		+											
Evolve a range of technology options for WSS				+											
R&D on urban solid waste disposal and recycling															
Pilots to develop private sector led water and sanitation															
R&D on cost effective use of surface water for drinking/cooking				+											
Pilots on community-based water supply systems		+													
Formulate regulatory mechanism for quality assurance and validation of technology options for arsenic															
16. Assigning importance to environmental considerations															
Formulate protocol on project types for mandatory environmental assessment and impact assessment (EIA)															
Formulate EIA guidelines for WSS projects															
Mechanism for effective water quality surveillance and monitoring															
R&D on environmental issues linked to WSS				+											
TOTAL INVESTMENT (In 000,000 Tk.) (GOB+Donor)	236+433	280+1483	NA+100	NA+17	6+138										

CHAPTER III

INTERPRETATION OF POLICY PRINCIPLES

1. The National Policy for Safe Water Supply and Sanitation provides a basis for a sector strategy and a programme for a holistic approach to sector co-ordination and development.
2. Measures to translate the policy principles into actions are imperative. The actions may relate to legislation, administration, institutions, financing options, technology, service delivery approach or even community development. Some actions will be easy to accomplish. Others, especially those that relate to changes in procedures, regulations and institutions will generally be slow. **It is unrealistic to expect institutional changes overnight. At most changes will be gradual and at times painstakingly slow.**
3. The first step in translating the policy principles into actions is interpretation of policy principles in specific and realistic terms/actions. The workshops on policy interpretation considered the following policy principles:
 - Co-ordination of activities and development in the sector;
 - Devolution of responsibility and authority to local government levels;
 - Greater autonomy to WASAs, pourashavas and city corporations;
 - Capacity building at all levels from the ministry to user communities;
 - Emphasis on user-participation through greater involvement of local government institutions and people's organisations;
 - Promotion of women's involvement in provision of water and sanitation services;
 - Priority to un-served and under-served areas;
 - Emphasis on concerted effort by all related agencies to achieve behavioural changes through social mobilisation and hygiene promotion;
 - Economic pricing of water;
 - Gradual reduction in subsidies on water supply and sanitation services with safety net for "hardcore" poor;
 - Demand-driven approach to development instead of the present supply-driven one;
 - Encouraging and promoting role of private sector in water and sanitation;
 - Complementary partnership with NGO/CBOs;
 - Adoption of a range of technology options that suit socio-economic situations of specific areas and groups of people;
 - Greater attention to urban waste disposal and drainage; and
 - Assigning importance to environmental considerations.
4. The following section presents the interpretations of the policy principles in terms of generic areas of interventions. The policy principles are in 'italics' followed by the interpretations as synthesised from workshops of stakeholders and village consultation. Review of sector institutions, past experiences and lessons from recent pilots helped refine and reinforce the interpretations.

Co-ordination of activities and development in the sector

5. Effective coordination of sector development has been an elusive goal. Despite a general recognition of its importance co-ordinating sector development at all levels has not been easy. Mechanisms for coordination at different levels are either absent or largely weak and ineffective. This sometimes result is misplaced priorities, duplication of activities and mutually contradictory strategies in the same geographic area. The net effect is a wasteful use of scarce resources that divests the sector of a development synergy.

6. An environment for better coordination and synergy is an aspiration of all stakeholders including the government. This will not come about in a day or for that matter in weeks or months. The transition from a piece-meal approach to a well-coordinated one would be gradual. The government has adopted a policy and has already formulated a Forum for co-ordination. With approval of the Forum, the process of preparing a Sector Development Framework is underway. The workshops identify the following interventions to improve the context for sector coordination:
 - Formulation of an institutional mechanism for effective co-ordination with clear responsibility at different levels;
 - Formulation of a framework for co-ordination;
 - Review of institutional arrangement to bring about reforms to empower LGIs for a greater role in development;
 - Development of a network for co-ordination of different levels of activities with forward and backward linkages; and
 - Development of simple formats on development framework that takes account of local needs and national aspirations.

Devolution of responsibility and authority to the local government levels

7. Centralised planning and decision making relegate local government institutions to a marginal position with little decision or role in planning or implementation. Apart from doubts centralised approach casts on sustainability of services, it also results in a mismatch between local needs and what projects provide. Central agencies such as DPHE and LGED plan and implement water and sanitation facilities, which are essentially responsibilities of local government institutions.
8. Past attempt to hand over tube well sinking to union parishads has not borne encouraging results. The LGIs do not have access to finance, expertise or authority to plan and implement water and sanitation services. Devolution of responsibility has to go hand in glove with concomitant improvement in local capacity. LGIs must at least have access to skilled resources. Government agencies can play a strong role as a technical arm of the LGIs if and when devolution of responsibility takes place.
9. In recent years there have been some project-based attempts on limited capacity building and involvement of pourashavas in planning, implementation and management of urban water supply. The experience has been positive but in the absence of a legal cover the changes will not sustain for long after the project period. The apprehension has come to pass in pourashavas where projects have concluded a few years ago.
10. The stakeholders are unanimous on empowering LGIs and providing them access to capital and skills to plan, implement, supervise and monitor local development activities. To bring this about the workshops have identified institutional review and reforms for the following:
 - Involve LGIs in WSS service provisions;
 - Empowerment of LGIs with clear mandate for different levels;
 - Clear redefinition of roles of government agencies and their interaction with LGIs;
 - Channelling of development funds through local government; and
 - Building capacity of LGIs to manage funds and administer development activities.

Greater autonomy to WASAs, Pourashavas and City Corporations

11. The WASAs, pourashavas and city corporations are organisations with different status and capacities. It would be inappropriate to amalgamate them together into one category. Though the generic interventions required may be similar, they will vary much in detail.
12. The WASAs are autonomous agencies of the government responsible for water supply and sanitation in Dhaka and Chittagong. They have access to skilled and financial resources to plan, implement and operate and maintain physical facilities for water supply and sanitation.
13. City corporations are local government institutions that have higher status than pourashavas. Their access to skilled and financial resources too is better. They consequently are able to perform responsibilities pourashavas cannot. However, such competence varies even among city corporations.
14. Pourashavas are weak in capacity and access to resources. Weakness is so endemic that most of them depend largely on government annual development grants.
15. The administrative culture in Bangladesh inhibits the WASAs, pourashavas and city corporations from asserting even the authority current rules and regulations provide. Much more than institutional reform has to come about to make these organisations proactive and autonomous. There has to be a change in mind-set on issue of autonomy to WASAs, pourashavas and city corporations. Actions necessary to deal with autonomy of WASAs on the one hand and the city corporation on the other would be of different order and magnitude. The pourashavas represent a different class with great variations in size, capacity and manpower. The scope and nature of capacity building that devolution of responsibility and authority implies would vary by institutions. To bestow greater autonomy to the WASAs, pourashavas and city corporations the workshops recommend the following:
 - Review and amend Ordinances, Acts, rules and regulations that govern WASAs, the city corporations and pourashavas;
 - Build capacity at pourashava levels; and
 - Channel development funds through pourashavas and city corporations

Capacity building at all levels from the ministry to user communities

16. Most projects in the sector have some training on technology, operation and maintenance, social mobilisation and hygiene promotion or community development. Though these training initiatives contribute towards building capacity of the sector, absence of co-ordination undermines synergy. There is little or no assessment of training needs nor is there any comprehensive plan for Human Resources Development (HRD). The existing training facilities in the public sector such as the DWASA Training Centre, National Institute of Local Government (NILG) or training capability with government agencies remain under-utilised. HRD as an indispensable component of capacity building cannot remain piecemeal and uncoordinated. The workshops suggest the following to implement the policy principle:
 - Assessment of HRD needs at different levels including LGIs;
 - Formulation and implementation of a continuing HRD plan; and
 - Continuation of training in projects as relevant.

Emphasis on user-participation through greater involvement of local government institutions and people's organisations

17. The opportunity for user input either in planning or implementation of centrally administered public projects is limited. Project feasibility studies, baseline surveys and experience indirectly reflect user perspective but do not constitute user involvement. Central agencies retain most decision-making functions. By and large users are passive beneficiaries who only operate and maintain services agencies install. Service providers seldom, if ever, considered users as customers.
18. Global experience demonstrates that user involvement in service planning, implementation and O&M improves sense of ownership and service sustainability. The Watsan Committee, an instrument of involvement of union parishads and user community in implementation is weak, lack motivation and is largely ineffective. Sector stakeholders have no doubt on the value of user involvement in public projects. Active community involvement has implications on empowerment of LGIs and institutional reforms. Creation of awareness and social mobilisation, though important, will not in itself, promote user involvement. Therefore, the stakeholders at the workshops suggest the following:
- Involve users in making decisions in project implementation;
 - Institutional reform to empower local government as described in the preceding section;
 - Creating institutional provision to promote and encourage public-private and public-community partnerships; and
 - Creating awareness on different stakeholders' roles and responsibilities in development.

Promotion of women's involvement in provision of water and sanitation services

19. Most project documents on water and sanitation in Bangladesh assign importance to involvement of women in water and sanitation service provisions. Nevertheless, socio-cultural and religious mores undermine gender equity, which the Constitution of Bangladesh guarantees. Experience of different projects in involving women in water and sanitation service delivery has been mixed. The stakeholders would like to see a greater involvement of women. The workshops believe that the sector can address the following to improve women's involvement in service delivery:
- Review of current experience and formulation of a gender strategy to mainstream women's involvement;
 - Involve women in service provisioning; and
 - Social mobilisation to promote women's sense of security and awareness on role/responsibility of women in provision of water and sanitation.

Priority to Un-Served and Under-Served Areas

20. The average figures on water and sanitation coverage conceal the prevalent spatial disparity in access to facilities. The ratio of persons to tube wells is higher in coastal areas than in areas of low water table (LWT). The ratio in LWT area is in turn higher than in shallow water table (SWT) zone. Even in SWT areas there are homesteads with more than one public tube wells with contiguous homesteads having none. Political and social influence, non-compliance to tube well allocation criteria perpetuate inequitable distribution of subsidised public facilities. Arsenic in groundwater has exacerbated the situation. There is unanimity among stakeholders on a need to focus service delivery on the un-served and underserved areas. The workshops recommend the following:

- Mapping of un-served and underserved areas;
- Focussing services to un-served and under-served areas; and
- Assigning priority to arsenic affected areas.

Emphasis on concerted effort by all related agencies to achieve behavioural changes through social mobilisation and hygiene promotion

21. Access to physical facilities is important but not a sufficient pre-condition for improvement of health. Decades of development have resulted in significant reduction of infant mortality rates from diarrhoeal diseases but morbidity persists at a high level. Social awareness on water and sanitation and promotion of health to bring about behavioural changes are imperative. The policy assigns a high priority to social mobilisation and hygiene promotion and the workshops recommend the following:

- Formulation and adoption of a strategy for social mobilisation and hygiene promotion;
- Conducting social mobilization and hygiene promotion; and
- Review and assess success/failure of the Watsan Committees, recommend changes and implement them.

Economic pricing of water

22. A few exceptions aside, revenue earning from urban piped water systems do not cover even the O&M cost, let alone amortisation on capital investment. A few recent projects in district towns successfully built institutional capacity for management of piped water systems. During the project and shortly thereafter most of these water systems had positive balances on meeting all O&M expenses. A few had even made investments in expanding the systems. These unfortunately, were only project-based changes which without institutionalisation will not sustain for long. The advances made in these towns are on a gradual regression.

23. Current water pricing is based on political exigencies rather than economic consideration. The MLGRD&C approve all water rates subject to the provision of the Pourashava Act. The national policy asserts that the pourashavas must be made self-sustaining and should take on an increasing share of investment in water and sanitation services. The policy interpretation workshops recommend the following actions to realise the spirit and intent of the policy:

- Review and reform the institutional set-up of pourashavas to improve services and revenue collection;
- Building institutional and management capacity of pourashavas;
- Institutional reforms to give pourashavas a greater authority in management of social and physical services;
- Reforms to give pourashavas an active role including decision making power in planning, implementation and management of development activities; and
- Linking government grant to operational efficiency of pourashavas.

Gradual reduction in subsidies on water supply and sanitation services with safety net for the "hardcore" poor

24. Advocates and critics are equally vociferous in their argument for and against subsidy. Nonetheless, there is a consensus that across-the-board subsidy, more often than not, eludes very poor. Even poor villagers at the village level consultations were against subsidy. This is not because they do not desire assistance but for the plain reason that subsidy under current system seldom reach them. There is a definite need to protect the rights of the poor but subsidising those who can pay for services disparages wisdom and logic. While the sector should aim at improving cost recovery for services it should also institute mechanisms to

protect the rights of the poor to water and sanitation services. The workshops recommend the following actions:

- Allow subsidy for shared/community facilities only;
- Reduce and discourage subsidy to move towards services at full cost;
- Undertake social motivation to bring attitudinal changes to subsidy and cost sharing;
- Formulate and implement a time-bound strategy for phasing out subsidy;
- Develop a strategy to prioritise “hardcore” poor for subsidy and other forms of assistance;
- Promote linkages to income generation programmes to improve income of the poor; and
- Pilot and promote micro-credit for water and sanitation services.

Demand-driven approach to development instead of the present supply-driven one

25. Economic pricing of water, gradual withdrawal of subsidy and involvement of the user community in decision making closely relate to demand-based approach to project planning and implementation. In centralised planning users are often passive recipient of services. Demand-based planning implies that service users have the option to choose services for which they are willing to pay. To make demand-based service planning and implementation a reality stakeholders consider the following actions necessary:

- Base service delivery on community demand and willingness to pay;
- Institutional reforms to empower local government to actively involve in water sanitation service planning and implementation;
- Institutional reforms to empower user community;
- Piloting and drawing lessons from micro-credit for water and sanitation;
- Provide users information and choice on a range of technology and financing options; and
- Defining a minimum level of community services that public sector may subsidise for “hardcore” poor

Encouraging and promoting the role of the private sector

26. Three decades of government and NGO activities in water and sanitation sector has led to a growth of a vibrant private sector. The majority of water and sanitation services are through the private channels. Recent estimates show that 9 in every 10 hand pumps are in the private domain. Only 4% of the 33% sanitation coverage is due to the public sector. The private sector is involved even in urban piped water supply in design and installation of urban systems on contracts with public agencies. However, private sector has not been forthcoming in investment and management of urban piped water systems. The commendable contribution of private sector has taken place in spite of an absence of an enabling environment. The stakeholders are in agreement on expansion of the role of private sector to investment and management of piped water systems. To bring this about the workshops recommend the following:

- Testing and piloting different private sector options for management of urban water supply systems to draw lessons in a process of formulating regulatory mechanism for private sector;
- Reviewing experience of public-private-community experience to assess institutional pre-requisites to private-community-public partnership;
- Reviewing and changing mechanisms that regulate and control the work of government agencies and local government institutions to promote and encourage public-private partnership in provision of water and sanitation services;

- Formulating and adopting a regulatory mechanism to promote and encourage private sector participation and to safe guard the rights of the poor to water and sanitation services; and
- Provide for private sector involvement where relevant.

Complementary partnership with NGO/CBOs

27. The NGOs/CBOs work almost in isolation from the government. Except where directly involved in public projects, NGOs have little interaction with the government at a local level beyond their occasional presence in district co-ordination meetings. NGO interaction with union parishads and pourashavas falls short of expectation but nonetheless there is movement in the right direction. Government agencies such as DPHE and LGED are strong in access to skilled technical resources. On the other hand NGOs target the poor and are strong in “software” delivery. Stakeholders agree that GO-NGO co-operation can be mutually beneficial. The workshops recommend the following:

- Formulation and implementation of a protocol for GO-NGO co-operation; and
- Increasing use of NGOs in targeting public services to the poor, targeting of micro-credit and subsidy and in ‘software’ delivery.

Adoption of a range of technology options that suit the socio-economic situations of specific area and group of people

28. The detection of arsenic in groundwater has given Research and Development (R&D) fresh meaning and importance. The shallow tube well, the backbone of water supply coverage, in rural Bangladesh is no longer a reliable source of safe water supply. The other options such as the Pond Sand Filter (PSF), protected dug wells have technical and social limitations. Acceptable options for arsenic mitigation and alternate source of arsenic safe drinking and cooking water for arsenic affected areas are few. Arsenic aside the policy emphasises the promotion of a range of technology options for both water supply and sanitation. The range of sanitation products in the market is also limited.

29. R&D in the sector should not be an exclusive preserve of the public sector. Public sector should work closely with private sector and research institutions to devise, test and develop technology options and innovative service delivery or financing mechanism.

30. The prevailing situation brooks no delay. R&D to devise and promote a range of technology options for water supply and sanitation and delivery mechanisms is a priority for the sector. The stakeholders suggest that the sector should immediately undertake R&D on the following:

- Development and promotion of ways and means of providing arsenic safe cooking/drinking water at both the community and household levels;
- Improvement on existing technology options for water supply and sanitation;
- Improvement on urban solid waste disposal and recycling;
- Pilots to develop and test private sector led water and sanitation services;
- Cost effective use of surface water including pond water for safe water supply;
- Pilots to promote community-based water supply systems;
- Pilot private sector led water supply systems;
- Formulation regulatory mechanism for quality assurance and validation of technology options especially for arsenic

Greater attention to urban waste disposal and drainage

31. The rapid increase of urban population in Bangladesh has brought solid waste disposal and drainage to the forefront of urban environmental sanitation. The larger an urban centre the more acute is the problem. Only about 40% of solid waste Dhaka generates is collected and disposed off in ways that are not at all sanitary. The proportion of waste collected nationally is even lower. Toxic hospital waste mix with domestic waste to increase health hazard. There are some community and project-based initiatives to improve waste management. Some projects are also trying recycling and composting. No town in Bangladesh has a comprehensive surface water drainage system. Urban development seldom respects natural drainage channels and flows. The problem of drainage is getting bad to worse by the day. Drainage system is at best fragmented in bits and pieces that do not add up to a whole. Untreated surface water drains into ditches, low-lying areas or watercourses. The problems of solid wastes and drainage will in all likelihood get worse in future. Views expressed in the workshops suggest the following:

- Institutional development of pourashavas to improve management capacity in addressing solid waste and drainage
- Social mobilisation to bring about attitudinal changes;
- Rehabilitation, development and protection of canals and drainage channels;
- Assistance to pourashavas to develop drainage plans that respect and build on the natural courses;
- Changes in rules and regulations to promote and encourage community and private initiatives in drainage and solid waste management;
- Assessing existing experiences, drawing lessons from them and mainstreaming them in addressing solid waste management and wastewater drainage; and
- Promoting and encouraging composting and waste recycling.

Assigning importance to environmental considerations

32. Other than mere mention that projects will not adversely affect environment, project approval procedure in the sector does not require proposed projects to undergo environmental assessment. In view of the national importance of natural environment the policy emphasises inclusion of environmental impact assessment prior to project approval. Linked to environment is also an issue of water quality monitoring and surveillance, which at present has not been effective. For effective water quality monitoring and surveillance and to ensure that projects do not have adverse affect on environment the workshops suggests the following:

- Formulation of a protocol that outlines the type and scope of projects that would require mandatory environmental assessment (EA) and environmental impact assessment (EIA) prior to approval;
- Formulation of EA/EIA guidelines for WSS projects especially for municipal waste management and urban drainage;
- Building a mechanism for effective water quality surveillance and monitoring; and
- R&D on environmental issues linked to WSS.

33. The policy principles are mutually inter-related. One cannot consider demand-based approach without involving user community, informed user choice or decentralising planning and implementation functions. Institutional reforms for instance are a pre-requisite to private-public partnership and devolution of authority to lower levels of self-government. Some policy principles therefore, have same or similar interpretations. The nature and scope of these actions, however, will vary according to their contexts. The actions/interpretations the SDF puts forth do not constitute ready-to-implement projects but generic areas of

interventions necessary to operationalise the policy. The generic interventions either singly or in combination may constitute projects under a programme for the sector.

CHAPTER IV
POLICY COMPLIANCE OF ON-GOING PROJECTS

1. Most on-going projects comprise activities that contribute, at least partially, towards the fulfilment of policy principles. It is neither necessary nor possible for a single project to address all policy principles. What is important is that no project works against the policy pronouncement. All projects contribute to some interventions and only some project activities run contrary to some policy principles such as on subsidy. The fact that most ongoing projects predate the policy explains this mismatch. Furthermore, implementation of the policy in totality would require institutional changes that require time, effort and commitments of the different stakeholders. There are obvious gaps that the sector activities must fill.
2. This Chapter discusses and summarises the compliance or lack thereof of ongoing projects to the generic areas of interventions. This section should be read in conjunction with Compliance Matrix in Chapter II. Despite all efforts at being comprehensive, it was not possible for SDF to get an exhaustive list of all WSS projects in NGO sector. The Matrix accounts for all on-going government projects and the chapter discusses some recent development in the sector. Annex-I details the assessment of the projects in relation to the policy interpretations.
3. The Matrix does go beyond an assessment of whether a project contributes or works against the generic interventions. It does not quantify or establish a degree to which a project contributes or works against an intervention. The subsequent Sector Investment Plan will assess the requirement by interventions and quantify future investments needs.

Co-ordination of activities and development in the sector

4. Donor assisted projects have Steering Committees that review and guide projects, but an effective mechanism to achieve sector-wide co-ordination is absent. The donors have a sub-group on water supply and sanitation of the Local Consultative Group (LCG) that meets bimonthly. The chair of the LCG sub-group rotates annually among the donors. The Environmental Health Advisor, WHO is the current chair of LCG sub-group.
5. The Charter of Duties gives the Planning Cell of the MLRD&C responsibility for co-ordination of development activities under the Ministry in addition to a host of other duties. The Planning Cell does not have access to sufficient skilled and financial resources to discharge all its responsibilities.
6. The **LGD has recently constituted a Forum** with representation from relevant ministries and agencies to co-ordinate sector development and oversee the implementation of the national policy. The Secretary Local Government chairs the Forum. The Unit for Policy Implementation acts as the secretariat for the Forum. The success of these well-intentioned initiatives will depend on commitment and willingness of stakeholders to commit time and resources to sector co-ordination.
7. Co-ordination has to take place at different levels starting from the bottom to the top. The monthly *Zilla Unnayan Sammannay* Committee meeting under the chair of the Deputy Commissioner plays more a token than a real role in local level coordination. The networking and information sharing among stakeholders in these meetings provide redemption for lost time. Mere semblance of co-ordination cannot be a substitute for real co-ordination. Actions that stakeholders suggest should provide a starting point to build on and consolidate future sector co-ordination. No on-going project actively pursues the goal of co-ordination and synergy in development.

Devolution of responsibility and authority to the local government levels

8. The role and responsibility of local government bodies in project planning and implementation are still minimal. UPI consultations with local government representatives show a general discontent among participants on their current roles¹. The participants would like a greater say in local development than the present. The Watsan Committees government constituted do not have the motivation or incentive to work and are largely inactive. The elected local representatives play a passive role. Their role seldom goes beyond allocation of rural tube wells to user groups or easing the work of government agencies.
9. The amendment of the Local Government Act 2000 offers a potential of integrating people's organisations into the system of local governance and development. The amendment provides a new tier of local self-government, Gram Sarkar, at the ward level. The amendment gives Gram Sarkar power to constitute single or multi-purpose sub-committees with legal standing. User groups under different programmes could link in and transform into village government sub-committees. This would link groups to a permanent entity and provide a real chance of sustainability.
10. The search for an appropriate model for devolution that is responsive to user needs and demands of good governance continues. Some NGOs have been piloting local level initiatives with union parishads. CARE is working on an initiative at improving local governance and UNDP, USAID and DANIDA are supporting the government in different initiatives. LGD with UNDP assistance has been testing direct allocation of development fund to union parishads in Sirajganj. The SDC has been working through village development committees in Rajshahi and Chapai Nawabganj. The mandate of these initiatives is one and the same. Devising a model of governance that empowers LGIs and recognises needs and aspirations of people. Most of these projects are not in the water and sanitation sector but their outcomes have relevance to service delivery and development in the sector. They would offer lessons to enlighten the way forward towards devolution of power and redefinition of roles and responsibility of stakeholders including government agencies.
11. Acts and ordinances bestow numerous responsibilities on local government bodies without concomitant authority. Absence of authority prevents local government from discharging the responsibilities Acts and Ordinances bestow on them. Projects can only pilot and test ideas, concepts or procedures. Some projects have brought about local level institutional changes to give *pourashavas* a direct role in financial and management decisions. Without formal legal support from the government these changes have little chance of sustaining after completion of the projects. It is beyond the scope of the projects to bring about sustainable institutional changes to empower and strengthen local governments, improve management and governance. It is for the government to review the changes and if acceptable, initiate reforms to give legal sanctions and permanence to them.
12. Some project-based institutional changes predate adoption of the National Policy but are relevant to it. The Dutch, ADB and to a lesser extent, DANIDA supported urban projects have all built institutional capacity at the project *pourashavas*. The projects have given the *pourashavas* limited financial power and decision in project planning and implementation. These changes may provide a basis for a new institutional and financial arrangement that the national policy seeks.

¹ In 2001 UPI organised a series of workshops on Orientation for Sector Programme Support. At the end of the workshops UPI had consultation with LGI representatives on their role in WSS development.

13. Projects in the past and some in the present have tested, with varying degrees of success, devolution of power and capacity building. For tangible and sustainable benefit the government has to formalise and institutionalise the successful changes.
14. The UPI has recently started an institutional review of sector institutions to suggest institutional reforms and capacity building essential to implement the national policy in entirety. There is no other project/activity specifically on institutional reforms to devolve power and responsibility to local level.

Greater autonomy to WASAs, pourashavas and city corporations

15. WASAs are semi-autonomous bodies yet in matters of policy, staffing, or tariff setting WASAs' authority is limited. In the 90's the government has brought about reforms that give some autonomy to DWASA in policy decisions. It is time to review the experience and assess further modifications and additions necessary to put the WASAs on a commercial footing.
16. Some projects such as the 18-DTP and 9-DTP have successfully tested capacity building and financial empowerment of project *pourashavas*. The DPHE-DANIDA in coastal towns of greater Noakhali and Patuakhali gives limited power to *pourashavas*. Nonetheless there has been little in way of permanent empowerment and capacity building at *pourashavas* level.
17. The city corporations are in a better position than *pourashavas* in terms of access to skill, authority, and financial and management capacity but not good enough to match the challenge they face.
18. The Municipal Services Project provides for improvement in financial and administrative management in some city corporations and *pourashavas*. There is a real need to revisit and recast the plethora of rules, regulations and procedures to strengthen powers of *pourashavas* and city corporations. The urban local governments and utility agencies cannot manage their business effectively if they do not have the requisite capacity and resources.

Capacity building at all levels from the ministry to the user communities

19. Inadequate capacity of the local government is often advanced as a reason for holding back on devolution of authority and responsibility. There is a definite need to build capacity at all levels of the sector. Nonetheless, expecting LGIs in Bangladesh to maintain a continuing competence in every aspect of development is too presumptuous. In the reality of situation in Bangladesh this is neither necessary nor possible. What is essential is LGIs' access to a pool of skilled human resources, which they can draw on as necessary. The government agencies or even private sector can provide this pool that would work for LGIs on formal requests or contracts.
20. LGIs' access to such resources will require a redefinition of roles and responsibilities of government agencies, LGIs and an obligatory inter-relation between them with appropriate check and balance.
21. Project-based capacity building, more often than not, is a disparate and uncoordinated activity seldom based on HRD needs assessment and HRD plan for the sector. Training and capacity building in the sector should conform to a HRD plan that makes optimum use of existing training resources in the country.

Emphasis on user-participation through greater involvement of local government institutions and people's organisations

22. The water and sanitation sector has evolved to embrace a concept of user involvement in service planning and delivery. Most projects emphasises user participation that fall short of responding to user demands. Participation is still largely on a project agenda rather than projects responding to user needs and aspirations. User participation is still at the lower rung of the participation ladder and has a long way to ascend to self-management of development with little or no external intervention. Local government involvement in most projects is peripheral.
23. Active participation with users having a voice and choice in service planning and implementation would require institutional changes to empower and strengthen local government institutions. The changes should recognise the inherent strength of involving users and LGIs and focus on an institutional environment to promote public-community partnership.
24. Most NGO projects on water and sanitation rely on active user involvement and do respond to user needs. The SDC sponsored WPP places “user community” at the centre of development initiative. DSK in its urban program lets the users decide on facilities, cost recovery and management. However, weak formal linkage of NGO activities with formal entities such as the union *parishads*, *pourashavas*, city corporations and other programmes leaves service sustainability in a lurch.

Promotion of women’s involvement in provision of water and sanitation services

25. Most projects emphasise involvement of women in provisioning of water and sanitation services. Even projects that do not implement physical services such as ITN advocates gender balance either to relieve conscience or meet project requirement. In DPHE projects 50% of caretakers of public tube wells have to be women. However, in an absence of a sector-wide strategy, women’s involvement manifests in burdening women with more work with little opportunity to make decisions. Mind-set and orientation of field workers and cultural norms still influence and condition roles and responsibilities women can assume. No project is working on Gender Strategy or building social awareness on roles and responsibilities of women in development in general and water and sanitation in particular.

Priority to Un-served and Under-served Areas

26. Commendable achievement in rural water coverage disguises the fact that there are pockets that are under-served or not served at all. Arsenic in ground water has added a new dimension. High arsenic in groundwater has already transformed many areas hitherto served into underserved or un-served areas. Some projects such as the NGO Forum component of DANIDA sponsored SPS, specifically targets the poor without services. DPHE-DANIDA WSS project in coastal areas focus on deprived areas. DPHE/UNICEF/DFID project strives to seek out the under-served and un-served areas. The BAMWSP and other arsenic mitigation projects are focussing on arsenic hot spots, where more than 80% of tube wells are arsenic affected. NAMIC with inputs from different arsenic mitigation initiatives has been working on identifying areas with different levels of arsenic pollution. There is also a need to map non-arsenic un-served/under-served areas and to specifically direct water and sanitation services to such areas.

Emphasis on allied effort by all related agencies to achieve behavioural changes through social mobilisation and hygiene promotion

27. From hardware-biased development, WSS sector has evolved to embrace the importance of social aspects. Building awareness through social mobilisation and hygiene promotion for behavioural change have almost become integral parts of relevant water and sanitation

projects. Projects and agencies, however, differ in their approaches. The sector does not have a uniform guideline or strategy. Too many messages, often impractical and misleading, dilute impact and thwart behavioural changes. The arsenic problem has added a new chapter to social mobilisation and awareness building. It is imperative that the sector formulates strategies for hygiene promotion, and social mobilisation for arsenic, water and sanitation.

Economic pricing of water

28. A few urban projects in *pourashavas* have introduced sound financial management and economic pricing of water to cover at least O&M. These are essentially project-based improvements that will not sustain in an absence of sector-wide changes. Except in these *pourashavas*, revenue from water systems in most cases does not even cover power and O&M cost. The water rates do not relate to cost of production or amortisation on capitals. Consequently *pourashavas* cannot undertake proper O&M resulting in premature system failure and lost investment. Such conditions cannot result in sustainable systems. To start with water rates should at least cover O&M expenditure including cost of power. In the interest of sustainability water rates must gradually include depreciation on capital cost such that *pourashavas* can finance expansion and replacement of water systems.
29. Government provides annual development grant for *pourashavas*. Notwithstanding official requirements, size of grant depends on political influence rather than on population or operational efficiencies of *pourashavas*. Operational deficit is often met from government grant perpetuating a cycle of dependency and inefficiency. An LGED project had made project activity conditional on revenue collection efficiency of *pourashavas*. This, however, is more of an exception than a rule. In the interest of self-sufficiency, efficiency and motivation to improve, government development grant to *pourashavas* and other local government institutions may be linked to their operational efficiency.

Gradual reduction in subsidies with safety net for the “hardcore” poor

30. The policy emphasises a gradual phase-out of subsidy with safety net for the “hardcore” poor and welfare organisations. The government has not yet formulated a time bound strategy to implement the principle. All government projects subsidise water supply with urban users getting a higher level of subsidy than their rural counterparts. No government project has a strategy to gradually reduce subsidy.
31. Some NGOs deliver water and sanitation services at cost price. IDE, an international NGO, working under the WPP has gradually phased out subsidy on a deep-set pump from 80% to zero over only a two-year period.
32. The implementation of the policy principle would require the formulation of a time-bound strategy for gradual withdrawal of subsidy. Micro-credit for water and sanitation services and cross-sector linkages to improve people’s income may help eliminate subsidy. A strategy to prioritise and target the poor would complement gradual subsidy reduction and help maintain a safety net for the “hardcore” poor.

Demand-driven approach to development instead the present supply driven one

33. Sector development has been largely supply-driven with little inputs from end-users. While there is a general consensus on demand responsive service-delivery, most projects in the sector are still supply-driven. Some projects have introduced baseline surveys and studies to assess demand but fall short of the rigor a demand-driven approach requires.

34. Demand-based approach implies consultation with user communities and dissemination of information and choice not only on technology options but also on levels of services and financing options. These are not possible within current institutional arrangement of service planning and implementation. There has to be basic changes in procedures and institutions to empower LGIs and user communities. Piloting different institutional arrangements and financing options including micro-credit and payment in instalments would provide lessons on institutional reforms and procedures of service delivery that responds to user demand.

Recognising and Encouraging the Role of Private Sector

35. Despite a presence of a vibrant private sector, there is no regulatory framework to promote, encourage and support it. Across-the-board subsidy for services undermines private initiatives. The government still manages around 900 latrine production centres and so do many NGOs that indirectly challenge private sector. Though there is a marked difference in quality of products, free market competition would in a long-term result in a minimum standard acceptable to consumers as with any other consumer goods. In an open competition one gets the money's worth. A consumer can buy a shallow tube well for less than Tk.1500 to Tk.3500 or more. Quality across this price range would certainly, not be same but would be of a level that a consumer chooses.
36. Private sector involvement in urban water supply is limited to contracts for design and installation of water/drainage systems. Some micro-enterprises are already working on solid waste collection in large urban areas of Dhaka, Chittagong and Khulna. A micro-enterprise is buying electricity at bulk-rate from DESA and distributing it in a slum in Dhamalcot, Mirpur. Lessons from these experiences are worth serious consideration. The DWASA has been experimenting with private sector billing in two of its operational zones. The DPHE-DANIDA Urban WSS Project in Coastal Areas and Unit for Policy Implementation have recently proposed piloting private sector involvement in management of urban piped water systems in Raipur, Patuakhali and Faridpur. There is a need for such pilots and their thorough assessment before decisions on institutional changes and regulatory mechanisms to control and encourage private sector involvement in urban water systems.

Recognising and encouraging the complementary role of NGOs/CBOs

37. NGO programmes primarily work with the poor in improving access to service provisions and bringing about behavioural changes. Where commitment and approach is right there is no limit to achievements. DSK has been providing piped water supply and sanitation without subsidy in many slums of Dhaka. NGOs' strength lies in mobilising and developing user community in planning, financing and implementing hygiene promotion and service provisions. The government agencies on the other hand are strong in technical expertise. Putting the two together to act in tandem will be a formidable force for local development not only in water and sanitation for other sectors as well. It is in recognition of comparative strength of different stakeholders that led to use of NGOs in many government programmes. Some projects like the DPHE-DANIDA project, CWSSP, BAMWSP have been using NGOs with mixed results.
38. It is necessary to formulate a protocol for greater NGO-public partnership in water and sanitation sector. Pilot projects may be important in testing different arrangements for learning lessons prior to large-scale replication.

Adoption of a range of technology options that suit the socio-economic situations of specific areas and groups of people

39. Demand-based approach pre-supposes a choice not only of technology options but also in levels of services and financing options people can access. Unfortunately most projects offer a limited range of options. There is a need for continuing research to devise innovative technology, financing and service delivery options. Research and development is still an exclusive preserve of the public sector. Private sector institutions should be encouraged to get increasingly involved in devising technology options for water supply and sanitation. Arsenic in ground water has made it necessary to work on innovative technology options for arsenic safe drinking/cooking water for household and community levels. BAMWSP, DPHE-DANIDA and DPHE-UNICEF arsenic mitigation projects and NGOs are experimenting with different technology options.
40. Arsenic in ground water poses a challenge to the WSS sector. The exuberance to promote tube wells as the only safe drinking water source, has neglected potential of surface water. The over-dependence on ground water has made the situation particularly difficult. It has become imperative to investigate alternate sources and where possible promote use of surface water. After over 20 years of promotion, ground water will stay a dominant source of safe water for a long time to come. Most projects still rely on ground water as the main source. A few NGOs are experimenting with surface water treatment at community level. Existing systems of surface treatment are expensive. Research on use of surface water for arsenic safe water supply may help evolve cost effective systems of using surface water for domestic use.

Greater attention to urban waste disposal and drainage

41. Waste disposal and drainage, which are minor concerns in rural context, pose a great challenge in urban areas. High population density, indiscriminate solid waste disposal, weak urban institutions and thoughtless infringements on natural drainage channels and catchments worsen the problem. Efficient solid waste management and drainage are more of an exception than a rule. Water supply and sanitation projects assign little attention to the problem. In an absence of effective solid waste management, drains constructed under 18-DTP, 9-DTP, DPHE-DANIDA and other projects have become receptacles for solid wastes. Pourashavas also construct drains that do not always add up to form an effective network. Pourashava and city corporations' centralized waste management systems are inefficient and unwieldy. UPI is reviewing sector institutions to assess bottlenecks in implementation of the policy. In the second phase of the institutional review UPI will work with stakeholders in designing reform and capacity building packages.
42. Some communities in large urban centres of Dhaka, Chittagong, Khulna and Rajshahi have organized door-to-door waste collection that works quite well. Effective community-public partnership with community responsible for primary collection and urban governments for onward disposal is yet to evolve. Waste Concern, a NGO has done commendable work in composting solid waste into organic fertilizer and finding a market for it. A DPHE-UNICEF project is helping replicate the experience in some selected urban centres of Bangladesh. Waste Concern is providing technical assistance to a DCC-UNDP project to compost organic household waste into organic fertiliser.
43. Establishing effective solid waste management and drainage system would also require greater empowerment and capacity building of pourashavas/city corporations. Development of urban drainage should where possible should respect and build on natural drainage channels. Institutional environment to foster community-public and private-public partnership would promote initiatives that have already proved effective. Piloting innovative initiatives, learning lessons and mainstreaming them can effectively contribute to alleviating the problems.

Assigning importance to environmental considerations

44. Except for very large urban projects such as the DWASA IV, projects in water supply and sanitation sector seldom go through the rigors of environmental safeguards prior to approval. Perhaps all projects in the sector would not require environmental assessment. There is a need to prepare a protocol on project types for mandatory environmental assessment (EA) and impact assessment (EIA) and research on environmental issues related to water supply and sanitation.
45. Department of Environment (DOE) and DPHE are responsible for water quality monitoring and surveillance. Unfortunately results are seldom acted upon and DPHE the lead actor in rural sanitation has no mechanism or authority to enforce quality standards. There is a need to devise a mechanism for water quality monitoring and surveillance that is effective.

CHAPTER V
IMPLICATIONS OF COMPLIANCE MATRIX

1. The assessment of whether or not a project contributes, works against or is neutral to the policy interpretations is a judgment based on review of project documents and some interaction with the projects.
2. For the policy to remain relevant, all projects, ongoing, in pipeline or in future, should contribute to fulfilment of at least some of the policy principles. The list of generic interventions sector activities should address to implement the policy in entirety cannot be exhaustive. As the SDF evolves toward maturity there may be additions, omissions or alterations.
3. The grouping of projects into urban and rural corresponds to the geographic areas of project operation. The projects that cut across both urban and rural come under the category of “Sector Wide and Others”. Some projects such as the Sirajganj Good Governance Development Fund are outside the water and sanitation sector but nevertheless have implications on service delivery in the sector. The Matrix includes such project in the last category.
4. The groupings into categories will vary in accordance with criteria for division. Low water table, shallow water table, coastal or hilly areas may be further sub-divisions of the rural projects. Using population-size as a criterion may yield a number of categories for the urban projects. In the interest of simplicity the SDF limits the categories to three only.
5. Most current projects comply partially with the policy principles. All projects are in one of the following situations:
6. **Projects that fully support the principles:** Very few projects would fall in this category. These projects may continue in their present state and may also provide lessons for future. In the compliance matrix columns for such projects would have mostly positive scores.
7. **Projects that are totally in contravention of the principles:** Currently there is no project that totally contravenes or works against the policy. Even in the worst of projects there would be some elements that respect the policy. Projects where a majority of activities are in contravention of the policy interpretations should undergo revision. If it is difficult to revise a project, authorities should formulate an exit strategy to terminate the project.
8. **Projects that partially support and partially oppose the principles:** Authorities should revise the offending activities and strengthen those that partially support the principles. If revision of the activities is too cumbersome they should be dropped within a definite time frame. Projects that are on the verge of termination may be left to run its course.
9. **Projects that are neutral to the policy principles:** Large projects like of those under WASAs are likely to be neutral to most of the policy interpretations. This is no fault of the projects or the sponsoring agency. Large technical projects do not lend well to issues of community or user involvement or decentralized implementation. However, where WASAs can make a difference is in delivery of services to the poor. It is here, in the institutional procedure and not in the projects per se, that adjustments should take place.
10. **Future projects:** All future sector development initiatives/projects, whether in private sector, with NGOs or the government, should at least contribute towards fulfilment of one or more of the policy principles. Depending on nature of a project they may be neutral to the

interpretations but under no circumstances should any project go against any of the policy principles.

11. **Innovative pilots:** Innovative pilot or action research project may comprise an exception that do not contribute or may even work against the policy principles.
12. **Interventions to which ongoing projects contribute:** Table-I shows the interventions to which some ongoing projects contribute either partially or fully. This does not, however, imply that no future interventions are necessary in these areas of intervention. It only means that some activities address these areas. Extent to which future interventions would be necessary would depend on the Sector Investment Plan. In all likelihood projects to improve access to WSS services have to continue and more so because of the arsenic in groundwater, low coverage in rural sanitation and deplorable state of urban environmental sanitation.
13. **Interventions to which no ongoing projects contribute:** The generic interventions to which no project contributes are shown in Table-II. These are the ones that need close attention. Some of these interventions such as institutional reforms and local capacity building of LGIs will have far-reaching impact on the sector but will be difficult to achieve in a short terms. Others, such as formulation of gender strategy or reviewing role of Watsan Committees to improve them can be implemented in easily in a short period of time. Some others such linking government grants to LGIs to operational efficiency may be possible in a medium time frame.

Table-I: Interventions which ongoing projects address

Policy Principles and the Interpretations	
1. Co-ordination of activities and development in the sector	
Formulation of mechanism for effective co-ordination	GOB has constituted a Forum for co-ordination; SDF prepared but this is not enough; coordination has to extend to different levels
Formulation of framework for coordination	UPI is working on the SDF
Reforms of institutional set-up to empower LGIs	UPI is conducting an institutional review study to identify problems and formulate a reform and capacity building package
2. Devolution of responsibility and authority to local government levels	
Involve LGIs in service provision	Most projects involve LGIs but absence of legal sanctions reduce such involvement to tokenism
Empower LGIs with clear mandate for different levels	UPI is reviewing the institutions
Redefinition of roles of agencies at local levels	UPI is reviewing the institutions
Channelling of development funds through local government	A GOB-UNDP project is piloting the concept and some urban project has tested it on a limited scale; government must assess the lessons and take decisions
Building capacity of LGIs to manage funds and development activities	There are some disparate project-based attempts
3. Greater autonomy to WASAs, Pourashavas and City Corporations	
Review/amend relevant Ordinances/Acts	DWASA IV has brought in some changes, but more necessary
Build capacity at the Pourashava levels	Some project-based attempts exist but not sufficient
Channel development funds through urban LGIs	Limited financial responsibility tried but short of sustainable arrangement
4. Capacity building at all levels from the ministry to the user communities	
Provide for training in projects as relevant	Most projects have some training but not based on needs assessment or HRD plan
5. User-participation through greater involvement of LGIs and people's organisations	
Involve users in implementation	Projects involve users but formal institutions still take the major decisions
6. Promotion of women's involvement in provision of water and sanitation services	
Involve women in service provisioning	Projects involve women but socio-cultural mores inhibit potentials
7. Priority to Un-Served and Under-Served Areas	
Mapping of un-served and underserved areas	Some projects map such areas but are by no means universal
Direct services to un-served and underserved areas	Some projects target depressed areas/ people but prevalent power structure and corruption thwart effort; NGOs more successful
Priority to arsenic affected areas	Arsenic mitigation projects are all targeting arsenic affected areas
8. Promotion of behavioural changes through social mobilisation and hygiene promotion	
Formulation of strategy for socmob/ hygiene promotion	UPI has been working on a hygiene promotion strategy
Conduct socmob and hygiene promotion	Integral part of some projects
Review Watsan Committees and recommend changes	UPI will do it as part of the Institutional Review
Awareness building on arsenic	Done under arsenic mitigation project but should become a general campaign
9. Economic pricing of water	
Assure that tariff meets at least O&M expenses	GOB- bilateral and one multi-lateral projects has achieved this in some pourashavas

10. Gradual reduction in subsidy with safety net for hardcore poor	
Allow subsidy for shared/community services only	Government projects already do this
Reduce and discourage subsidy	Grameen sanitation and DPHE-DANIDA urban project still provide subsidy on latrines; WPP phased out subsidy\, some NGOs moving towards service at full cost
Promotion of micro-credit for WSS	Some NGOs provide micro-credit for WSS services; UPI is testing micro-credit for WSS services
11. Demand-driven approach to development instead of the present supply-driven one	
Base service on willingness to pay	WPP bases services on willingness to pay
Institutional reforms to empower LGIs for lead role in service planning and implementation	UPI has started working on Institutional review to bring about change
Institutional reforms to empower user community	UPI is working on Institutional review to bring about change
Piloting and drawing lessons from micro-credit for WSS	UPI is working on Institutional review to bring about change
Provide users information and choice on technology and financing options;	WPP and DPHE-DANIDA rural project provide users choice of technology and financing options
12. Recognising and encouraging the role of the private sector	
Piloting private sector options in urban water supply, draw lessons and formulate regulatory mechanisms	UPI and GOB-DANIDA plans to test this; DWASA has been experimenting on use of private sector in billing and collection
Review current experiences to assess institutional pre-requisites to private-community-public partnership	UPI will do it as part of the Institutional Review
Provision for private sector participation in projects where relevant	Some project in public and NGO sector involve the private sector in provision of services in the rural areas
13. Complementary Partnership with NGOs/CBOs	
Use NGO/CBOs in 'software' delivery	Some public projects such as BABWSP have started to use NGOs to develop community and deliver software
14. Adoption of a range of technology options that suit the socio-economic situations of specific areas and groups of people	
Develop options for arsenic safe cooking/drinking water for household/community levels	Some government and NGO projects are working on options for arsenic free drinking/cooking water
Devise a range of technology options for WSS	Some NGOs are active
Improve solid waste disposal and recycling	There are a few action research project in the area but much too few
Pilots to develop private sector led water and sanitation	Only two projects have proposed testing public sector involvement in urban water supply
R& on cost effective use of surface water for drinking/cooking	Government has recently approved a project on use of pond water for arsenic and saline areas; some NGOs are experimenting with surface water treatment
Pilots on community-based water supply systems	A few rural piped water systems both in the public and NGO sector are on test
15 Greater Attention to Urban Waste Disposal and Drainage	
Institutional development of Pourashavas to improve management capacity in solid waste and drainage	UPI is working on Institutional review to bring about change
Rehabilitation, development and protection of canals/ drainage channels	Some projects are doing it but not comprehensive enough
Promote and encourage composting and waste recycling	An NGO with support from GOB and UNDP is doing good work on waste collection and composting
16. Assigning importance to environmental considerations	
Improve urban environmental sanitation and rural sanitation	Urban environmental sanitation and rural sanitation and hygiene promotion aim at achieving this

Table-II: Interventions which no ongoing projects/activities address

Policy Principles and the Interpretations
1. Co-ordination of activities and development in the sector
Develop a network for co-ordination of activities at different levels/agencies
Develop simple formats on local development framework that considers national/local needs
2. Devolution of responsibility and authority to local government levels
Redefinition of roles of central agencies at local levels and their relation with the LGIs
Channelling of development funds through local government
3. Greater autonomy to WASAs, Pourashavas and City Corporations
4. Capacity building at all levels from the ministry to the user communities
Assess of HRD needs at different levels
Formulation and implementation of a continuing HRD plan
5. User-participation through greater involvement of LGIs and people's organisations
Institutional reform to empower local government
Create institutional environment for public-private-community partnerships
Build alliances for awareness on institutional roles and responsibilities
6. Promotion of women's involvement in provision of water and sanitation services
Formulation, and implementation of Gender Strategy
Awareness for women's security and role in WSS
7. Priority to Un-Served and Under-Served Areas
8. Promotion of behavioural changes through social mobilisation and hygiene promotion
Formulation of strategy for socmob/ hygiene promotion
Review Watsan Committees and recommend changes
9. Economic pricing of water
Link grants to Pourashavas to operational efficiency
10. Gradual reduction in subsidy with safety net for hardcore poor
Formulate time-bound strategy to withdraw subsidy
Development of a strategy to prioritise hardcore poor
11. Demand-driven approach to development instead of the present supply-driven one
Defining minimum service level GOB may subsidise for the hardcore poor
12. Recognising and encouraging the role of the private sector
Review current experiences to assess institutional pre-requisites to private-community-public partnership
Change regulations to promote public-private partnership
Formulate regulatory mechanism to promote/encourage private sector participation in the sector
13. Complementary Partnership with NGOs/CBOs

Formulate protocol for NGO involvement
14. Adoption of a range of technology options that suit the socio-economic situations of specific areas and groups of people
Formulate regulatory mechanism for quality assurance and validation of technology options for arsenic
15. Greater Attention to Urban Waste Disposal and Drainage
Social mobilisation to bring about attitudinal changes
Change regulations to promote/encourage community and private initiatives in SWM
Assess existing experiences, draw and mainstream lessons in addressing solid waste management
16. Assigning importance to environmental considerations
Formulate protocol on project types for mandatory environmental assessment and impact assessment (EIA)
Formulate EIA guidelines for WSS projects
Build mechanism for effective water quality surveillance and monitoring
R&D on environmental issues linked to WSS

CHAPTER VI

FUTURE DIRECTIONS

1. The interventions either singly or in combination will form a basis of future projects. Transforming the interventions into projects would require further work on project design.
2. Lessons from prevailing experiences in the sector would bear on future project design and priority. Experiences range from direct user involvement in implementation, services on instalments to community initiatives both in public and NGO sectors. Success has been varied. An objective assessment into what works, what does not and why, would be relevant to future activities in the sector.
3. The contributions of ongoing projects to some of the interventions demonstrate that the extent and scope of the current activities pose no problem. The most contentious interventions pertain to institutional reforms to transform the policy principles into reality. Piloting institutional arrangements, innovative fund flow mechanisms and private sector involvement in urban services or reviewing sector institutions is one thing but durable changes to replicate lessons from these experiences nationally make institutional reforms a sine quo non. There is no activity other than the UPI initiative on Institutional Review Study that aims at bringing long-term changes in present institutional set-up. Strong interest in status quo and absence of political commitment and support can thwart even well intentioned reforms.
4. The institutional arrangement is the context in which development takes place. In ultimate analysis outcome of development is as good or bad as the context of its origin. There is no escaping the fact that present institutional arrangement for development administration leaves much to be desired. Evidences are overwhelming. The policy principles are a de facto recognition of a need for change. Institutional reforms, however, difficult must be a goal for the sector.

Future Interventions

5. Sector development and implementation of the policy would require a number of new interventions especially on institutional reforms and building capacity of local government institutions. The interventions on improving coverage in sanitation and water supply would continue, as would focus on finding and providing alternative sources of arsenic-safe water in the arsenic affected areas. Emphasis on training, research, social mobilisation and hygiene promotion would go on as usual with concomitant effort to improve project performance.
6. A workshop on some aspects of the first SDF draft, identified absence of political commitment to reforms as being a constraint very difficult to overcome. The workshop participants rate new interventions into three categories of “easy, difficult and very difficult”. It would be strategic in a short-term to start with “easy” interventions and move on to “difficult and very difficult” ones in medium- and long-terms.
7. The boxes below list short-, medium- and long-term future interventions. They are by no means an exhaustive list. New developments in the sector or contingency of time and context may change composition of the list.

Short-Term

- Assessment of HRD needs at different levels
- Formulation and implementation of a continuing HRD plan
- Building alliances and support for awareness on need for change in institutional roles and responsibilities of stakeholders
- Formulation, and implementation of Gender Strategy
- Awareness campaigns for women's security and role in WSS
- Formulation of strategy for socmob/ hygiene promotion
- Reviewing Watsan Committees and recommending/implementing changes
- Formulation of a time-bound strategy to gradually withdraw subsidy
- Development of a strategy to prioritise hardcore poor
- Defining minimum service level GOB may subsidise for the hardcore poor
- Review of current experiences to assess institutional pre-requisites to private-community-public partnership
- Formulation of a protocol for NGO involvement
- Formulation of a regulatory mechanism for quality assurance and validation of technology options for arsenic
- Social mobilisation to bring about attitudinal changes towards solid waste disposal and urban drainage
- Assessment of existing experiences, drawing and mainstreaming lessons in addressing solid waste management
- Formulation of a protocol on project types for mandatory environmental assessment and impact assessment (EIA)
- Formulation of a EIA guidelines for WSS projects
- R&D on environmental issues linked to WSS

Medium-Term

- Developing simple formats on co-ordination of local development activities that consider national/local needs
- Linking government's development grants to Pourashavas/LGIs to their operational efficiency
- Changing regulations to promote public-private partnership
- Formulating regulatory mechanism to promote/encourage private sector participation in the sector
- Changing regulations to promote/encourage community and private initiatives in SWM

Long-Term

- Redefinition of roles of central agencies at local levels and their relation with the LGIs and implementation of the new arrangement
- Channelling development funds through local government
- Bringing about institutional reforms to empower local government
- Building a mechanism for effective water quality surveillance and monitoring

122. The Sector Investment Plan (SIP) will follow the SDF. The interventions relating to institutions will help reinforce and validate the Institutional Reform and Capacity Building Package (IR&CBP), which will be the final output of the Institutional Review (IR) Study. The three documents – SDF, SIP and IR&CDP - together would constitute a complete instrument for a holistic and co-ordinated development of the sector.
123. These documents do not depict an end-state of the WSS sector. They are all dynamic documents subject to continual revision and change. In this sense the documents will always be in a perpetual state of transition. Every new project means a new column and a new interpretation of policy principle a new row in the matrix. Completed projects will lose its place and so will redundant interpretations.
124. The importance and value of SDF will depend on a commitment and willingness of stakeholders to recognise and use it as a framework for holistic sector development. The success of the SDF will be in the impact it creates on policy implementation and sector development.
125. Planning for institutional reforms cannot succeed unless tied to political power. This is not to suggest that planners must become politician but only to impress on the imperative of advocacy and strong alliances for change. Empowerment of LGIs and people to mobilise social, physical and financial capital and bring people's perspective to bear on development is not unique to the water and sanitation sector. This is an issue that cuts across most sectors. Water and sanitation is a very important but paradoxically is also a very small part of the total development in both financial and physical terms. Bringing institutional changes solely from within WSS sector would be difficult. The WSS sector must build bridges with other sectors with similar concerns and advance a common agenda for action.

ANNEX - I

SUMMARY OF PROJECT COMPLIANCE ASSESSMENT

1. Name of Project: 'Sourcing of Water from Ponds in Arsenic and Salinity Affected Areas.' June, 2001			
Executing Authority: DPHE, LGRD			
Project Summary: Due to the increasing unavailability of potable water from tube-wells through increased saline and arsenic levels in the southern areas of Bangladesh, emphasis is redirected towards ponds as a source of potable water after filtering. The number of ponds to be dug and re-excavated has been reduced from 40,000 to 4,500 due to limitations in government funds.			
Ratings:			
	Category	Rating	Reason
1.	Coordination of activities and development in the sector: Theoretically supports strategic changes to institutional arrangements for delivery of water and sanitation services. (E.g. Prior Demand Assessment, priority to un-served or underserved areas, etc.)		Demand is redirected rather than assessed. Tariff structure is not applicable due to the nature of water sourcing.
2.	Devolution of responsibility and authority to local government levels: Promotes more pro-active roles of local institutions, particularly local government bodies, and any form of decentralization at central levels.	+	Pro-active participation of local institutions at grass-root levels is mandatory through Project Implication Committees (PICs).
3.	User Participation through greater involvement of LGIs and Peoples' organizations, particularly women: Encourages users in implementation, institutional reform for public-private-community partnership, builds alliances on responsibilities, involves women in service provisioning.	+	PICs to be representative of local UP members and their female counterparts, local social workers and school teachers, and owners & caretakers of the ponds.
4.	Recognizing and encouraging private sector participation and/or complimentary partnership with NGOs/CBOs.	+	Project to be carried out locally under the supervision of DPHE, with allocation of wheat as a mode of payment for labour provided.

	Piloting private sector options in urban water supply, or provision for private sector participation, and/or formulate protocol for NGO/CBO involvement.		
5.	Gradual reduction in the subsidy system in service delivery with safety net for the poor, and economic pricing of water. Reduces or discourages subsidy, formulate strategy to withdraw subsidy, and/or development of strategy to prioritize hardcore poor.		Not applicable.
6.	Promotion of behavioral changes through social mobilization and hygiene promotion. Includes review of WATSAN committees, and awareness building on arsenic.	+	Promotion of health and hygiene issues in terms of arsenic and saline contents, Though increased awareness and introduction of filtration process.
7.	Encourages R & D, and/or requires Environmental Assessment studies. Promotes/encourages research and Development on cost-effective measures For delivery of water and sanitation services.	+	Limited scope for assessment for severity of arsenic and saline contamination at site levels. Increased provisions for consultants for data-base purposes.

2. Name of Project: 'Grameen Sanitation Project' August, 1998			
Executing Authority: DPHE, LGD			
Project Summary: A UNICEF funded project to be carried out at a national scale, the purpose is to increase general health and hygiene standards, through the introduction of 1.8 million latrines, 75194 public toilets in marginal areas, schools, mosques, and bazaars, and through imparting training to 920 personnel from the private sector to produce sanitary components, over a 6 year span. The project envisages that 100% costs of the project will be realized from the beneficiaries.			
Ratings:			
	Category	Rating	Reason
1.	Coordination of activities and development in the sector: Theoretically supports strategic changes to institutional arrangements for delivery of water and sanitation services. (E.g. Prior Demand Assessment, priority to un-served or underserved areas, etc.)	+	Demand assessment carried out based on WATSAN Committee recommendations at Union and Thana levels.
2.	Devolution of responsibility and authority to local government levels: Promotes more pro-active roles of local institutions, particularly local government bodies, and any form of decentralization at central levels.	+	Union Parishads are made part of the project through their involvement in the selling of sanitary components, instead of DPHE.
3.	User Participation through greater involvement of LGIs and Peoples' organizations, particularly women: Encourages users in implementation, institutional reform for public-private-community partnership, builds alliances on responsibilities, involves women in service provisioning.	+	Community involvement through WATSAN Committees is an integral part of the Project.
4.	Recognizing and encouraging private sector participation and/or complimentary partnership with NGOs/CBOs.	+	Private sector is aggressively encouraged through the introduction of non-DPHE suppliers through training programmes.

	Piloting private sector options in urban water supply, or provision for private sector participation, and/or formulate protocol for NGO/CBO involvement.		
5.	Gradual reduction in the subsidy system in service delivery with safety net for the poor, and economic pricing of water. Reduces or discourages subsidy, formulate strategy to withdraw subsidy, and/or development of strategy to prioritize hardcore poor.	-	The project envisages that 100% costs of the project will be realized from the beneficiaries but still subsidies latrines.
6.	Promotion of behavioral changes through social mobilization and hygiene promotion. Includes review of WATSAN committees, and awareness building on arsenic.	+	Active promotion of health and sanitation issues in rural areas nation-wide.
7.	Encourages R & D, and/or requires Environmental Assessment studies. Promotes/encourages research and Development on cost-effective measures For delivery of water and sanitation services.	+	Project has separate financial provision for research in low-tech solutions, effective Disposal methods, role of women's involvement in W&S sector, & environmental considerations.

5. Name of Project: 'Environmental Sanitation, Hygiene, and Water Supply in Rural Areas' August, 2000			
Executing Authority: DPHE			
Project Summary: The GOB-UNICEF funded project aims to increase general awareness in health and sanitation related issues through the introduction of approximately 50,000 safe water points, instructions on hygienic behavior through educational programmes in 4600 schools and social mobilization in a wide range of rural areas, with emphasis on the Chittagong Hill Tracts region. Project area includes 38 districts all over Bangladesh.			
Ratings:			
	Category	Rating	Reason
1.	Coordination of activities and development in the sector: Theoretically supports strategic changes to institutional arrangements for delivery of water and sanitation services. (E.g. Prior Demand Assessment, priority to un-served or underserved areas, etc.)	+	Assessment duties are assigned to DPHE engineers in the district level, with less than adequate support from rural areas which are the target areas of the project. Scope for grass root demand assessment not totally exploited.
2.	Devolution of responsibility and authority to local government levels: Promotes more pro-active roles of local institutions, particularly local government bodies, and any form of decentralization at central levels.	+	Implementation is through PMUs and DPHE, with collaboration from NGOs.
3.	User Participation through greater involvement of LGIs and Peoples' organizations, particularly women: Encourages users in implementation, institutional reform for public-private-community partnership, builds alliances on responsibilities, involves women in service provisioning.	+	Women are particularly targeted as beneficiaries of the programme, including in the planning stage.
4.	Recognizing and encouraging private sector participation and/or complimentary partnership with	+	Other than NGOs, no scope for private sector involvement, except in small scale producers of sanitary latrines.

	<p>NGOs/CBOs. Piloting private sector options in urban water supply, or provision for private sector participation, and/or formulate protocol for NGO/CBO involvement.</p>		
5.	<p>Gradual reduction in the subsidy system in service delivery with safety net for the poor, and economic pricing of water. Reduces or discourages subsidy, formulate strategy to withdraw subsidy, and/or development of strategy to prioritize hardcore poor.</p>	+	Individuals are to be responsible for bearing cost for services such as the full costs of installing sanitary latrines at home.
6.	<p>Promotion of behavioral changes through social mobilization and hygiene promotion. Includes review of WATSAN committees, and awareness building on arsenic.</p>	+	Pro-active promotion of health and hygiene issues.
7.	<p>Encourages R & D, and/or requires Environmental Assessment studies. Promotes/encourages research and Development on cost-effective measures For delivery of water and sanitation services.</p>	+	Encourages application of appropriate technology based on existing geological conditions, and locally available technology for the implementation of health and hygiene programmes.

6. Name of Project: 'Coastal Belt Rural Water Supply and Sanitation Project.' February 2000			
Executing Authority: DPHE			
Project Summary: The objective is improve basic behavioral patterns related to health and sanitation, increase coverage of water supply, and institutional strengthening of local water supply entities. Project area encompasses 296 unions of 28 thanas of 8 coastal districts (namely Noakhali, Feni, Laxmipur, Barisal, Jhalkhati, Pirojpur, Patuakhali and Borguna).			
Ratings:			
	Category	Rating	Reason
1.	Coordination of activities and development in the sector: Theoretically supports strategic changes to institutional arrangements for delivery of water and sanitation services. (E.g. Prior Demand Assessment, priority to un-served or underserved areas, etc.)	+	Basic target group is the residents of coastal areas where no water and sanitation schemes have previously prevailed. It is assumed that no prior demand assessment is required.
2.	Devolution of responsibility and authority to local government levels: Promotes more pro-active roles of local institutions, particularly local government bodies, and any form of decentralization at central levels.	+	Local bodies, initially through the means of local NGOs are to be responsible for the execution and O&M of the project
3.	User Participation through greater involvement of LGIs and Peoples' organizations, particularly women: Encourages users in implementation, institutional reform for public-private-community partnership, builds alliances on responsibilities, involves women in service provisioning.	+	Community participation is the basis of the project. Emphasis on skill Development and in the decision making process of women is identified.
4.	Recognizing and encouraging private sector participation and/or complimentary partnership with NGOs/CBOs. Piloting private sector options in urban	+	Local NGOs are to be responsible for the execution of the project who are to be screened and pre-selected centrally.

	water supply, or provision for private sector participation, and/or formulate protocol for NGO/CBO involvement.		
5.	<p>Gradual reduction in the subsidy system in service delivery with safety net for the poor, and economic pricing of water.</p> <p>Reduces or discourages subsidy, formulate strategy to withdraw subsidy, and/or development of strategy to prioritize hardcore poor.</p>	+	Since communities are to operate and maintain the project in their vicinities, it is assumed that the operations will not be subsidized by Any means.
6.	<p>Promotion of behavioral changes through social mobilization and hygiene promotion.</p> <p>Includes review of WATSAN committees, and awareness building on arsenic.</p>	+	Awareness of health and sanitation issues is the key component of the project.
7.	<p>Encourages R & D, and/or requires Environmental Assessment studies.</p> <p>Promotes/encourages research and Development on cost-effective measures For delivery of water and sanitation services.</p>		Not applicable.

7. Name of Project: 'Accelerated Development Programme for Water Supply and Sanitation in Chittagong Hill Tract (CHT) Districts.' August 1999			
Executing Authority: DPHE.			
Project Summary: The project envisages increased water supply capacity from the current 6463 cu.mtrs/day to 8537 cu.mtrs/day in Bandarban, Khagrachari, and Rangamati pourashavas. In the outlying Thana HQs, water coverage will increase from the current 0% to 35% By supplying 13,000 cu.mtrs./day.			
Ratings:			
	Category	Rating	Reason
1.	Coordination of activities and development in the sector: Theoretically supports strategic changes to institutional arrangements for delivery of water and sanitation services. (E.g. Prior Demand Assessment, priority to un-served or underserved areas, etc.)	+	In the thana levels, water supply is being introduced for the first time and the Pourashava levels, there have been limited demand for water due to lack of prevailing sanitation standards.
2.	Devolution of responsibility and authority to local government levels: Promotes more pro-active roles of local institutions, particularly local government bodies, and any form of decentralization at central levels.		No evidence as such. Proforma indicates that the pourashavas will remain in charge of O&M of the infrastructure.
3.	User Participation through greater involvement of LGIs and Peoples' organizations, particularly women: Encourages users in implementation, institutional reform for public-private-community partnership, builds alliances on responsibilities, involves women in service provisioning.		No roles defined as such.
4.	Recognizing and encouraging private sector participation and/or complimentary partnership with NGOs/CBOs.	+	It is assumed that the project is to be executed by DPHE through utilization of private contractors.

	Piloting private sector options in urban water supply, or provision for private sector participation, and/or formulate protocol for NGO/CBO involvement.		
5.	Gradual reduction in the subsidy system in service delivery with safety net for the poor, and economic pricing of water. Reduces or discourages subsidy, formulate strategy to withdraw subsidy, and/or development of strategy to prioritize hardcore poor.	-	Tariff restructuring is not part of the terms of reference of the project.
6.	Promotion of behavioral changes through social mobilization and hygiene promotion. Includes review of WATSAN committees, and awareness building on arsenic.	+	De-facto promotion of health and hygiene issues in the areas through better drainage and sewerage systems, in many cases for the first time.
7.	Encourages R & D, and/or requires Environmental Assessment studies. Promotes/encourages research and Development on cost-effective measures For delivery of water and sanitation services.	+	Requires constant monitoring of water quality due the variety of contaminants in hilly region.

20. Name of Project: 'Supply of Arsenic Free Water for the Improvement of Socio-Economic Status in the Rural Areas.' September 2001			
Executing Authority: Rural Development Academy, Bogra.			
Project Summary: The Academy would like to introduce two technologies, namely filtration process and deep tubewells, in areas affected by arsenic, by providing seed money and technological assistance for implementation.			
Ratings:			
	Category	Rating	Reason
1.	Coordination of activities and development in the sector: Theoretically supports strategic changes to institutional arrangements for delivery of water and sanitation services. (E.g. Prior Demand Assessment, priority to un-served or underserved areas, etc.)	+	Broad-based approach for arsenic mitigation in contaminated rural areas.
2.	Devolution of responsibility and authority to local government levels: Promotes more pro-active roles of local institutions, particularly local government bodies, and any form of decentralization at central levels.	+	Seed Money is provided the village level to implement, operate, and manage Mitigation schemes.
3.	User Participation through greater involvement of LGIs and Peoples' organizations, particularly women: Encourages users in implementation, institutional reform for public-private-community partnership, builds alliances on responsibilities, involves women in service provisioning.	+	Stakeholders from various categories of water users are identified as part of the Implementation team.
4.	Recognizing and encouraging private sector participation and/or complimentary partnership with NGOs/CBOs. Piloting private sector options in urban water supply, or provision for private sector participation, and/or formulate	+	Local CBOs, along with the assistance of NGOs (e.g. BRAC) are to implement the project, based on technical standards provided by WHO.

	protocol for NGO/CBO involvement.		
5.	<p>Gradual reduction in the subsidy system in service delivery with safety net for the poor, and economic pricing of water.</p> <p>Reduces or discourages subsidy, formulate strategy to withdraw subsidy, and/or development of strategy to prioritize hardcore poor.</p>	+	It is assumed that the these projects will be run on self-sustaining basis, started off by the seed money provided.
6.	<p>Promotion of behavioral changes through social mobilization and hygiene promotion.</p> <p>Includes review of WATSAN committees, and awareness building on arsenic.</p>	+	De-facto promotion of health and hygiene issues in Dhaka city through better drainage and sewerage systems.
7.	<p>Encourages R & D, and/or requires Environmental Assessment studies.</p> <p>Promotes/encourages research and Development on cost-effective measures For delivery of water and sanitation services.</p>		None.

22. Name of Project: 'Action Research on Community Based Arsenic Mitigation in 15 Upazilas.' November 2001			
Executing Authority: DPHE			
Project Summary: The project has been undertaken to cover 15 Upazilas where there are severe arsenic contamination and at the same time, not covered within the mitigation programme of BAMWSP. In these areas, various technologies are introduced, and their performances are monitored in order to assess the technical viability and social and economic acceptability, and also to recommend guidelines for patient management.			
Ratings:			
	Category	Rating	Reason
1.	Coordination of activities and development in the sector: Theoretically supports strategic changes to institutional arrangements for delivery of water and sanitation services. (E.g. Prior Demand Assessment, priority to un-served or underserved areas, etc.)	+	Project identifies areas not served by BAMWSP and where there are acute demand for arsenic mitigation services.
2.	Devolution of responsibility and authority to local government levels: Promotes more pro-active roles of local institutions, particularly local government bodies, and any form of decentralization at central levels.	+	Upazila Arsenic Mitigation Committee is created in conjunction with Union Council, Upazila Parishad, Upzilla Health Complexes, and the local DPHE outfit to address and implement local solution for arsenic mitigation.
3.	User Participation through greater involvement of LGIs and Peoples' organizations, particularly women: Encourages users in implementation, institutional reform for public-private-community partnership, builds alliances on responsibilities, involves women in service provisioning.	+	Local representation in the Upazila Arsenic Mitigation Committee is Encouraged.
4.	Recognizing and encouraging private sector participation and/or complimentary partnership with NGOs/CBOs. Piloting private sector options in urban	+	Various solutions for arsenic mitigation are being provided by various private sector bodies.

	water supply, or provision for private sector participation, and/or formulate protocol for NGO/CBO involvement.		
5.	Gradual reduction in the subsidy system in service delivery with safety net for the poor, and economic pricing of water. Reduces or discourages subsidy, formulate strategy to withdraw subsidy, and/or development of strategy to prioritize hardcore poor.		Not addressed.
6.	Promotion of behavioral changes through social mobilization and hygiene promotion. Includes review of WATSAN committees, and awareness building on arsenic.	+	Promotion to health and hygiene issues through improved awareness of means of identification of arsenic contaminated water and related health hazards.
7.	Encourages R & D, and/or requires Environmental Assessment studies. Promotes/encourages research and Development on cost-effective measures For delivery of water and sanitation services.	+	Various technological options for arsenic mitigation are severely tested for economical and technological viability for suitable use in the Upazila Levels.

23. Name of Project: 'Community based Water Supply and Sanitation Project.' July 2002			
Executing Authority: DPHE			
Project Summary: As part of the UNDP funded Sustainable Environment Management Programme (SEMP), the objective is to design a demand-responsive planning and implantation process of service provisions, community management, and improved local capacities for service delivery. Additional objectives also include introduction of a methodology for adaptive project design, and introduction of process of mainstreaming the lessons learned to macro-level WSS interventions. Project area limited to 5 unions from five different hydrological areas of the country.			
Ratings:			
	Category	Rating	Reason
1.	Coordination of activities and development in the sector: Theoretically supports strategic changes to institutional arrangements for delivery of water and sanitation services. (E.g. Prior Demand Assessment, priority to un-served or underserved areas, etc.)		Basis demand is introduced than assessed.
2.	Devolution of responsibility and authority to local government levels: Promotes more pro-active roles of local institutions, particularly local government bodies, and any form of decentralization at central levels.	+	Creation of Union WatSan fund under control of WatSan Committee is proposed. Fund is to consisted of contributions from beneficiaries and be the basis of operational budgets.
3.	User Participation through greater involvement of LGIs and Peoples' organizations, particularly women: Encourages users in implementation, institutional reform for public-private-community partnership, builds alliances on responsibilities, involves women in service provisioning.	+	Local participation from all walks of life is encouraged.
4.	Recognizing and encouraging private sector participation and/or complimentary partnership with NGOs/CBOs.	+	Service providers and contractors' role is recognized.

	Piloting private sector options in urban water supply, or provision for private sector participation, and/or formulate protocol for NGO/CBO involvement.		
5.	Gradual reduction in the subsidy system in service delivery with safety net for the poor, and economic pricing of water. Reduces or discourages subsidy, formulate strategy to withdraw subsidy, and/or development of strategy to prioritize hardcore poor.	+	Project is eventually assumed to be self-sustaining, with all operational Costs to borne by beneficiaries.
6.	Promotion of behavioral changes through social mobilization and hygiene promotion. Includes review of WATSAN committees, and awareness building on arsenic.	+	De-facto promotion to health and hygiene issues through improved delivery system.
7.	Encourages R & D, and/or requires Environmental Assessment studies. Promotes/encourages research and Development on cost-effective measures For delivery of water and sanitation services.	+	R&D in non-technical matters such as service delivery mechanisms and building of community based procedures for such mechanisms is required.

25. Name of Project: 'Sewerage expansion and rehabilitation project.' May 2000			
Executing Authority: Dhaka Water supply and Sewerage Authority (DWASA).			
Project Summary: Following review of the post-1998 flood situation, the project was undertaken to expand the existing sewage pipelines and increase the diameter of existing pipelines. The project encompasses 36 km of new lines, rehabilitation of 24 km of lines, sewage lift stations and specially rehabilitation and relocation of brick sewer underneath Sohrawardy Uddan to accommodate the proposed 'Shadhinata Stanbha' (VictoryTower).			
Ratings:			
	Category	Rating	Reason
1.	Coordination of activities and development in the sector: Theoretically supports strategic changes to institutional arrangements for delivery of water and sanitation services. (E.g. Prior Demand Assessment, priority to un-served or underserved areas, etc.)	+	A situation analysis of the flooding situation did take place, however not at grass-root levels.
2.	Devolution of responsibility and authority to local government levels: Promotes more pro-active roles of local institutions, particularly local government bodies, and any form of decentralization at central levels.	-	In spite of the scope of work encompassing a substantial part of Dhaka city, no evidence of participation of local representations such as ward commissioners, or citizens groups. Project decision and implementation team involved the highest levels of the government that included secretaries of various ministries and DWASA officials only.
3.	User Participation through greater involvement of LGIs and Peoples' organizations, particularly women: Encourages users in implementation, institutional reform for public-private-community partnership, builds alliances on responsibilities, involves women in service provisioning.		No roles defined as such.
4.	Recognizing and encouraging private sector participation and/or complimentary partnership with NGOs/CBOs. Piloting private sector options in urban	+	The project from the very beginning is envisaged to be executed by DWASA through utilization of private contractors.

	water supply, or provision for private sector participation, and/or formulate protocol for NGO/CBO involvement.		
5.	Gradual reduction in the subsidy system in service delivery with safety net for the poor, and economic pricing of water. Reduces or discourages subsidy, formulate strategy to withdraw subsidy, and/or development of strategy to prioritize hardcore poor.		Tariff restructuring is not part of the terms of reference of the project.
6.	Promotion of behavioral changes through social mobilization and hygiene promotion. Includes review of WATSAN committees, and awareness building on arsenic.	+	De-facto promotion of health and hygiene issues in Dhaka city through better drainage and sewerage systems.
7.	Encourages R & D, and/or requires Environmental Assessment studies. Promotes/encourages research and Development on cost-effective measures For delivery of water and sanitation services.		None.

26. Name of Project: 'Fourth Dhaka Water Supply Project.' March 2002			
Executing Authority: Dhaka Water supply and Sewerage Authority (DWASA).			
Project Summary: The project has been undertaken to expand the water supply to additional 225 mld with capacity to increase the capacity to 450 mld in the future, through the establishment of a treatment plant at Saidabad.			
Ratings:			
	Category	Rating	Reason
1.	Coordination of activities and development in the sector: Theoretically supports strategic changes to institutional arrangements for delivery of water and sanitation services. (E.g. Prior Demand Assessment, priority to un-served or underserved areas, etc.)	+	A situation analysis of demand in Dhaka City in general has been carried out.
2.	Devolution of responsibility and authority to local government levels: Promotes more pro-active roles of local institutions, particularly local government bodies, and any form of decentralization at central levels.		In spite of the beneficiaries encompassing a substantial part of Dhaka city, no evidence of participation of local representations such as ward commissioners, or citizens groups.
3.	User Participation through greater involvement of LGIs and Peoples' organizations, particularly women: Encourages users in implementation, institutional reform for public-private-community partnership, builds alliances on responsibilities, involves women in service provisioning.		No roles defined as such.
4.	Recognizing and encouraging private sector participation and/or complimentary partnership with NGOs/CBOs. Piloting private sector options in urban water supply, or provision for private sector participation, and/or formulate	+	The project from the very beginning is envisaged to be executed by DWASA through utilization of private contractors.

	protocol for NGO/CBO involvement.		
5.	<p>Gradual reduction in the subsidy system in service delivery with safety net for the poor, and economic pricing of water.</p> <p>Reduces or discourages subsidy, formulate strategy to withdraw subsidy, and/or development of strategy to prioritize hardcore poor.</p>		Tariff restructuring is not part of the terms of reference of the project. However Project calls for optimizing water use in the 'most economical' way.
6.	<p>Promotion of behavioral changes through social mobilization and hygiene promotion.</p> <p>Includes review of WATSAN committees, and awareness building on arsenic.</p>	+	De-facto promotion of health and hygiene issues in Dhaka city through better drainage and sewerage systems.
7.	<p>Encourages R & D, and/or requires Environmental Assessment studies.</p> <p>Promotes/encourages research and Development on cost-effective measures For delivery of water and sanitation services.</p>		None.

30. Name of Project: 'Chittagong WASA Second Interim Water Supply and Rehabilitation Project.' December-2000			
Executing Authority: Chittagong Water supply and Sewerage Authority (CWASA).			
Project Summary: The project has been undertaken to augment and arrange adequate water supply facilities to benefit city dwellers through construction Of tube-wells, laying of water pipes, regeneration of existing tube wells, and related supportive activities.			
Ratings:			
	Category	Rating	Reason
1.	Coordination of activities and development in the sector: Theoretically supports strategic changes to institutional arrangements for delivery of water and sanitation services. (E.g. Prior Demand Assessment, priority to un-served or underserved areas, etc.)	+	CWASA has carried out basic assessment needs based on supply and demand shortfalls.
2.	Devolution of responsibility and authority to local government levels: Promotes more pro-active roles of local institutions, particularly local government bodies, and any form of decentralization at central levels.		In spite of the beneficiaries encompassing a substantial part of Chittagong, no evidence of participation of local representations such as ward commissioners, or citizens groups.
3.	User Participation through greater involvement of LGIs and Peoples' organizations, particularly women: Encourages users in implementation, institutional reform for public-private-community partnership, builds alliances on responsibilities, involves women in service provisioning.		No roles defined as such.
4.	Recognizing and encouraging private sector participation and/or complimentary partnership with NGOs/CBOs. Piloting private sector options in urban water supply, or provision for private sector participation, and/or formulate	+	The project from the very beginning is envisaged to be executed by CWASA through utilization of private contractors.

	protocol for NGO/CBO involvement.		
5.	<p>Gradual reduction in the subsidy system in service delivery with safety net for the poor, and economic pricing of water.</p> <p>Reduces or discourages subsidy, formulate strategy to withdraw subsidy, and/or development of strategy to prioritize hardcore poor.</p>		Tariff restructuring is not part of the terms of reference of the project.
6.	<p>Promotion of behavioral changes through social mobilization and hygiene promotion.</p> <p>Includes review of WATSAN committees, and awareness building on arsenic.</p>	+	De-facto promotion of health and hygiene issues in Dhaka city through better drainage and sewerage systems.
7.	<p>Encourages R & D, and/or requires Environmental Assessment studies.</p> <p>Promotes/encourages research and Development on cost-effective measures For delivery of water and sanitation services.</p>		None.

31. Name of Project: 'Chittagong WASA Modunaghat Water Supply Project.' July 1999			
Executing Authority: Chittagong Water supply and Sewerage Authority (CWASA).			
Project Summary: The project has been undertaken to expand the water supply to additional 10 mld in addition to the current capacity of 100 mld.			
Ratings:			
	Category	Rating	Reason
1.	Coordination of activities and development in the sector: Theoretically supports strategic changes to institutional arrangements for delivery of water and sanitation services. (E.g. Prior Demand Assessment, priority to un-served or underserved areas, etc.)	+	A situation analysis of demand in Chittagong City in general has been carried out. Evidence of use of external consultants to determine long-term demand assessment for Chittagong
2.	Devolution of responsibility and authority to local government levels: Promotes more pro-active roles of local institutions, particularly local government bodies, and any form of decentralization at central levels.	-	In spite of the beneficiaries encompassing a substantial part of Chittagong, no evidence of participation of local representations such as ward commissioners, or citizens groups.
3.	User Participation through greater involvement of LGIs and Peoples' organizations, particularly women: Encourages users in implementation, institutional reform for public-private-community partnership, builds alliances on responsibilities, involves women in service provisioning.		No roles defined as such.
4.	Recognizing and encouraging private sector participation and/or complimentary partnership with NGOs/CBOs. Piloting private sector options in urban water supply, or provision for private sector participation, and/or formulate protocol for NGO/CBO involvement.	+	The project from the very beginning is envisaged to be executed by CWASA through utilization of private contractors.

5.	<p>Gradual reduction in the subsidy system in service delivery with safety net for the poor, and economic pricing of water. Reduces or discourages subsidy, formulate strategy to withdraw subsidy, and/or development of strategy to prioritize hardcore poor.</p>		<p>Tariff restructuring is not part of the terms of reference of the project. However Project calls for optimizing water use in the 'most economical' way.</p>
6.	<p>Promotion of behavioral changes through social mobilization and hygiene promotion. Includes review of WATSAN committees, and awareness building on arsenic.</p>	+	<p>De-facto promotion of health and hygiene issues in Chittagong city through better drainage and sewerage systems.</p>
7.	<p>Encourages R & D, and/or requires Environmental Assessment studies. Promotes/encourages research and Development on cost-effective measures For delivery of water and sanitation services.</p>		<p>None.</p>

33. Name of Project: 'Water Supply Project for Rajshahi City. Phase II' January 2002			
Executing Authority: DPHE			
Project Summary: A multifarious project encompassing water supply, drainage and waste management systems, once implemented, the project will be able to supply water to 50% of the populace instead of the current 33%.			
Ratings:			
	Category	Rating	Reason
1.	Coordination of activities and development in the sector: Theoretically supports strategic changes to institutional arrangements for delivery of water and sanitation services. (E.g. Prior Demand Assessment, priority to un-served or underserved areas, etc.)	+	Demand assessment is based on changing demographics and the increasing Pressure for water and sanitation services.
2.	Devolution of responsibility and authority to local government levels: Promotes more pro-active roles of local institutions, particularly local government bodies, and any form of decentralization at central levels.	+	Rajshahi City Corporation to share allocation of responsibilities with DPHE.
3.	User Participation through greater involvement of LGIs and Peoples' organizations, particularly women: Encourages users in implementation, institutional reform for public-private-community partnership, builds alliances on responsibilities, involves women in service provisioning.		Not addressed
4.	Recognizing and encouraging private sector participation and/or complimentary partnership with NGOs/CBOs. Piloting private sector options in urban water supply, or provision for private sector participation, and/or formulate	+	DPHE remains sole executioner. Utilization of private contractors within DPHE guidelines is assumed.

	protocol for NGO/CBO involvement.		
5.	<p>Gradual reduction in the subsidy system in service delivery with safety net for the poor, and economic pricing of water.</p> <p>Reduces or discourages subsidy, formulate strategy to withdraw subsidy, and/or development of strategy to prioritize hardcore poor.</p>		Not Addressed.
6.	<p>Promotion of behavioral changes through social mobilization and hygiene promotion.</p> <p>Includes review of WATSAN committees, and awareness building on arsenic.</p>	+	Promotion of health and hygiene issues in the City through the introduction of treated water.
7.	<p>Encourages R & D, and/or requires Environmental Assessment studies.</p> <p>Promotes/encourages research and Development on cost-effective measures For delivery of water and sanitation services.</p>		None.

43. Name of Project: 'Water Supply and Sanitation Project at Gopalganj, Tungipara, & Kotalipara Pourashava including Two Thana HQs of the District.' May, 1998			
Executing Authority: DPHE, Ministry of Local Government, Rural Development and Co-operative (LGRDC)			
Project Summary: Due to increasing population pressures in the three municipalities and the lack of adequate water, project envisages increased infrastructural capacity to accommodate a larger population base. Ground water would be the source for expanded water supply, however, in the case of Gopalganj Municipality, the possibility of water from nearby Madhumati River is to investigated due to increased salinity in ground water there.			
Ratings:			
	Category	Rating	Reason
1.	Coordination of activities and development in the sector: Theoretically supports strategic changes to institutional arrangements for delivery of water and sanitation services. (E.g. Prior Demand Assessment, priority to un-served or underserved areas, etc.)	+	Chairmen of pourashavas, along with local residents were consulted to assess demand. In order to make the project viable, the "pourashavas should put all-out efforts". A proposed tariff structure is given to be implemented by the pourashavas, along with training programmes for personnel for O&M purposes.
2.	Devolution of responsibility and authority to local government levels: Promotes more pro-active roles of local institutions, particularly local government bodies, and any form of decentralization at central levels.	+	Pourashavas are eventually envisaged to be self-sustaining units independent of DPHE.
3.	User Participation through greater involvement of LGIs and Peoples' organizations, particularly women: Encourages users in implementation, institutional reform for public-private-community partnership, builds alliances on responsibilities, involves women in service provisioning.		No aspects of community segments singled out.
4.	Recognizing and encouraging private sector participation and/or complimentary partnership with NGOs/CBOs.	+	All construction and installation work to be carried out by DPHE through utilization of private contractors.

	Piloting private sector options in urban water supply, or provision for private sector participation, and/or formulate protocol for NGO/CBO involvement.		
5.	Gradual reduction in the subsidy system in service delivery with safety net for the poor, and economic pricing of water. Reduces or discourages subsidy, formulate strategy to withdraw subsidy, and/or development of strategy to prioritize hardcore poor.	+	A proposed tariff structure is suggested for implementation by the pourashavas, along with training programmes for personnel for O&M purposes.
6.	Promotion of behavioral changes through social mobilization and hygiene promotion. Includes review of WATSAN committees, and awareness building on arsenic.	+	De-facto promotion of health an hygiene issues through improved Water and sanitation infrastructure.
7.	Encourages R & D, and/or requires Environmental Assessment studies. Promotes/encourages research and Development on cost-effective measures For delivery of water and sanitation services.		No provisions as such.

44. Name of Project: 'Piped Water and Supply and Sanitation Project in Matlab, Chandina, Kachua, and Barura Pourashavas.' November-2000			
Executing Authority: DPHE.			
Project Summary: The project has been undertaken to increase water supply to cater to the increasing population of these townships through the installation of hand-tubewells, drainage, public toilets, dustbins, overhead tanks, and increased connection points. People in core and fringe areas equally targeted.			
Ratings:			
	Category	Rating	Reason
1.	Coordination of activities and development in the sector: Theoretically supports strategic changes to institutional arrangements for delivery of water and sanitation services. (E.g. Prior Demand Assessment, priority to un-served or underserved areas, etc.)	+	Based on observed increases in population base and growing demand for water.
2.	Devolution of responsibility and authority to local government levels: Promotes more pro-active roles of local institutions, particularly local government bodies, and any form of decentralization at central levels.		No evidence as such. Proforma indicates that the pourashavas will remain in charge of O&M of the infrastructure.
3.	User Participation through greater involvement of LGIs and Peoples' organizations, particularly women: Encourages users in implementation, institutional reform for public-private-community partnership, builds alliances on responsibilities, involves women in service provisioning.		No roles defined as such.
4.	Recognizing and encouraging private sector participation and/or complimentary partnership with NGOs/CBOs. Piloting private sector options in urban water supply, or provision for private	+	It is assumed that the project is to be executed by DPHE through utilization of private contractors.

	sector participation, and/or formulate protocol for NGO/CBO involvement.		
5.	<p>Gradual reduction in the subsidy system in service delivery with safety net for the poor, and economic pricing of water.</p> <p>Reduces or discourages subsidy, formulate strategy to withdraw subsidy, and/or development of strategy to prioritize hardcore poor.</p>		Tariff restructuring is not part of the terms of reference of the project.
6.	<p>Promotion of behavioral changes through social mobilization and hygiene promotion.</p> <p>Includes review of WATSAN committees, and awareness building on arsenic.</p>	+	De-facto promotion of health and hygiene issues in the Pourashavas through better drainage and sewerage systems.
7.	<p>Encourages R & D, and/or requires Environmental Assessment studies.</p> <p>Promotes/encourages research and Development on cost-effective measures For delivery of water and sanitation services.</p>		None.

45. Name of Project: 'Water Supply and Sanitation Project in Bhairab Pourashava, 2nd Phase.' February, 2001			
Executing Authority: DPHE, LGRD			
Project Summary: Due to increasing population pressures in Bhairab Pourashava, project envisages increased infrastructural capacity to accommodate upto 77% of the municipality residents through installation of tube-wells, water pipelines, overhead tanks of 1.5 lakhs capacity, surface drains, and public toilets.			
Ratings:			
	Category	Rating	Reason
1.	Coordination of activities and development in the sector: Theoretically supports strategic changes to institutional arrangements for delivery of water and sanitation services. (E.g. Prior Demand Assessment, priority to un-served or underserved areas, etc.)		Demand assessment carried out based on general population increase in the municipal area
2.	Devolution of responsibility and authority to local government levels: Promotes more pro-active roles of local institutions, particularly local government bodies, and any form of decentralization at central levels.	+	Project implementation is through DPHE, and O&M to be carried out by Bhairab Pourashava.
3.	User Participation through greater involvement of LGIs and Peoples' organizations, particularly women: Encourages users in implementation, institutional reform for public-private-community partnership, builds alliances on responsibilities, involves women in service provisioning.		No evidence as such provided.
4.	Recognizing and encouraging private sector participation and/or complimentary partnership with NGOs/CBOs. Piloting private sector options in urban	+	DPHE and the municipal authority remains the executing bodies of the Project through the utilization of private contractors.

	water supply, or provision for private sector participation, and/or formulate protocol for NGO/CBO involvement.		
5.	<p>Gradual reduction in the subsidy system in service delivery with safety net for the poor, and economic pricing of water.</p> <p>Reduces or discourages subsidy, formulate strategy to withdraw subsidy, and/or development of strategy to prioritize hardcore poor.</p>	+	Operating costs are to be borne water taxes. However, the feasibility Of tariff structure to support O&M is not studied.
6.	<p>Promotion of behavioral changes through social mobilization and hygiene promotion.</p> <p>Includes review of WATSAN committees, and awareness building on arsenic.</p>	+	De-facto promotion of health and hygiene issues through expanded health and sanitation services.
7.	<p>Encourages R & D, and/or requires Environmental Assessment studies.</p> <p>Promotes/encourages research and Development on cost-effective measures For delivery of water and sanitation services.</p>		None.

46. Name of Project: 'Piped Water Supply & Sanitation Project in Gournadi and Kalkini Pourashava' February, 2001			
Executing Authority: DPHE, LGRDC, GOB			
Project Summary: In order to cater to the increasing population bases in the municipalities of Gournadi and Kalkini in Barisal and Madaripur districts respectively, installation of pipelines for water supply and drainage are to be carried out, along with installation of deep tube-wells as a source of water supply.			
Ratings:			
	Category	Rating	Reason
1.	Coordination of activities and development in the sector: Theoretically supports strategic changes to institutional arrangements for delivery of water and sanitation services. (E.g. Prior Demand Assessment, priority to un-served or underserved areas, etc.)	+	Demand assessment is assumed through increased population base. No actual Household survey was carried out.
2.	Devolution of responsibility and authority to local government levels: Promotes more pro-active roles of local institutions, particularly local government bodies, and any form of decentralization at central levels.	+	DPHE remains as sole executioner of scheme. Operations and maintenance is to Carried out jointly by DPHE and the local pourashava.
3.	User Participation through greater involvement of LGIs and Peoples' organizations, particularly women: Encourages users in implementation, institutional reform for public-private-community partnership, builds alliances on responsibilities, involves women in service provisioning.		No evidence of community involvement in any process of decision making.
4.	Recognizing and encouraging private sector participation and/or complimentary partnership with NGOs/CBOs. Piloting private sector options in urban	+	Operations and maintenance is to be carried out jointly by DPHE and the local Pourashava thorough the utilization of private contractors.

	water supply, or provision for private sector participation, and/or formulate protocol for NGO/CBO involvement.		
5.	Gradual reduction in the subsidy system in service delivery with safety net for the poor, and economic pricing of water. Reduces or discourages subsidy, formulate strategy to withdraw subsidy, and/or development of strategy to prioritize hardcore poor.		No information provided about any form of tariff structure.
6.	Promotion of behavioral changes through social mobilization and hygiene promotion. Includes review of WATSAN committees, and awareness building on arsenic.	+	De-facto promotion of health and hygiene issues in the area through provision of water and sanitation services.
7.	Encourages R & D, and/or requires Environmental Assessment studies. Promotes/encourages research and Development on cost-effective measures For delivery of water and sanitation services.		Neither any scope for R & D in service delivery, nor any environmental studies conducted. Generally assumes that overall environmental improvement will take place with the introduction of clean piped water.

47. Name of Project: 'Local Partnerships for Urban Poverty Alleviation.' August 1999			
Executing Authority: LGRD			
Project Summary: Poverty alleviation through empowerment of urban poor, increased cooperation between poor stakeholders and supportive service providers, and provide guidance to government and NGOs to remove urban poverty. Project areas limited to Chittagong, Rajshahi, Khulna, Barisal, Bogra, Gopalganj, Kushtia, Mymensingh, Narayanganj and Serajganj. Project has wider Components, not necessarily limited to water and sanitation.			
Ratings:			
	Category	Rating	Reason
1.	Coordination of activities and development in the sector: Theoretically supports strategic changes to institutional arrangements for delivery of water and sanitation services. (E.g. Prior Demand Assessment, priority to un-served or underserved areas, etc.)		Water and sanitation not particularly targeted.
2.	Devolution of responsibility and authority to local government levels: Promotes more pro-active roles of local institutions, particularly local government bodies, and any form of decentralization at central levels.	+	Since goal is partnership, devolution is not targeted.
3.	User Participation through greater involvement of LGIs and Peoples' organizations, particularly women: Encourages users in implementation, institutional reform for public-private-community partnership, builds alliances on responsibilities, involves women in service provisioning.	+	Women targeted as participants, including emphasis on women ward commissioners.
4.	Recognizing and encouraging private sector participation and/or complimentary partnership with NGOs/CBOs. Piloting private sector options in urban		Not Applicable.

	water supply, or provision for private sector participation, and/or formulate protocol for NGO/CBO involvement.		
5.	<p>Gradual reduction in the subsidy system in service delivery with safety net for the poor, and economic pricing of water.</p> <p>Reduces or discourages subsidy, formulate strategy to withdraw subsidy, and/or development of strategy to prioritize hardcore poor.</p>		Not Applicable.
6.	<p>Promotion of behavioral changes through social mobilization and hygiene promotion.</p> <p>Includes review of WATSAN committees, and awareness building on arsenic.</p>		Not Applicable.
7.	<p>Encourages R & D, and/or requires Environmental Assessment studies.</p> <p>Promotes/encourages research and Development on cost-effective measures For delivery of water and sanitation services.</p>		No provisions as such.

49. Name of Project: 'Environmental Sanitation, Hygiene, and Water Supply Urban Slums and Fringes' May, 1998			
Executing Authority: DPHE			
Project Summary: The GOB-UNICEF funded project aims to increase general awareness in health and sanitation related issues through public education programmes, promote use of sanitary facilities, increase and ensure supply of safe drinking water, and to strengthen overall National Capacity in sustainable water supply. Project areas are limited to the 4 City Corporations of Dhaka, Chittagong, Rajshahi, and Khulna, and 10 district headquarters of Barisal, Noakhali, Comilla, Bogra, Jessore, Mymensingh, Patuakhali, Bandarban, Khagrachari, and Rangamati.			
Ratings:			
	Category	Rating	Reason
1.	Coordination of activities and development in the sector: Theoretically supports strategic changes to institutional arrangements for delivery of water and sanitation services. (E.g. Prior Demand Assessment, priority to un-served or underserved areas, etc.)		Project implementation is through the City Corporations and the Municipalities with Technical support form DPHE.
2.	Devolution of responsibility and authority to local government levels: Promotes more pro-active roles of local institutions, particularly local government bodies, and any form of decentralization at central levels.	+	Project implementation is through the City Corporations and the Municipalities under supervision of a Project Director at national level.
3.	User Participation through greater involvement of LGIs and Peoples' organizations, particularly women: Encourages users in implementation, institutional reform for public-private-community partnership, builds alliances on responsibilities, involves women in service provisioning.	+	Implementing agencies are to employ at 50 % female staff. At the community Level, the agencies are to employ female staff at a priority basis.
4.	Recognizing and encouraging private sector participation and/or complimentary partnership with	+	Community organization implementation is to be carried out by private Organizations and NGOs on behalf of the Municipal Corporations and Municipalities.

	<p>NGOs/CBOs. Piloting private sector options in urban water supply, or provision for private sector participation, and/or formulate protocol for NGO/CBO involvement.</p>		
5.	<p>Gradual reduction in the subsidy system in service delivery with safety net for the poor, and economic pricing of water. Reduces or discourages subsidy, formulate strategy to withdraw subsidy, and/or development of strategy to prioritize hardcore poor.</p>	+	Individuals are to be responsible for bearing cost for services through community Funds.
6.	<p>Promotion of behavioral changes through social mobilization and hygiene promotion. Includes review of WATSAN committees, and awareness building on arsenic.</p>	+	Pro-active promotion of health and hygiene issues.
7.	<p>Encourages R & D, and/or requires Environmental Assessment studies. Promotes/encourages research and Development on cost-effective measures For delivery of water and sanitation services.</p>	+	Encourages application of appropriate technology based on existing geological conditions, and locally available technology for the implementation of health and hygiene programmes. BCSIR and NGOs are to provide appropriate training and technical support.

50. Name of Project: 'Water Supply through Pipeline in Tongi Municipal Area.'			
September 2000			
Executing Authority: DPHE, LGRDC			
Project Summary: Due to the projected increase in population from 0.3 million to 0.4 million within the year 2005, the project envisages to Bring 81% of urban dwellers within the piped water network and increase awareness of health and hygiene related issues.			
Ratings:			
	Category	Rating	Reason
1.	Coordination of activities and development in the sector: Theoretically supports strategic changes to institutional arrangements for delivery of water and sanitation services. (E.g. Prior Demand Assessment, priority to un-served or underserved areas, etc.)	+	Demand assessment through DPHE evaluation of projected requirement only.
2.	Devolution of responsibility and authority to local government levels: Promotes more pro-active roles of local institutions, particularly local government bodies, and any form of decentralization at central levels.		Local DPHEs to remain in charge of project O&M.
3.	User Participation through greater involvement of LGIs and Peoples' organizations, particularly women: Encourages users in implementation, institutional reform for public-private-community partnership, builds alliances on responsibilities, involves women in service provisioning.		No particular emphasis as such
4.	Recognizing and encouraging private sector participation and/or complimentary partnership with NGOs/CBOs. Piloting private sector options in urban water supply, or provision for private	+	DPHE is the sole executioner of project, but through private contractors for project implementation.

	sector participation, and/or formulate protocol for NGO/CBO involvement.		
5.	<p>Gradual reduction in the subsidy system in service delivery with safety net for the poor, and economic pricing of water.</p> <p>Reduces or discourages subsidy, formulate strategy to withdraw subsidy, and/or development of strategy to prioritize hardcore poor.</p>		No means of self-sustainability through tariff restructuring discussed. Projected revenue base do not show any change in tariff charges.
6.	<p>Promotion of behavioral changes through social mobilization and hygiene promotion.</p> <p>Includes review of WATSAN committees, and awareness building on arsenic.</p>	+	De-facto promotion of health and hygiene issues through improved water and sanitation networks.
7.	<p>Encourages R & D, and/or requires Environmental Assessment studies.</p> <p>Promotes/encourages research and Development on cost-effective measures For delivery of water and sanitation services.</p>		No scope as such.

51. Name of Project: 'Supply of water in Thanas of Patnitala, Shapahar, Porsha, and Manda, in the Naogaon District.' February 2001			
Executing Authority: DPHE			
Project Summary: Project envisages introduction of piped water for the first time in those areas and increase health and hygiene awareness in those areas.			
Ratings:			
	Category	Rating	Reason
1.	Coordination of activities and development in the sector: Theoretically supports strategic changes to institutional arrangements for delivery of water and sanitation services. (E.g. Prior Demand Assessment, priority to un-served or underserved areas, etc.)	+	Since no prior WSS existed, it is assumed that need for such services exists.
2.	Devolution of responsibility and authority to local government levels: Promotes more pro-active roles of local institutions, particularly local government bodies, and any form of decentralization at central levels.		Pro-forma indicates that DPHE will remain in charge of O&M of the infrastructure.
3.	User Participation through greater involvement of LGIs and Peoples' organizations, particularly women: Encourages users in implementation, institutional reform for public-private-community partnership, builds alliances on responsibilities, involves women in service provisioning.	+	A training programme component for users in terms of benefits of these services Is included.
4.	Recognizing and encouraging private sector participation and/or complimentary partnership with NGOs/CBOs. Piloting private sector options in urban water supply, or provision for private sector participation, and/or formulate protocol for NGO/CBO involvement.	+	DPHE remains sole executioner. Utilization of private contractors within DPHE guidelines is assumed.

5.	<p>Gradual reduction in the subsidy system in service delivery with safety net for the poor, and economic pricing of water. Reduces or discourages subsidy, formulate strategy to withdraw subsidy, and/or development of strategy to prioritize hardcore poor.</p>		Not Addressed.
6.	<p>Promotion of behavioral changes through social mobilization and hygiene promotion. Includes review of WATSAN committees, and awareness building on arsenic.</p>	+	Promotion of health and hygiene issues in the Thanas through the introduction of treated water.
7.	<p>Encourages R & D, and/or requires Environmental Assessment studies. Promotes/encourages research and Development on cost-effective measures For delivery of water and sanitation services.</p>		None.

52. Name of Project: 'Water Supply, Sanitation, and Drainage Construction in 18 District Towns, Phase II.' July, 2001			
Executing Authority: DPHE, LGRD			
Project Summary: Based on Phase I of the same project, the second phase targets the completion of the original goals that were to be attained Earlier, with modifications brought about by changes in levels of contamination and inability to counteract these contaminations In certain cases. Personnel trained for various components of water and sanitation management are to be retained within the Funding framework of this project since their status cannot be made permanent within the Ministry of Establishment regulations			
Ratings:			
	Category	Rating	Reason
1.	Coordination of activities and development in the sector: Theoretically supports strategic changes to institutional arrangements for delivery of water and sanitation services. (E.g. Prior Demand Assessment, priority to un-served or underserved areas, etc.)	+	Demand assessment through DPHE evaluation of projected requirement only.
2.	Devolution of responsibility and authority to local government levels: Promotes more pro-active roles of local institutions, particularly local government bodies, and any form of decentralization at central levels.		Local DPHEs to remain in charge of project O&M.
3.	User Participation through greater involvement of LGIs and Peoples' organizations, particularly women: Encourages users in implementation, institutional reform for public-private-community partnership, builds alliances on responsibilities, involves women in service provisioning.		No particular emphasis as such
4.	Recognizing and encouraging private sector participation and/or complimentary partnership with NGOs/CBOs.	+	DPHE is the sole executioner of project through utilization of private contractors.

	Piloting private sector options in urban water supply, or provision for private sector participation, and/or formulate protocol for NGO/CBO involvement.		
5.	Gradual reduction in the subsidy system in service delivery with safety net for the poor, and economic pricing of water. Reduces or discourages subsidy, formulate strategy to withdraw subsidy, and/or development of strategy to prioritize hardcore poor.		No means of self-sustainability through tariff restructuring discussed. DPHE is to carry out project from funds centrally provided.
6.	Promotion of behavioral changes through social mobilization and hygiene promotion. Includes review of WATSAN committees, and awareness building on arsenic.	+	De-facto promotion of health and hygiene issues through improved water and sanitation networks.
7.	Encourages R & D, and/or requires Environmental Assessment studies. Promotes/encourages research and Development on cost-effective measures For delivery of water and sanitation services.	+	Some scope for research in local arsenic and iron contents.

54. Name of Project: 'Urban Basic Service Delivery Project', May 1997			
Executing Authority: Ministry of Local Government, Rural Development and Co-operative (LGRDC),			
Project Summary: With assistance from UNICEF, the project envisages a strengthened City Corporation setup with better capability to provide basic services to the urban poor through the establishment of 489 Urban Development Centres (UDC) at the Ward levels. These UDCs are to be empowered to coordinate and monitor all activities of the ward, and provide water and sanitation services, child education, health service and other related services. Project areas limited to Dhaka, Chittagong, Rajshahi, & Khulna City Corporations, and 21 smaller Pourashavas.			
Ratings:			
	Category	Rating	Reason
1.	Coordination of activities and development in the sector: Theoretically supports strategic changes to institutional arrangements for delivery of water and sanitation services. (E.g. Prior Demand Assessment, priority to un-served or underserved areas, etc.)	+	Project emphasizes institutional strengthening of local administrative and governing bodies such as the Union and Gram Parishads. Their responsibilities in terms of providing water and sanitation services is assumed within their operational by-laws without separate emphasis on the topic.
2.	Devolution of responsibility and authority to local government levels: Promotes more pro-active roles of local institutions, particularly local government bodies, and any form of decentralization at central levels.	+	Projects recommends setting up a coordination cell at ward level to coordinate all activities which are to be carried out in those areas.
3.	User Participation through greater involvement of LGIs and Peoples' organizations, particularly women: Encourages users in implementation, institutional reform for public-private-community partnership, builds alliances on responsibilities, involves women in service provisioning.	+	Project envisages pro-active participation of slum dwellers in improvement projects.
4.	Recognizing and encouraging private sector participation and/or complimentary partnership with NGOs/CBOs.		Since project goal is governance, private sector participation as service providers is not touched upon.

	Piloting private sector options in urban water supply, or provision for private sector participation, and/or formulate protocol for NGO/CBO involvement.		
5.	Gradual reduction in the subsidy system in service delivery with safety net for the poor, and economic pricing of water. Reduces or discourages subsidy, formulate strategy to withdraw subsidy, and/or development of strategy to prioritize hardcore poor.		Advocates greater role in revenue collection at local levels. However, Reduction in subsidy and enhanced tariff collection for water and sanitation services is not touched upon.
6.	Promotion of behavioral changes through social mobilization and hygiene promotion. Includes review of WATSAN committees, and awareness building on arsenic.	+	Public meetings and all other available means are to be employed to make users aware of health and hygiene issues. NGO selection criteria also to reflect pro-active gender and development agendas as decisive factors.
7.	Encourages R & D, and/or requires Environmental Assessment studies. Promotes/encourages research and Development on cost-effective measures For delivery of water and sanitation services.		While assesses social environment, no mention of impact on physical environment.

55. Name of Project: 'GOB-DANIDA Arsenic Mitigation Project.'			
April 2001			
Executing Authority: Local ward and union committees in conjunction with local health officials and local DPHE personnel.			
Project Summary: The Danish Aid Agency funded project was undertaken to organize screening activities, and mobilize community for arsenic mitigation through local institution such as ward and union committees in six upazillas, namely Gopalganj, Uzirpur, Bheramara, Haziganj, Ishwardi, and Gopalganj.			
Ratings:			
	Category	Rating	Reason
1.	Coordination of activities and development in the sector: Theoretically supports strategic changes to institutional arrangements for delivery of water and sanitation services. (E.g. Prior Demand Assessment, priority to un-served or underserved areas, etc.)	+	Theoretically the project is not involved in the actual delivery of water and sanitation services, and prior assessment of demand for mitigation services is the major component of the undertaking.
2.	Devolution of responsibility and authority to local government levels: Promotes more pro-active roles of local institutions, particularly local government bodies, and any form of decentralization at central levels.	+	Pro-active participation of local institutions at grass-root levels is part and parcel of the project.
3.	User Participation through greater involvement of LGIs and Peoples' organizations, particularly women: Encourages users in implementation, institutional reform for public-private-community partnership, builds alliances on responsibilities, involves women in service provisioning.	+	Community participation, including women is mandatory in all committees for the execution of the project.
4.	Recognizing and encouraging private sector participation and/or complimentary partnership with NGOs/CBOs. Piloting private sector options in urban		No scope as such.

	water supply, or provision for private sector participation, and/or formulate protocol for NGO/CBO involvement.		
5.	Gradual reduction in the subsidy system in service delivery with safety net for the poor, and economic pricing of water. Reduces or discourages subsidy, formulate strategy to withdraw subsidy, and/or development of strategy to prioritize hardcore poor.		Not Applicable
6.	Promotion of behavioral changes through social mobilization and hygiene promotion. Includes review of WATSAN committees, and awareness building on arsenic.	+	Greater community awareness through this programme is actively promoted.
7.	Encourages R & D, and/or requires Environmental Assessment studies. Promotes/encourages research and Development on cost-effective measures For delivery of water and sanitation services.	+	Limited scope for research for arsenic detection by local DPHE personnel and BAMWSP.

56. Name of Project: 'Bangladesh Arsenic Mitigation Water Supply Project (GOB-WB).' April 1999			
Executing Authority: DPHE			
Project Summary: The objective is to study, investigate, and identify alternate resources and options for affordable technological options for arsenic mitigation; construction, rehabilitation, and augmentation of water supply and sanitation schemes, awareness building, setting up of a decentralized response mechanism for safe water supply delivery and institutional strengthening at local governance levels.			
Ratings:			
	Category	Rating	Reason
1.	Coordination of activities and development in the sector: Theoretically supports strategic changes to institutional arrangements for delivery of water and sanitation services. (E.g. Prior Demand Assessment, priority to un-served or underserved areas, etc.)	+	Field surveys are to be conducted to yield baseline data in conjunction with local bodies and assistance from DPHE, NIPSOM, BWDB, research institutions, NGOs, along with the PMUs.
2.	Devolution of responsibility and authority to local government levels: Promotes more pro-active roles of local institutions, particularly local government bodies, and any form of decentralization at central levels.	+	Institutional strengthening is targeted towards the Pourashavas. Grass-Root entities are to act like 'Gram Parishads' to monitor and operate activities with operational linkages to DPHE and local government institutions.
3.	User Participation through greater involvement of LGIs and Peoples' organizations, particularly women: Encourages users in implementation, institutional reform for public-private-community partnership, builds alliances on responsibilities, involves women in service provisioning.	+	Community participation is the basis of the project. While women's participation is not necessarily targeted separately, they are identified as primarily stakeholders in providing clean water to household units.
4.	Recognizing and encouraging private sector participation and/or complimentary partnership with NGOs/CBOs. Piloting private sector options in urban	+	Private sector participation is encouraged, but exact terms of participation not defined.

	water supply, or provision for private sector participation, and/or formulate protocol for NGO/CBO involvement.		
5.	<p>Gradual reduction in the subsidy system in service delivery with safety net for the poor, and economic pricing of water.</p> <p>Reduces or discourages subsidy, formulate strategy to withdraw subsidy, and/or development of strategy to prioritize hardcore poor.</p>	+	Since communities are to operate and maintain the project in their vicinities, it is assumed that the operations will not be subsidized by Any means.
6.	<p>Promotion of behavioral changes through social mobilization and hygiene promotion.</p> <p>Includes review of WATSAN committees, and awareness building on arsenic.</p>	+	Awareness of health and sanitation issues along with issues related to arsenic contamination and containment is heavily promoted.
7.	<p>Encourages R & D, and/or requires Environmental Assessment studies.</p> <p>Promotes/encourages research and Development on cost-effective measures For delivery of water and sanitation services.</p>	+	Encourages basic research in cost effective means of arsenic mitigation And constant monitoring of water sources.

60. Name of Project: 'Sirajganj Local Governance Development Fund Project'. July 1999			
Executing Authority: Ministry of Local Government, Rural Development and Co-operative (LGRDC),			
Project Summary: Funded by United Nations Capital Development Fund (UNCDF) and United Nations Development Programme (UNDP), the project has been undertaken as a pilot programme to strengthen the local government framework of Sirajganj District as an efficient means of basic service delivery at grass-root levels within 5 years. The key goals of the project in terms of institutional strengthening were as follows: <ul style="list-style-type: none"> • Improvement in delivery of basic infrastructure and services in Sirajganj District. • Build capacities of both local governments and community institutions to collaborate and jointly plan, finance, implement and manage service delivery. • Pilot innovative ways to plan, finance, and manage basic services which can be replicated elsewhere. 			
Ratings:			
	Category	Rating	Reason
1.	Coordination of activities and development in the sector: Theoretically supports strategic changes to institutional arrangements for delivery of water and sanitation services. (E.g. Prior Demand Assessment, priority to un-served or underserved areas, etc.)	+	Project emphasizes institutional strengthening of local administrative and governing bodies such as the Union and Gram Parishads. Their responsibilities in terms of providing water and sanitation services is assured operational by-laws without separate emphasis on the topic.
2.	Devolution of responsibility and authority to local government levels: Promotes more pro-active roles of local institutions, particularly local government bodies, and any form of decentralization at central levels.	+	Project emphasis is on strengthening of all local government institutions within the Local Government Framework up to grass root levels, within maximized participation from stake-holders. Evidence of prior consultation with various stakeholders from within project area in setting up the programme.
3.	User Participation through greater involvement of LGIs and Peoples' organizations, particularly women: Encourages users in implementation, institutional reform for public-private-community partnership, builds alliances on responsibilities, involves women in service provisioning.	+	Community participation is advocated within the legal framework of Local government set-up.

4.	<p>Recognizing and encouraging private sector participation and/or complimentary partnership with NGOs/CBOs.</p> <p>Piloting private sector options in urban water supply, or provision for private sector participation, and/or formulate protocol for NGO/CBO involvement.</p>		Since project goal is governance, private sector participation as service providers is not touched upon.
5.	<p>Gradual reduction in the subsidy system in service delivery with safety net for the poor, and economic pricing of water.</p> <p>Reduces or discourages subsidy, formulate strategy to withdraw subsidy, and/or development of strategy to prioritize hardcore poor.</p>		Advocates greater role in revenue collection at local levels. However, Reduction in subsidy and enhanced tariff collection for water and sanitation services is not touched upon.
6.	<p>Promotion of behavioral changes through social mobilization and hygiene promotion.</p> <p>Includes review of WATSAN committees, and awareness building on arsenic.</p>	+	Public meetings and all other available means are to be employed to make users aware of health and hygiene issues. NGO selection criteria also to reflect pro-active gender and development agendas as decisive factors.
7.	<p>Encourages R & D, and/or requires Environmental Assessment studies.</p> <p>Promotes/encourages research and Development on cost-effective measures For delivery of water and sanitation services.</p>		None.

Name of Project: 'Repair, Rehabilitation, and Development of Water Supply System in Pourashavas including Regeneration of Production Tube Wells.' July 2000			
Executing Authority: DPHE			
Project Summary: The objective is improve basic water supply mechanism through repair and rehabilitation of infrastructural mechanisms in 20 Pourashavas, namely Bogra, Kishoreganj, Habiganj, Jessore, Gazipur, Chandpur, Barisal, Narshindi, B'Baria, Mymensingh, Cox's Bazaar, Comilla, Madaripur, Sunamganj, Kurigram, Rajbari, Parbatipur, Serajganj, and Pirojpur.			
Ratings:			
	Category	Rating	Reason
1.	Coordination of activities and development in the sector: Theoretically supports strategic changes to institutional arrangements for delivery of water and sanitation services. (E.g. Prior Demand Assessment, priority to un-served or underserved areas, etc.)	+	Basic problems in water delivery systems are already pre-identified.
2.	Devolution of responsibility and authority to local government levels: Promotes more pro-active roles of local institutions, particularly local government bodies, and any form of decentralization at central levels.		Institutional structures are not touched upon.
3.	User Participation through greater involvement of LGIs and Peoples' organizations, particularly women: Encourages users in implementation, institutional reform for public-private-community partnership, builds alliances on responsibilities, involves women in service provisioning.		No partnerships as such mentioned or envisaged.
4.	Recognizing and encouraging private sector participation and/or complimentary partnership with NGOs/CBOs. Piloting private sector options in urban	+	It is assumed that DPHE will execute the rehabilitation scheme through private contractors.

	water supply, or provision for private sector participation, and/or formulate protocol for NGO/CBO involvement.		
5.	Gradual reduction in the subsidy system in service delivery with safety net for the poor, and economic pricing of water. Reduces or discourages subsidy, formulate strategy to withdraw subsidy, and/or development of strategy to prioritize hardcore poor.		Not addressed.
6.	Promotion of behavioral changes through social mobilization and hygiene promotion. Includes review of WATSAN committees, and awareness building on arsenic.	+	De-facto promotion to health and hygiene issues through improved delivery system.
7.	Encourages R & D, and/or requires Environmental Assessment studies. Promotes/encourages research and Development on cost-effective measures For delivery of water and sanitation services.		Not applicable.