

**Local Level Institutional Arrangements in CDSP**  
**a case study**

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**Program Development Office  
for  
Integrated Coastal Zone Management Plan  
(PDO-ICZMP)**

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## FOREWORD AND ACKNOWLEDGEMENTS

PDO-ICZMP focuses on the development of **models of good practice to enhance the capacity of communities to improve their livelihoods** (output 4). An important task of this component is to translate the general objectives of ICZMP into practical priority actions that effectively contribute to the achievement of the overall goal of reducing poverty and vulnerability in coastal areas. This is a continuous process in which inventories, surveys, case studies and piloting are essential to help in the identification and formulation of priority actions.

Based on practical experiences, models of good practice will be designed. It is strongly felt that the ongoing efforts in different parts of the coastal zone are crucial in the future development of decentralized resource management for enhancement of livelihoods.

Local level institutional arrangements in Char Development and Settlement Project-II (CDSP-II) implemented by the Government of Bangladesh with assistance from the Government of the Netherlands and the World Food Program has been found innovative and promising and an attempt has been made to do a case study of this initiative.

Within the limited scope of time and resources, the case study was accomplished during February-July 2003. There are some project (CDSP) documents, which have highlighted relevant institutional issues. An attempt has been made here to compile and synthesize them, so that these can be used in a coherent manner. A few focus group discussions (FGD) and a multi-stakeholder dialogue (MSD) in the field and discussion with the CDSP-II project team were held to get a better perspective. However, this exercise should not be viewed as an evaluation of CDSP, nor it has ever been the intention. The purpose of this case study is to have a better insight about the institutional process in CDSP in order to learn lessons for a coastal development strategy and to build on what have been found successful, achievable and replicable.

Members of CDSP-II team positively contributed to the study through discussion, sharing project information and arranging meetings in the field. Mr. Stuart Pearson (Team Leader) had been supportive to the whole process. Mr. Md. Jainal Abedin (Institutional Development Adviser) actively participated in the design of the study and helped the whole exercise to the end. Field Coordinators have taken time and trouble to organize FGDs and MSD. Ms. Nurjahan Begum, Ms. Dil Afroj, Mr. Md. Liakat Ali Khan, Mr. Jahirul Islam and Mr. Md. Belal Uddin Biswas may be particularly mentioned in this respect. Mr. M.A. Latif (Senior Socio-Economic Adviser) and Mr. Shafiul Alam (Local Level Planning Advisor) provided valuable assistance at different stages of the study and gave important feedback on the draft report. Last but not the least, direct stakeholders in the field-level discussions, particularly the members of Water Management Committees, Sub-Polder Committee, Local Area Development Committee, etc., provided valuable information and insight without which this study would not have been possible. All these contributions are acknowledged with gratitude.

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**ACRONYMS**

AC	Assistant Commissioner
BRAC	Bangladesh Rural Advancement Committee
BWDB	Bangladesh Water Development Board
CBD-I	Char Baggardona- I
CBD-II	Char Baggardona-II
CBO	Community Based Organization
CBT	Char Bhatirtek
CDSP	Char Development and Settlement Project
CERP	Coastal Embankment Rehabilitation Project
CM	Char Majid
CTF	Care Taker Family
DANIDA	Danish International Development Agency
DAE	Directorate of Agriculture Extension
DTW	Deep Tube Well
DUS	Dwip Unnayan Sangstha
EDP	Estuary Development Program
FD	Forest Department
FGD	Focus Group Discussion
GoB	Government of Bangladesh
GPP	Guideline for Peoples Participation
GPWM	Guideline for Participatory water Management
ICC	Inter-agency Coordination Committee
IO	Institutional Officer
KJDRP	Khulna Jessore Drainage Rehabilitation Project
LADC	Local Area Development Committee
LCS	Labor Contracting Society
LG	Local Government
LGED	Local Government and Engineering Department
LGI	Local Government Institutions
LGRD	Local Government Rural Development
LRP	Land Reclamation Project
MES	Meghna Estuary Study
MoL	Ministry of Land

MoWR	Ministry of Water Resources
MSD	Multi Stakeholder Dialogue
NGO	Non Governmental Organization
NSC	National Steering Committee
O&M	Operation and Maintenance
PAP	Project Affected People
PC	Polder Committee
PDO	Program Development Office
PDO-ICZM	Program Development Office-Integrated Coastal Zone Management Plan
PIC	Project Implementation Committee
PMC	Project Management Committee
PP	Project Proforma
SMC	School Management Committee
SO	Sectional Officer
SPC	Sub Polder Committee
TA	Technical Assistance
TC	Technical Committee
TK	Taka
TUG	Tubewell User Group
UP	Union Parishad
WARPO	Water Resource Planning Organization
WL	Water Level
WMA	Water Management Association
WMC	Water Management Committee
WMD	Water Management Directorate
WMF	Water Management Federation
WMO	Water Management Organization
WMS	Water Management System

**GLOSSARY**

Baishakh	Bangla month of Summer between April and May
Bazar	Local market
Bundh	Embankment
Chaitra	Bangla month of Spring between March and April
Char	Newly accreted land from river/sea bed
Dhol Shaharat	Public announcement using mega phones
District	Administrative unit comprising several upazilas
Dub	Fish trap
Jalmohal	Water body for fishery
Jetty	Port
Khal	Drainage channel
<i>Khas</i>	Government (land)
Khatian	Register of land title
Mauza	Prototype of village, lowest level unit for revenue administration
Pani	Water
Para	Neighborhood
Pata	Fish trap
Polder	Water management area protected by sea/river dyke
Samaj	Residential brotherhood, also the Bengali term for ‘society’/traditional institution
Taka	Bangladesh currency
Thana	Administrative unit, renamed as upazila
Union Parishad	Local government at the union level
Union	Administrative unit comprising several villages/mauzas under an upazila
Upazila	Administrative unit under a district comprising several unions



## 1. INTRODUCTION

### 1.1 Background and context

Char Development and Settlement Project (CDSP), as a follow up of the land based activities in Land Reclamation Project (LRP), started in September 1994 with the aim to develop coastal chars in the Meghna estuary and to settle the landless on *khas* land. The present phase (CDSP-II) commenced in October 1999 for another five years. It is a joint project of the Ministries of Water Resources, Land, LGRD & Cooperatives and Agriculture and is financed by the Governments of Bangladesh and the Netherlands and the World Food Program. Amongst selected interventions of the project are land settlement, infrastructure development and productive development through demonstration, extension and training.

The overall objective of the project is to contribute to the socio-economic development of the *char* areas in southeastern Bangladesh, in particular by settling landless household on the newly accreted land and by extending support to those settled household.

Development and strengthening of infrastructure planning and O&M of institutions at the local level (polder or *char*) is an important component of CDSP.

In the current phase of CDSP-II, five government agencies are involved: Bangladesh Water Development Board (BWDB), the lead agency; Local Government Engineering Department (LGED); Department of Public Health Engineering (DPHE); Directorate of Agricultural Extension (DAE) and Ministry of Land (MoL). Involvement of the Forest Department (FD) is currently under process. Besides local government bodies, field level institutions and NGOs are involved in the project implementation processes. BRAC is the leading agency with responsibility of supporting, coordinating and supervising five local NGOs. Project activities are located in four districts, namely Noakhali, Lakshmipur, Feni and Chittagong (see Figure 1).

### 1.2 Historical evolution of CDSP-II

The historical evolution of CDSP is embedded in the Land Reclamation Project (LRP), which started in 1978 as a project of the BWDB under the Directorate of the Estuarine Survey. LRP was closed in 1991 and then reappeared in two parts in 1994: the Meghna Estuary Study (MES) for water based surveys and trials, and the Char Development and Settlement Project (CDSP), a land based development project.

The current phase of the project known as CDSP-II commenced in October 1999 after the completion of the initial phase in September 1999. The gradual evolution of CDSP is shown in Figure 2.

### 1.3 Purpose of the study

The local level institutional arrangements in CDSP has proven to be effective to the project purposes though it has not yet been fully developed in a sustainable management structure. However, the project has already identified the need to shift from the “consultative” body to “governing” approach by establishing the local management control on issues like O&M, formulation of action plan, monitoring, agricultural extension and conflict management. This needs an enabling environment where the local functional organizations can operate with respective mandates and jurisdictions.

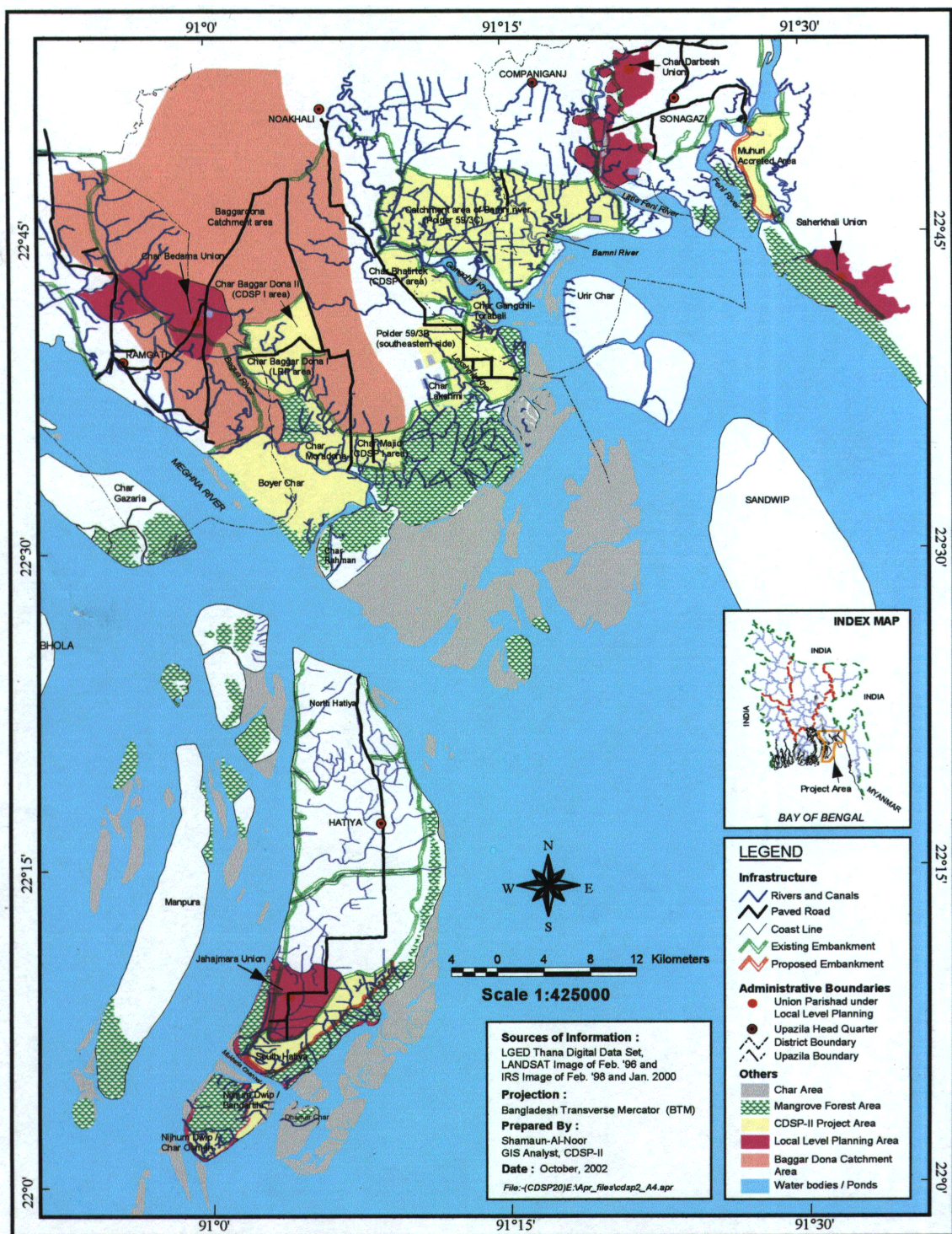
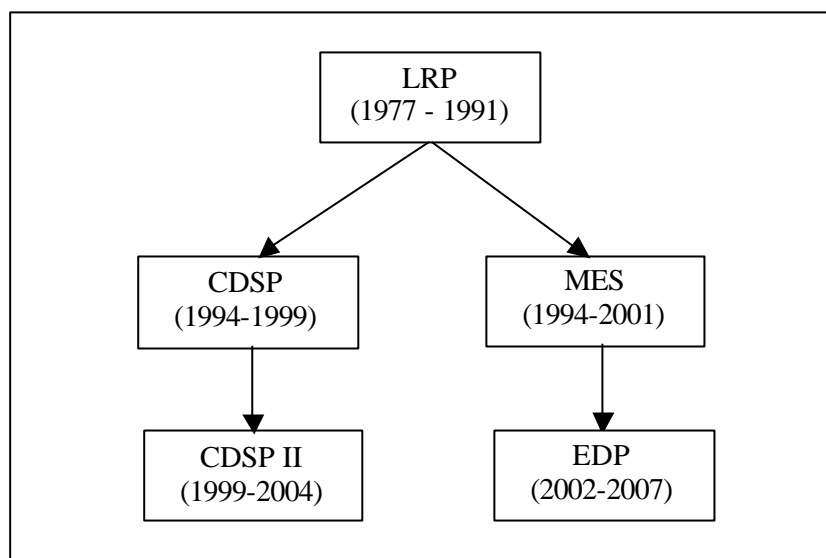


Figure 1: Location of CDSP-II



**Figure 2: Gradual development of CDSP-II**

In this backdrop, a case study has been endeavored to have a better insight on the efficacy of the institutionalization process in order to find an appropriate and sustainable institutional framework for local level planning and management of infrastructures and resources.

PDO-ICZMP has embarked on few case studies to learn from practical experiences on local level management structures and procedures. Based on a coastal livelihoods analysis (Output 4.1) and case studies (output 4.2), models of good practice will be identified and elaborated (output 4.3). Local level institutional arrangements in CDSP are found innovative and promising in some respect and an attempt has been made here to document these.

## 1.4 Methodology

In order to have a comprehensive overview of the institutional arrangements and lessons learnt, a structured documentation of the experiences in existing polders is necessary. Here an effort has been made to depict the existing institutional arrangements. Main sources of information are as follows:

- ◇ existing reports and documents;
- ◇ focus group discussion (FGD) with members of selected local level institutions;
- ◇ multi stakeholder dialogue (MSD);
- ◇ consultation with CDSP staff; and
- ◇ discussion and interview with leaders and members of local organizations and NGOs.

Six FGDs with local stakeholders were conducted to obtain ideas on various aspects of institutionalization process (see Table 1). A simple checklist, which focused on major indicators like functional mechanism, needs, constraints, sustainability etc., was instrumental to derive necessary information.

One MSD was organized in Char Baggardona-I polder to obtain similar ideas from representatives of various interest groups i.e., WMC, CBOs, GoB extension agencies, NGO, UP etc (see Table 1).

Consultant staff of CDSP has provided valuable information. Their field level experiences added extra value to understand the institutionalization process.



**Table 1: Locations and participants of the FGDs and MSD**

Types of discussion	Name of the Committee/ Participants	Location	Date	No. of participants		No. of observers	
				M	F	CDSP	PDO-ICZMP
FGD	SPC 5 No. Ali Bazar	North Jorakhali, Boyer Char	17.02.03	5	4	4	2
	WMC Nabogram and Kolmi	CDSP site office, Char Bhatirtek	18.02.03	4	7	3	2
	WMC Char Majid	CDSP site office, Char Majid	09.03.03	9	6	3	1
	WMC Char Baggardona-I	Upoma office, Char Baggardona-I	11.03.03	4	6	1	1
	WMC Char Baggardona-II	Upoma office, Char Baggardona-I	12.03.03	6	7	1	1
	LADC Nijhum Dwip	Jaica cyclone shelter, Char Osman	24.03.03	5	5	2	3
MS D	Different stakeholders	Upoma office, Char Baggardona-I	28.04.03	17	1	4	3

Source: PDO-ICZMP, 2003

## 1.5 Structure of the report

This study consists of six chapters. Chapter 1 describes background and context, purpose and methodology of the case study. Chapter 2 presents institutional arrangements in CDSP. Chapter 3 narrates the processes that the local level institutions in CDSP follow in their functioning. In chapter 4, financing of local level institutions has been described. Chapter 5 discusses various constraints. Chapter 6 presents synthesis and conclusion.

## 1.6 Review process

The draft report was shared with CDSP-II and WARPO/PDO teams. Two discussion meetings on the draft report were held with concerned CDSP-II consultant staff on 23 July and 2 August. The report has been finalized incorporating their comments and suggestions.



## **2. INSTITUTIONAL ARRANGEMENTS IN CDSP**

### **2.1 People's participation as a project component**

People's participation as a project component of planning has taken place perceptibly in CDSP's policy implementation. Participation of the local population in all phases of the planning processes was crucial, especially with reference to the project preparation and to ensure proper O&M. CDSP has used its own guidelines for people's participation, which was grounded in BWDB's Guidelines for People's Participation (GPP).

To ensure people's participation, CDSP proceeded by establishing relationship with the settlers in the polders as well as with existing local level institutions. CDSP has built this relationship to mobilize social support for the project, mainly for implementation and O&M.

### **2.2 Institutionalization process**

The notion of CDSP, related to local level institutional arrangement, was to place its interventions through existing institutions; but creating new institutions in the cases where new tasks emerge, which can not be taken care of by the existing institutions (CDSP, 1999a).

Institutionalization process was initiated after the completion of the feasibility study and conducting of a plot-to-plot land survey. The sequential steps for institutional development are:

- ◇ formation of Sub Polder Committees (SPC) and Polder Committees (PC);
- ◇ formation of Water Management Committees (WMC);
- ◇ formation of Tubewell User Groups (TUG) and identification of Caretaker Families(CTF);
- ◇ formation of Local Area Development Committees(LADC) in unprotected areas.

Besides, formation of other committees, such as, school management committee (SMC), labor contracting society (LCS); cyclone shelter group, farmers group etc., took place through NGO collaboration for effective implementation of project objectives.

Polder institutions were initiated as per the project guideline to substantiate people's participation in the project planning, implementation and monitoring. Figure 3 entails the recent institutional arrangements in CDSP-II.

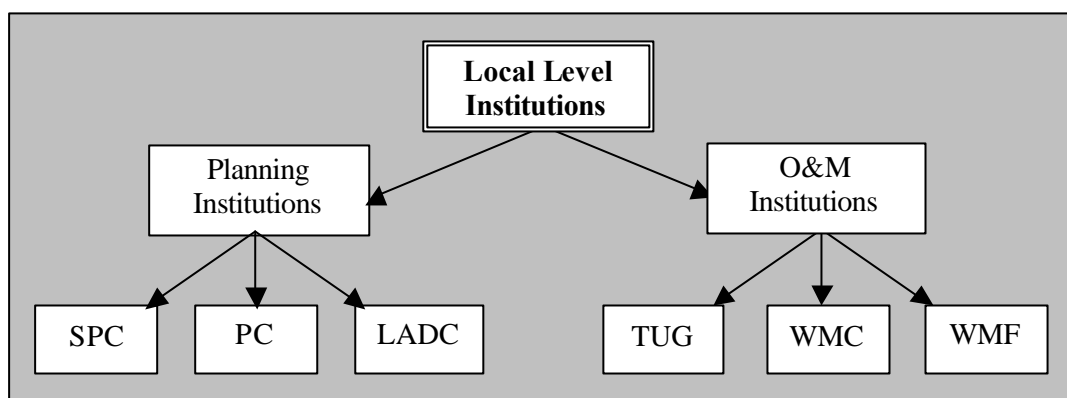
Polder level institutions are subdivided into two categories:

- ◇ planning institutions; and
- ◇ O&M institutions.

Planning institutions are the SPCs, PCs and LADCs. Main objectives of the planning institutions are to ensure settler's participation in planning and implementation of the polder infrastructures and conflict management.

SPCs and PCs are induced as the base to form the skeleton of people's participation with an emphasis on the infrastructure planning. In areas where CDSP decided not to develop a polder, LADC was introduced in lieu of SPC/PC.

O&M institutions are the Water Management Committees (WMC), Water Management Federation (WMF) and Tubewell User Group (TUG). These are formed as soon as a polder is established (and a tubewell is installed). The prime objective is to involve local people (beneficiaries) in the operation and maintenance of the infrastructures (water management systems, roads, water supply and sanitation infrastructures, bridges/ culverts etc.).



**Figure 3: Institutions in CDSP**

After the completion of three polders in 1997, the need to form appropriate institutions for their operation and maintenance became evident. Therefore formation of WMCs started at the end of 1997 (Wilde, 2000:29). The details of the institutional framework have been presented in Table 2.

## 2.3 Guidelines

The functional structures of the planning and O&M institutions are project oriented. Institutional arrangements evolved gradually in response to project needs. CDSP has followed its own guidelines, which was grounded in GPP and Guidelines for Participatory Water Management (GPWM) of the government. Table 3 summarizes these guidelines.

## 2.4 Planning institutions

Local level institutions for planning provided the beneficiaries with scope and opportunities for participation. There are broadly four types of local level institutions functioning in the immediate environment of the polder population. They are: SPC, PC, LADC, and Union Parishad (UP). While the first three have been created by CDSP with specific time-bound purposes and tasks, the UP is a permanent local government organization that covers a bigger area.

Although SPC, PC and LADC are conceived as planning institutions, they have limited role in implementation. For example, they help in conflict resolution, scrutiny of candidates for settlement, put pressure on contractors to expedite construction works, give feedback on quality of works to project officials, etc. UP is involved in both planning and implementation.

### 2.4.1 Sub Polder Committee

Sub Polder Committee (SPC) is the platform where members at the micro level do the planning of physical infrastructures. In principle, each *mouza*<sup>1</sup> has to have its own SPC; where the membership varies from nine to twenty five depending on the size of the *mouza*. Each member of the SPC has to be elected by the people through mass meetings. UP Members were SPC Presidents in the first phase of CDSP, which helped in linking local functional organization (SPC) with the local government (UP). In CDSP-II, this practice is largely absent as many areas are not under any local government (such as Boyer Char) and there is hardly any settler in some areas (such as Muhuri accreted area).

<sup>1</sup> Prototype of a village, lowest level revenue unit.

**Table 2: Domains of local level institutions**

Ins	Mandates/tasks	Activities	Financing	Process
SPC	<ul style="list-style-type: none"> <li>– Data collection</li> <li>– Planning of the infrastructures</li> <li>– Implementation</li> <li>– Monitoring</li> <li>– Function as a bridge between project and local people</li> </ul>	<ul style="list-style-type: none"> <li>– Need identification</li> <li>– Prioritization</li> <li>– Planning</li> <li>– Conflict management</li> </ul>	<ul style="list-style-type: none"> <li>– Formed without financial framework</li> <li>– CDSP supports for logistics i.e., refreshment, female participant allowance</li> <li>– Fund generation through monthly hand deposit</li> <li>– Not legible for legal status</li> </ul>	<ul style="list-style-type: none"> <li>– Regular monthly &amp; emergency meeting</li> <li>– Resolution distribution to the line agencies</li> <li>– Participate in planning of the infrastructure</li> <li>– Monitoring of the implementation</li> <li>– 40% women representation</li> <li>– Training</li> <li>– Tenure as necessary</li> </ul>
PC	<ul style="list-style-type: none"> <li>– Coordinate all SPC efforts</li> <li>– Compile, scrutinize and endorse proposals from SP level</li> <li>– Communicate and negotiate with project and government</li> <li>– Decision making</li> </ul>	<ul style="list-style-type: none"> <li>– UP chairman coordinate SPC activities</li> <li>– Conflict handling</li> <li>– Coordinate with project and line agencies</li> </ul>	<ul style="list-style-type: none"> <li>– Not defined</li> </ul>	<ul style="list-style-type: none"> <li>– Regular monthly meeting</li> <li>– Consultation with local elites</li> <li>– Participation in planning activity</li> <li>– 30% women representation</li> <li>– Tenure as necessary</li> </ul>
LADC	<ul style="list-style-type: none"> <li>– Project infrastructure development planning</li> </ul>	<ul style="list-style-type: none"> <li>– Need identification</li> <li>– Planning infrastructure</li> <li>– Conflict handling</li> <li>– Information sharing among others</li> </ul>	<ul style="list-style-type: none"> <li>– CDSP supports for logistics</li> <li>– Expenses from own pocket</li> <li>– Will sustain till completion of CDSP</li> </ul>	<ul style="list-style-type: none"> <li>– Regular bi-monthly meetings</li> <li>– Resolution dissemination</li> <li>– 40% women representation</li> <li>– Tenure as necessary</li> </ul>
WMC	<ul style="list-style-type: none"> <li>– O&amp; M of the sluice</li> <li>– Emergency decision making</li> <li>– Maintenance of the infrastructures in collaboration with the agencies concerned and with the Union Parishad</li> <li>– Resource generation for O&amp;M</li> <li>– Coordination with LGI and the line agencies</li> </ul>	<ul style="list-style-type: none"> <li>– Yearly action plan</li> <li>– Maintenance plan preparation</li> <li>– Conflict management</li> </ul>	<ul style="list-style-type: none"> <li>– Fund generation through monthly deposit</li> <li>– Bank account for deposit</li> <li>– UP contribution</li> <li>– Expense from own pocket</li> <li>– CDSP support in logistics</li> </ul>	<ul style="list-style-type: none"> <li>– Regular bi-monthly/bi-monthly meeting</li> <li>– Participation in O&amp;M and minor water management</li> <li>– Consultation with PAP</li> <li>– Training</li> <li>– 50% women representation</li> <li>– Tenure: two years</li> </ul>
WMF	<ul style="list-style-type: none"> <li>– Same as WMCs</li> </ul>	<ul style="list-style-type: none"> <li>– Same as WMCs</li> </ul>	<ul style="list-style-type: none"> <li>– Same as WMCs</li> </ul>	<ul style="list-style-type: none"> <li>– One WMF formed on 9 March 2003 in polder 59/3B</li> <li>– Tenure: two years</li> </ul>
TUG	<ul style="list-style-type: none"> <li>– Create a forum for discussion in sharing the community assets</li> <li>– Operation and maintenance of the tubewells and toilets as well as to create a sense of ownership of the tubewells.</li> </ul>	<ul style="list-style-type: none"> <li>– Two selected caretaker families (CTF) take care of the regular maintenance activities.</li> <li>– Go for training on maintenance issue.</li> <li>– Promote the use of tubewell for all kind of domestic purposes prevent any sort of prohibited activities i.e., washing of the cloths.</li> </ul>	<ul style="list-style-type: none"> <li>– CTF contribution</li> <li>– User contribution</li> </ul>	<ul style="list-style-type: none"> <li>– Informal courtyard sessions on technical and general issues</li> <li>– Training provided by the NGO on techniques on minor repairing and maintenance</li> <li>– Regular maintenance</li> <li>– Awareness building</li> <li>– 100% women representation</li> </ul>

Source: CDSP 1999b; discussion held with CDSP staff (April, 2003).

**Table 3: Guidelines of CDSP, GPP, CDSP and GPWM for local level institutions**

Task	GPP	CDSP	GPWM
Operation	During pre monsoon, monsoon and late monsoon, the WMO will observe whether the regulators/slucice gate is opened or closed as per water requirement of various crops on different lands at various elevations	Operation sluice (maintaining right water level) Taking responsibility during emergency situation	Command area between 1000-5000ha operation and management will be made over to the LGI and WMOs
Maintenance	Repair sluice gate, regulator, and fallboard. Apply grease to regulator/slucice, replace nut, bolt, paint gate, remove silt, replace blocks every year before the monsoon season as per requirement Re-excavate the bed of drainage /conservation <i>khals</i> as per necessity and remove the water hyacinth and other vegetation	Maintenance of the infrastructure in collaboration with the Agencies concerned and UP. In general only minor maintenance falls under the responsibility of the WMC.	UP will acquire ownership of the infrastructure up to 1,000 ha and it will enter into agreement with the WMO for management and operation. Major maintenance will be done by LG, routine and periodic by the WMOs
Financial	Prepare a yearly budget and raise funds through subscription at a rate/acre from the benefited farmers and other beneficiaries at rates fixed by the WMO and will maintain the fund according to the by laws/procedures	Generate and proper management of financial resources for O&M	Contribution from the beneficiary for the cost of O&M.
Other		Maintain relations with agencies and LG	Maintain relation with LGI-Community-BWDB

Source: CDSP, 2002a

According to the project guidelines, following tasks are mandatory for a SPC (see Appendix 1):

- ◇ to participate in data collection on identifying the needs and resources for the infrastructure planning;
- ◇ to identify beneficiary groups;
- ◇ to identify the development ideas where people's need should get reflected;
- ◇ to inform the people about project plans and activities;
- ◇ to mobilize people;
- ◇ to monitor implementation;
- ◇ to coordinate with government line agencies.

During the needs assessment meetings at sub-polder level in 1995 it was felt that formation of a SPC would be more effective than organizing mass meetings every time CDSP would need consultation with the people (CDSP, 1996: 5). Therefore, formation of SPCs came out as an effective solution to overcome the problems of time constraint and staff scarcity that CDSP faced in the first year of operation. The following steps were taken to form SPCs:

- ◇ Institutional Officers (IO) collected *mouza* maps to decide the number of the SPCs;
- ◇ made a list of the settlers and local leaders;
- ◇ first announcement;
- ◇ IOs hold special discussion with local leaders and UPs, meetings at the *bazar* and *mouza* level;
- ◇ IOs arranged a general meeting;
- ◇ participants of the general meeting select members of the committee.

SPCs were abolished where polder had been fully constructed. They were formally dissolved as they outlived their functions for which they were established.

At present, there are 18 SPCs (see Appendix 2)

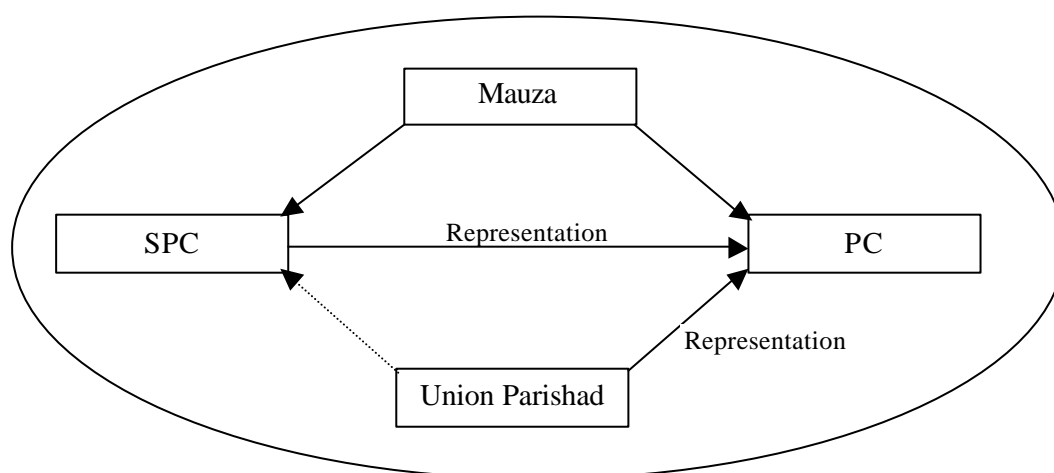
### 2.4.2 Polder Committee

Polder Committee (PC) is the main communication platform within the polder and between the polder population and the project, which has amplified the opportunity for democratization process in the *char* area. Representatives of SPCs (one male and one female from each SPC selected by SPC members) form the PC, where the UP Chairman is the ex-officio President. If a polder belongs to more than one union, the union with the larger share of the polder will have the chairmanship of the PC. PCs have closer relation with the UP as the UP Chairman is involved in the process. Major tasks of a PC are to (see Appendix 3):

- ◇ coordinate with the SPCs;
- ◇ endorse proposals from SPC level;
- ◇ interact with the line agencies.

PCs were abolished along with SPCs where polders had been fully established.

Structure of the SPC and PC can be better understood from Figure 4.



**Figure 4: Structure of PC and SPC**

### 2.4.3 Local Area Development Committee

Local Area Development Committees (LADCs) were formed in the unprotected areas mainly for limited infrastructure planning. A LADC is formed bringing two representatives, one female and one male, from each *para* (neighborhood) under its jurisdiction. So far five LADCs have been established in the following unprotected areas (see Appendix 4):

- ◇ Char Gangchil-Torabali
- ◇ Char Lakshmi
- ◇ Char Moradona
- ◇ Bandartila
- ◇ Nijhum Dwip (Char Osman).

LADCs are there to support the project infrastructure development and it follows the same guidelines applicable to SPCs.

As most of the infrastructures have already been planned, these committees are trying to concentrate on other project interventions i.e., land settlement and agricultural extension.

CDSP has no plan to make LADCs sustainable in the post-project situation, as the areas would remain unprotected. However, CDSP is trying to sensitize the need of these institutions among the beneficiaries so that LADCs may remain as social development institution by collective effort of the people. The only exception is Gangchil-Torabali area, where CDSP has constructed one mini dyke for water management to save crops. This intervention is similar to LGED's intervention under its "small scale water sector project".<sup>2</sup>

## 2.5 O&M institutions

### 2.5.1 Water Management Committee

There is one Water Management Committee (WMC) for each Water Management System (WMS) defined as an independent hydrological unit under the command of a sluice. A WMS is comprised on several Water Management Areas (WMA). Each WMA is generally based on the catchment of a *khal*. A WMC consists of the representatives from WMAs. Each WMA nominates a male and a female representative for the WMC. Representatives of polder-impacted area outside the polder are also included in the WMC (their number varies with size of the area outside the polder). WMA representatives (WMC members) elect amongst themselves a President, a Vice President, a Secretary, a Cashier, and a sluice gate operator. A deliberate attempt has been made to continue the linkage with the UP by making UP Chairman as Advisor to the committee. Figure 5 shows the structure of the WMS in CDSP.

The process of WMC formation started with planning meetings in each WMS with 8-10 persons (farmers, fishers, etc.) of each WMA and the PC and SPC members as participants. In Char Majid and in Char Baggardona-II people from outside the polder were invited because of the drainage problems in adjacent areas. Through a series of meetings in each WMA, representatives for the WMC were selected.

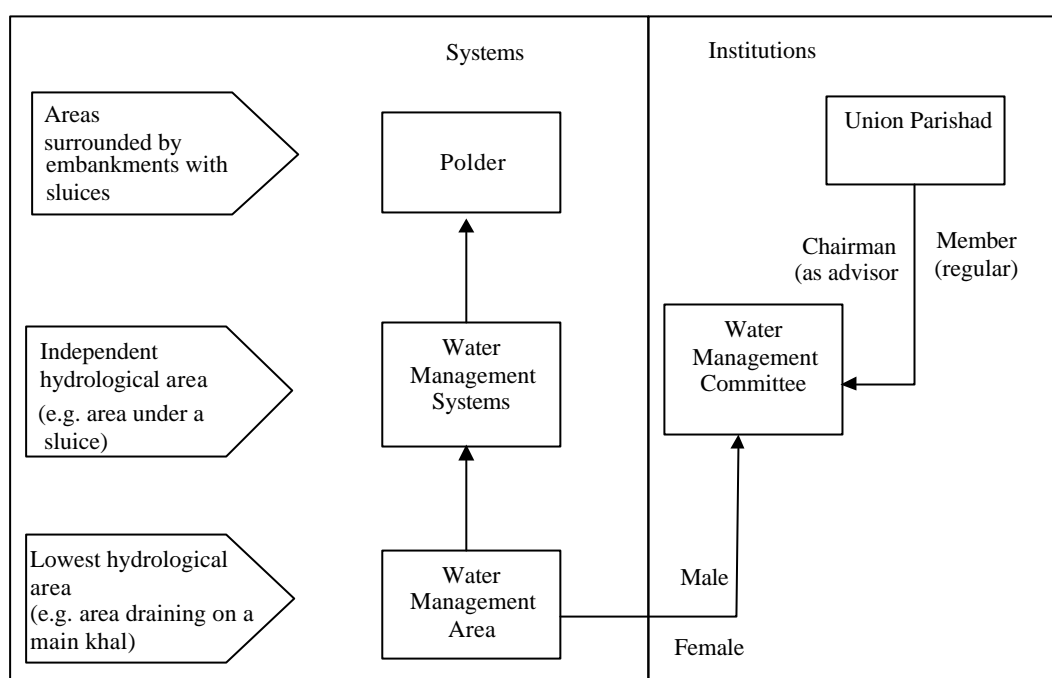
The main task of the WMC (see Appendix 5) is O&M of water management structures. A summary of the mandatory tasks and responsibilities are mentioned below:

- ◇ responsible for the operation of the sluice in pre-monsoon, monsoon, post-monsoon and dry season and the committee will decide on the water level to be maintained by closing or opening the gates;
- ◇ decide on any emergency situation;
- ◇ responsible for maintaining the infrastructures in collaboration with the agencies concerned and with the UP as mentioned in the maintenance plan;
- ◇ generate resources for the O&M purpose; and
- ◇ liaise with the other institutions i.e., local government and the line agencies.

Presently there are 12 WMCs as of June 2003 (see Appendix 6). Five more will be established in Muhuri Accreted Area and South Hatiya. Another 10 are projected for the greater Baggardona and Boyer Char areas.

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<sup>2</sup> LGED works in smaller catchment areas up to 1,000 ha and Char Gangchil-Torabali fits under this criterion.



**Figure 5: Water management systems and institutions in CDSP**

### 2.5.2 Water Management Federation

Water Management Federation (WMF) is the coordinating body of WMCs where they are parts of a greater hydrological unit. Only one WMF has so far been formed in Bamni in polder 59/3B comprising representatives from three WMCs. Each WMC has three representatives (including at least one woman) in the WMF. Another one has been planned for South Hatiya polder to cover three WMCs.

WMF follows the guideline of GPWM.

### 2.5.3 Tubewell User Group

A Tubewell User Group (TUG) has one woman member from each user household around a tubewell. A total of 172 TUGs (with 100% women representation) have been formed.

Each TUG selects two caretaker families (CTF). NGOs organize training for CTFs. They are responsible for maintenance of the tubewell. Maintenance activities include daily cleaning, monthly opening and washing of the head, checking of the nuts and bolts etc. If they cannot solve the problem, they hire a mechanic and pay him by collecting contributions from member households. TUGs are to promote the use of tubewell for all kind of domestic purposes.

Major tasks of a TUG are:

- ◇ to provide a forum for discussion in sharing the community assets;
- ◇ to do the operation and maintenance of the tubewells (through CTF).

## 2.6 Membership

Any person above 18 years is eligible for membership in a Water Management Organization. Local people nominate their candidates by open vote/ head count.

Women's participation in the planning and O&M institutions was low in the beginning, but is now increasing because of mandatory provision for female members.

Cancellation of membership due to irregular attendance in meetings is common to all types of the committees.

## **2.7 Meetings and consultations**

Regular monthly meetings are held at the level of SPCs, LADCs and WMCs. Meetings are generally demand driven and provide opportunities for information and knowledge sharing, raising women's voice, conflict management, interaction with the line agencies, vigilance for rapid action and moreover stimulating consensus building.

Infrastructure planning tops the list of the meeting agenda for SPCs and LADCs, while O&M of structures, water management and conflict resolution constitute meeting agenda for WMCs. For details see Appendices 7, 8 and 9.

Both planning and O& M institutions function as per the guidelines. They identify and prioritize their needs and place them in their regular meetings. The proceedings of the meetings are recorded in a resolution book along with participants' signature. Copy of the minutes is sent to the project, LGED and BWDB.

Women's participation in decision-making process is increasing as they are getting more exposure.

## **2.8 Management and accountability**

Office bearers of the WMOs are responsible for record keeping, particularly the resolution book. They disseminate information to the line agencies through CDSP. Both the planning and O&M institutions have no fund for office expenses. They have to rely on voluntary contribution. Each WMC member contributes ten taka per month to pay for office stationeries and some minor maintenance. WMCs have bank account too.

Members are accountable to the people of respective water management areas to represent their area-specific operational or drainage issues to the committee. In the field of information management and dissemination, they are an interface between the line agencies and the beneficiaries.

## **2.9 Legal status**

The legal status of WMCs has not yet been formalized within the overall project framework. They are not registered entities. Registration with the Department of Cooperatives was not considered because O&M activities are not mandated activities under cooperative rules, while the groups registered under cooperative rule are primary societies dealing with savings and credit. It has been suggested that it is important for these institutions to get recognized by the concerned authority as and when required (CDSP, TR 4). Presently, WMCs are recognized by BWDB and LGED, which give them legitimacy at the field level.

## **2.10 Role of agencies**

CDSP has played key role in developing and establishing the local level institutional set up since the project initiation. In the early phase, CDSP consultant team had to inform the settlers about the project objectives and need for people's participation. To ensure effective participation CDSP still performs a sort of "executive" role. It closely supervises and monitors the activities and provides training on different aspects for capacity building and institutional strengthening.



**BWDB** provides technical assistance to the WMCs for O&M of the regulators, dykes and drainage channels. They train the members what to do and how.

**LGED** performs similar role for O&M of internal roads, bridges and culverts. It also provides necessary training to WMC members.

**NGOs** are involved in the formation of TUGs and training of CTFs.

**Union Parishad** plays some role in coordination. UP supervises and participates in the preparation of annual maintenance plans. Advisory role of the UP Chairman helps in conflict and crisis management.

## 2.11 Information campaign

Information campaign on needs and objectives of the institutional development is shaped sequentially by discussion with the local elites, *dhol shaharat* (public announcement using mega phones) and group or mass meetings arranged in the local bazar and the *mouza* level. CDSP succeeded in motivating landless people by saying that through CDSP they can get *khatian* (ownership title of *khas* land) without any expenses. CDSP published leaflets and posters for awareness building on O&M and water management issues (see Appendix 10).

## 2.12 Training

CDSP put emphasis on major training areas i.e., institutional capacity building (aspects of organizational development, leadership development, etc.) and technical aspects (management of information, measurement of water level, maintenance of structures, etc.). Since 1998 CDSP arranged training on different issues like water management guidelines, gender awareness, tasks and responsibilities of the institutions, water management system operation and maintenance. Besides, CDSP arranged exchange visit for WMC members to Khulna-Jessore Drainage Rehabilitation Project (KJDRP), Meghna-Dhanagoda Irrigation Project (Chandpur) and Deedar Cooperative Society (Comilla) for sharing experiences. Summary of the training activities that took place during January-December, 2002 for the institutions are presented in Table 4.

## 2.13 Water management manual

A recent Mission of CDSP has drafted an outline for a Water Management Manual following the guidelines for participatory water management (GPWM) and field experience. It is a living document that aims to provide a framework to continue with a participatory approach. The outline describes the WMO building blocks and characteristics of a sustainable organization. The target group of the manual primarily consists of BWDB staff working with the WMOs.

**Table 4: Summary of training activities**

<b>Institution</b>	<b>Training issue</b>	<b>Duration</b>	<b>Facilitator</b>	<b>Participants</b>
WMC	Systems operation and maintenance	Three days	CDSP	Ten out of eleven except the ad-hoc WMC in polder 59/3C
WMC	Accounts management and record keeping	Four days	NGO (MCC)	18 members from six WMCs
SPC	Orientation on the tasks and responsibility	One day	CDSP	Eight SPCs in Boyer Char
SPC	Gender training for the women SPC members	Five days	CDSP	About 100 women in five batches
WMC	Refresher training on O&M	One day	CDSP, BWDB	83 members (50% women)
WMC	Practical training on systems operation and maintenance	One day	CDSP, BWDB	108 attendants (50% women)
WMC	Exposure visit to Meghna-Dhanagoda Irrigation Project (Chandpur) and Deedar Cooperative Society (Comilla)	Three days	CDSP	37 members from 10 WMCs

Source: CDSP, 2003b

### **3. PROCESSES**

#### **3.1 Functional mechanism**

Functional mechanisms of all the committees have a basic similarity. All the institutions hold regular meetings where they discuss planning, implementation and monitoring issues and moreover aspects of conflict management. From their point of view sequential steps of the functional mechanism are:

- ◇ monthly or bimonthly meeting;
- ◇ problem identification and prioritization through majority consensus;
- ◇ documentation/resolution keeping;
- ◇ dissemination of the resolutions to the line agencies;
- ◇ information sharing with the local level committees;
- ◇ feedback from the line agencies;
- ◇ plan for operation; and
- ◇ act as per guideline and the plan.

#### **3.2 O&M planning**

WMCs are involved with O&M together with minor water management issues. These include preparation of the action plan, maintenance plan, conflict management, etc.

Each WMC sends their priority list for action (in the form of resolution) on operation and maintenance issues to BWDB. Thereafter the BWDB invites the President and the Secretary of all WMCs to attend a meeting at BWDB office to finalize the maintenance plan through discussion and prioritization.

WMCs follow activities by following respective annual action plan. There are variations among the WMCs with respect to performance. Some WMCs lack of development activities and law and order situation is adversely affecting their performance.

O&M plans go to the line agencies individually. This sometimes limits water management within a catchment's boundary. Committee can revise the plan if necessary.

Maintenance plan was first initiated in May 1999. The objective was to promote proper allocations and to stimulate people's participation. CDSP arranged round table discussion with the WMCs from three polders, UP, BWDB and LGED to formulate this plan. The plan provides an outline of cost sharing on maintenance works among the involved stakeholders (BWDB, LGED, UP and the beneficiaries).

#### **3.3 Conflict management**

The committees discuss contentious issues in regular or emergency meetings and often rely on the advice of the local elite. WMOs go for action with people's support. In case of difficulties, they involve CDSP, UP Chairman and sometimes appeal to the government officials. Committees can draw government's attention if they can mobilize local people in a collective way. An example of conflict management has been given below (see Box 1).

<b>Box 1: Conflict management</b>	
Success	Disappointment
<i>Some local leaders of Boyer Char tried to take over 1200 acres of khas land located between Ghat no. 4 to the end of Chhatra Khal for a shrimp project. Landless people of the area wanted to prevent this attempt. They informed the SPC for a better solution. SPC discussed it in its monthly meeting and shared opinion with CDSP. Afterward they tried to motivate local people. With the help of the local people, the SPC organized rallies and sent memorandum to the DC office. The attempt for the shrimp project subsequently failed. This has enhanced the image of the SPC locally.</i>	<i>In the upstream of Baggardona river WMCs cannot remove the pata (fish trap) or cannot lead a public cut to remove the drainage congestion. These fish traps interrupt the navigation of the river and causes water logging. Local elite and outside investors (for fishing) are influential and harass the committee member if the latter resist their activities. The WMC could not manage this situation.</i>

### 3.4 Decision-making process

Each committee member represents her/his area-specific issues for discussion in the regular monthly/bimonthly or emergency meetings. Usually the President or the Secretary prioritizes the agenda. Decisions are generally taken through majority consensus. Members often go for field assessment to verify the problem/issue. This indicates their accountability towards their audience.

Women are becoming more active in the decision-making process due to the new structure of the committees. They had a low-key presence in the meetings in the previous committee structure.

Committee leaders, particularly the ex-officio members, take emergency decisions. To tackle an urgent situation they usually call for an emergency meeting. In case of heavy rainfall, sudden flood and cyclone, they take decisions in consultation with the UP Chairman and local elites.

Personal and commercial interests of the local elite often overshadow WMC activities. This is prominent in designing the road or infrastructure alignment, re-excavation of the canals, etc.

### 3.5 Linkage and coordination

Linkage and coordination among local level institutions in CDSP has been challenging and complicated too, because a large number of government and non-government organizations are directly and indirectly involved in the project. However, CDSP facilitated the linkage building process among the local institutions within its guidelines, and sometimes following the decisions of the project team in order to cope with the project needs. Linkage and coordination among the institutions take place mostly through process of their meetings.

CDSP has basically four levels of institutional set up. These are mentioned below:

- ◇ National policy level with a National Steering Committee (NSC), now rephrased as inter-ministerial technical committee (TC);
- ◇ National project level with an inter-agency coordination committee (ICC);
- ◇ Project level with a project management committee (PMC); and
- ◇ Local level with functional organizations like SPC, PC, WMC, WMF, etc. and the UP.

The Secretary, Ministry of Water Resources, heads the inter-ministerial TC. It is responsible for policy direction, approval of work plans and stimulating inter-agency cooperation and coordination.

The ICC is headed by the Director general of BWDB, the lead agency for CDSP-II and is represented by representatives of other partner agencies including the lead NGO (BRAC). This is a national level functional forum to deal with issues of inter-agency coordination.

A Project Director from BWDB heads the PMC comprised of district level representatives of government line agencies and partner NGOs. PMC undertakes efforts to intensify the involvement of the staff of the Water Management Directorate (WMD) of BWDB. WMD has formal mandate to deal with the WMCs and they are to continue their effort in a post-project situation. In reality their involvement with the WMCs is not visible. Recently a suggestion has been made by a CDSP mission to include a full-fledged WM team to support the local level functional organizations.

UP has an important role. Funds of O&M are partly coming from its contributions. UP is contributing to the WMC activities by giving a portion of the tax collected from the fishers. However, the relationship between the local functional organizations and the UP is not formally structured.

The committees have close linkage mainly with CDSP (BWDB and LGED) and UP as they are in a facilitating and advisory position. Committees can meet the line agencies (BWDB, LGED) during monthly meetings and training sessions.

NGOs, under a separate contract, are catering to the needs of the local poor settlers for enhancement of livelihoods.

### 3.6 Social acceptability

There is a tendency to expect benefits from the committees rather than availing user contribution. Financial contribution for the activities is comparatively low. Beneficiaries are not ready to pay for their services. The main reason behind this is the poverty of the people in *char* areas and lack of awareness and/or practice on beneficiary participation in all matters including financial participation.

The related line agencies (BWDB and LGED) are aware of the activities of the WMOs, as they get their monthly resolutions through CDSP. Due to the absence of any regulatory framework, they are sometimes reluctant to give attention to the WMCs. There are complaints that “though the government officials listen to them, they do not pursue any work.”

Extent of social acceptability of the WMCs can be well understood from the following statements of WMC members.<sup>3</sup>

- *Government officials listen to us if we can communicate properly.*
- *General people are aware of our committee and activities; because we are elected and we have done the survey that increased our value to them.*
- *People's support is there. Our committee is known as pani (water) committee and gets the public support in problem identification, conflict resolution and, survey work.*

### 3.7 Gender mainstreaming

With the policy support of the government, gender mainstreaming in CDSP-II can be seen as a process rather than an action. This process has been initiated by describing its target group<sup>4</sup> and its attempts to maximize efforts to fulfill strategic and practical gender needs of *char* women within the framework of the key sectoral programs.

CDSP felt the need to create systematic institutional arrangements by involving women in designing and implementing the interventions. An operational guidelines and related indicators have been

<sup>3</sup> Views expressed in FGDs.

<sup>4</sup> The target group includes the landless laborers, destitute women, small tenants, very small landowners and fishers.

developed in this regard (see Appendix 11). The major strategies to ensure women's participation in the existing institutional arrangements are mainly the following:

- ◇ mandatory women membership;
- ◇ training on gender roles and needs; and
- ◇ gender awareness to raise women's voice in meetings.

Women's participation in institution building process is increasing. Women membership has been achieved in the planning institutions to the extent of 46 percent and 50 percent in the WMCs. CDSP's motivational training efforts are impacting women to voice their needs. It is encouraging to see women from an isolated area like Nijhum Dwip raising voice on the need and site selection for deep tubewell.

Women try to attend the regular committee meetings as they perceive it as the major platform to share their views and needs. In some cases inability to pay for travel, household chores and negative social attitude and coercion restrains women's participation. On the contrary, women are more active where they have frequent exposures in meetings.

Most women face difficulties to pay for the conveyance (rickshaw fare) to attend meetings. They have to spend long hours in a meeting and when they return home in empty hands, they get a cool reception from the husband or other 'guardians'.

## 4. FINANCING

Financial solvency is an important parameter for institutional sustainability. WMOs lack it, though they are committed to their mandates/tasks.

### 4.1 Expenses

Functionality of the institutions largely depends on availability of financial resources. Running costs of the committees, minor O&M activities and management (logistics) aspects are covered mostly by individual and project contributions.

One woman gets Tk 50 from CDSP for attending a SPC meeting. Recently each WMC received a bicycle from the project. Office expenses and some O&M costs are borne by WMC members from their own pocket or sometimes from levy imposed on the fishers and lease of open water bodies.

O&M costs borne by different parties in the initial stage of WMCs in CBD-II, CM and CBT are available from CDSP Baseline Survey 1999-2000 (RDC, 2001). Findings show that LGED contribution was the highest (36%), followed by voluntary labor (23%), UP (18%), and the WMC (11%). CDSP, local elites and beneficiary contributions were low, ranging from three to five percent of total O&M expenses.

At present, sufficient funds are not available from BWDB and LGED. This has adversely affected the functions of WMCs.

It should be mentioned that O&M expenses for tubewells are met by contributions from the users. CTFs provide most of it.

Table 5 shows maintenance works done so far in last three years for three WMCs (from January 2000 to December 2002). Lack of resources for O&M activities is evident from the Table as 63 percent of the planned expenses could not be accomplished.

BWDB had the lowest mobilization in terms of percentage (28%), while LGED exceeded their estimated budget (as the cost for sand sealing work was higher than the original estimate).

O&M expenses are overwhelmingly borne by LGED and BWDB. WMCs manage to contribute only three percent of total expenses through voluntary labor and other minor collections. The value of maintenance work contributed by the UP is only 4% (see Table 5).

### 4.2 Source of fund

As per CDSP guidelines, as well as the GPWM, there has no provision for funding the WMOs. So, the WMOs in CDSP are to raise fund for O&M and other activities on their own. WMOs are exploring sources to raise their fund. But scope is limited. Unlike KJDRP there is little asset except dykes and borrow pits that the BWDB can offer to them.

WMCs often discuss about fund raising issues in their regular meetings. They started mobilizing fund through monthly deposits (10-20 taka per month from each household) and opened bank account. SPCs also started fund raising by hand deposit.

They expect that they would be able to raise some fund from the following sources:

- ◇ savings/ fund generation by monthly deposit;
- ◇ users' contribution;
- ◇ agency' contribution (LGED, BWDB, etc);
- ◇ leasing out public and common property resources;
- ◇ LCS work; and
- ◇ allocation from the UP.

**Table 5: O&M expenses borne by different parties in 2000-2002**

WMC	Maintenance expenses				
	BWDB	LGED	UP	WMC	Total
As per maintenance plan (000 taka)					
CBD-II	25,350	11,460	2,640	3,960	43,410
CM	39,660	12,480	1,710	960	54,810
CBT (Nabogram)	9,840	3,360	1,380	1,140	15,720
<b>Total</b>	<b>93,470</b>	<b>32,220</b>	<b>7,950</b>	<b>7,260</b>	<b>140,900</b>
Actual expenses (000 taka)					
CBD-II	5,000	29,553	1,191	1,235	36,979
CM	19,323	26,201	959	454	46,936
CBT (Nabogram)	2,310	602	1,350	299	4,560
<b>Total</b>	<b>26,633</b>	<b>56,356</b>	<b>3,499</b>	<b>2,225</b>	<b>88,712</b>
Actual expenses as % of planned estimates					
	28	175	44	31	63
Institutional share of actual expenses (%)					
CBD-II	14	80	3	3	100
CM	41	56	2	1	100
CBT (Nabogram)	51	13	30	7	100
<b>Total</b>	<b>30</b>	<b>64</b>	<b>4</b>	<b>3</b>	<b>100</b>

Source: CDSP, 2003b

### 4.3 Resource mobilization

WMCs have some ideas on resource mobilization. They like to use drainage canals, ponds, *jalmohal*, *khas* land, closure, embankment, land adjacent to the canal and borrow pit are some common resources for generating fund. They identify some ways and means to increase their access to these resources:

- ◇ provision for fishing in the canals;
- ◇ leasing out *khals* and open water bodies to WMC for culture fishery;
- ◇ water retention for culture fishery;
- ◇ access to the reserve forest;
- ◇ taxing farmers using the water of the borrow pit.



## 5. CONSTRAINTS

### 5.1 Social

Social constraints are inter-woven with *char* land characteristics, which restrains the effective functioning of the institutions. The legacies are:

- ◇ women's restricted mobility;
- ◇ weak governance;
- ◇ law and order, terrorism;
- ◇ land dispute and conflict;
- ◇ poverty.

Social attitude towards women limits their mobility. Women in some *char* areas face problem to participate in meetings.

Local governance especially in the new *chars* is still informal. So life of the poor settlers remains in the hands of the local influential and their cronies. This often obstructs democratic participation. Some individuals in conjunction with the power brokers manage to perpetuate their commercial interest at the cost of people's interest.

There are many disputes originating from claim on the same land by rival individuals and groups that creates a situation of conflict and confrontation. This often leads to factional politics undermining social cohesion and restricting people's participation.

Due to the livelihood condition, people's participation often gets constrained. For example fishers fish in the mid sea for days or weeks together and cannot attend meetings regularly; women overburdened with house work cannot participate effectively.

### 5.2 Financial

Absence of financial autonomy can be considered as of the organizational weakness. The reasons are:

- ◇ lack of fund;
- ◇ lack of sufficient financial support from line agencies.

WMOs do not have adequate resources to carry out O&M activities, though people have expectations from them. They largely depend on government agencies for O&M fund and the latter often fail to deliver resources as per need and/or plan. Some office bearers of the WMOs perceive their positions as sort of job and are reluctant to work without remuneration. In their perception, the tasks have been assigned to them from 'outside' (the project). WMC members generally behave positively but are handicapped as there is little scope to raise fund.

The committees cannot function properly due to financial constraints. Expectations from CDSP are high. Some of them expect everything to come from the project.

Some WMC members argue that if CDSP provides little money to pay the sluice gatekeeper for certain period, say for two to three years, then he would work full time, and by this time the WMC would be able to raise fund to continue paying his honorarium. One female member of a WMC said, "Now I am realizing that it was my wrong decision to become a member of the WMC, because I can see there is no work, no fund, even no conveyance!" Fund has become a burning issue for functioning and sustainability of the WMC.

### 5.3 Management

Difference between the mandate and the practice of tasks bestowed on the committees often create problems. Personal interests affect the consensus building approach especially in case of fixing alignment for infrastructures (road, canal, etc.), selection of site for tubewells, etc.

Factionalism based on different interests hampers the planning and implementation process as well as O&M. As a result, conflicts between different groups like rich and poor, fishers and farmers and men and women arise.

Irregularity in the meeting attendance and irresponsibility of some committee members on some occasions create internal dissension. If someone is to be replaced for prolonged absence, WMCs more often rely on CDSP and/or local elites to take a quick decision.

Lack of office and certain meeting place hinders effective participation. Women face difficulties to cover long distance to attend meetings. In Boyer Char conflict between *char* settlers and terrorists hinders functioning. SPC has to arrange their regular meeting in the house of committee members.

### 5.4 Statutory

WMCs were developed following the project guidelines. They are not yet registered with any government authority, though they have legitimacy to partner agencies (for example, BWDB and LGED) in their day-to-day functions. They are consulted by these agencies as it has been arranged within the framework of the project. There is lack of clarity and information as to how a permanent legal status would be achieved.

## 6. CONCLUSION

CDSP seeks to establish local level functional institutions in a specific context. The major distinctive characteristics are as follows.

- As many as five GoB agencies are partners of CDSP with separate PP (Project Proforma). Together they have been able to demonstrate a culture of working together coordinated by a lead Ministry/agency (MoWR/BWDB). At the field (district) level, the coordination has been done through regular PMC meetings. This worked well and provides a good example of inter-agency interaction and cooperation.
- At the outset, the project (TA team) directly implemented community development activities by engaging local NGOs. Later it was realized that the project does not have the capacity to do it, nor it would have any sustained effect in the post-project situation. Therefore, a national NGO (BRAC) was involved to design and implement community development activities through a conglomerate of local NGOs. BRAC is not only an implementing agency for a particular component; it is also a design partner and is represented in coordinating forums like the ICC (national level) and the PMC (field level) together with other GoB stakeholders. CDSP provides a good example of government-NGO collaboration.
- Within the framework of CDSP, seemingly independent components have been combined as a package for enhancement of livelihoods. Among these components are: facilitation of increasing access to natural capital (land allocation); physical capital (embankment, regulator, drainage *khal*, cyclone shelter, road, bridge and culvert, tubewell, water-sealed latrine, space for market, etc.); social capital (WMOs, NGO coverage, linking UP, etc), human capital (education through NGOs, training) and financial capital (savings and credit through NGOs). All these together help in developing a holistic approach to targeted development for the poor. CDSP provides an arena where a comprehensive package for enhancement of livelihoods of the poor has been tested through combining structural and non-structural interventions.
- Local level functional organizations have been established in response to project needs. Broadly two types of organizations have been attempted. Some are 'planning institutions' like SPC, PC and LADC. Once their purpose is served, they are abolished. They are an effective interface between the government (project partners) and the community (beneficiaries). Once a polder is established, WMCs are developed to respond to the continuous need for O&M. WMCs ought to be permanent institutions and, therefore, they should be sustained. The project is yet to find an answer how to make them financially self-reliant and authoritatively in place (both are pre-requisites for sustainability). A distinctive feature of CDSP is its deliberate endeavor of linking local functional organizations with the UP through formal and informal means. This is indicative of acknowledging the UP as permanent local government institution with mandates to eventually incorporate tasks of the WMOs within its fold.
- Members of the local functional organizations represent their area-specific issues for discussion in their respective forums. Usually the President or the Secretary prioritizes the agenda. Decisions are generally taken through majority consensus. Members often go for field assessment to verify the problems/issues. This indicates their accountability towards their audience (the beneficiaries) and is considered an important step in the democratization process at the grassroots level.



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## APPENDIX 1: GUIDELINES FOR SPC

### Special function the committees

Chairperson	Chairperson and vice chairperson will be selected from the committee members and he is for coordinating the committee affairs and call for meetings. He can represent the polder at project level whenever necessary.
Secretary	Secretary selected by the members will assist the chairperson in his job. He will keep record in all committee matters make the minutes and distribute, facilitate information flow and take care of the logistics.
Facilitator	CDSP consultant field staff will function as facilitator whenever is needed. They will keep close contact with the committee, chairperson, and secretary and support them in their functioning.

### Responsibilities of the sub polder committees

#### *In data collection*

- ◇ To identify needs at local level and keep the project informed about these needs;
- ◇ To identify useful resources at local level;
- ◇ To collect data and assist in data collection to benefit of project planning and monitoring ;
- ◇ To identify diverse socio-economic beneficiary groups.

#### *In planning*

- ◇ To identify development ideas and proposals and forward them to the authorities and the project;
- ◇ To ensure that the views of various interest groups are reflected in project plans and management;
- ◇ To ensure that the project does not damage environment, livelihood and natural resources;
- ◇ To assist in site and family selection for physical infrastructure, productive development activities, water supply and sanitation;
- ◇ To identify ways of compensation and mitigation for adversely affected groups and environments;
- ◇ To scrutinize with the PC and project final plans and proposals;
- ◇ To represent the SPCs population during polder level decision making in the PC.

#### *In implementation*

- ◇ To inform public on project plans and activities;
- ◇ To mobilize physical resources for proper project implementation;
- ◇ To mobilize cooperation from the local people.

#### *In monitoring*

- ◇ To monitor village development and project planning.

#### *In coordination*

- ◇ To communicate any relevant information supplied by the project respectively the people or the project.

(Summarized).

**APPENDIX 2: SPC INFORMATION, JANUARY 2002- JUNE 2003**

Area	Name of SPC	No. of members			No. of meetings held	Attendance (in %)		
		M	F	T		M	F	T
Muhuri AA	Pashchim Ichhakhali	7	6	13	10	76	74	75
	North Ichhakhali	10	6	16	8	78	67	73
	Banshkhali	10	6	16	3	43	41	42
South Hatiya	Bardail	6	5	11	11	67	81	74
	Sonadia	5	4	9	12	75	85	80
	East Char Birbiri	6	5	11	12	67	57	62
	Mohammadpur	8	7	15	12	74	66	69
	Macpherson	6	5	11	14	75	79	78
	N. Shuk Char	5	4	9	9	85	79	86
	Muktaria	4	3	7	7	68	76	72
Boyer Char	Shahabuddin Shop	7	7	14	11	71	81	76
	Mohammadpur Bazaar	8	7	15	12	83	73	78
	Solaiman Bazaar	6	5	11	14	80	87	83
	Tankir Bazaar	9	6	15	12	60	68	63
	Ali bazaar	7	6	13	12	60	80	70
	Hatiya Bazaar	6	6	12	13	75	89	82
	Nabipur Bazaar	6	5	11	11	60	95	77
	Didar Bazar	4	5	9	11	80	85	83
<b>Total</b>		<b>120</b>	<b>98</b>	<b>218</b>	<b>194</b>	<b>71</b>	<b>73</b>	<b>72</b>

Source: CDSP, 2002e; 2002f; 2003b

## **APPENDIX 3: GUIDELINES FOR PC**

### **Responsibilities of polder committee**

#### **The major responsibilities were**

- ◇ To coordinate all Sub Polder Committee efforts;
- ◇ To compile, scrutinize and endorse proposals from the sub polder level;
- ◇ To communicate and negotiate with the project and government;

As per the guidelines special function of the committees are as follows:

#### ***Chairperson***

A chairperson and a vice chairperson selected by the committee member is responsible to coordinate committee affairs and call meetings. He has to represent the polder at project level when deems necessary.

#### ***Secretary***

A secretary selected by the committee has to assist the chairperson in his job. He has to keep record of all committee matters, prepare and disseminate the minutes, facilitate information flow and deal with the logistical matters.

#### ***Facilitator***

CDSP consultant has to act as facilitator when needed. Their major responsibilities is to keep close contact with the committee, executive members for proper functioning.

#### ***Representatives to PC***

3 selected members including one woman will be in the steering position to communicate with the sub polder issues and proposals to the polder level and vice versa.

#### ***Cancellation of membership***

In the guidelines of polder committees it has been mentioned that, in case of withdrawal of membership by a member or in case of any activities subversive to the committee will cause cancellation of the members membership. If any member does not attend the meeting 2/3 times consecutively, without proper reason the membership will be cancelled. In case a polder committee representatives sub polder membership is cancelled, his polder committee membership will be automatically canceled too.

**APPENDIX 4: LADC INFORMATION, JANUARY 2002- JUNE 2003**

Name of LADC	Member			Number of meetings held since formation	Attendance (%)		
	M	F	T		M	F	T
Char Mora Dona	11	8	19	7	61	67	64
Char Lakshmi	14	9	23	6	54	66	62
Gangchil-Torabali	8	4	12	9	58	83	71
Bandartila	7	6	13	7	61	71	64
Nijhum Dwip	7	6	13	7	70	61	66
Total	47	33	80	36	62	70	65

Source: CDSP, 2002e; 2002f; 2003b

## APPENDIX 5: O&M GUIDELINES FOR WMC

1. This is a general guideline pertaining to Water Management systems covered by CDSP. For each system, a system description will be shown in the annex to the guideline after formation of the Water Management Committee in each system.
2. **The Water Management Committee**
  - ◇ The operational responsibility shall be given to the Water Management Committee (WMC) by the BWDB.
  - ◇ Representatives of existing relevant CDSP Sub Polder Committees who are actually users and inhabitants of the system will form the Water Management Committee (WMC). The very first meeting is a general meeting in which 67% of the SPC members shall be present to form the WMC.
  - ◇ The composition of the WMC will be approved by the PC and is required to be agreed by the Union Parishad.
  - ◇ The UP and the PC will authorize the WMC to manage the system and mobilize people and resources including collection of financial and labor contribution for its proper operation and maintenance.
  - ◇ The WMC will have an initial tenure of one year and subsequent tenure will be for two years after review and re elect it by the UP/PC/SPC.
3. **The task division within the WMC**
  - ◇ The WMC will nominate from among them, a person who will be in charge of the operational responsibility (now called operator). This person will preferably live and work close by the sluice. He will be a member of the WMC. If such suitable person is not available within the system, this post (the operator) can be nominated from outside the WMC and he (the operator) will then be co-opted to the WMC as a member.
  - ◇ The WMC will nominate from among themselves, a person who will be in charge of any fund mobilization for maintenance (now called treasurer).
  - ◇ The overall management responsibility to conduct the sluice operation will be given to the Chairman of the WMC (now called manager).
  - ◇ The manager shall be an inhabitant of the system, because that is needed in times of the emergencies.
  - ◇ Normally the chairman of the committee will be either the chairman of the biggest involves SPC or the c chairman, in case he is system user and inhabitant of the sluice area.
  - ◇ The committee shall appoint a Vice-chairman (now called “assistant managers”) to perform the management responsibility of the sluice in absence of the WMC chairman.
  - ◇ All involved WMC members shall unanimously agree on the candidate for these functions.
4. **Management principle**
  - ◇ The BWDB will supply the key and handle of the sluice and a pucca register (duly counter side by the SO) to the WMC and the operator will be in-charge of these items.
  - ◇ The news on the formation of the WMC shall be well circulated to the entire system area.
  - ◇ Any decision related to system operation will take into account of all the various interests of the systems entire population.
  - ◇ The WMC will decide about the canal water level that has to be maintained at sluice site in different seasons. This level has to be officially informed to the BWDB, UP and PC.

- ◇ The operator shall ensure these water levels.
- ◇ The activities of the operator has to be regularly monitored by the Manager or by the Assistant Manager.

## 5. Regular sluice operation

### Pre-monsoon (May-June)

- ◇ During the pre monsoon, the gates may be opened to allow flushing and drainage as per need. If flushing is allowed, *khal* WL shall be kept below the field level and shall not spill into the field.
- ◇ The WMC may decide to remove any obstacle to drainage like cross dams, fishing nets and traps, partial cross dams, reduced canal size etc. The persons responsible for the obstacles will be informed/ ordered to remove these.

### Monsoon (June -September)

- ◇ Normally from June to September the sluice gates will be open fully. If dry spell occurs during that time, gates may be closed as per decision of the WMC.

### Post-monsoon (October-November)

- ◇ Generally gates will be opened during the Spring tides (full moon/no moon) to allow sweet outside water till outside water turns saline.
- ◇ The WMC in consultation with the users will decide on the time of last gate opening, before definite dry season closure.

### Dry season (December-May)

- ◇ Sluice will remain closed till monsoon.
- ◇ No concession to fisherman will be allowed.

## 6. Emergencies

- ◇ Whenever any unusual weather fore cast is received by any body that is likely affect the water management of the system, the news should be immediately circulated and informed to the manager.
- ◇ Manager, on receiving such messages, will call a WMC meeting, if time allows.
- ◇ If it is not possible for such a meeting, he will consult few WMC members and will take quick action to inform/notify the operator to open / close the sluice gates or take any other action that is require for proper flood protection for drainage of the system. In such cases, the decisions shall be recorded in the pucca register.
- ◇ After or if possible during the cyclone, storm or rainfall, the manager / assistant manager will monitor the actions of the operator.

## 7. Maintenance

- ◇ WMC is responsible for coordination of all the maintenance system.
- ◇ The committee will agree to participate in experimental arrangement of self-rule and self-funding of the maintenance.
- ◇ Normally the WMC /Up will take care of minor maintenance of the canals, embankment and sluice entrusted to them. The BWDB is required to be agreed with maintenance and interventions, which can affect sluice operation or flood protection.
- ◇ The BWDB will take care of major maintenance and interventions.
- ◇ The WMC will identify problems and solutions of the system.
- ◇ The WMC will ensure implementation and funding of minor maintenance.
- ◇ The O&M arrangements may be changed if national level policies change. Any changes will be instantly informed and has to be documented.

**8. Role of BWDB and Union Parishad (UP)**

- ◇ The BWDB (SO) and UP will frequently monitor the situation and will keep close contact with the manager, operator and the WMC, to oversee any deviation from the above guidelines or matters of national interest.

**9. Record keeping**

- ◇ Every operational instruction shall be recorded in registrar supplied by the BWDB and shall be made with the operator.
- ◇ Decision of the WMC shall also be recorded in the same register.

**APPENDIX 6: WMC INFORMATION, JANUARY 2002- JUNE 2003**

Sl.No.	Name of WMC	No. of members			No. of meetings held	Attendance in %		
		M	F	T		M	F	T
1	CBD-I	9	8	17	11	76	84	79
2	CBD-II	10	10	20	12	74	70	70
3	CM	10	10	20	12	76	80	78
4	CBT-Nabagram	4	4	8	12	74	87	81
5	CBT- Kalmi	4	4	8	9	75	86	81
6	CBT-Gangchil	9	9	18	12	73	77	76
7	Montaz Khal	6	5	11	7	75	76	70
8	Gopal Khal	5	5	10	8	88	69	78
9	Karim Khal	5	5	10	8	57	85	71
10	Zillar Khal	7	7	14	9	83	80	82
<b>Total (1-10)</b>		<b>69</b>	<b>67</b>	<b>136</b>	<b>100</b>	<b>67</b>	<b>76</b>	<b>74</b>
11	WMC-1, Bamni*	8	8	16	4	91	81	86
12	WMC-2, Bamni*	12	11	23	2	79	86	83
<b>Total (11-12)</b>		<b>20</b>	<b>19</b>	<b>39</b>	<b>6</b>	<b>80</b>	<b>79</b>	<b>85</b>

\*Data on WMC-1 and WMC-2 of Bamni in polder 59/3C are available for January-June 2003 only.

Source: CDSP, 2002e; 2002f; 2003b



## APPENDIX 7: DETAILS OF ALI BAZAR SPC MEETINGS, BOYER CHAR

Meeting date	Attendance			CDSP	Agenda for discussion	Major points discussed
	Members					
	T	M	F			
24.3.02	12	7	5	2	◇ Introduction ◇ SPC formation	◇ 13 members from 5 development areas were finalized. ◇ Three were selected as president, vice president and secretary of the SPC.
21.6.02	10	5	5	1	◇ Mission visit	◇ Discuss on the burning issues will be discussed with the mission members.
15.7.02	9	5	4	2	◇ Drainage ◇ DTW ◇ Plantation ◇ Effect of thunder storm ◇ Mission visit	◇ Due to creation of house, road <i>and bundh</i> on the silted canal near western part of Ali Bazar has caused drainage congestion. People’s awareness by vast announcement is needed. ◇ DTW is needed to prevent water borne disease. ◇ Each of the members will plant three different types of trees. ◇ 3 member of the same HH has died out of thunderstorm; CDSP should ensure <i>Khas</i> land for the rest of the family. ◇ Foreign mission will visit Boyer char to trace out the reality.
19.8.02	10	4	6	1	◇ Participation in gender training ◇ Free listing of the developmental works	◇ All the female members agreed upon to participate in the gender training arranged by CDSP. ◇ Rough list of the needed infrastructures has done by felt needs.
8.9.02	9	4	5	1	◇ Gender awareness ◇ List of developmental work	◇ Female members participated 5 day long gender awareness training organized by CDSP exchanged their experiences and views on it. ◇ Planning list prepared which included bridge, closure, paved road, earth road, box culvert, culvert, pipe culvert cyclone shelter etc in different locations. ◇ Discussion on the possibilities of cluster villages took place.
7.10.02	8	4	4	2	◇ Site selection for the cyclone shelter ◇ <i>Khas</i> land distribution ◇ DTW installation	◇ 3 acres of land in the southern part of Mainuddin Bazar is suitable for the cyclone shelter and CDSP site office. ◇ Emphasis on <i>Khas</i> land distribution among the eroded and landless people need to be done as per 1997 land tenure rule. ◇ Need for 20 DTW installation before the dry season.
7.10.02	8	4	4	2	◇ Site selection for the cyclone shelter ◇ <i>Khas</i> land distribution ◇ DTW installation	◇ 3 acres of land in the southern part of Mainuddin Bazar is suitable for the cyclone shelter and CDSP site office. ◇ Emphasis on <i>Khas</i> land distribution among the eroded and landless people need to be done as per 1997 land tenure rule. ◇ Need for 20 DTW installation before the dry season.

Meeting date	Attendance				Agenda for discussion	Major points discussed
	Members			CDSP		
	T	M	F			
18.11.02	9	4	5	2	<div>◇ Performance and attendance of the president and general members</div> <div>◇ <i>Khas</i> land distribution</div>	<div>◇ As per the guideline 2 male members membership will be withdrawn if they will not attend the next meeting.</div> <div>◇ Emergency effort to distribute 1.5 acre land to per landless before monsoon.</div>
21.12.02	11	5	6	2	<div>◇ <i>Khas</i> land distribution</div> <div>◇ Construction of the cyclone shelter</div>	<div>◇ Rapid plot-to-plot survey of rest of the <i>Khas</i> land of this SPC area and CDSP should distribute those land to the destitute landless people.</div> <div>◇ Accelerate the low speed construction work.</div>
6.1.03	11	5	6	2	<div>◇ CDSP site office</div> <div>◇ DTW installation</div> <div>◇ Discussion on women's awareness</div>	<div>◇ Plan for CDSP site office in the plot of proposed cyclone shelter near Mainuddin Bazar.</div> <div>◇ DPHE should take initiative to install at least 5 DTW in each <i>Samaj</i> for water crisis during the dry season, people are suffering from acute diarrhea and dysentery due to drink pond/ canal water. CDSP should draw more attention on it.</div> <div>◇ Discussion on gender awareness from the book ‘Bakuler Kotha’.</div>

Source: CDSP, 2003 (Resolutions of Ali Bazar SPC)

## APPENDIX 8: DETAILS OF LADC MEETINGS, NIJHUM DWIP

Date	Attendance						Agenda for discussion	Major points discussed
	Membe rs							
	T	M	F					
9.8.00	9	5	4	1	2	1	◇ Road construction ◇ DTW installation ◇ Safe latrine installation ◇ Land settlement ◇ Executive committee	◇ Alignment of the road construction; ◇ DTW user group formation by DUS with DANIDA support; ◇ Site selection of latrines through training by DUS; ◇ Land settlement pattern; ◇ 3 member executive committee formation;
26.10.00	9	5	4	-	2	1	◇ Mission visit ◇ Field set up	◇ Identification of the issues and spots to be visited by the RNE Ambassador;
10.11.00	8	5	3	-	1	1	◇ Gender training ◇ Member replacement ◇ Road work	◇ Discuss on to participate in the gender training organized by CDSP; ◇ Replacement of irregular female member by a male member; ◇ Rapid initiative of road work;
16.01.01	9	4	5	-	3	1	◇ Road work ◇ DTW ◇ Latrine ◇ Communication cost	◇ Road work before monsoon; ◇ Installment payment of Tk. 4,500 for DTW by the groups; ◇ Sanitation for the landless after rehabilitation; ◇ Need for meeting expenses and communication cost;
5.2.01	6	3	3	-	1	1	◇ Road alignment ◇ Cyclone shelter	◇ Reconsideration on the road alignment with LGED; ◇ Need of two cyclone shelters;
17.8.01	9	5	4	-	2	1	◇ Bridge, culvert construction ◇ New road construction ◇ Training for LADC	◇ Location determination of bridge and culvert; ◇ New road inside the cluster village; ◇ Need of 2 cyclone shelters as per the total population density and distance;
8.11.01	9	5	4	1	2	1	◇ High school complex ◇ Bridge, culvert, gate ◇ PIC formation ◇ Land settlement ◇ <i>Lona bundh</i>	◇ Need for high school for the whole population of this isolated island; ◇ Gate the amount of bridge and culvert will allow to drain out the saline water; ◇ Need for PIC formation to compensate the families lost their land for road construction; ◇ 1.5 acre of <i>Khas</i> land for the landless; ◇ Embankment for the protection of saline water intrusion;
12. 01.02	9	5	4	-	2	1	◇ Land allocation for the landless ◇ Road alignment ◇ Land settlement measure ◇ Logistics	◇ Change of the road alignment; ◇ Land allocation to the landless as emergency need; ◇ 1.5 acre land for the landless; ◇ CDSP agreed to provide Tk. 150 for the meeting refreshment;

Date	Attendance						Agenda for discussion	Major points discussed
	Membe rs			LGED	CDSP	DUS		
	T	M	F					
7.4.02	9	5	4	-	3	2	<ul style="list-style-type: none"><li>◇ Infrastructure development</li><li>◇ Re-excavation of the canals</li><li>◇ Rehabilitation of the destitute landless</li><li>◇ DTW</li><li>◇ Latrines</li></ul>	<ul style="list-style-type: none"><li>◇ Rapid construction of roads, culverts, bridges, cyclone shelters;</li><li>◇ Canal re-excavation to remove the drainage congestion constrained the crop production;</li><li>◇ Land allocation for the destitute landless and bring them under the ‘<i>Ashrayan Prakalpo</i>’;</li><li>◇ Total 30 DTW installation for drinking water supply;</li><li>◇ Appeal for allocation of 600 latrines instead of estimated 550 latrines;</li></ul>
22.8.02	9	5	4	1	1	1	<ul style="list-style-type: none"><li>◇ Earth filling</li><li>◇ Cyclone shelter</li><li>◇ Toilet facility at NIjhum Dwip Nau Ghat</li><li>◇ Irregularity in road work</li></ul>	<ul style="list-style-type: none"><li>◇ Earth filing at Namar Bazar area to prevent inundation during high tide and need for brick soling;</li><li>◇ Due to the poor condition of the Red Crescent cyclone s helter and to avoid the risk of life new cyclone shelter is essential in this area;</li><li>◇ <i>Jetty</i> toilet at Nau Ghat;</li><li>◇ Prepare investigation plan of the irregularity of the road work;</li></ul>
2.10.02	7	4	3		3	1	<ul style="list-style-type: none"><li>◇ Road work</li><li>◇ Sluice</li><li>◇ LCS</li></ul>	<ul style="list-style-type: none"><li>◇ Rapid completion of the road work;</li><li>◇ Earth work;</li><li>◇ Sluice construction over the Shataful Khal;</li><li>◇ Include LADC in PIC and earth work by the labor contracted society;</li></ul>
14.1.03	6	3	3	-	2	1	<ul style="list-style-type: none"><li>◇ Road work</li><li>◇ Site selection for culvert</li><li>◇ DTW</li><li>◇ Land settlement</li></ul>	<ul style="list-style-type: none"><li>◇ Unwitting delay in road work completion for the last two years and initiative to accelerate the work;</li><li>◇ Site finalization for the culvert in two areas;</li><li>◇ Repair of the two installed DTW from CDSP;</li><li>◇ Put pressure on AC land and DC office to eliminate the complexities arose in land allocation for the landless and CDSP should initiate it;</li></ul>

Source: CDSP, 2003 (Resolutions of Char Osman LADC)

**APPENDIX 9: DETAILS OF NABOGRAM WMC MEETINGS, CHAR BHATIRTEK**

Date	Attendance				Agenda for discussion	Major points discussed
	Members			CDSP		
	T	M	F			
3.1.00	7	6	1	0	◊ Minor repair of the Flap gate ◊ Removal of the illegal fish trap	◊ Decided to repair the flap gate before the dry season to allow fingerlings into the polder. ◊ Discuss on the removal of the illegal fish trap and to warn the involved miscreants.
4.3.00	9	7	2	0	◊ Operation of the sluice gate	◊ Discuss on the operation of the sluice gate and protest against fish catch in the internal canal.
3.5.00	8	7	1	0	◊ Distribution of the pipe ◊ Upcoming trip to KJDA project area	◊ Discuss on how to organize and prepare them in the field visit to KJDRP project area.
7.8.00	10	9	1	0	◊ Action plan for next year ◊ Sluice gate operation ◊ D-1 canal re excavation	◊ Discuss on the selected road repair and agreed upon to mention them in their action plan. ◊ Discuss on the need to repair the sluice gate. ◊ Re excavation of the upper flow of the D-1 canal.
16.10.00	9	7	2	0	◊ Repair of the front gate of the sluice ◊ Completion of the D-4 canal re excavation	◊ Attention drawn to the need of the repair of one of the front gate of the sluice for regular water flow. ◊ Agreed to restart the incomplete task of re excavation of the D-1 canal.
18.4.01	12	10	2	1	◊ Training for WMC ◊ Disciplined attendance	◊ CDSP field coordinator explained the background of the training session and asked the WMC members to think about the co relation between the water management and agriculture. ◊ All the members have been requested to present every meeting on time and regularly.
27.6.01	9	8	1	1	◊ Earth filling near the sluice gate ◊ Reconstruction of the committee ◊ Operation of the sluice gate ◊ Fund raising through the fee collection. ◊ Leasing of the pond	◊ Decided to fill up the eroded side of the sluice gate. ◊ CDSP staff discussed about the need and timing of the re construction of the WMC. ◊ Decision has been made that the manager of the committee will keep the key due to the weak management capability of the sluice operator. ◊ WMC will take over the lease of the fallow pond from the pond committee for three years.
22.8.01	10	8	2	0	◊ Not recorded	◊ Not recorded.
5.12.01	7	3	4	3	◊ Guideline for water management ◊ Orientation of the tasks and responsibilities of the committee member.	◊ Deputy team leader of CDSP thanked all the new elected committee and discussed on the guideline and assigned tasks and responsibilities of the committee members.
11.3.02	8	4	4	1	◊ Re excavation of the canal ◊ Repair of the sluice gate ◊ Drainage regulation	◊ Decided that the committee will seek for the sub contract for the canal re-excavation. ◊ Pipe installation near the north of the cyclone shelter in Purbo Nabogram village. ◊ Discuss on the removal and prohibition of the ring dam, <i>Dub/</i> fish trap.

Date	Attendance			CDSP	Agenda for discussion	Major points discussed
	Members					
	T	M	F			
					◊ Sluice open in the month <i>Chiatra</i> ◊ WMC office	◊ Decided to keep the sluice gate open from mid <i>Chaitra</i> to mid <i>Baishakh</i> . ◊ Discuss on the need to have office allocation for the functional WMC.
8.4.02	6	2	4	1	◊ Review of the BWDB work plan for the year 2002-2003 ◊ Development plan	◊ Review was done by the president and take over some decisions through majority consensus. ◊ Made the list of the expected development activities of the WMC.
27.6.02	7	3	4	1	◊ Canal re excavation ◊ Minor repair of the sluice ◊ Culvert	◊ Decided to remove the drainage congestion by canal re excavation. ◊ Rubber seal is needed to repair the sluice gate. ◊ Decided to draw attention of BWDB to repair the box culvert.
18.8.02	6	3	3	0	◊ Canal lease	◊ Decided to take lease of canal for fund raising.
20.9.02	8	4	4	1	◊ Flap gate ◊ Fund raising	◊ Discuss on to flap gate operation for in migration of the fingerlings. ◊ Discuss on the need for fund raising for minor repair of the sluice gate.
13.10.02	7	3	4	0	◊ Savings ◊ Fund raising	◊ Decided that each of the members will buy one share of Tk. 50 and will deposit Tk. 10/month to the cashier.
3.2.03	6	3	3	1	◊ Fund raising ◊ Exchange visit ◊ Canal re excavation	◊ Fund raising from the construction work can be done by the WMC. ◊ Need for exchange visit to other project area has been discussed. ◊ Canal re-excavation near the sluice gate is needed.

Source: CDSP, 2003 (Resolutions of Nabogram WMC).

## ANNEX 10: BROCHURE ON O&amp;M FOR INFORMATION CAMPAIGN

## পানি নিষ্কাশন খাল

### খালের প্রয়োজনীয়তা

পানি নিষ্কাশনের জন্য খালের প্রয়োজনীয়তা অত্যাৱশ্যক। জলাবদ্ধতা দূর করে জমিকে চাষের উপযোগী করতে খালের জুড়ী নেই।

অতি বর্ষণ এবং উচ্চ ভূমি থেকে আগত পানি নিচু জমিকে ডুবিয়ে দেয় ফলে জমির ফসল ব্যাপক ক্ষতির সম্মুখীন হয়। এমত অবস্থায় খালই বন্ধুর কাজ করে।

### খালের ক্ষতি হয় দুইভাবে

**প্রথমতঃ** মানুষের দ্বারা খালের মধ্যে মাটির ক্রস বাঁধ দিয়ে পানি চলাচলে বাধা সৃষ্টি করে।

**দ্বিতীয়তঃ** প্রতি বছর বৃষ্টির ফলে খালের পাড় ভেঙ্গে গিয়ে খাল ভরাট হওয়া।

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### সমাজের মানুষের প্রতি আবেদন :

- খালকে সচল রাখতে মানুষের অবৈধ কাজকে প্রতিরোধ করি এবং তাকেও করি সচেতন।
- বৃষ্টির মৌসুম শেষে প্রয়োজনীয় স্থানে মাটি কেটে খালকে রাখি আমরা সচল।

### খালে যে কাজ করা যাবে না

- খালের উপরে এবং পাড়ে কোনভাবেই দোকান, ঘরবাড়ি তৈরি না করা।
- খালের উপর এবং ঢালে কোন প্রকার চাষাবাদ না করা।
- খালের মধ্যে মাটি দ্বারা ক্রস বাঁধ না দেয়া।
- পাতা ঝরে এমন গাছ খালের পাড়ে না লাগানো।

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- খালের মধ্যে কোন ভাবেই আবর্জনা না ফেলা।
- খাল বেঁধে চলাচলের রাস্তা না করা।

### খালে যে কাজ করা যাবে

- খালের পাড়ে তাল গাছ, খেজুর গাছ, নারিকেল গাছ লাগানো যাবে।

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**প্রচার পত্রের দায়িত্বে :  
পানি ব্যবস্থাপনা কমিটি।**

**APPENDIX 11: OPERATIONAL GUIDELINES AND RELATED INDICATORS IN INSTITUTIONAL ARRANGEMENTS**

Principle	Guidelines	Practical example	Process indicator	Output indicator
CDSP II will ensure women's membership in all local informal institutions i.e., LADC, SPC, PC and WMC	<ul style="list-style-type: none"> <li>– A percentage for female membership should be reserved.</li> <li>– A methodology should be developed to select members in order to cover all categories of women in the target area.</li> <li>– The issue of women's membership of local institutions should be highlighted in formal and informal gatherings at field level.</li> <li>– Mutual trust and respect between men and women members should be developed through imparting training on gender role and gender needs.</li> <li>– Female members of all institutions should be trained continuously to increase their ability in performing their role in a meaningful way.</li> </ul>	<ul style="list-style-type: none"> <li>– Men and women are informed about women's expected role in local institution through focus group discussion.</li> <li>– Negotiation capabilities developed at all levels.</li> </ul>	<ul style="list-style-type: none"> <li>– Decision made on percentage of female membership.</li> <li>– Female member selection methodology developed and confirmed.</li> <li>– The issue of women's membership in LADC, SPC, PC and women discussed in field level meetings.</li> <li>– A budget allocated to impart training gender issues.</li> </ul>	<ul style="list-style-type: none"> <li>– Achievement of targeted female membership in all institutions.</li> <li>– A number of training courses organized on gender issues.</li> <li>– Rate of attendance of female members in regular meetings.</li> <li>– A number of activities formulated and reformulate dafter having women's suggestions.</li> <li>– Status of women in the institution and community.</li> </ul>

Source: Gender in CDSP II activities, Technical report: 1, 2000