



Country Strategy Plan: 2011-2016

Bangladesh

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 **WaterAid**

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1. Introduction and background to the CP

1.1 Background

WaterAid has been working in Bangladesh since 1986. WAB had its first formal Country Strategic Plan (CSP) in 2006 which ended in March 2011. The hallmark of the CSP was ‘integrated, participatory, empowering’ approach to safe water, environmental sanitation and hygiene promotion (IPEA-SWESHP). During the period 2003–2007, WAB mainly focused on the Advancing Sustainable Environmental Health (ASEH), the largest program ever undertaken by WaterAid. ASEH was implemented through a number of rural and urban partner NGOs working with communities in some of the most socially, technically and geographically hardest to reach areas of Bangladesh. Along with the service delivery, WAB also worked at the national, regional and international levels to influence policies and procedures to maximise poor people’s access to WaSH services. On completion of ASEH, WAB started to broaden its focus on socially excluded population, climate and disaster vulnerable households and residents of small towns and quality aspect of WaSH services. Approach-wise, WAB also started to attain capacity to embrace Right Based Approach to WaSH in its programming.

As WAB was transiting within the current CSP period, its wide-scale learning had been instrumental in adopting new strategies of WaterAid. WA’s global strategic aim envisions to realizing WaSH rights for 25 million poor people by 2015 with its direct interventions and reaching additional 100 million people through its influencing work. Global strategic aims emphasises on rights based approach to programming, capacity development in the sector, advocating to realise the role of WaSH in human development. The Bangladesh Sector Development Plan (2011) on WaSH and the situation analysis studies commissioned by WAB and other agencies also indicate huge gaps in service delivery, sector capacity and rights and equity, and attaining MDG goals related to WaSH in time – amongst many others including climate and arsenic vulnerability. In order to meet the needs of the country context as well as of the global strategic aim, WAB’s existing country strategy needs to be reviewed and refreshed.

1.2 Purpose of the CSP

It is in this backdrop, WAB has formulated this Country Strategy to serve the following purposes:

- i. Governing WAB’s programs and organisational effectiveness for the period of April 2011 – March 2016 building on the existing CSP of 2006-11
- ii. Aligning WAB’s country strategy with the global strategic aims of WA and contributing in the attainment of the results as envisaged in the success indicators
- iii. Further aligning and appropriating WAB’s program strategy and approach to the emerging and pertinent WaSH issues

2. Looking back- progress and key shifts

2.1 Achievements

During the last strategic plan period, WAB has successfully scaled-up and disseminated the concept of Community Led Total Sanitation (CLTS) that encouraged poor people to participate in taking care of their own sanitation with appropriate and affordable technology. WAB also supported them to move forward into the sanitation ladder for ensuring better environmental health. The approach was replicated in many countries. In addition, WAB worked in the slums to provide urban poor with adequate WaSH services. The model of organising slum dwellers in CBOs to get services formally from the water utility agencies has been successfully established as a norm in Dhaka. The model has been scaled up in other cities. Gender and equity have been maintained in staffing and people supported targeting. WAB has developed DAP friendly WatSan complex and integrated specific technologies for DAPs in its programme design. Development of context specific technology and scaling up of Water Safety Plan is an important achievement of WAB. Development of tools for orientation on menstrual hygiene was successfully applied to adolescent girls in WAB working areas. Through intensive advocacy initiatives, WAB has promoted pro-poor agenda in WaSH policies like formulation of the national pro-poor strategy. WaterAid's model of urban work influenced Dhaka WASA to initiate low income community unit supported by the World Bank. WaterAid also drew attention of the policy makers to promote coverage to hard-to-reach areas, promoted menstrual hygiene as a basic component of WaSH. Intensive advocacy, focused media campaign, working in large scale through partnerships with reputed organisations in different parts of the country have established WAB as a major and important stakeholder in the WaSH sector of the country.

2.2 Challenges

The last CSP period was dominated by one big program ASEH, which required attention to the implementation issues. During last CSP period, WAB faced challenges regarding salinity in coastal areas, providing adequate water and appropriate technologies in hydro-geologically difficult regions like *char*, *barind* and *haor areas*, supporting people in disaster prone areas etc. Technologically, WAB faced challenges in developing and providing the slum dwellers with appropriate WatSan technologies considering space constraint in the slum and environmental consequences in and around the water bodies. Moreover regular threat of eviction hindered the smooth pace of its programme interventions in these areas. Sludge management has been a big challenge. Though integrated water resource management was one of the major focuses in the last CSP, WAB could not do much in this area.

2.3 Key shifts

The last CSP (2006-2011) of WAB was grounded and based on the partnership in rural and urban programme. With the development of capacity of the community and partners, the programme included advocacy on pro poor policy as another important component of the

programmes to realise the need of the people. WAB's major shift in the new strategic plan period will be governed by the recently adopted global strategic aims and targets. Programmatically, WAB will employ thematic programs along with geographical programming. Overall, the global thrust on "Rights to WASH" will have a systematic evolutionary approach to embrace RBA (Right Based Approach). Equity and inclusion will have 2 pronged strategies for implementation – one as an integral part of any program and the other will be a dedicated program on equity and inclusion. Child rights based programming and projects on equity and inclusion for the number of people who are being excluded from WaSH services because of their gender, caste, ethnicity, profession, age, disability and geographical isolation will be the hallmark under this program. It will keep on working and influencing more cities with the demonstrated model for the urban poor. In rural areas, it will promote RBA through local governance and addressing the issue of sludge management and water safety. WAB has already shifted its focus to rapid unplanned growth in small towns and ensuring the WaSH rights of the people living in there. In the last CSP, priority was given on disaster preparedness. Now that Bangladesh is being considered as one of the most vulnerable and climate affected countries in the world, WAB has prioritised its strategy to address the issues of climate change in relation to water and sanitation.

To pursue the global strategic aim 3, WAB has undertaken initiatives to develop and strengthen strategic partnerships with organisations like ICDDR,B, BRAC, IUCN, PLAN, TIB, etc, who are also trying to improve health and economic well-being of the poor people of Bangladesh and contribute in the overall development of the country from different perspectives and with different expertise. WAB also developed strong advocacy partnerships with different networks and organisations like WaSH cluster, UNMC, APPG, Institute of Engineers - Bangladesh (IEB), Institute of Architects - Bangladesh (IAB), Centre for Science and Environment in India, etc.

Considering evidence based advocacy as a major thrive to establish right based approach, WAB has started to invest more resources in research work. Major areas of research will be: sludge management, sustainability of CLTS, WaSH implications of climate change, WatSan technologies, budget advocacy, menstrual hygiene, etc. Documentation and communication has become a key issue for WAB to influence people at different levels. WAB will continue its influencing work like media fellowships, designing and airing television programmes, producing research papers and documents, etc to reach beneficiaries, service providers, donors and policy makers. Organisational excellence through system development, staff development and reflection has already been started that will continue in the new CSP period.

- Changing National and International Context
 - Global Strategy of WAUK
- Recent Sectoral Analysis and Analysis of Equity & Inclusion
- People's and Stakeholders' opinion

**CSP 2006-2011
Major Initiatives**

- Integrated approach
- Poverty, equity and gender focus
- Partnership and scale up
- Capacity Building
- IWRM
- Working with LGI
- Disaster Preparedness
- Applied research
- Program in major cities and rural areas with different hydrological conditions
- Mainly One Program Based (ASEH)

CSP 2011 – 2016

- Aligning the country programs in line with the global strategic aims
- Systematic approach to embrace RBA with the partners
- Multiple theme based as well as geographical oriented programs
- Climate change in relation to WaSH get prominence
- Equity and Inclusion remains cross cutting as well as a focused program
- Rural, urban, and small town evolve as separate program with distinct focus
- Thrust on Influencing through policy advocacy based on research
- Diversification of partnership
- Thrust on fundraising

Working with mostly vulnerable people in hard to reach areas (geographically, economically and socially) identified in sector development plan of GoB will get priority in the planning of WAB programmes in the coming years. WAB, through its long working experience has explored that behavioural change is an inter-generational investment which needs special focus on school going children to promote hygienic behaviour among the community. This will get priority in the programmes in the new CSP period.

3. Situation analysis

A. Situational analysis

Bangladesh is a developing country with lots of development potentials and challenges. The country gained its independence in 1971 after a war of liberation from Pakistan in which 3 million Bangladeshis died. The country was left economically devastated. The natural disaster in 1974 and famine received world attention. Since 1991, Bangladesh has had a democratic form of government but without protection of basic rights; elites control major political parties. Government services are administered through centralised bureaucracies that have expanded in outreach with large donor support but they have lagged in providing quality services. Administratively, the country is divided into seven divisions, which are subdivided into sixty-four districts; 481 Upazilas (Sub-districts) and 4,498 Unions (the lowest administrative tier).

Box 1: Basic social and economic features of Bangladesh

- Estimated population is 164 million
- Total land area 147,570 sq kilometre
- 1,142 people live per square kilometre
- Rural population is 70%²
- Urban population growth rate is around 6 %³
- Over 50% of the population is land poor with few productive assets.
- 45% of children under 5 are malnourished⁴
- 36% of population lives on less than \$1 a day⁵
- Average annual growth rate is 5-6%⁶
- Remittance and garment exports are the major source of GDP⁷
- HDI ranking is 142⁸

Bangladesh is religiously and ethnically a homogeneous country, with Bengalis comprising 98 per cent of the population. The majority of Bangladeshis (about 90 per cent) are Muslims, and a small number of Hindus, Christians and Buddhists are also in the country. About thirty five smaller groups of indigenous people covering about two per cent of the total population of the country have been living in different pockets of the hilly zones and some areas of the plain-lands.

The country has maintained a steady growth rate over the past years. The recently released MDG progress report¹ suggests that Bangladesh has been convincingly moving towards achieving some MDGs. The report suggests that the country is on its way to achieve targeted prevalence of poverty by 2015, however, rising inequality is offsetting some of the gains in poverty reduction, the report noted. It further observed that there are pockets of high prevalence of poverty and regional variation in poverty.

A1. Challenges and trends

WAB identified some of the major challenges which should be addressed during the next course of action in line with the global aims and objectives to achieve universal access of water and sanitation and promotion of rights of the resource poor to services.

¹ GoB, 2010, The Millennium Development Goals: Bangladesh Progress Report 2009

Rapid urbanisation: Currently, about one-third of the total population of the country live in the urban areas in Bangladesh with a high growth rate. This rapid urbanisation has implications for Bangladesh in achieving the MDG and National Water and Sanitation targets. Since more than 35 per cent people in major cities live in slums with inadequate public service provisions, it will require increased coverage for slum households.²

Climate vulnerability: The recent WDR 2010³ highlighted with evidences that in more severe climate-change scenarios, rising seas would inundate 18 per cent of Bangladesh’s land. Bangladesh also expect more frequent storm surges, tidal floods and storms as a result of climate change

putting devastating impact on the WatSan infrastructure; water logging, increase in water and vector borne diseases and many other impacts. On the other hand, growth is not likely to be fast enough for countries like Bangladesh to afford the kind of protection that would be needed. Inadequate

Box 2: Bangladesh: status of achieving MDG goals		
	1 Poverty came down to 38.7 % Poverty gap ratio is 9 % Employment to population ratio 59.3 %	→ → ↓
	2 Net enrolment in primary education increased from 60.5 to 91.9% Proportion of pupils starting grade 1 who reach grade 5 – 54.9 Adult literacy rate 58.3%	→ ↓ ↓
	3 The country has achieved gender parity in primary and secondary education Share of women in wage employment in the non-agri. Sector – 24.6%	↓
	4 Under-5 mortality rate (per 1000 live births) – 53.8 Infant mortality rate (per 1000 births) – 41.3 Proportion of 1 year-old children immunised against measles – 82.3%	→ → →
	5 Maternal mortality rate (per 100,000 live births) – 384 Proportion of births attended by skilled health personnel -- 24%	↓ ↓
	6 HIV prevalence among population (per 100,000 population) – 0.1 Deaths of Malaria per (100,000 population) – 0.4 Deaths of TB per (100,000 population) – 50	→ → →
	7 Proportion of population using an improved drinking water sources – 86% Proportion of population using an improved sanitation facility – 54%	→ ↓

financing, governance and capacity to manage such a global phenomenon locally are also inadequate. It is therefore important that WaterAid Bangladesh implement systematic programmes in order to innovate and test climate resilient technologies, facilitate and advocate for replication and of successful models to impact on the reduction of health hazards of the vulnerable people.

Exclusion: Although, the constitution of Bangladesh guarantees that “the State shall not discriminate against any citizen on grounds only of religion, race, caste, sex or place of birth” there are socially excluded groups with little or no access to facilities. Data is extremely inadequate to understand the magnitude of exclusion and measure the level of exclusion. However, some reports suggest that allocation and spending is lower in poorer districts of the country.⁴ Common manifestations of exclusion in Bangladesh are: unequal access to employment opportunities; unequal access to formal services such as health,

² Arif, Taufiqul and Mahmud, W., 2010, Sector Review: Water, Sanitation and Hygiene. Center for Resource Development Studies Ltd, Dhaka, Bangladesh

³ The World Bank, 2010, World Development Report 2010 – Development and Climate Change

⁴ The World Bank, Bangladesh Economic Update, April, 2010. The World Bank, Dhaka, Bangladesh

water and sanitation, education, financial services; and landlessness, which is often considered as a particularly damaging form of discrimination⁵.

Arsenic: Arsenic contamination in Bangladesh is considered as “the largest poisoning of a population in history”⁶. Prior to 1993 Bangladesh had made significant progress in offering safe water to most of the population through hand pumps. The significant health gains arising from this achievement were put at risk by the presence of arsenic in the shallow aquifer. It however has a huge economic cost as shown in the box 3⁷. It is therefore important to revisit technological options as well as looking for alternative sources (rain-water harvesting or exclusive use of public ponds for drinking water purpose, for example).

Box 3: Cost of arsenic

- 7-12 million person-days per year are lost as a result of arsenic exposure.
- 207-369 million taka per year are spent for medical cost.
- Total cost of illness as a result of arsenic exposure is Tk 557 to 994 million per year (average 0.6 % of the annual income of affected individuals).

A2. Overview of current WaSH status

The MDG target for water for Bangladesh is to reach 89% coverage by 2015. The Government of Bangladesh has set targets of safe drinking water and sanitation for all by 2011 and 2013 respectively.⁸

Domestic water supply: According to the Joint Monitoring Programme (JMP)⁹, water supply coverage increased from 78% in 1990 to 98% in 2006. However, Arsenic contamination of 22% of the tube-wells in the country proportionately lowered the service coverage to 78%. Since then progress in the increase of arsenic-safe water points in the country led to an adjusted coverage of 80% in 2006. The latest (2009) BBS Multiple Indicator Survey (MICS) reveals that access to improved source of water adjusted for arsenic contamination has increased to 86%. Today there is still more than 20 million people

Box 4: UN coverage estimates

	Population (thousands)			Population using improved drinking water sources			Population using an improved sanitation facility		
	Urban	Rural	Total	Urban	Rural	Total	Urban	Rural	Total
1990	22,908	92,724	115,632	88%	76%	78%	59%	34%	39%
2000	33,207	107,560	140,767	86%	77%	79%	57%	43%	46%
2005	39,309	113,813	153,122	85%	78%	80%	57%	48%	50%
2008	43,312	116,688	160,000	85%	78%	80%	56%	52%	53%
2015	53,967	121,250	175,217	89%*			70%*		

* MDG target based on JMP 1990 coverage estimates

Sources
 Population data: UN population division, World Population Prospects, the 2008 Revision
 Coverage estimates: Preliminary estimates WHO/UNICEF JMP, 2010

⁵ GSDRC, 2008, Helpdesk Research Report: Social Exclusion in Bangladesh

⁶ Smith, A. H., E. O. Lingas, et al., 2000. "Contamination of drinking-water by arsenic in Bangladesh: A public health emergency." Bulletin of the World Health Organisation 78(9): 1093-1103

⁷ Khan, Zakir Hossain and Hoque, A. K. E., 2010, Economic Cost of Arsenic Disaster: Policy Choices for Bangladesh, ERG Occasional Paper, Economic Research Group, Dhaka, Bangladesh

⁸ GoB, 2010, Outline Perspective Plan of Bangladesh 2010-2021: Making Vision 2021 A Reality. (General Economic Division, Planning Commission).

⁹ JMP monitors fulfilment of the MDG for water supply and sanitation and is managed jointly by WHO and UNICEF.

drinking water containing arsenic above the Bangladesh drinking water standard (50 parts per billion). Of those 20 million, close to 90% live in rural areas and 5 million people live in areas where 80% of source is contaminated with arsenic.

Increasing saline intrusion in ground water in the coastal belt, lowering of the ground water level in large parts of the country - more serious in the hilly areas including the CHT in the south east and some parts of Sylhet in the north-east make access to potable water a big challenge. The seasonal nature of settlement and the monsoon flood in the Chars renders access of reliable water in these conditions a particular challenge. Rapid urbanisation, water logging, deep rooted poverty and other factors prevent market forces from reaching all the users.

Poor families in urban towns live in slums, squatter settlements in un-hygiene and unendurable environment. The population density in the slums is 200 times greater than the usual density of Bangladesh and basic services like safe drinking water, sanitation, and drainage are grossly inadequate. With the high density of population and continued urban migration of more people, the task of providing safe drinking water has become a monumental challenge for major urban centres.

Sanitation: There has been an unprecedented decline in open defecation – the most risky sanitation practices of all, from 33% in 1990 to 7% in 2008. Coordinated National Sanitation Campaigns since 2003 and facilitated community wide approaches have had a marked success in moving communities onto fixed place defecation. The challenge remains to ensure that (a) this behaviour is entrenched and becomes permanent and (b) communities are capacitated to move on from this point towards behaviours that may have greater health benefits and (c) the quality of toilets being constructed by households to be upgraded so that they can be classified as ‘improved’ according to the MDG definition. In spite of the relatively higher percentage of sanitation coverage in the urban areas compared to the rural, the actual sanitation situation is worsened mainly because of high population density. The use of on-site sanitation is not appropriate in many high density areas due to lack of space and the risk of groundwater contamination. Moreover, de-sludging and safe disposal is another worrying environment problem. Different off-site approaches and shared facilities are needed in high-density urban areas which require high investment costs. As the effects of climate change are felt, it will become even more important to invest in resilient water supply and sanitation systems to ensure the availability and safety of the water supply, as well appropriate sanitation options that do not further stress water supplies nor pollute the water resources. There is an urgent need for investment and R&D on ensuring sanitation facilities in river and rail transportation system.

Hygiene: Except a few project specific and small scale studies, not many studies especially at the national scale were done on hygiene. The knowledge on hygiene is high amongst people (over 90%) whereas corresponding practice of hygienic behaviour in terms of hand-wash found to be extremely low. A Unicef study¹⁰ suggests that in their programme areas, although many people practice some form of hand-washing at critical times, in most cases,

¹⁰ http://www.unicef.org/bangladesh/Key_findings_SHEWA-B.pdf

only one hand is washed, and only water is used to wash hand. Less than 1 per cent of people reported washing hands with soap before preparing food. Only less than 1 per cent people observed to be washing hands with soap before eating. Only 17 per cent of people were observed to be washing hands with soap or ash after defecation. This type of practice is proved to be ineffective in removing germs from hands. The study also observed that the hard-core poor people were less likely to wash hands with soap or ash in critical times than wealthier people.

On the other hand, the national hygiene strategy is still in a formative stage; and its institutional location is yet to be determined. Extensive and long term behaviour change communication will be required to bring along generational change in hygiene behaviour.

B. Rights, equity and inclusion analysis

The constitution of Bangladesh has guaranteed the right to life as one of the fundamental rights. Right to life has been interpreted to mean not only physical existence but also right to live with dignity. Without achieving the right to health mere recognition of right to life is not meaningful. Non-access to adequate healthcare and absence of due diligence has the effect of jeopardizing the right to life. There are provisions in the Constitution that also addresses the issues of inclusion and equality. Article 19 of the constitution of Bangladesh also gives importance towards reducing inequality.

In the water and sanitation sector in Bangladesh, two types of **equity fault lines** have been identified¹¹. The first is geographical, where groups can be defined by where they live. This can be called **spatial equity**. The second fault line is social, where groups are defined on the basis of some aspects of their identity that cuts across geographical boundaries. Where a given group is particularly vulnerable, this is of interest to any measures of equity.

In a situation where there is a serious lack of statistics on the population-wise coverage in terms of WaSH to disaggregate the level and magnitude of exclusion, WAB identified two types of groups for easing the programmatic interventions with respect to equity.

The list by no means constitutes a comprehensive listing of the excluded in terms of WaSH. Nor these groups are mutually exclusive, because of the overlapping characteristics as the spatially excluded may also be socially excluded and the vice-versa relationships may exist. Nevertheless, it is important to recognise that these groups form the hard-to-reach population and majority of this population constitute hard core poor. Unfortunately,

Box 5: Types and pattern of exclusion

Spatially excluded	Socially excluded
<ul style="list-style-type: none"> • Slums including floating people • <i>Char</i> lands • <i>Haors</i> and <i>Beel</i> areas • Coastal zones • Drought-prone zones • Saline-prone areas • Environmentally Displaced • Hilly areas • Isolated Enclaves 	<ul style="list-style-type: none"> • Disabled • <i>Dalit</i> • Sex workers • Ethnic minorities • <i>Bede</i> (gypsy) • Teagarden worker • Transgender • Disadvantaged women and children

¹¹ Unnayan Onneshan, 2010, Analysis of Rights, Equity and Inclusion in WaSH sector.

government allocation to poor districts is lower¹² which suggests that the rights of the excluded groups are not well-focused by the priority of the government. WAB experience suggests that most of these groups are hard to reach and that to run a programme for them involves high unit costs. It is therefore important that focused programmes and initiatives are taken by the development actors to facilitate rights and access of the people from excluded areas and groups.

C. Sector review

Sector policies and strategies: The sector review identified a total of eleven policies and strategies which are directly or indirectly related to WaSH sector. National Policy for Safe Water Supply and Sanitation (1998) aims to make a change in the existing service delivery to a dynamic system through specific measures requiring a complex social, economic, technical, administrative, and management interventions. National Water Policy (1999) provided guidance to all agencies and institutions working directly or indirectly in the water sector to better the country's water resource management system. National Water Management Plan (2004) is an operational framework for the central and the local governments, and other stakeholders to implement their water-centred activities and projects at both national and local levels. National Environment Policy (1992) put emphasis on the capacity of the natural endowments to influence the environment. National Policy for Arsenic Mitigation (2004) provides guidelines for arsenic mitigation programme countrywide. The policy reiterates further involvement of the LGIs, particularly UPs in planning and delivery of the safe water options, mobilizing local resources, monitoring tube well performance and arsenicosis patients management.

National Sanitation Strategy (2005) aspires to create demand for effective sanitation through health education and hygiene promotion initiatives and would follow pro-poor strategy to provide special support to the hardcore poor. Pro-Poor Strategy for Water and Sanitation Sector (2005) succeeded in defining the basic minimum level of WSS service up to which government should provide subsidy to the hard core poor. WaSH Sector Development Framework (2004) suggested a forum for WaSH sector coordination and policy implementation. Sector Development Programme for Water Supply and Sanitation Sector (2005) basically tried to operationalise the Sector Development Framework as well as costing.

Poverty Reduction Strategy Paper (2005) (PRSP-I) considered WSS as a critical package to support the human development efforts and accelerate poverty reduction. As such, the need for improved WSS has been incorporated in the medium term policy matrix of several sectors including water resources development and management, education, health, population, nutrition, food safety, children's advancement, and sustainable development. WSS is also mentioned as an important need to ensure participation, social inclusion and empowerment of all, particularly children, tribal people and the disabled. Poverty Reduction Strategy Paper (2009) (PRSP-II) has been prepared as a medium-term policy document. It

¹² The World Bank, Bangladesh Economic Update, April, 2010. The World Bank, Dhaka, Bangladesh.

specifically suggested for introducing WSP to ensure safe water supply for the urban and rural areas, RWH for water-stress areas and construction of surface water reservoirs in low laying areas for safe water supply in surrounding settlements; and effective solid waste management system.

However, despite good intents, most of the policies and strategies are not widely disseminated. Hence many of them were not implemented properly e.g. pro-poor strategy which did not reach the lowest level of LGIs who are supposed to implement many parts of it. The sector development framework and development plan mostly remained in shelves and hardly been used. The second version of the sector development plan is about to be finalised. Horizontal and hierarchical relationships of the policies and strategies along with their institutional home are not well clarified.

Sector coordination: Interagency coordination has been one of the bottlenecks of the development of the WaSH sector in Bangladesh. Various local government institutions work under separate rules and regulations, which sometimes do not allow space for collaboration although informal coordination sometimes takes place. Although, various policies reflect and acknowledge the importance of GO-NGOs as well as Public-Private Partnership, it is not much visible in practice. On the other hand, the donor agencies and INGOs have specific approaches and processes to maintain cooperation with other stakeholders. Lack of coordination at the Ministry levels is also quite visible. At the grassroots level, through different pilot initiatives, Community Based Organisations (CBO) access to Local Government Institutions (LGI) and other stakeholders take place – mostly without any legal framework.

Sector finance: A costing exercise conducted in 2009 estimated that to meet MDG goals by 2015, a total of BDT 965.26 billion (USD 14.11 billion) will be required to undertake the interventions on water supply and sanitation for the period 2009-2015, at a per capita cost of around BDT 819.27 (USD 11.98) in 2009 and BDT 947.71 (USD13.86) in 2015. The average annual estimated costs are BDT 137.89 billion (USD 2.01 billion) for water supply and sanitation to meet interventions related to meeting MDG targets.¹³

Investment in WaSH sector comes mainly from four sources – government, donor, NGOs and the private sector. The government funds for development works in channelled through its Annual Development Programme (ADP). A significant increase is made in FY 2009 - 10, enhancing the allocation to 4.86 per cent which was about double of what was allocated two years back. The substantial increase in the budget of FY 2009 - 10 possibly reflects the political commitment of the present government to achieve 100 per cent coverage of water supply and sanitation by 2011 and 2013 respectively. Despite this increase, there will be a resource gap of 32% in the sectoral investment to achieve universal coverage.

With regard to fund utilisation, the original and revised budgets and the actual expenditure for different agencies under the Local Government Division shows that not all the available funds with the agencies are utilised; some 15 - 12% ADP allocation remains unutilised. The

¹³ GoB, UNDP, 2009, Millennium Development Goals: Needs Assessment and Costing (2009-2015) Bangladesh.

ADP allocations to the WaSH sector under the SDP are expected to be higher in the coming years. In that case, the capacity to utilise the additional volume of funds is a matter of concern.¹⁴

On the other hand, the real allocation scenario suggests that sector investments are heavily urban biased and that most allocations are channelled to the major cities and central government agencies. Sector investment plan figures substantiate that investment in urban areas is almost two third of the total investment of the country. Areas that are geographically challenged are not getting proper allocation and that the LGIs are getting increasingly reduced allocation. A review by WAB also suggests that subsidy for sanitation which used to go through LGIs to the poor has been gradually withdrawn. This suggests contradiction of governmental position.

4. Country programmes

4.1 Strategic objectives and sub-objective

Global Aim-1: We will promote and secure poor people's rights and access to safe water, improved hygiene and sanitation

Country strategic objective A.1.1

Increased/improved WaSH access for the poor, excluded, marginalised & vulnerable people in sustainable and equitable manner.

- a. Target communities are sensitised to demand WaSH services.
- b. Negotiation and management capacity of local communities, CBOs, education institutions and CSOs having relevance with WaSH enhanced.
- c. Community led pro-poor, sustainable and replicable WaSH services successfully demonstrated.
- d. Context specific user friendly (inclusive of gender and disability options) WaSH technologies including arsenic removal options innovated and piloted.
- e. Water Safety Plan (WSP) integrated and mainstreamed in all water supply options supported by WaterAid.
- f. Domestic waste and sludge management including waste water treatment initiated.

Country strategic objective A.1.2

Advanced WaSH entitlements of the poor, marginalised, excluded and vulnerable groups in equitable manner.

- a. Awareness of target beneficiaries on WaSH rights and entitlements enhanced.
- b. LGIs and service providers sensitised and made aware of their accountabilities to serve socially excluded communities.
- c. Local and national level forums emerged and/or activated to influence WaSH agencies to serve urban poor (slum dwellers).

¹⁴ *Ibid.*

- d. Participation of social and community based organisations in planning and implementing pro-poor WaSH activities increased.
- e. WaSH service provision promoted in disaster and emergency response programme.

Global Aim-2: We will support government and service providers in developing their capacity to deliver safe water, improved hygiene and sanitation

Country strategic objective A.2.1

Enhanced organisational accountability and capacity of the LGIs and service providers for effective WaSH services.

- a. Partner NGOs, LGIs and service providers' capacity to serve poor and disadvantaged communities with WaSH services enhanced.
- b. Sector actors mobilised to influence LGIs and service providers towards greater roles and responsibilities for pro-poor WaSH services.
- c. Effective model for collaboration between different stakeholders and local authorities developed.
- d. LGIs, service agencies and govt departments influenced to adopt and replicate waste and sludge management, urban rain water harvesting as part of their plan.
- e. Duty bearers and service providers sensitised and made aware about issues on equity and inclusion.

Country strategic objective A.2.2

- a. Improved sector governance including allocation and utilisation of resources by local and national institutions.
- b. A system of regular WaSH census and periodic performance tracking evolved in national policy.
- c. Coordination among WaSH sector players at national (planning) and local (implementation) level increased.
- d. Transparency and accountability in allocation and utilisation of WaSH budget at national and local government level increased.
- e. Effective public private partnership promoted to reach poor, disadvantaged and excluded communities with sustainable WaSH services.

Aim-3: We will advocate for the essential role of safe water, improved hygiene and sanitation in human development

Country strategic objective A.3.1

Strengthened operational linkages within the sector and also with other sectors in order to accelerate WaSH progress.

- a. Research collaboration to establish evidence on WaSH implications for promoting human dignity, quality education, gender and economic empowerment, environmental health increased within the sector.
- b. Knowledge and evidence towards linking WaSH with climate change, urban conglomeration, integrated water resource management established.

- c. Effective media partnership and learning-sharing network at international, national and local level developed.
- d. Critical knowledge (research findings, lessons learnt, pilot experience etc) disseminated within the sector including line ministries and policy makers.

Country strategic objective A.3.2

Influenced government, donors and private sector for integration of WaSH in their development policy, priority and business plan.

- a. Formulation/revision of national policies, strategies and plans interlinked with WaSH (national building code, environment, health, urban policy, school sanitation, poverty reduction, market development, national hygiene strategy including menstrual hygiene etc) influenced.
- b. Parliament Members sensitised for discussion and inclusion of WaSH as development priority in the upcoming national development plan.
- c. Ministries and Parliamentary Committees influenced for greater institutional synergy and functional coordination for WaSH promotion.
- d. Dialogue between private sector (corporate actors) and NGOs started leading to advance WaSH rights of the poor and disadvantaged living in WaSH deprivation.

Aim-4: We will further develop as an effective global organization recognized as a leader in our field and for living our values

Country strategic objective A.4.1

Improve organisational capacity and performance to gain further recognition as one of the WaSH leaders in Bangladesh.

- a. Necessary professional and leadership skills of our team members and partners developed.
- b. Organisational systems and procedures developed and/or updated.
- c. Rights Based Approach to programming and partnership developed and adopted.
- d. WaterAid's image (Corporate Identity) promoted within the country and more specifically in the sector.
- e. Effective system (documentation, electronic archiving, sharing, horizontal learning etc) and management culture developed to promote innovation and organisational learning.
- f. Country level resource mobilisation increased and sustained.

4.2 Country programmes

In order to achieve the above noted country strategic objectives and sub-objectives, WAB will have six full blown Country Programmes and one internal cross-sector internal program which will be ingrained in its country office operations. The main outcomes, key results and hallmarks of the programs are given below.

Urban WaSH

Outcome: Environmental health conditions in low-income communities in targeted cities in Bangladesh improved where everyone in the communities drink safe water, use improved sanitation facilities and follow desired hygiene practices.

Results: The programme is expected to deliver four specific results: 1) The poor and marginalized people participated in the design and management of safe water and environmental sanitation facilities; 2) The poor and marginalized populations in urban areas established access to safe water and improved sanitation facilities; 3) The poor and marginalized people living in the slums adopted improved hygiene practices (hand washing in critical times) while community hygiene situation as a whole improved; 4) National government (line ministries), LGIs and service agencies are influenced towards policy change in meeting WASH rights of the urban poor.

Hallmarks: WAB and its partners are widely acknowledged for its urban model of work where poor and low income communities establish their rights to access WaSH services from the state run utility companies. The work has so far been limited to 3 city corporations only. As the number of city corporations are increasing and new utilities are coming into being – there is a need that WAB’s urban work continues in the current workplaces as well as expanded in the new city corporations and big towns to help establish poor people WaSH rights in those places. This will also provide opportunities to face the new challenges and innovations, influence formation of an urban forum with wider agenda of urban development in the face of rapid urban growth.

The program will influence changes at three levels: changes in access and rights to WaSH services (primary level); changes in government and sector capacity to meet WaSH rights (secondary level); and changes in the policy environment to achieve WaSH goal (tertiary level).

Rural WaSH

Outcome: Water and sanitation services in targeted communities improved where access of the poor and disadvantaged people to safe water and improved sanitation established and desired hygiene practices sustained towards their overall well-being.

Results: The programme is expected to deliver five specific results: 1) The poor and disadvantaged groups increased participation in joint initiatives taken by CBOs and LGIs to improve WaSH situation; 2) The poor and disadvantaged people have increased access to resources and services at the LGI level; 3) The poor and disadvantaged people demonstrated safe sanitation and improved hygiene practices; 4) New innovations carried

out and scaled up to deal with arsenic, sludge management, waste water management and reuse; and 5) Critical knowledge and evidence generated to influence programme and policy.

Hallmarks: The main shift of the CSP period to embrace right based approach will be manifested through promotion of local level governance and accountability under this program. The programme will strive to innovate, experiment and scale-up effective technology more specifically to deal with sludge management issues, waste water management and reuse, water safety plan, etc. In all these areas – WAB has positioned itself with some innovation and pioneering work. They will be continued and further enhanced. In addition, arsenic issue will be addressed through low cost rain-water harvesting and other means of water sourcing and mitigation. Saline water treatment and promotion of low-cost alternative technological options in different hydro-geological conditions will be promoted under this program. Implementation of the programme will follow partnership with local NGOs and other specialized organisations. Especial efforts and partnership with multi party organizations will be fostered mainly to position WAB as the lead agency to demonstrate sludge management linked with agriculture and livelihood.

Small Town

In addition to seven major cities, there are 309 Paurashavas (Municipalities) in the country. These Municipalities are categorised into three (A, B & C) depending on their annual revenue income. Sector investments in urban areas are biased towards large and medium urban centres with very little attention to small towns where water and sanitation service, particularly for the poor is extremely bad. We therefore have planned to expand our country programme in the small towns to evolve a model for water, sanitation and hygiene service delivery for the low-income groups and disadvantaged people living in those small towns.

Outcome: A model of effective WaSH service delivery emerged and scaled-up to serve low-income communities and disadvantaged groups living in small towns without adequate access to WaSH services.

Results: The programme is expected to deliver four specific results: 1) poor and disadvantaged people including children in small towns established their rights to improved WaSH services; 2) participation of the communities in local level planning and collaboration enhanced; 3) pro-poor planning and implementation capacity of the Pourashavas to extend WaSH service/coverage increased; and 4) environmental sanitation in targeted Pourashavas improved.

Hallmarks: This will be a pioneering work for WAB which will have learning opportunities within the country as well as WaterAid CPs. There is not many agencies working in this field, other than some government projects funded by the World Bank and Asian Development Bank. Again, there will be some experimentation on sludge management, solid waste management linked with agriculture and livelihood. The work will require multi-party partnerships e.g. local NGO, international NGO, academic institute, LGI and CSOs; hence this

program will be challenging as well as will have high potential for learning. Process documentation and linking with other CPs will be an important component of this program.

Climate Change

Outcome: Adaptive capacity of the vulnerable households and their institutions strengthened to secure access to safe and adequate water and safe sanitation; and improvement in hygiene behaviour among vulnerable people to climate change in selected eco-zones in Bangladesh.

Results: The programme is expected to deliver four specific results: 1) climate vulnerable people secured with uninterrupted, adequate and safe water, improved sanitation and hygiene support round the year; 2) climate resilient context specific WaSH technology and process innovated, piloted and scaled up; 3) climate resilient planning and implementation capacity of WaSH service agencies and NGOs improved; and 4) general awareness on climate change consequences and critical knowledge on local adaptation increased.

Hallmarks: WAB will learn as well contribute in climate change related knowledge generation focusing on safe drinking water and sanitation. Knowledge on sanitation related to climate change is scanty; hence, WAB will have a major role to play. As a working strategy, WAB will work with a long-term commitment on climate change with clear link with intra and inter-organizational learning. Accordingly, it has joined ARCAB network where other major international NGOs with broader development agenda are also partner. Hence, WAB's contribution in the network will be to project WaSH agenda consistently in climate change dialogues – locally, nationally and internationally.

Equity and Inclusion

Outcome: WaSH deprivation of geographically and socially marginalised population in targeted communities reduced through modest service delivery, capacity building, awareness raising, innovation and involvement of local actors towards effective service delivery.

Results: The programme is expected to deliver four specific results: 1) Improved capacity of local actors, LGIs and local communities to plan, implement and operate pro-poor WaSH interventions; 2) Improved hygiene practices and access to safe water and improved sanitation by the poor and socially marginalised people; 3) Enhanced collaboration and coordination between civil society actors, local authorities and communities towards improved WaSH service delivery to marginalised population; and 4) Increased knowledge and awareness of sector players (enablers and duty bearers) and communities (rights holders) about the implications of WaSH on poverty and human dignity.

Hallmarks: WAB has been widely known in Bangladesh as an agency to promote equity and inclusion in the WaSH sector. It played a key role in formulating the Pro-Poor strategy of Bangladesh which is being considered as an integral part of the program. Despite many development efforts, there are pockets of deprivation in the country both geographically and socially; which mean that specific attentions are required to ensure social inclusion.

WAB's work will be of limited scale on specific excluded group to demonstrate the cases and way forward to the policy realm and to other development partners for wider scale up. Through this program, WAB will position itself as a trend-setter and advocate for further inclusion and establishment of rights for the excluded communities.

Influencing and Enabling

Outcome: Policy makers, donors, government and private WaSH actors influenced to change/amend policies and strategies related to WaSH in favour of the poor and marginalised groups so that their WaSH rights are established; and knowledge, experience, capacity and policy gaps in WaSH sector impeding the achievement of national WaSH targets reduced.

The results of the programme are better understood against each project, as follows:

RBA: Understanding and application of rights based approach in WaSH and other development programmes is increased. Budget advocacy with its full cycle understood and applied at different levels.

Urban Poverty Alleviation: Knowledge and evidence of the implications of WaSH on urban poverty established and acknowledged. This will help promote integration of WaSH activities in poverty reduction project.

Learning & Development: Scientific knowledge generated and technology developed and tested to feed into policy advocacy on issues like urban rain water harvesting; evidence and successful models established and disseminated; capacity and confidence of the sector players including WAB and partners improved.

Policy & Advocacy: Policy makers, donors, government and the private actor influenced to change/amend policy and strategies related to WaSH in favour of the poor and the marginalised people.

Support to SHEWA-B: Capacity and commitment of 29 local NGOs, school authorities and Union Parishads increased to promote access of the rural poor communities to safe water, safe sanitation services and improved hygiene practices.

Hallmarks: WAB will maintain its position and visibility as one of the key influencing body in the WaSH sector in Bangladesh through various projects and activities. Partnership with CSE India will continue which will position WAB as the lead organization in modelling urban rain water harvesting and waste water re-use in Bangladesh. RBA and budget advocacy work will also be the major work in the sector. It will provide support to different networks like WSSCCB, FANSA, EWP, Dutch WASH Alliance. Above all, WAB will be one of the core members of different national committees which will formulate and approve different national policies, strategies and guidelines for the WaSH sector. WAB will keep on contributing and encouraging the government to pursue its plan, finance and monitor its election commitments to achieve water for all by 2011 and sanitation for all by 2013.

5. Human resources

WAB has been successful in deploying capable staff with adequate gender balance at all levels, especially at the Senior Management level. Current staff portfolio represents 33% female staff but in the SMT the representation is 66% since 4 out of 6 SMT members are female. As the program of WAB would scale up and grow in diversity – the required skills mix would change. In addition, there will be natural attrition. In the context of the above, WAB’s human resource strategy has been formulated for the new CSP period based on the Global People Strategy. It is committed to creating a working environment where everyone including disabled can be successful in their roles and where staff would feel valued and motivated to deliver their best outputs which, in turn, results in maximising the impacts of the organisation. The Global People Strategy is mainly focused on to achieve the aim 4 of WaterAid’s Global Strategy which underpins the achievement of other 3 aims of the Global Strategy.

In conjunction with the Global People Strategy, Employee Survey result, Retreat feedback and feedback of all staff members during the CSP development process, WAB’s HR strategy would continue to enforcing all HR activities on maximising the skills and competency of its workforce along with diversity, leadership, people management skill and strengthening internal ways of working with proper communication. Its thrust will also to be recognised as an effective organisation in terms of its work system and procedures, values and culture, practice of ethical behaviour and approaches and highly efficient work force.

WAB undertakes the following strategies under the 4 aims of Global People Strategy.

	Global people strategy	WAB HR operational strategy
Global people strategy Aim 1	To recruit, retain and develop highly skilled and motivated individuals to create diverse and high performing teams	<ul style="list-style-type: none"> • Bring required staff on board through transparent screening and selection process. Where appropriate, WAB will go for outsourcing to conduct a skills audit in line with the global process • Embed performance management • Orient staff and partners on equity and inclusion in workplace on regular basis • Develop retention strategy for the highly potential staff • Enhance internship and volunteer programme to reaching out to more students and academia.
Global people strategy Aim 2	To demonstrate excellence in the leadership and management of people	<ul style="list-style-type: none"> • Undertake Leadership and Management Development Programme for line managers. • Identify potential new leaders and support their development into more senior roles. • Cascade similar programs for the partner NGOs at the later part of the CSP period

	Global people strategy	WAB HR operational strategy
Global people strategy Aim 3	To be recognised as a global employer of choice with a consistent and unified identity	<ul style="list-style-type: none"> • Ensure regular review and update WAB's HR policies, procedures, Pay and Reward systems. • Ensure that health and safety of staff are given due importance in its organisational development process. Provide Organisational Development and HRD support to partners.
Global people strategy Aim 4	To strengthen our internal ways of working to create a high performing environment	<ul style="list-style-type: none"> • Improve peoples' ability to work across teams, supported by effective internal communication channels and IT system • Create a working culture that facilitates innovation where people feel encouraged to provide feedback and share new ideas without fear of failure. • Develop Health and Security policy and plan to ensure that staff's safety at work is ensured • Periodic employee survey to get feedback on where to put more efforts to create a high performing environment.

WAB will start the CSP period with a set of long-term programs and staff. Further staff will be added as projects get on board at different points over the CSP period. WAB currently has 47 regular staff members. It is foreseen that this number would increase to 58 by 2014-2015 depending on the size and shape of the program and availability of budget.

6. Financial Resources

Essential, Desirable and Ambitious funding requirements during the CSP period is presented in the table. WAB will expand its working area beyond essential level if resources are available.

in GBP and in million

	Yr-1	Yr-2	Yr-3	Yr-4	Yr-5	Total 5 years
Essential	4.6	4.7	4.8	4.4	4.0	22.5
Desirable	5.1	5.3	5.5	4.9	4.5	25.3
Ambitious	5.6	5.8	6.0	5.5	5.4	28.3

In the last CSP (2006-11) the financial resource projection was 17 million in GBP whereas 22.5 million in GBP has been proposed for the new CSP at the essential level. This is a 32% increase from the last CSP period. In the new CSP, in addition to the service delivery programmes WAB will invest resources in the challenging geographical areas which came out from the sector review such as; socially and geographically excluded groups, equity and inclusion, influencing, more focus on urban programme etc. Working in these areas would require high unit cost. WAB will also invest for research and technology development in the

new CSP period. At the same time, staff development and working environment have been planned to be improved to achieve the global aim as a 'Lead organisation'.

Validation with MPB: In the currently approved MPB, the amount for essential projection is lower (GBP 12.5m for 2011-2015) than what has been proposed in the CSP. The current MPB was developed during the global recession, and the estimates were conservative. In addition, when the MPB was developed, WAB's fundraising capacity was limited and opportunities were less explored. Now WAB has a full time Director for Resource mobilization and different opportunities have been explored. Different funding opportunities are also in the horizon. These opportunities commensurate with the program needs of the proposed CSP. We have projected resources accordingly. We will revise our MPB to make it aligned with the CSP.

Sources of funds: Out of projected GBP 22.5m we are expecting to receive 35% from grant funds and remaining from the restricted voluntary and unrestricted income. Our grant income was 84% during the period 2003-8. In 2009, it went down to 11%. In 2010, we started the year with 10% grant income; and gradually we raised our grant income to the level of 27% of the total funding projections. Most of the grants of WAB are the collective efforts of different parts of WaterAid where WAB's proactive role has been noted. This will continue and further augmented. Over the new CSP period, WAB would like to mobilize 30% of its financial resources from various restricted sources through its pro-active initiatives in collaboration with WA members and WAUK.

7. Monitoring and evaluation

Monitoring and evaluation framework for CSP

The Monitoring and Evaluation framework of the CSP will take an evolutionary approach. The current monitoring and evaluation (M&E) framework has been developed primarily on the country programme processes since ASEH; and then further developed recently. In the coming months, they will be further tuned and adjusted based on Counting the Users Protocol and Strategic Performance Indicators. Active participation of the PNGOs enables WAB to improve data from routine *Programme Management Information System* (PMIS) in sectors of water, sanitation, and hygiene as well as ensure that prioritised qualitative issues are captured through process and result monitoring.

The facets of M&E framework for CSP are narrated below:

Performance monitoring

WAB has made considerable progress in developing its offline-mode PMIS for strengthening planning, achievement, and statistical systems. To monitor the performance of WAB managed programmes and projects, PMIS of having four different databases deployed notably for its quantitative components towards achieving WaSH-poverty-reduction

outcomes. To ensure harmonisation and effectiveness, online-mode of PMIS will also be adopted soon.

Process monitoring

As part of WA commitment to improve lives of the poorest and the marginalised communities and groups, WAB developed its strategies and policy principles to implement the activities for reducing the WaSH sector gaps which will eventually benefit the poor, vulnerable and the excluded groups. The way of delivering the outputs to ensure accountability, quality, and adherence to WAB strategies and policy principles, process monitoring has been performed.

Again, WAB has been and will continue to engage in more WaSH related upstream policy dialogue at the national and region levels. At the same time, necessary steps have been taken to analyze the grassroots advocacy to feed ground scenario into high level policy dialogues. Process monitoring is, therefore, proposed through regular visits by staff to project areas in conjunction with other actors and/ or government officials, and the grassroots experience of created stakeholders by the project activities, i.e., all of the people's organisations, will be used to inform policy engagement. Field visits will infer how ground level advocacy agenda contribute the national processes as well as the impact of national processes on the ground and will make recommendations on way of prioritizing the progress.

Result monitoring

Result monitoring is being applied through participatory and traditional methods of assessment to ascertain whether desired changes have occurred or on the process of attaining its outcomes and/ or impacts as a result of programme interventions. Looking back studies, counting users of water and sanitation and so on are the scope of this type of monitoring along with some selected tools as a regular intervention to depict the scenario on changed indicators.

Evaluation and impact assessment

WAB will learn from the execution of the CSP continuously and will seek, through evaluations, to document formally its experiences in delivering on the CSP. To assess the CSP impact, however, the following procedure will be followed:

One mid-term review will be conducted halfway through of its implementation process.

One high level impact assessment will also be conducted focusing on pertinent aspects of the country strategy's relevance, effectiveness and sustainability to delineate next course of action.

One final evaluation will be conducted during the later part of the CSP.

Number of people will be getting access to WaSH services during the CSP period

Sector	Financial Year	Number of people get access as a result of our direct work		Number of people get access as a result of our influencing activities
		Essential	Desirable	
Water	April 2011 - March 2012	201,497	220,210	112,000
	April 2012 - March 2013	251,591	270,600	195,800
	April 2013 - March 2014	226,408	257,007	204,500
	April 2014 - March 2015	242,377	353,139	231,500
	April 2015 - March 2016	261,960	387,607	201,500
	Total	1,183,833	1,488,563	945,300
Sanitation	April 2011 - March 2012	966,768	992,120	503,900
	April 2012 - March 2013	579,001	608,824	668,000
	April 2013 - March 2014	447,220	491,101	548,750
	April 2014 - March 2015	344,667	506,025	563,750
	April 2015 - March 2016	441,949	625,994	536,750
	Total	2,779,605	3,224,064	3,147,150
Hygiene	April 2011 - March 2012	510,715	548,947	1,139,400
	April 2012 - March 2013	688,927	727,186	338,000
	April 2013 - March 2014	614,452	681,906	53,000
	April 2014 - March 2015	459,113	683,194	59,000
	April 2015 - March 2016	492,155	677,525	32,000
	Total	2,765,362	3,318,758	1,674,000

CSP development process

