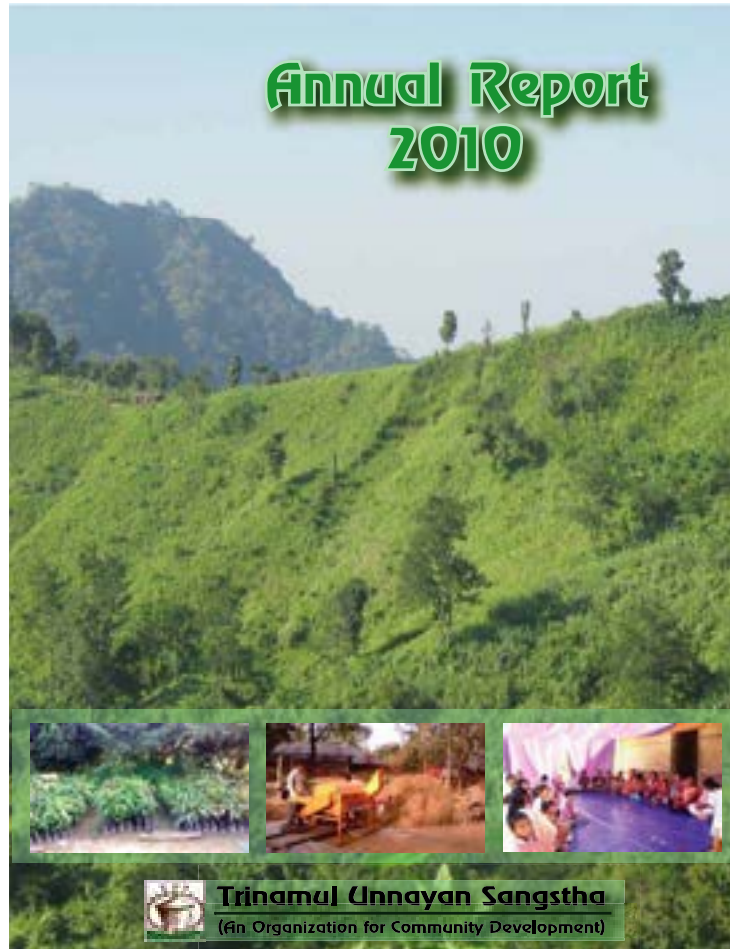


# Annual Report 2010



**Trinamul Unnayan Sangstha**  
(An Organization for Community Development)

# Annual Report 2010



Published by

**Trinamul Unnayan Sangstha**

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*Trinamul Unnayan Sangstha*

*Annual Report 2010*

# Annual Report 2010

July 2009 to December 2010

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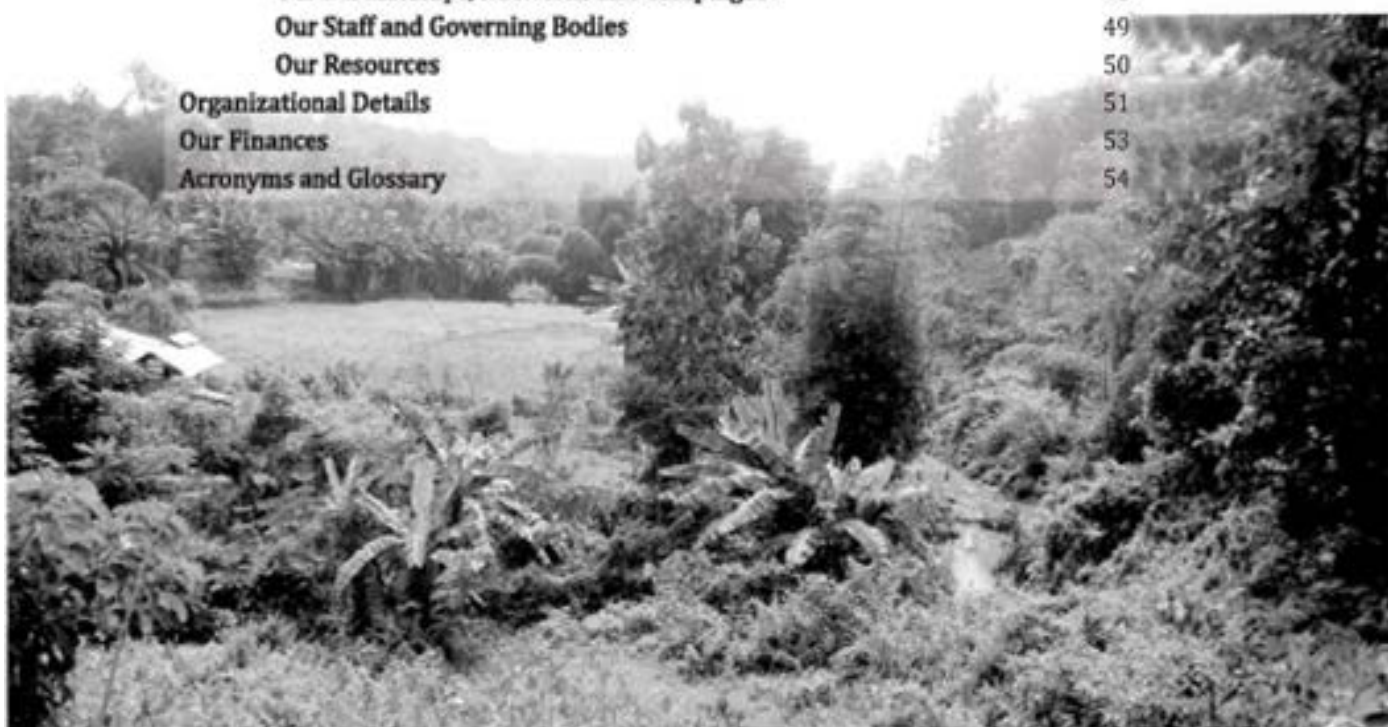
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## Content

	Page no
Message from the Executive Committee	05
Message from the Executive Director	07
Working Areas of TUS	09
About Chittagong Hill Tracts	10
About us (TUS)	11
Annual Reflections of TUS projects	13
Livelihoods program	13
Community Empowerment Project	13
Agriculture Development Project	17
Economic Development Activities	19
Community Action on Natural Resource Management for Decent Living	23
Water and Sanitation Program	28
Community Managed Water Supply and Sanitation	28
CHT HYSAWA Fund Project	31
Natural Resource Management	41
Protection and Promotion of NRM systems in the CHT	41
TUS and Gender	46
In Our Projects	46
In Our Organization	47
Our Partnerships, Networks and Campaigns	48
Our Staff and Governing Bodies	49
Our Resources	50
Organizational Details	51
Our Finances	53
Acronyms and Glossary	54



## Message from Executive Committee

### Our 2010 Annual Report

We are very pleased to present TUS 2010 Annual Report. We hope this report will give an insight into our 2010 efforts to improve the socio-economic conditions of peoples in the Chittagong Hill Tracts. In the last year, we have aimed to expand livelihoods opportunities; promote sustainable natural resource management practices; improve health, water and sanitation conditions and systems; and encourage good governance among communities in Khagrachari District.



### In the Past

TUS was established on 15 March 1997 by a group of 13 indigenous social activists, who wanted to work to improve the lives and livelihoods of communities in the Chittagong Hill Tracts.

From our beginning, our vision has been to establish a society based on the values of social justice, equality and freedom, where all people have full and effective participation in development. For more than a decade, we have worked towards that vision, undertaking a range of short and long-term projects on livelihoods; natural resource management; health, water and sanitation; education; and community mobilization issues.

### For the Future

In the years ahead, we will continue to work towards making our vision of justice, equality and freedom a reality. Although we face challenges in our work, we believe these give us opportunities to learn.

We will continue to strive to overcome our challenges, grow and develop as an organization, and expand our work to new areas. In this way, we will continue to effectively contribute to positive change in the future of the Chittagong Hill Tracts.

### Acknowledgements

We would like to express our gratitude to those that support our work. TUS cannot succeed alone; we depend on renewing partnerships, forging new collaborations, and working together with those that share our vision and values.

Thanks go to all those individuals and communities actively participating in our projects; to TUS staff for their dedication and teamwork; to the donor agencies that provide us financial support; to local and national government administrative bodies for their cooperation; and to our partners with whom we do our activities.

Without these individuals and organisations, it would be impossible for us to carry out our work or realize our goal. We hope for, and look forward to, their continued cooperation and support.



Ashish Chakma  
General Secretary  
Executive Committee,  
Trinamul Unnayan Sangstha



## Message from Executive Director

I am happy to publish our annual report 2010 and hope it will give insight into our activities over the past year.

### Highlights of 2010

#### Community Development

We supported almost five hundred and fifty Para Development Committees (PDCs), Para Nari Development Groups (PNDGs) and Self-Help Groups (SHGs) in the design and running of local development activities, to bring about the changes they want to see in their lives.

#### Community Savings

With our help, community groups collectively saved money, offering them security and support in times of crisis including their own funds for the development of activities they choose.

#### Building Skills and Knowledge

We provided many different kinds of training to participants, building their skills, knowledge and capacity.

#### Economic Development Activities

'Community Action on Natural Resource Management for Decent Living' offer new livelihoods activities among individuals challenged by few employment opportunities.

#### Water and Sanitation

'Community-Managed Water Supply and Sanitation' and 'Hygiene Promotion, Sanitation and Water Supply' combine awareness-raising on water and sanitation with the provision of new technologies, to improve the health of rural communities.

#### Natural Resource Management

Destruction of the environment has serious implications for people's lives and livelihoods, impacting their ability to earn incomes and to grow sufficient food for sustainability for themselves and their families. We work together with communities, helping them to protect their land and natural resources, develop their villages, and improve their futures.



## 2011 and Beyond

### Marketing and Promotion

For 2011, we are planning new ways of helping individuals and groups to sell their goods at fair prices in local and National markets, and to attain the profits they need to support themselves and their families.

### Water Shed Management

Through the practice of sustainable management of natural resources, and raising awareness for community people, we can save our water resources for the next generation. Based on this idea we plan to promote water shed management in our project areas and establish a 'Horticulture Demonstration Plot' to share environmentally-friendly practices.

### Climate Change

We see what the threat of climate change poses both globally and for the communities we work in. Addressing the effects of climate change will be our priority over the next year, and in the years to come.

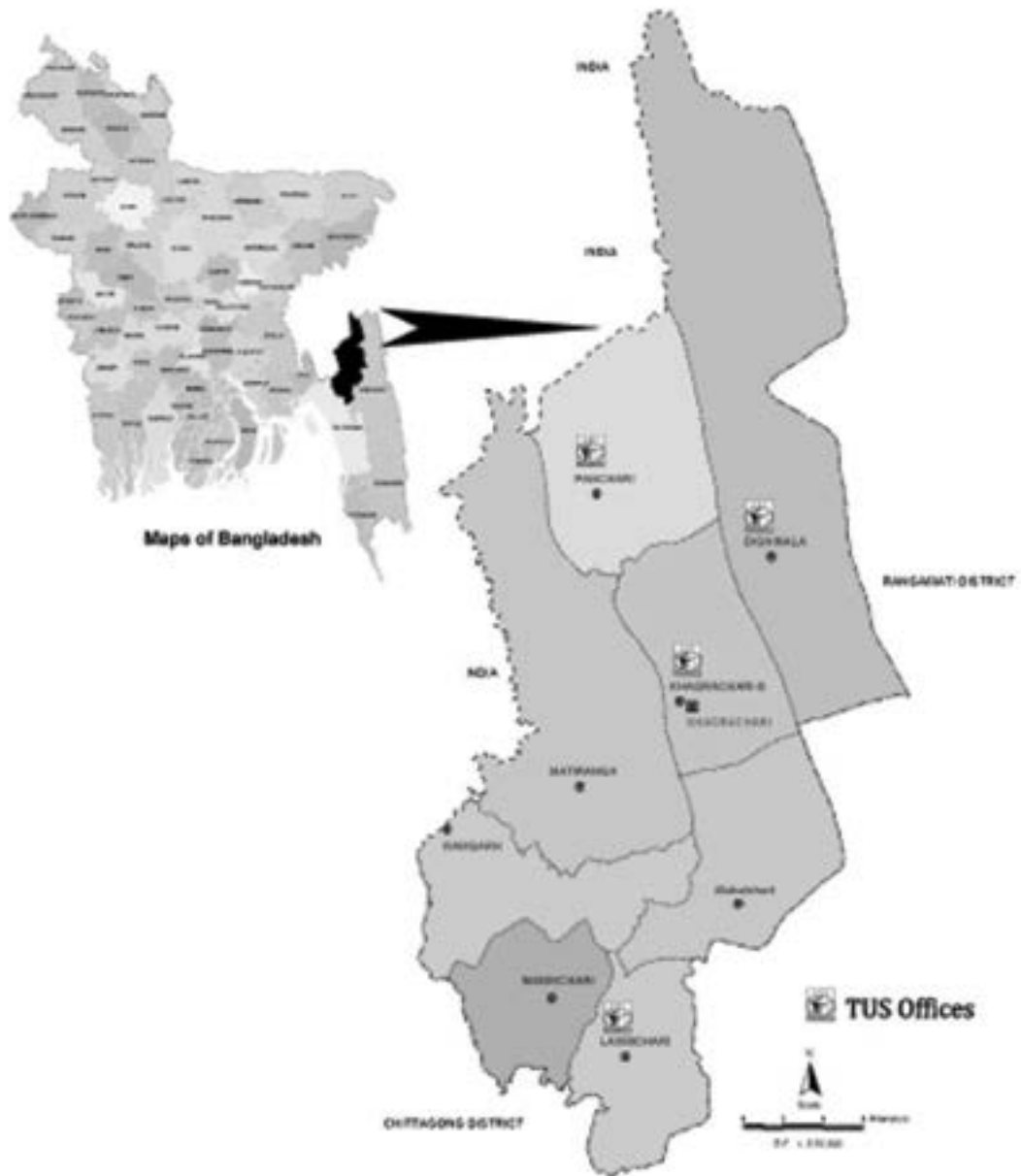


Ripan Chakma  
Executive Director,  
Trinamul Unnayan Sangstha

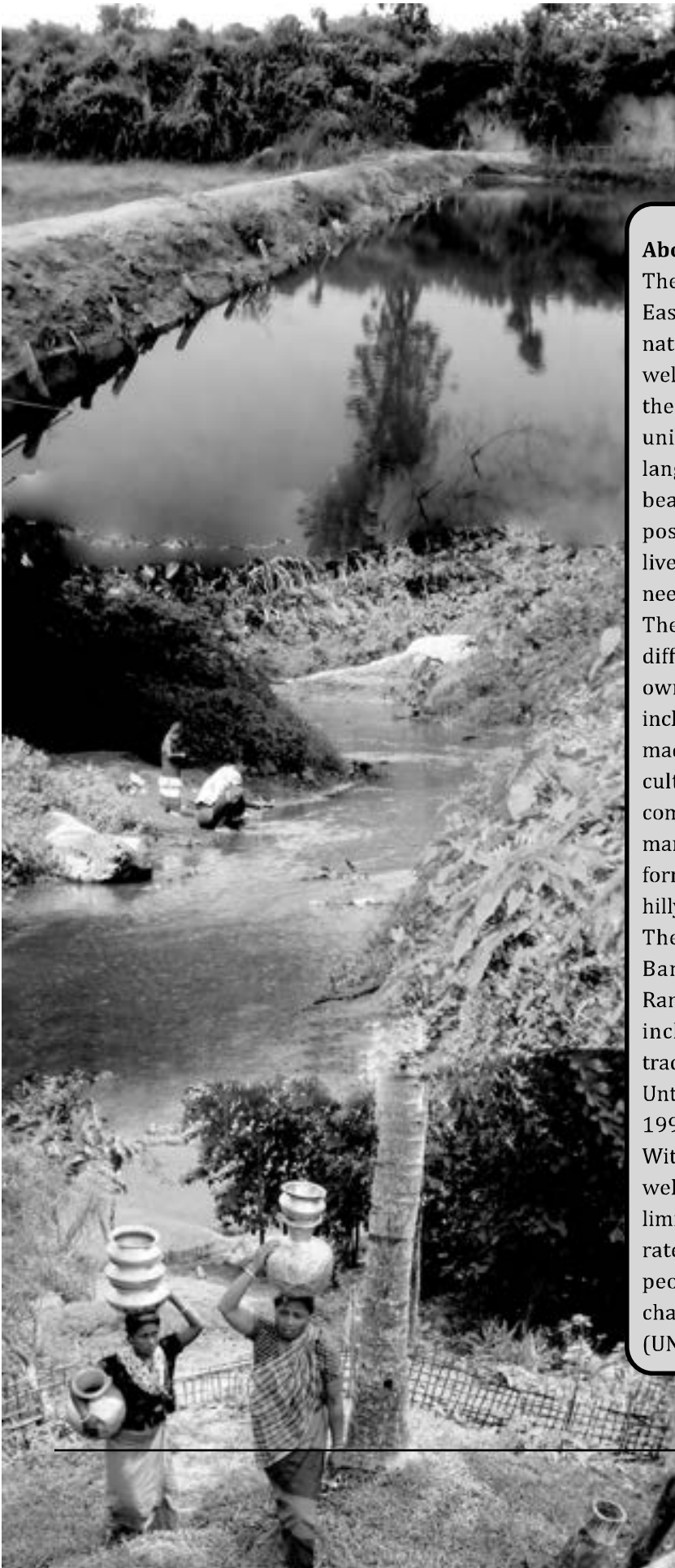




## Working Areas of TUS



Maps shows the working areas of TUS



### **About The Chittagong Hill Tracts**

The Chittagong Hill Tracts, in South-Eastern Bangladesh, is a region of natural beauty, cultural diversity, as well as poverty and hardship. One of the country's few hilly areas, it is unique in its landscape, peoples, languages and history. Despite the beauty and diversity of the area, positive changes in the lives and livelihoods of its people are urgently needed.

The CHT is home to at least twelve different ethnic groups, each with its own language and cultural practices, including dress, diet, and religion. It is made up of steep hillsides and limited cultivable land, making farming and communications difficult. Traditionally, many peoples have relied on 'Jhum', a form of 'Shifting' cultivation suited to hilly areas, to survive.

The CHT covers three districts: Bandarban, Khagrachari, and Rangamati. Its administrative system includes local government and traditional institutions.

Until the signing of the CHT Accord in 1997, the area experienced unrest. With absolute poverty rates of 62% as well as low school completion rates, limited access to clean water, and low rates of female participation, CHT peoples face social and economic challenges in almost every respect (UNDP, 2008).

## **About Us (TUS)**

### **Our Vision**

'To establish a society based on the values of social justice, equity and freedom, in which all people have full and effective participation in the development process'

### **Our Mission**

To build up the capacity of grassroots communities, especially the disadvantaged and marginalized communities of the Chittagong Hill Tracts, towards improving their livelihoods and addressing other socio-economic issues in a participatory approach'

### **Working for the Grassroots**

TUS was established in 1997 by a group of indigenous social activists. We work to empower grassroots communities, so they can take action on the social and economic challenges they face.

Our work is focused on four key areas: expansion of livelihoods opportunities; promotion of sustainable natural resource management practices; improvement of health conditions and systems; and encouragement of good governance at community levels.

### **Our Approach**

We support community organisations to lead local development activities; run awareness-raising campaigns; organise skills development trainings; develop socio-economic infrastructure; and build links between communities and local government, so they can access the services they deserve.

### **Where We Work**

We are based in Khagrachari District. In 2010, we worked in five Upazillas of Khagrachari: Dighinala, Khagrachari Sadar, Laxmichari, Mohalchari and Panchari.

### **Who We Work With**

We work to improve the lives and livelihoods of those most in need of our support, regardless of ethnicity and religion. Groups we work with include Jhum cultivators, landless and marginalized farmers, unemployed youth, women, and day labourers.

### **Legal Status**

TUS is registered with the Department of Social Services (registration number Khagra-147/98) and the NGO Affairs Bureau (vide number 1860, dated 23/07/2003).



## Annual Reflections of TUS projects Livelihood Programs

Trinamul Unnayan Sangstha implemented six projects successfully in the year 2010. A brief description of those projects are given below.

### Community Empowerment Projects

We support individuals, groups, and community organisations to develop and run income-generation projects, bringing much-needed new funds and employment to their members. We develop infrastructure and provide equipment, such as irrigation drains and power tillers, to support livelihood activities. We also organise training on sustainable farming practices, and introduce new income-generating activities to communities. The following section details the last year's activities carried out by TUS for livelihood promotion.

#### **Community Empowerment Project (CEP)**

The goal of this project is to empower communities so they can manage on their own development and welfare'

#### **Who We Work With**

The target groups of CEP interventions are village communities in Khagrachari Sadar and Laxmichari Upazila. TUS works in 328 village communities through 'Para Development Committees' (PDCs), village-based organizations responsible for leading development activities in their respective communities in eight Unions of Khagrachari Sadar and Laxmichari Upazila. We work with villages most in need of our support: those that receive few services from the government or NGOs, those who regularly experience food shortages, and families with women as the sole providers.

In 328 villages, we also work with 'Para Nari Development Groups' (PNDGs) run by and for women. Female-only groups guarantee that women act in leadership positions, run activities, and control their income.

#### **CE-EDA at a Glance**

**Number of staff:** 59, Male: 44, Female: 15 (34 in Khagrachari and 25 in Laxmichari).

**Each PDC's allocation:** Tk. 400,000 and PNDGs allocation: Tk. 200,000

**Project period:** May 11, 2005 to August 10, 2011(Khagrachari Sadar) and June 15, 2010 to September 14, 2011(Laxmichari).

**Project location:** Khagrachari Sadar Upazila and Laxmichari Upazila.

**Project coverage:** 05 Unions (Golabari, Kamalchhari, Khagrachari, Perachara and Bhaibonchara) in Khagrachari Sadar Upazila and 03 Unions (Dulytali, Barmachari and Laxmichari Sadar) in Laxmichari Upazila.

**Total PDCs:** 184 (Old PDCs 165, New PDCs 19 (peri-urban communities) in Khagrachari Sadar Upazila and 144 PDCs in Laxmichari Upazila.

**Total PNDGs:** 74 (Old PNDGs 65, new PNDGs 19 (Peri urban communities) and 33 PNDGs in Laxmichari Upazila.

### **How We Work**

Together with UNDP-CHTDF, and Union Facilitation Committees (UnFCs) and Upazilla Support Team (UzST), Upazila Advisory Committees (UzAC), TUS provides capacity-building, technical and financial assistance to PDCs and PNDGs.

We support them to develop and carry out village-based projects, bringing much-needed new income and facilities to their communities.

### ***Activities and achievements of CE-EDA in 2010***

As per the annual work plan (AWP), TUS tried to perform and achieve the targeted activities and objectives. TUS facilitated PDCs and PNDGs to perform community meetings every month and ensure community participation in the decision making process.

Along with PDCS and PNDGs, TUS cooperated with the Upazila Support Team (UzST), Upazila Advisory Committee (AzAC), and Union Facilitation Committees (UnFCs) to draw supports from the local administration for implementing the projects undertaken by communities in Khagrachari Sadar Upazila. Last year the following activities were performed.

### ***Monthly Stake Holders' meetings***

To implement the CE-EDA activities, the key stakeholders were PDCs, UnFCs, UzSTs and UzACs. To involve them in the project implementation, TUS collaborated closely with them. Last year, a total of 96 UnFCs' meetings and 3936 PDCs and 1284 PNDGs' meetings were held at Union and community levels in eight Unions. These meetings were very important for taking decisions and reviewing progress of the projects.

In this reporting period, TUS facilitated 16 UzST and 08 UzACs' meetings, where the project progress and the benefits of the CE-EDA activities were discussed. It was observed that members of the UzSTs and UzACs expressed their satisfaction on the overall progress and expressed their commitments for the development of community people.

Last year the UzAC also had a role in selecting 19 PDCs and 19 PNDGs to include communities from peri-urban areas for the extended phase of CE-EDA. For the selection of these communities, the UzAC was held with Mr. Rahed Hossain, Upazila Executive Office (UNO), and Khagrachari Sadar Upazila in the chair.

### ***Field visits by Stakeholders***

To motivate the PDC members and community people for a smooth implementation of community-planned projects, TUS facilitated and organized a total 40 UnFCs' field visits in 8 unions last year; Khagrachari Sadar, Bhaibonchara, Kamalchari, Golabari, Parachara, Laxmichari sadar, Dullyatali and Barmachari.

### ***UnFC Field visit***

The UnFCs' role has been instrumental in solving problems faced by PDCs and community people, by advising them on implementation of the projects undertaken with the Quick Impact Fund (QIF) money.

### ***UzST/UzAC Field Visit***

For motivating PDC members and ensuring a smooth implementation of the project activities, TUS facilitated and organized field visits for UzSTs/UzAC. UzSTs members including the Upazila Nirbahee Officer (UNO) of Khagrachari Sadar Upazila, and chair of the UzST visited the communities on different occasions. On 25 December 2010 Mr. Rahed Hossain, UNO visited Naksha Tali village in order to get first hand knowledge of the PDCs' activities,



The Para Development Committee (PDC) of this village had been working as one of the best PDCs in Bhaibonchara Union.

Accompanied by the UP Chairman of Bhaibonchara, UNO visited the PDC's project activities that included fish culture and hygienic latrines both facilitated by TUS under the CE-EDA. To understand the sanitation status in the village, UNO visited households from door to door. Following the inspection visit, UNO had a meeting with the PDC members. He expressed his satisfaction over the progress of PDC activities and TUS's role in CE-EDA. Along with TUS, the UNO requested the Chairman of Bhaibonchara Union Parishad to keep allocations for tube wells and sanitation materials. He also requested that TUS staff members give more time to community people and advised the villagers to contact the Upazila line departments of the government for services.

### ***Awareness raising activities***

Last year, TUS facilitated and organized different awareness training sessions on the following issues; social and economic development by PDCs, maternal health and nutrition, usage of insecticide, vaccination program for domestic animals, primary education, and household-based income generating activities (IGA). There were 546 sessions held in 165 PDCs and PNDGs in Khagrachari sadar. The purpose of the sessions was to raise awareness among community people and thereby mobilize them into taking initiatives for their own development at the community level. This year a total of 14,990 male and 4895 female members from PDCs including 2517 female members exclusively from PNDGs attended these awareness raising sessions.

### ***Exchange visits between communities***

With an objective of sharing experiences and learning from CE-EDA intervention, TUS organized exposure visits (EV) to different communities within the CHT. TUS also participated in an exposure visit with teams from Rangamati.

From 13 - 16 November 2011, TUS sent an EV team of 15 members that included PDCs and Government officials. The EV team visited the PDCs in Bandarban Sadar, Ruma and Alikadam Upazila, where GRAUS (NGO, Bandarban) had been facilitating CE-EDA activities.

During the visit, the EV participated in activities such as: a) visits to PDCs and project components; b) sharing experience on implementing project components with community people; c) knowledge sharing with UzAC; and d) experience sharing sessions with the PNGO.

During the visit to Bandarban, the EV visited two PDCs: Paindu Headman PDC in Paindu Union and Lyrunpe Para PDC in Ruma Union.

Following the community visits, the EV team experienced sharing sessions with a good number of individuals and institutions. The EVT had an opportunity to share ideas between the PDCs in Bandarban and Khagrachari, and learned from each other. They discussed their project experience, and what they were doing to implement their projects. Among others, the EV team members met the Chairman of



Ruma Upazila. During the meeting, the EV team members informed the Chairman that Ruma being a remote Upazila, government services were not easily available. The Chairman stressed the importance of NGO intervention in community development. He especially emphasized the need for primary education for the rural children in his Upazila.

### ***Capacity development activities***

In order to enhance the capacity of PDCs and PNDGs members, a series of training courses were conducted by TUS. The basic courses were on Gender sensitization, Organizational Development (OD), Community Mobilization, PDC management, PNDG management, and financial management. Through capacity building trainings, TUS's aim was to create skilled human resources within the communities so they manage their projects well.



### ***Community savings activities***

One of the key objectives for livelihood promotion is to encourage villagers to do collective savings through PDCs and PNDGs. From the beginning communities have been saving money on their own. For saving and operating their project activities, each PDC and PNDG has opened an account with the registered bank and manage smooth bank account operation, the treasurer is the responsible person to collect savings from community people. After collecting savings, the money is deposited into the respective bank account. The amount of savings per household is decided by individual PDCs. Last year, the communities of the CE-EDA projects increased their savings to Tk. 3,131,149.00 for PDCs and Tk.151,060.00 for PNDGs. Use of these savings is determined by the community people themselves. Usually they use it for further investment in development activities, and as a safety net for overcoming critical periods or meeting individual demands in emergencies, and other social purposes such as festivals.

### ***Accessing line department Services***

TUS has been trying to build community capacity so they can communicate directly with GoB line department officials on their own. TUS facilitated communities to organize a variety of needs-based training that included agriculture, horticulture, livestock and fisheries, all with support from GoB service providers. Remarkably, last year 358 participants attended the trainings on livestock, while 149 and 221 participants attended fish culture and agro-horticulture trainings.

### **Agriculture Development Project (ADP)**

A separate component, Agriculture Development Project (ADP) was amalgamated with the CE-EDA activities. The ADPs agro based small community projects aim at promoting food security among community people in Khagrachari Hill district. To implement the ADP component effectively, last year 20 ADPs were merged with the existing CE-EDA activities in Khagrachari Sadar Upazila.

### ***Establishment of Rice Bank at Community Level***

One of the innovative ideas of the CE-EDA activity was to establish 'Rice Banks' to ensure food security for community people during the lean period of the year. Last year with the support of the UNDP-CHTDF, TUS assisted 10 communities in establishing 'Rice Banks'. Already there are 5 'Rice Banks' established in five PDCs with the total investment of Tk. 250,000.00, with many proposals for Rice Banks in different PDCs now under construction.

### *A Case Study: Rice Bank at Kongchai Karbari Para*

*The PDC of Kongchai Karbari Para under Kamalchari union was established in 2006. It is located 6 km distance from Khagrachari town. This is a Marma community with 56 families. Among them 45% are marginal and landless farmers and 53% are day labourers and 2% are service-holders. There is a high school, a primary school, and a Para Kendra (village centre) provided by UNICEF in the village, but there is no health care center in the village; these villagers suffer from many kind of diseases. Along with Trinamul Unnayan Sangstha (TUS) there are some local and national NGOs working there.*

*The PDC of this village took on a project with a few components such as cow rearing, paddy cultivation, thela gari (pulling carts), crops threshing machine, and a rice bank. Despite TUS implementing these components*



*science 2006, villagers faced the "hidden hunger" during the "lean period" (March to August) every year. To get enough rice to feed themselves and their families, villagers had to borrow money or rice from outside*

*paying high interest rates. They had to depend on 'moneyed men' or money lenders for their food or loans. To manage through this food crisis during the lean periods, in 2010, they undertook a rice bank component. To establish the Rice Bank, the PDC invested Tk. 147,000 from QIF, and an additional taka 30000 for house construction and out of which takak 89,750 was expended for constructing the house and Tk. 50,250 for procuring rice. Initially, they procured rice of 335 Aris (1 ari = 10 kg) which was deposited in the bank as working capital. After some time, they disbursed 335 Aris of rice as loan among 23 households (HHs). When the rice loans were repaid at the end of the year, the total amount of rice increased to 453 Aris in the Rice Bank. Out of the profit the PDC used 40 Aris for maintaining the bank. After deducting all expenditures, the PDC earned a net profit of 78 Aris. The PDC again reinvested 413 Aris among HHs during the last lean period.*

*Now villagers are happy with the Rice Bank, as they can borrow rice easily as and when they need and can also repay the loan at low interest rates. In TUS's observation, the Rice Bank could be one way of ensuring food security among the villagers, and for the availability of food in this community, year round. This type of achievement can increase the confidence of community people to take on new initiatives.*

### **Utilization of Quick Impact Fund (QIF)**

QIF from UNDP/CHTF is a small grant allocation for each PDC and PNDG. Each PDC and PNDG is allocated Tk. 400,000. In Khagrachari Sadar Upazila, 165 PDC and 55 PNDG received funding from UNDP/CHTF. TUS has been facilitating communities through PDCs and PNDGs to implement sub-projects by using the QIF money. TUS plays a role of community mobilization, and also provides technical support as and when required. By using QIF, PDC's and PNDG's are implementing various sub-projects such as livestock rearing, agriculture, fisheries, horticulture, homestead gardening, ginger cultivation, water and sanitation, irrigation for cultivation, vehicles, rice bank, honey beekeeping, mushroom cultivation, medicinal plants, and small enterprise and so on. All these ventures are collectively decided by community people through PDCs and PNDGs. Please see the financial status of CE-EDA in table-1.

Description	Amount (BDT)	
	Under PDC	Under PNDG
QIF investment for IGA	25,501,817	5,030,274
Cash return in bank	19,351,740	2,038,405
Profit earned (shared)	2,431,872	142,162
Debt by beneficiary	1,354,910	57,052
Bank balance	27,736,048	3,704,222
Total asset value	76,284,961	11,647,829

Table 1: The financial status of CE-EDA in Khagrachari Sadar Upazila

### **Economic Development Activities (EDA)**

*'To reduce poverty of disadvantaged and marginalized communities by creating income generating activities and market linkages'*

#### **Activities and Achievements**

##### **Increased Knowledge**

We organise 'refresher' trainings: on mushroom cultivation and honey bee-keeping for participants.

The training helps participants to increase their understanding of the activities. They also learn more about successful techniques through shared information on experiences, challenges faced, and potential solutions.

In three months, we conducted household visits, providing information, advice and guidance to the individuals involved in EDA, helping them to carry out their work in efficient and effective ways, and gain profit from their activities.

### ***Increased Opportunities***

With this knowledge, participants have increased opportunities for gaining income. 80 individuals are keeping bees and producing honey, 40 are cultivating mushrooms, and 65 are growing ginger. Each of these individuals receives support from TUS and has a new source of income.

For participants, many of whom have previously struggled to find regular or ongoing employment, working with TUS has given them new opportunities to be successful in their lives.

### ***Increased Income***

With TUS support, participants are able to undertake activities which give them extra income, and make changes to their lives.

For example, in twelve months, the 40 mushroom cultivators have earned more than taka 240000 and 65 ginger cultivators have earned almost taka 585000. This money is used to support existing income or future production.

### ***Director, NGO Affairs Bureau Visits Economic Development Activities***

In 30 December, 2010 Md Abus Salam Sarkar Director, NGO affairs bureau, Bangladesh visited Naksatali and Uttar Headmen Para Development Committee. During the visit of Uttar Headmen Para Development, the honorable director had seen the mushroom cultivation and honey beekeeping. He had taken photograph with Mr. Pradipan Chakma, honey beekeeper and Mrs. Chaya Devi Chakma, Mushroom cultivator. Mr. Pradipan Chakma gifted a bottle of honey to the Honorable Director, and comments how TUS actually works for community people and is pleased to see TUS activities in person and assured that he will give any kind of help at the Affairs Bureau regarding NGO's.



### ***For the Future***

In 2011, we will continue to support PDCs and PNDGs. We will put more efforts on linking them with government and non-government organizations to enhance the effectiveness of project support. We will facilitate communities to become more independent on the development of self-sustaining initiatives.

### *A case study: Amrita Para Unnayan Committee*

*As time progressed, enthusiasm of community people to implement their project was subsiding, for which the UnFC's role became more important. The Bhaibonchara UnFC was requested to visit Amrita para. During the visit to the community, the UnFC played an important role in sorting out the problems and solutions. At the meeting with the UnFC, the PDC members explained their problems as follows:*

*Satyaban Tripura (75), Karbari (head of the village and chairperson of Amrita para PDC), was unable to lead the PDC due to his old age, without him no one could take a lead in the community. Quality leadership was one of the major challenges in achieving the best results for the project as per the community plan and their expectations. For some time, the PDC remained inactive. To overcome this leadership crisis, community people reformed the PDC in July 2009. The newly formed PDC again faced the same problem. It held PDC regular monthly meetings, but participation from community people was not satisfactory. The PDC could not take necessary steps for problem solving due to low participation of community people at the meetings.*

*In this situation, during the visit to Amrita para, the UnFC held a meeting with the PDC members and community people of Amrita para. By analyzing the whole situation, the UnFC asked community people to take the following decisions:*

*A Problem Solution Committee (PSC) consisting of three members headed by Kujendra Lal Tripura, UnFC member, Shyamal Tripura, Ward member (Bhaibonchara Union Parishad) and Sukendu*



*Tripura, president of the said PDC. The PSC will sit with community people and PDC members and make necessary decisions on how to redeem the money from the defaulters within a month.*

*The Committee will submit progress reports to the UnFC at monthly UnFC meeting.*

*The UnFC will call in the PDC members and other responsible persons in the Union Parishad office, if they refuse repaying back the money or are not cooperative in solving the problems.*

*The women's group, PNDG is running well. With the QIF money, women members bought 10 cows, and those cows now have increased to 13. Women members are carrying out their activities without any big problems. Subsequently, as of today the PDC has earned a total amount of Tk. 182,785.00 from their planned project activities. Out of that money, they re-invested Tk.176,900.00.*



## Community Action on Natural Resource Management for Decent Living (CANDL)

*'To strengthen local communities' control over land and resources by creating livelihoods opportunities'*

### **Who We Work With**

We work with poor and marginalized people in communities that have a variety of natural resources available but whose members have few employment opportunities. We also work with individuals who have limited income earning opportunities, such as youth. Women are the primary focus in the Handicraft component. Group members include women with skills in traditional weaving and include the older generation who are more experienced in bamboo and rattan crafts.

### **How We Work**

We support the development and activities of three types of 'Self-Help Groups'. Each focuses on one area: Nursery development, Agro-processing or Handicraft creation. Through the help of TUS, group members work and learn how to develop better growing processes or how to create products to sell to outside markets. These groups also develop new income opportunities to support themselves and their families, and take control over their own livelihoods. Some extended supports for Mushroom cultivation and Honey bee keeping are provided to ensure ongoing and sustainable success. Nursery groups are encouraged to cultivate vegetables and other cash crops like turmeric to sell in the markets.

We are working on establishing linkages with respective line departments. Through the establishment of a CANDL Collection store and Display Centre, we are facilitating the market linkage. Market promotion is done through the publication of posters-brochures and participation at Adivasi and Agro fairs and other events.

Through our efforts, we try to develop local level entrepreneurship to take on livelihood options like Agro processing on a full time basis.

### **CANDL at a Glance**

Number of staff: 8 (Male: 6, Female: 2).

Nursery Self Help Group's grant allocation: Tk. 50,000

Handicrafts Self Help Group revolving fund allocation: Tk. 7,000

Project period: From 2009 to June 2012

Total grant: Tk. 81,23,042

Direct project beneficiaries: 600  
(241 male, 359 female)

Working Area: 20 villages in five Unions of Khagrachari Sadar and Panchari Upazillas

Funded By: Manusher Jonno Foundation

## **Activities and Achievements in 2010**

### **Empowerment through Training for Self-Help Groups**

In each project village, 3 (three) Self-Help Groups (SHG) were formed- one in Nursery, one for Agro-processing, and one for Handicrafts. Each SHG is composed of 5-10 members.

To enhance capacities and practical skills of the SHG membership, TUS provided several training events for them on Production Technology, Agro-processing and Handicraft designing. These events were attended by 187 SHG members overall from the project villages.

Production technology training included topics on nursery development and management, homestead gardening and horticulture schemes. Agro processing trainings focused on hygienic traditional sun drying, various types of pickle preparation and packaging, banana chip preparation, Jam-Jelly preparation and marketing. Handicraft design training emphasized new creative designs to add with traditional designs, fabric colour painting, bag sewing techniques, quality control and improvements that would bring a better price for the product, branding, basic sewing techniques and choosing tasteful colours.

Group resource people are chosen as participants who then go back to their respective groups and teach others on what they learned.

### **Technical inputs and supports for SHGs**

TUS provided regular technical supports to the SHGs as and when needed, especially in Sapling management, Nursery Intercultural operations and Vegetable productions. On a pilot basis, 03 SHGs were given support for mushroom production to help boost their incomes.

To develop Nurseries in each village, Tk. 1,000,000 and necessary Nursery equipment was disbursed among the SHGs. In applicable cases, Nursery groups are supported for their Agro forestry schemes both at individual and group levels. Support was also made available for overall natural resource management such as the planting of bamboo for river-streamside bamboo plantations.

Each Agro-processing SHG was given necessary food processing equipment and tools. Food processing groups have been trained on the technical challenges of production, preservation, packaging and marketing. Technical support has been provided on the processing, collection and cultivation of raw fruit and vegetables. We help groups learn the importance of and how to prepare business plans, to understand inputs, outputs and ratios along with profit calculations.

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<sup>1</sup>. SHGs : Self Help Group is a group process of 5-15 individuals with identical livelihood interests who will work and grow together to help each other in adopting sustainable livelihood options, to generate income as a group and as individuals and to take steps towards strengthening control over resources.

<sup>2</sup>. Resource people: Group resource persons are the ones who have learned skills and are there to teach other members of a group.



The production of handicrafts was supported with a supply of 19 sewing machines to the SHGs and a revolving fund of Tk.7000. The revolving fund for each handicraft group was established for managing loan payment requirements during weaving seasons. This fund is used for buying threads and other equipment-materials to enable continuous production and marketing options.

After receiving the Agro-processing and Handicraft training, the SHGs are now producing 11 new handicrafts and processed food items and selling them at local markets.

#### **Group Development Fund**

Each group has established a 'Group Development Fund', a savings fund where individual members pay a monthly contribution based on what each individual can afford, this amount is determined, collectively by group members.

Previously, most group members were unaccustomed to saving on a regular basis. With TUS's encouragement, groups are beginning to save enough money to buy



materials and resources they need to keep their project running.

#### **Outcomes of Project Activities**

The outcomes of the project are yet to be fully realized, the following are the broad outcomes achieved during this reporting period.

- ▲ 6 SHGs on Nursery sold sapling and vegetables with a total value of Tk. 300,000; 40% of this amount had been re-invested in other ventures for generating new incomes.
- ▲ In the project villages, around 40,000 Saplings of different fruit and timber species are now available for sale. At present market prices for this number of Saplings in nurseries is Tk. 600,000.
- ▲ The SHGs for Handicrafts sold clothes and handicraft items for a total of Tk.150, 000.
- ▲ The SHGs for Agro-processing processed banana chips, pickles, pitha (local cakes) and jelly. They sold these products for Tk. 50,000 through local outlets, and at the CANDL collection store managed by TUS

#### **For the Future**

In 2011, TUS will provide materials, training, and technical support to the groups encouraging them to make use of sustainable natural resource management practices. We will also be expanding income generating sources such as nurseries and vegetable gardens. TUS will work to promote the sale of SHGs' produce in both local and National markets, including sales in the TUS led CANDL project, Sales and Display Centre in Khagrachari.

### **A Case Study : Karuna turns into an entrepreneur**

*Karuna, a housewife in Chotonala Bazar had a small storeroom near her residence which she rented to businessmen for storage purposes. In 2009 CANDL began self help groups for Food processing and Handicrafts. In November 2009 CANDL provided an 8 day training session on Handicraft design and Food processing. Karuna being a member of both groups received training in Handicrafts as well as Food processing.*

*With the inspiration and training from CANDL, she decided to take back the storeroom that was rented out and used the room to open a tailoring shop. The sewing machine provided by CANDL for the handicraft groups was kept in the shop to let other group members learn tailoring design. In one of the rooms, Karuna also established a food processing center where she invited other interested members to work with her. To market her products Karuna followed up with interested organizations like schools to buy her banana chips, a favourite for school children.*

*By 2010, Karuna sold processed food products in the amount of Tk. 10000.00. By utilizing designing skills gained from CANDL training, she also began earning taka for her bags, dresses and other handicrafts she made. More importantly as a CANDL group member, Karuna has established herself as a successful entrepreneur. In her words she says, "I never thought about the idea of opening and running a*



*shop myself. But now I am experienced and confident in running a business".*

*Karuna has also involved herself with mushroom cultivation and successfully produced and sold mushrooms. By the position she gained through these activities, she can support her family and her village better-both financially and technically. She is confident enough to earn the income to pay tuition fees for her children. Her opinions are positively considered in her family and at the village level. She has learned how to earn and save simultaneously. With some saved cash in hand, Karuna is looking for loans to purchase an electric tricycle which will generate another regular source of income. As an entrepreneur, she is an inspiring trend setter among the other women involved in CANDL self help groups.*



## **Water and Sanitation Program**

The water and environmental sanitation and hygiene situation (WATSAN) in the CHT is far worse than the National average. Due to lack of accurate information, it is difficult to depict the real water and sanitation situation in the district. According to the DPHE source, 54% of the people living in villages are unable to access pure drinking water, with only 46% covered under the sanitation facilities in Khagrachari Sadar Upazila. Anyone can imagine the condition and challenges of access in other Upazila (sub-districts). Due to the poor WATSAN facilities, community people in the district suffer from various kinds of water born diseases like diarrhea, cholera, stomach pain and skin diseases. When the streams and rivers dry up, hill women suffer most from the negative impacts of WATSAN, as they are the primary users and collectors of water for household purposes.

To address the problems of these community people in the district, TUS has considered the WATSAN as one of the priority areas of its development interventions.

## **Community-Managed Water Supply and Sanitation Project (CMWSP)**

We work for the communities with limited access to basic water and sanitation facilities. In the past, drinking water was collected from canals and streams which pose serious implications to health. Analyzing the geophysical characteristic and socio-economic status of the people the project, CMWSP-CHT, is being implemented in Panchari Sadar Union of the Khagrachari Hill districts of CHT. Remoteness, lack of services and disadvantaged poor of the communities was the basis for prioritizing this working area.

The objective of the project is; *'To reduce the number of incidences of water and excrement borne diseases in target communities and thereby contribute to the overall improvement in public health conditions of the rural poor in the Khagrachari Hill District.'*

### ***Project implementation strategy***

TUS believes in partnership and participatory approaches when implementing projects. Projects are implemented together with a 'Union WATSAN Committee' and Village Development Groups (VDGs) who are responsible for identifying community water and sanitation needs, carrying out awareness raising activities and installing new water and sanitation facilities.

### ***Activities and Achievements***

Implementation strategies for Software and Hardware initiatives benefit communities and people. The following section describes the progress from these two types of interventions.

## Hardware and Software Services

The project provides installation of different types of suitable water technologies in appropriate places in the project area. The supervision of hardware installation is done directly by NGO. TUS is directly involved in the selection process of places for technology installation. In 2010 nine Ring Wells were installed in nine villages of the targeted areas.

### **Hardware Services: Installation in Communities**

The project provides installation of different types of suitable water technologies in appropriate places in the project area. The supervision of hardware installation is done directly by NGO. TUS is directly involved in the selection process of places for technology installation. In 2010 nine Ring Wells were installed in nine villages of the targeted areas.

### **Software Activities: Engaging Communities**

The project covers ten wards (Unit of Union).

Activities include monthly meetings at the VDG level, Courtyard Sessions with female groups, community meetings with male and other professional (Elite) groups, School Watsan Programme, Popular Theatre, Rallies and Miking and meetings with the Union Parishad (Local Government). The following table shows software interventions of the project for the period of January to December 2010.

Sl.	Activities	Unit	Male	Female	Total
1	VDWG	120	826	214	1040
2	Male	24	480	0	480
3	Female Meeting	24	0	489	489
4	Elite Meeting	12	79	96	175
5	School Watsan Program	12		720 (approx)	
6	Hygiene Promotion rallies	12		820 (approx)	
7	Cultural Program / Popular Theatre	12		865 (approx)	
Total (direct) Beneficiaries:			3689		

### CMWSP at a Glance

Number of staff: 03

(Male: 02, Female: 01).

Project period: July 2009 to June 2013.

Project coverage: Panchari union.

Total village covered: 52 households (population 1299) in Khagrachari Sadar Upazila

Donor: European Commission

Supported by: NGO Forum for Drinking Water Supply and Sanitation

Budget: Tk 918,000

### ***Raising Awareness among Men, Women and Children***

Gender and public health related issues are determined as cross cutting issues for TUS and were included on the agenda along with health issues and sanitation. To create a more relaxed environment in the meeting separate awareness sessions for men, women and children were organized at the community level to encourage sharing of personal views for more specific and personalized solutions.

Last year, TUS organized 24 group meetings for women and 24 meeting for men where 969 participants attended. This year, the communities focus was on Gender issues that directly impacted the process of project implementation. It is believed that women are the most vulnerable in terms of sanitation and hygiene because they look after the house hold chores. The groups have agreed to provide awareness information among others in their respective villages.

To raise awareness among children, TUS also organized 12 sessions in schools and 12 rallies and hygiene promotion at the community level where about 1540 participants were directly involved. TUS organized 12 cultural programmes including dramas, songs and dance.

### **Helping Communities to Access the WATSAN Facilities**

Awareness raising and training activities are not enough to improve a community health situation. TUS combines awareness raising and training with the installation of safe water facilities, identifying technologies based on community need. In 2010, the installation of 9 Ring Wells allowed approximately 270 people to easily access clean drinking water.

### **Affordable Latrine Services for Improving Health and Hygiene**

As per the project proposal and deliverable activities TUS has provided materials for installing hygienic latrines at a low cost. TUS encourages communities to make small investments that significantly improve their health and hygiene. For example, Bindu Lal Chakma, a day labourer from Takki Roy para in Panchari, had no latrine in the past. He and his four children had to use the open area toilet; they now have a new latrine house for only cost of 450 Taka. It was observed that in 2010, Mr. Lal participated in TUS awareness raising sessions where he learned about the importance of latrines and how they can be constructed at a low cost. He was motivated to install a latrine, which is now being used by his family.

### **For the Future**

In 2011, TUS will continue to combine awareness raising activities with the installation of safe water and sanitation facilities. We will use a range of methods to increase community understanding of health and hygiene that align with their needs. Considering the project components TUS has a target to install 2 Ring Wells, 3 Shallow Tube Wells, 5 Rain Water Harvesters (house hold based), 10 Sets of RCC Ring slabs, 30 Sets of plastic Ring Slabs for 40 latrines in the working areas along with all other regular software activities.

## Chittagong Hill Tracts Hygiene Promotion Sanitation and Water Supply fund Project (CHT-HYSAWA)

TUS, with the support of DANIDA and the Government of Bangladesh, implemented a project in the Khagrachari Hill District,(KHD) titled, 'Chittagong Hill Tracts Hygiene Promotion Sanitation and Water Supply fund Project' (CHT-HYSAWA).

### ***The project had three objectives***

To increase awareness for improved hygiene behavioral patterns and sanitation promotion.

To improve access to water supply services and facilities especially for the underserved communities in the CHT.

To establish and operate an appropriate institutional agreement for administration and operations of the HYSAWA Fund.

### ***Who We Worked With***

TUS works with village communities, who have no access to WATSAN facilities in Khagrachari and Mohalchari Upazila. The needy households

as identified by community leaders were the beneficiaries of this project. While the project was being implemented the village communities were facilitated to form community based organizations (CBOs) headed by Karbaris, the traditional leaders and Headmen. Through the CBOs, community people were involved in village-based planning and implementation of project activities.

### ***How We Worked***

This project was jointly supported by the government of Bangladesh and DANIDA (GoB-DANIDA) and implemented with a partnership approach between the government agency and local NGOs in the CHT.

The government agencies - CHT Regional Council (CHTRC) and Hill District Councils (HDCs) through the Project Management Unit (PMU) and District Project Management Unit (DPMU) provided overall guidance for the project, while the TUS along with its two sub-partner NGOs (SPNGOs) played the role of community mobilization at the grassroots level. At the community level, TUS facilitated the establishment of Community Based Organizations (CBOs) under the leadership of traditional leaders. The CBOs had been the main vehicle for implementation of project activities at the community level.

### **CHT-HYSAWA at a Glance**

Number of staff: 14 (Male: 11, Female: 03).

Project period: Oct. 2009 to Dec. 2010.

Project coverage: 10 Unions in two Upazillas - Mohalchari and Khagrachari Sadar.

Total village covered: 288 households (population 1299) in Khagrachari Sadar Upazila and 283 households (population 1403) in Mohalchari Upazila.

Donor: DANIDA and Government of Bangladesh

Budget: Tk 24,96,373

Through the project, community people were provided with two types of supports - 'hardware' e.g. water technologies and 'software' supports that include capacity building and awareness raising on water borne disease and basic rights and responsibilities.

### ***Activities Implemented And Achievements***

To implement and achieve the objectives of this project, TUS in partnership with the two sub-partner NGOs (SPNGOs) - Satadal and Fowara, carried out of the following activities last year as per the plan.

### ***Organising Activities***

#### ***Inception Workshop***

In Khagrachari Sadar Upazila an introduction workshop was held on 6th June 2010 at TUS hall room with Ripan Chakma, Executive Director of TUS as the chair. The function was attended by Mr. Rahed Hossain, Upazila Nirbahi



Officer of Khagrachari Sadar Upazila and Ms. Mithila Talukder, Program Officer of the District Support Fund Unit (DFSU) respectively as chief guest and special guest. The objective of the introduction workshop was to inform local administration and community leaders about the project activities. The introduction workshop was also attended by the Headman, Karbari, UP members, CBO members and community people.

#### ***Needs Assessment Survey***

In order to make an informed plan for implementation a needs assessment was carried out in every union and completed early in 2010 by TUS staff under the CHT-HYSAWA project. From these unions, 10 villages were assessed based on certain criteria such as access to clean drinking water, and sanitation conditions. While conducting the assessment, traditional and elected leaders including Headman, Karbari, UP member and Chairmen in respective unions were also consulted.

#### ***Formation of Community Based Organizations (CBOs)***

In each village, community people were mobilized to form community based organizations (CBOs) under the leadership of traditional leaders or representatives selected by community people themselves. The CBOs cooperated with TUS and they acted as the focal point for receiving and managing services and supports provided under the project.



### ***Community action plan preparation and Social Mapping***

To implement the project activities smoothly, TUS along with its SPNGOs facilitated the CBOs to develop community action plan (CAP) and social mapping by using participatory tools like PRA exercises. Through this social mapping and CAPs, they were able to make plans - with break-downs on monthly, quarterly, bi-annually and annual bases. To implement their CAPs, they were also able to identify their resources and strategies to overcome the problems.

### ***Monthly Meeting of CBOs***

Following formation of CBOs, TUS staff members assisted CBOs in organizing monthly meetings, where CBO members had opportunity to discuss access to safe drinking water, and the ways of improving the sanitation and behavioral patterns of the villagers. Through monthly CBO meetings, community people made plans, reviewed their progress of works and also conducted awareness building programs about hygiene promotion, water and sanitation in their respective villages.

### ***Court Yard Meeting***

To reach out to the maximum number of village people, TUS along with its SPNGOs conducted a series of court-yard meetings with the beneficiaries throughout the year. TUS staff members, Union Facilitators conducted these court yard meetings. In the court yard meetings, the villagers had opportunity to talk about their WATSAN situation. These meetings were conducted through participatory ways. Considering literacy and other social issues in the villages, Union facilitators delivered awareness message to the community by using pictorial elements such as "flash cards" about safe water and sanitation.

### ***House to House visit***

According to the project activity plan PNGO and SPNGO's staff conducted a House to House visiting program followed by court yard meetings throughout the year. Through the "house-to-house" visit program, the households, not included in the court yards meetings, were consulted. Respective Union Facilitators delivered the awareness messages about safe water and sanitation to those "missed out" households.

### ***Identification of water technology and feasibility study***

Through the needs assessment survey, the villages, which were badly in need of safe drinking water, had been identified. On the basis of the findings from the needs assessment survey, the respective village communities were able to submit their needs for water technology. TUS staff members along with its SPNGOs collected the water point technology applications from villagers, and those applications were forwarded to the District Project Management Unit (DPMU) for a feasibility study.

Upon request from the DPMU, the technical officer (TUS Engineer) carried out the feasibility study on water technologies, and whether they were suitable for installation in

places where the CBOs proposed. The feasibility study was done in close cooperation with the CBOs, and the feasibility study report was submitted to the DPMU for final approval and implementation. Accordingly, the DPMU undertook appropriate measures for installation of water technologies in the project villages.

#### **Capacity Building Training For CBO Members**

According to the project activity plan, TUS and its SPNGO's staff conducted capacity building training for CBO members to enhance their skills for implementing the CBO activity at the village level. In addition to CBO management training of community leaders training on leadership and gender sensitization in each Union of Khagrachari and Mohalchari Upazila was provided.

#### **Leadership training**

To enhance the leadership skills the CBOs and community leaders were provided training on leadership skills. A total of 202 (two hundred and two) CBO members and community leaders attended the leadership trainings. The majority were female members, female participants, 149 compared to 53 male participants.



At training, the basic courses were included, leadership, organizational management, conducting meetings and writing minutes in addition to the sessions on hygiene promotion, sanitation and safe water supply.

CBO members actively participated in the all day long training sessions. Following these training sessions, now CBO members have been able to organize monthly meetings and conduct awareness programs on water and sanitation on their own in their respective village.

#### **Gender sensitization training**

To raise awareness on women's rights and establish gender sensitization among local leaders, men and women, TUS conducted a series of gender sensitization trainings at the community level. Last year, a total of 201 CBO members received gender training. Among them, 108 were males and 93 were females.



### ***Orientation on Hygiene Promotion, Sanitation and Water Supply for Union WATSAN Committee***

In order to orient the Union Standing Committee on Water and Sanitation (WATSAN) with the project activities, two orientation sessions were organized in Khagrachari Upazila and Mohalchari Upazila. In Khagrachari Sadar Upazila, 95 participants (of them 73 males and 22 females) attended the orientation session, while in Mohalchari; there were 76 male and 19 female participants. In the sessions, participants were informed about the hygiene situation in the villages, scarcity of safe water supply, lack of awareness on hygiene promotion and sanitation, and what roles and responsibilities the traditional leaders and elected representatives like Union Council members & Chairmen play.



### ***Advocacy Training for Headmen and UP members***

With an objective of enhancing advocacy skills, a series of advocacy trainings were organized with traditional leaders (Headmen) and Union Parishad members. A total of 80 participants (65 males, and 15 females) from Khagrachari Sadar Upazila and 80 participants (64 male, 16 females) from Mohalchri Upazila attended the advocacy training.

Training included advocacy skills, building alliances at local levels and raising issues to the policy-makers. The training also included topics on roles and responsibilities of the traditional and elected local leaders in identifying the problems and solving them, raising awareness on hygiene promotion, behavioural change and sanitation and safe water supply to community people.



### ***Training on Operation and Maintenance for community caretakers***

With an objective of creating a pool of community technicians, called "community caretakers" to deal with the issues of operation and maintenance of water options, training courses were conducted at the Union level in Khagrachari and Mohalchari Upazila.

Last year, the Project Engineer and Field Supervisors provided training to a total of 124 participants of whom 70 were from Khagrachari and 54 from Mohalchari. Among all of them, there were 62 women "care-takers".

Through training the community "caretakers" were given practical assignments on how to operate and maintain water options.

#### **Exposure visits**

TUS also organized an exposure visit for HYSAWA staff and beneficiaries to neighbouring Upazilas - Manikchari and Laxmichari. The aim of the exposure visit was for learning from and sharing experiences with other communities in neighbouring sub-districts.

During the field trip, the exposure visit team visited two village communities - Joggochala (43 households) in Manikchari



and Beltali Para (49 households) in Laxmichari Sadar union of Laxmichari Upazila. The exposure team had sharing sessions with village communities and CBO leaders and visited houses to see the sanitation situation in the villages.

#### **Promotional Activities**

In order to raise people's awareness and linking CBOs with the government's local administration, several promotional activities had been implemented during the last year.

#### **Day Observation**

World's Water Day, on 22 March 2011, a day long program including a discussion session and cultural function was organized at Khagrachari sub-district headquarters. The discussion session theme was "scarcity of safe drinking water and ways forward", the session was attended by the Chairman and members of the Union Council, and traditional leaders e.g. Headman, Karbaris, CBO members and community people.



### **Sanitation month observation**

In order to raise awareness and draw the attention of local policy-makers, October was declared as "sanitation month". To observe this 27 October 2010 a day long program was undertaken by TUS in Mohalchari sub-district. The day was celebrated with a festive rally followed by a discussion session. Both rallies and the discussion session were attended by



CBO members, elected local representatives, and the Assistant Commissioner (land) from the Upazila (sub-district) administration.

At the discussion session, the CBO representatives described their suffering due to lack of safe drinking water, especially during the dry season. They drew the attention of the local administration to their water crisis. They emphasized that government support was essential to provide sanitation and water facilities and thereby to combat the waterborne diseases in local communities.

### **Miking to deliver message in local areas**

To improve hygiene behaviors, construct, maintain and use sanitary latrine TUS along with its SPNGOs conducted Miking sessions in October 2010 at the union level. Through Miking, people were given messages on various topics such as 'sanitation for all, use of sanitary latrines, drinking safe water, purifying or boiling the water collected from wells, ponds, and springs before drinking,



not to defecate in open places, use of sandals/slippers while using sanitary latrine, washing hands with ash or soap after defecation, washing hand before handling food, setting up sanitary latrines for better health, practice of hygiene behavior in daily life etc'.

### Water Technology Options (Hardware Supports)

Along with capacity building and awareness activities, community people were also supplied with suitable water technology options to ensure safe drinking water. The table shows the targets and achievements of water options for the reporting period.

Name of Upazila	No. of total approved and contracted signed schemes for July, 2009 to November, 2010				Complete as of November, 2010				No. of stayed scheme
	RW	STW	DSP	Total	RW	STW	DSP	Total	
Khagrachari Sadar	00	30	5	35	00	30	5	35	00
Mohalchari	4	10	13	27	01	10	13	24	03
<b>Total</b>	<b>04</b>	<b>40</b>	<b>18</b>	<b>62</b>	<b>01</b>	<b>40</b>	<b>18</b>	<b>59</b>	<b>03</b>

Note: RW = ring well, STW = shallow tube well, DSP = deep set pump.

### Challenges Faced In Implementation

Implementation of the project did not go without challenges. A few challenges were: a) unrest in the political situation in Khagrachari Hill District, this interrupted initiating the project activities in due time as per the project plan; b) the partnership framework of the project itself was complicated, although it was intended to be participatory. As the lead partner TUS had to select a sub-partner NGO (SPNGOs), but they lacked previous experience in water and sanitation program, which put an extra burden on the management of the lead partner; c) the project included only water technology for communities, but there were provisions of supplying materials for hygiene sanitation. Due to poverty, many of the beneficiaries could not afford buying sanitation materials; and d) the NGOs were entrusted with more responsibilities, but necessary logistical supports like motorbike and computers were not supplied by the project management unit (PMU).

Despite the challenges as stated above, the learning from this project was that success could be achieved through team work, hard labour, and top management support from the lead partner along with community support.

These lessons learned from this project should be incorporated in the next phase of project planning. A participatory community planning activity should be considered by capitalizing on their knowledge, skills and experience should be a must for project planning and designing.

## A Case Study: Reduction in waterborne diseases

*Jouto Kamar Punorbason Para, with 36 households and a population of 202, is located in Mohalchari Sadar Union. The village is one of the remote communities in this sub-district. The majority of the villagers are poor, and make their living by jhum cultivation and by daily wage labour. The literacy rate is as high as 45% (primary education completed), 20% (secondary education completed) and no one completing a higher secondary level of education (Source: FOWARA baseline survey, 2009).*

*None of the households used sanitary latrines. Only 10% used sandals or slippers during latrine use. Villagers did not have access to safe drinking water. They collect water from different natural sources like earthen wells and springs.*

*In October, 2009, this village was selected by TUS for the HYSAWA fund project. After the final selection of the village, TUS along with SPGNO conducted*



*a need assessments survey. Then TUS carried out a series of activities for the community people. The activities included awareness training on hygiene promotion, sanitation and safe water, court yard meetings, CBO meetings and house-to-house visits.*

*Villagers actively participated in these activities. Through the awareness sessions, villagers came to know how they got affected by various waterborne diseases. Consequently, they adopted hygiene practices, and used the techniques of preserving water safely, and the use of sanitary latrines. They were more aware of the waterborne diseases.*

*One of the behavioural changes observed in the village was washing hands with soap after defecation.*

*Kittaranjan Tripua (age 32) a villager said, "Villagers were not concerned about the hygiene practices and waterborne diseases". He also added that, "most of the time village people, women and children suffered from diarrhea, stomach problems, typhoid etc".*

*Besides the awareness raising and capacity building sessions, a DSP (deep set pump) water technology was supplied in the village under the HYSAWA funded project.*

*On the effectiveness of the project Kittaranjan Tripura said, "following this [HYSAWA funded] project, the villager has reduced the number of waterborne diseases." He also expressed his hope that the project should be extended and villagers would get more water technologies for safe drinking water.*





## TUS and Natural Resource Management

Environmental change has serious implications for people's lives and livelihoods, including their ability to earn incomes, and grow sufficient food for themselves and their families. We work together with communities, helping them to protect their land and natural resources, develop their villages, and improve their futures.

The steep hills of the Chittagong Hill Tracts mean that land suitable for farming is very limited. The majority of communities are reliant on jhum cultivation on hillsides for their survival. But, pressures on land during the past twenty to thirty years have brought deforestation, soil erosion, and depletion of natural resources in the Chittagong Hill Tracts. In the future, the increased impacts of a changing climate are likely to intensify these problems, and bring new challenges to the area and its people.

TUS believes the proper management of natural resources is essential to reduce poverty, and preserve local environments and biodiversity. Drawing on traditional indigenous knowledge, we encourage the sustainable and effective use of land and resources. We promote alternatives to jhum cultivation and introduce environmentally-friendly farming practices, allowing people to diversify the ways in which they use land. We raise awareness of communities' rights over their land and resources, ensuring they have knowledge to protect their environment.

## Protection and Promotion of Natural Resource Management Systems in the Chittagong Hill Tracts (PPNRM)

*'To revive and strengthen social ownership over land and natural resources through the promotion of indigenous agro-forestry practices'*

### **Who We Work With**

Khetrapur and Jorabridge are remote, hilly villages with little access to basic services. Cultivable land is limited, and villagers depend on jhum farming to survive.

### **How We Work**

Together with a mouza-based advisory committee, we support 'Para Development Committees', village-based organizations responsible for leading development activities and the protection of natural resources.

### **PPNRM at a Glance**

Number of staff: 04 (Male: 03, Female: 01).

Project period: Oct 2007 to Sep 2010.

Project coverage: 2 village

Working area: Kabakhali Union in Dighinala Upazila.

Total HHs: 300

Population: 906

(391 male, 379 female, & 136 Children)

Donor: Misereor

Budget: Tk 2125000

## **Activities and Achievements**

### ***Active, Aware Communities***

With TUS support, PDCs organize monthly village meetings to share views on activities, and make decisions for the future. TUS staffs also run awareness-raising sessions on basic health, education and sanitation issues.

### ***Changing Villages***

In 2008, each village prepared a three-year community plan, outlining hopes for its development and protection of land and resources.

Last year, TUS organised a 'Community Plan Refresher' workshop in each village, with 43 participants overall. These helped PDCs to review future plans and priorities, and identify next steps in the implementation planning.

With TUS support, PDCs have already started bringing changes to their communities. They have begun submitting applications to their local Union Parishad, and have received government funds for new village facilities, including dams and hygienic latrines.

### ***Securing Legal Rights***

To protect their natural resources, it is crucial that communities have an understanding of their legal rights, and secure ownership of their land.

TUS organised training in each village on 'Legal Rights' and 'Legal Counselling for Natural Resource Management', each was attended by 30 to 50 participants. Facilitated by a member of Khagrachari Bar Association, the trainings has helped communities understand land registration processes, jhum tax collection, and their rights over their land and resources.

PDCs have now started to register their communities' land, a significant step in securing ownership of their land, and in the protection of their environment.

### ***Community Solidarity Fund***

With support from TUS, PDCs

A managed 'Community Solidarity Funds', allows villagers to save without individual bank accounts and to borrow money at low interest rates. Families can borrow money to start income generating projects, like vegetable gardens, or for use at times when there may be an emergency need.

### ***Community Nursery Development***

In each village, PDCs have begun developing nurseries run collectively by the community. With TUS support, members have chosen suitable sites for planting and are collecting and planting seeds and saplings, including jackfruit, mango, and other local fruits.

We organised two 'Nursery Management' trainings in each village, with 25 participants in each session. Facilitated by Upazilla Agriculture Officers, the training helped to ensure the nurseries' success.

### ***Using Indigenous Knowledge***

TUS believes indigenous knowledge is vital in the preservation of natural resources and that indigenous culture, and traditional practices must be shared. We organized an 'Indigenous knowledge, Women's knowledge, and Sustainable Development' workshop, attended by 25 community members, which examined traditional forestry practices, and the role of women, in areas like seed preservation.

### ***For the Future***

In 2010, TUS plans to start a new phase of PPNRM. We will continue to support communities to use their land and resources in sustainable ways, and provide technical support on agro-forestry, horticulture and watershed management.



### **A case study: Ketrapur Village**

*The village of Ketrapur is situated at Kobakhali union in Dighinal Upazila of Khagrachari District. It is located 38 km outside of Khagrachari town and 17 KM from Dighinala Upazila. This is solely a Chakma community. There are 453 households, maximum are marginalized and Jhum cultivators, among them 20% are marginal and 80% are Jhum cultivators. In 1956 they were displaced by the Kaptai Dam and in 1960 placed in Ketrapur village. They were not reestablished by the Government of Pakistan so have no paddy or grove land and have to depend on Jhum cultivation.*

*There is only a registered primary school in the village, no health care center, no water or sanitation facilities, and without services and supports from Government and NGO facilities. Often the villagers suffer from various diseases i.e. diarrhea, dysentery, malaria, and other water born diseases.*

*In 2005 the senior management team of Trinamul Unnayan Sangstha (TUS) visited the village and they shared their story of suffering and needs. In 2007 TUS started work on the Protection and Promotion of Natural Resource Management Systems in CHT. TUS provided different kinds of awareness sessions on Natural Resource Management, savings, Water and Sanitation, Gender sensitization, and conducted different kinds of training on Pest management, community Nursery management, Para Strategic Planning and Organizational Development and PDC management.*

*The villagers were faced with the "hidden hunger" during the "lean period" (March to August). Every year during this period, they had to struggle for food. To get enough rice to feed themselves and their families, villagers had to borrow money or rice from outside paying high interest. They had to depend on 'money men' or money lenders for food or loans. To overcome their problems, TUS facilitated a workshop on a Para Strategy Plan (PSP) at the village level. Together they made a PSP and shared it with the community people. According to their PSP they undertook mixed fruit gardening (Short term, Midterm and Long term) and a community nursery and established a Community Solidarity Fund (CSF) in the village in 2007.*

*Their CSF increased by Tk. 26,200 at the bank. They use the money in the 'lean period' for loans among them. Now they are aware of savings, natural resource management, water and sanitation needs. According to their PSP results they made a Pagoda, earthen dam, a village road and have 35 HHs proceeds for land registration in the Upazila Parshad.*

*Now the villagers are happy and proud of their achievements. TUS's observation, the villagers have reduced their dependency on Jhum cultivation, increased practicing hygiene promotion and sanitation, and they have mixed fruits gardens on 3 acres in the village.*



## **TUS and Gender**

*In 2010, TUS made a commitment to put gender concerns at the centre of our work. We believe that all people - regardless of gender - should have the opportunity for full and effective participation in development activities and processes.*

*I see some changes in my working areas. Now women come to meetings and take responsibilities. Some women give their opinions confidently. Men are cooperative with women'*  
*(Sumita Talukder, Community Facilitator)*

### **In Our Projects**

#### ***Encouraging Women's Active Participation***

We understand that for development to be effective, it must address the needs of both men and women. For women's needs to be heard, they must have opportunities to share their views on their lives, communities and futures.

At least one-third of Para Development Committees members in every village are women. However, TUS recognises that it is not enough for women to just be present in community meetings or leadership positions. They must have confidence to make their voices heard in decisions, and men must have the willingness to listen.

#### ***Raising Awareness of Gender***

In 2010, we provided 'Gender Awareness' training to over 420 men and women, highlighting and addressing gender inequalities amongst communities.

#### ***Supporting Women-Run Development Initiatives***

In 55 villages, we work with 'Para Nari Development Groups', development committees run by and for women. Female-only groups guarantee that women have opportunities to act as leaders, design and run development activities, and control their own incomes.

For example, in Satbhैया para PDC in Khagrachari, no community development activities were managed by women in the past. Women had few opportunities to earn their own income, or to share their views in community decisions.

Satbhैया para PNDG was formed in 2008. Its 75 members are working to grow rice on more than one acre of land, and to rear 76 goats.

These projects have brought the women new income, and they have saved 13,000 Taka already. Their confidence has increased, and they are planning new initiatives to bring changes to their lives.

As Minuching Marma, Capacity Building and Training Officer, CE-EDA, in TUS says, PNDGs have 'built confidence among women to generate income and implement projects... They have created new income opportunities'.

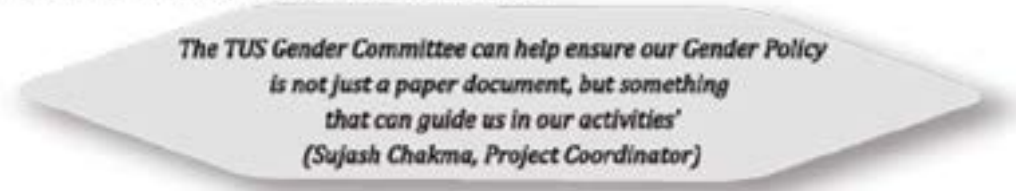
### ***In Our Organisation***

As part of our commitment to address gender concerns, in 2009 we carried out an organisational 'gender audit', assessing the strengths and weaknesses in our attitudes, policies and practices from a gender perspective.

On the basis of our audit, we have developed and are implementing a new gender policy, focusing on bringing changes to our organisation.

In the future, we are committed to expanding the policy to our programmes, to ensure we are effective in addressing gender concerns amongst communities.

The policy is made up of seven key beliefs, and addresses issues including staff understanding of gender, recruitment, staff development, safety and security, sexual harassment, and organisational decision-making.



*The TUS Gender Committee can help ensure our Gender Policy  
is not just a paper document, but something  
that can guide us in our activities'  
(Sujash Chakma, Project Coordinator)*

To ensure our new gender policy is effective, we have formed a staff 'Gender Committee'. The committee has five members, including senior, project, and field staff.

The committee will lead the implementation of the TUS Gender Policy, monitor its impacts, and provide training to other staff members.

Together, the TUS Gender Policy and Committee will help to ensure that TUS' commitment to addressing gender concerns can be realised in the future.

## **Our Partnerships, Networks and Campaigns**

### ***Our Partnerships***

We work with local, national and international organisations that share our Vision and values.

### ***Our Networks and Campaigns***

#### ***Chittagong Hill Tracts Women's Organisations Network***

CHTWON is a regional network of women-headed organizations, committed to women's empowerment and gender equality. We joined CHTWON in 2008, and are its Member Secretary in Khagrachari District. In 2010, we participated in its 'Rural Women's Rights function', together with local members.

#### ***Durbar***

Durbar is a national network of gender-sensitised, women-managed and women-oriented NGOs. We joined Durbar in 2005, and share its commitment to women and children's rights, and the eradication of violence against women. In 2010, together with local Durbar members, we organised media events following three cases of violence against indigenous women in Khagrachari.

#### ***Local Capacities for Peace***

LCP is an international network of organisations in South Asia, working to mainstream the 'Do No Harm' approach in development. Do No Harm encourages effective development and lasting peace in post-conflict areas.

TUS joined LCP in 2005. In 2010, with LCP partners, we organised training on 'Do No Harm' for 20 local NGO workers in Khagrachari.

### ***Our Partners in 2010***

- ▲ Government of Bangladesh
- ▲ Adivasi Unnayan Kendra
- ▲ Chittagong Hill Tracts Development Facility, United Nations Development Program
- ▲ Fowara
- ▲ Manusher Jonno Foundation
- ▲ Misereor
- ▲ NGO Forum for Drinking Water Supply and Sanitation
- ▲ Oxfam-GB
- ▲ Shatadal Kalyan Samity
- ▲ Voluntary Service Overseas
- ▲ Zabarang Kalyan Samity



## **Our Staff and Governing Bodies**

### **Our Staff**

Staff and Volunteers: 86 (60 male and 26 female)

Executive Director: Ripan Chakma

Finance and Administration Coordinator: Rumen Chakma (acting)

Project Coordinators and Programme Officers:

- 🌳 Kishor Kumar Tanchangya (CEP, Khagrachari Sadar)
- 🌳 Bimal Kanti Chakma (CEP, Laxmichari Sadar)
- 🌳 Arndendu Chakma (HYSAWA)
- 🌳 Sujash Chakma (CANDL)
- 🌳 Sukiran Chakma (PPNRM)
- 🌳 Bimal Jyoti Chakma (EDA)

### **Our Governing Bodies**

Our General Committee is our top decision-making body, and has 21 members. Our Executive Committee has seven members, and is responsible for ongoing monitoring and review of our activities.

Executive Committee Members:

- 🌳 Shyamali Chakma (Chairperson)
- 🌳 Ashish Chakma (General Secretary)
- 🌳 Dipujjal Khisa (Treasurer)
- 🌳 Kamaleshwar Chakma (Secretary)
- 🌳 Lalsa Chakma (Member)
- 🌳 Paima Prue Marma (Member)
- 🌳 Chameli Tripura (Member)

*TUS is an Equal Opportunities employer. It does not discriminate on the grounds of gender, ethnicity, or any other social factor. For information about staff recruitment, please visit [www.trinamulcht.org](http://www.trinamulcht.org).*

## **Our Resources**

*For more information on using these resources and facilities, visit [www.trinamulcht.org](http://www.trinamulcht.org) or contact us.*

### ***Our Library***

TUS has a small library with a collection of books, magazines and publications on a range of topics, including international development, the Chittagong Hill Tracts, and indigenous peoples. The collection is available for public use.

The library includes previous TUS publications, including previous Annual Reports and research publications TUS has contributed to. For more information on any of these, please contact us.

### ***Our Training Rooms***

TUS has two training rooms available for hire to individuals or organizations. The rooms are equipped for workshops, trainings and meetings. A generator is available and catering can be arranged.

### ***The Trinamul Agro-Forestry Research and Demonstration Centre***

In 2009, we established the 'Trinamul Agro-Forestry Research and Demonstration Centre'. The centre is part of our ongoing efforts to protect and promote bio-diversity and agro-forestry in the Chittagong Hill Tracts.

The centre is situated in Golabari Union, in Khagrachari District. It is in a green and hilly area, about four kilometres from Khagrachari town.

Through the centre's establishment, we aim to contribute to the preservation of local species, and provide space for teaching, learning, and research on agro-forestry issues in the Chittagong Hill Tracts.

The centre will offer a variety of programmes, including training programmes on environmentally-friendly agricultural and horticultural practices, and will provide introductions to income-generation activities based on the sustainable use of local species.

The centre will also provide opportunities for practical research and learning on natural resource management issues. We plan to build links with government departments, and local, national, and international research and education institutions, and provide space to share knowledge, innovation and good practices on agro-forestry issues. We believe these are crucial issues for the land and people of the Chittagong Hill Tracts.

## **Organizational Details**

### **Staff List**

#### **Community Empowerment Project and Economic Development Activities**

##### ***Khagrachari Sadar***

Kishor Kumar Tanchangya  
Upazila Project Coordinator

SHYAMAL BIKASH CHAKMA  
Field Monitoring and Reporting Officer

Satirtha Dewan  
Technical Officer (Agriculture)

MD. MEHEDI HASAN  
Technical Officer (Fisheries)

SUBARAN CHAKMA  
Technical Officer (Livestock)

MINUCHING MARMA  
Capacity Building and Training Officer

SWAGATAM DEWAN  
Assistant Capacity Building and Training Officer

PRITY CHAKMA  
Assistant Monitoring and Reporting Officer

BIMAL J. CHAKMA  
Economic Development Field Officer

Raskin Chakma  
Finance and Account Assisistant

##### ***Laxmichari Upazila***

BIMAL KANTI CHAKMA  
Upazila Project Coordinator

RICTON CHAKMA  
Field Monitoring and Reporting Officer

ATISH CHAKMA  
Technical Officer (Agriculture)

MD. AL MAMUN  
Technical Officer (Livestock)

Udoy Chakma  
Capacity Building and Training Officer

SUPER JOYTI CHAKMA  
Assistant Capacity Building and Training Officer

Rupesh Chakma  
Assistant Monitoring and Reporting Officer

## **Natural Resource Management**

SUKIRAN CHAKMA  
Project Coordinator

### **CANDL**

SUJASH CHAKMA  
Project Coordinator

TUHIN CHAKMA  
Project Officer

### **HYSAWA**

ARDHENDU CHAKMA  
Project Coordinator

RELI CHAKMA  
Monitoring Officer

## **TUS OFFICES in KHAGRACHARI**

### **Head Office**

Trinamul Unnayan Sangstha  
Marma Samsad Building  
Pankhaiya Para  
Khagrachari 4400

Phone: +88037161179

Fax: +88037161398

Email: trinamulcht@yahoo.com, trinamulcht@gmail.com, trinamul@hotmail.com

### **Area Office**

#### **Panchari**

Trinamul Unnayan Sangstha  
Panchari Upazila Parishad Complex  
Panchari, Khagrachari 4400.  
Phone: +8801750028955

### **Area Office**

#### **Dighinala**

Trinamul Unnayan Sangstha  
Smriti Bhabna Para,  
Dighinala, Khagrachari 4400.  
Phone: +8801750028956

### **Area Office**

#### **Laxmichari**

Trinamul Unnayan Sangstha  
Laxmichari Upazila Parishad Complex  
Laxmichari, Khagrachari 4400.  
Phone: +8801750028957

## Our Finances

### Our Funds

In 2010, we received Tk. 15,889,046.00 in funds. The majority of our funds come from other organizations, including national and international donors and government agencies. We look for funds from partners who share our vision, values and commitment to development in the Chittagong Hill Tracts.

Contributions from General Committee members and other TUS supporters help to cover our core costs.

### Our Expenditure

Our total expenditure in 2010 was Tk. 12,879,673.00 Taka. Our most significant expenditures were staff salaries and programme costs, with more than 94 % of funds going to these.

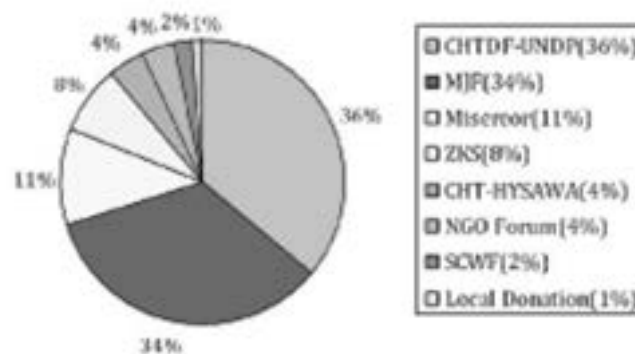


Chart-1: Funds Received by TUS in 2010

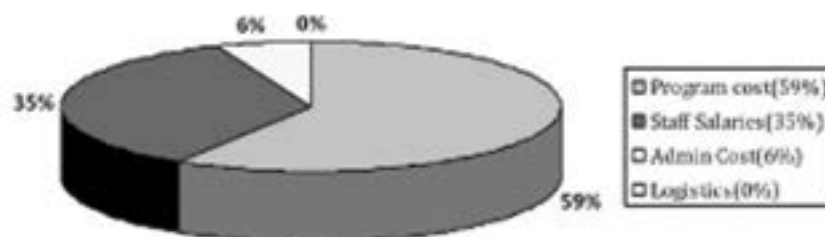


Chart-2: TUS expenditure in 2010

In TUS, money is spent according to our organisational policies, including our Financial Management and Procurement Policies, and donor guidelines. This helps to ensure clear and transparent accounting showing the money we spend, and how we spend it.

## Financial Statement

CHOWDHURY BHATTACHARJEE & CO.  
CHARTERED ACCOUNTANTS

### TRINAMUL UNNAYAN SANGSTHA ( TUS ) Balance Sheet As at 30 June 2010

PROPERTY AND ASSETS	Notes	Amount in Taka
<b>Fixed Asset</b>	<b>5.00</b>	1,688,084.31
At cost less Depreciation		
<b>Current Assets</b>	<b>7.00</b>	
Cash and Bank Balance	<b>7.01</b>	3,386,242.50
Loan for beneficiary Training	<b>7.02</b>	303,750.00
		<b>Total 5,372,076.81</b>

### FUND AND LIABILITIES

#### Fund Account


Balance as on 01 July 2009		3,346,537.49
Add: Excess of Income Over Expenditure Transferred from Income and Expenditure A /C		1,971,936.32
		5,312,443.81
Loan & Advance Account	<b>8.00</b>	39,633.00
Provision for Audit Fee	<b>9.00</b>	20,000.00
		<b>Total 5,372,076.81</b>

Attached notes form an integral part of this Financial Statement.

As per our annexed report of even date.

  
Finance & Admin.  
Trinamul Unnayan Sangstha

  
Executive Director  
Trinamul Unnayan Sangstha

  
B.K Bhattacharjee, FCA  
Partner  
Chowdhury Bhattacharjee & Co.  
( CHARTERED ACCOUNTANTS )

Dated, Dhaka  
21 March, 2011



## **Glossary and Acronyms**

<b>CBO</b>	: Community Based Organization
<b>CEP</b>	: Community Empowerment Project
<b>CE-EDA</b>	: Community Empowerment and Economic Development Activities
<b>Chakma</b>	: The largest group of indigenous people in CHT
<b>CHT</b>	: Chittagong Hill Tracts
<b>CHT Accord</b>	: Agreement signed in 1997 between the government of the people's republic of Bangladesh and Parbotto Chattogram Jhana Sanghoti Samity (PCJSS), a CHT based political organization
<b>CHTDF</b>	: Chittagong Hill Tracts Development Facilities
<b>CHTWON</b>	: Chittagong Hill Tracts Women's Organizations Network
<b>CMWSP</b>	: Community Managed Water Supply and Sanitation Project
<b>Community</b>	: All people living in one para are considered as one community
<b>DNH</b>	: Do No Harm. Promoted under the LCP project, DNH is an approach that seeks to resolve differences of interest amongst stakeholders in the transfer of development aid, in order to ensure the effectiveness of development activities, and the fulfilment of development objectives
<b>Durbar</b>	: National network of gender-sensitised, women-managed and women-oriented organizations which work especially for women's and children's rights
<b>EC</b>	: Executive Committee/Council
<b>EED</b>	: Evangelischer Entwicklungsdienst, German Church Development Service, a German-based development organisation
<b>GC</b>	: General Committee/Council Government agencies responsible for different services, including agriculture, livestock, health and education
<b>Headman</b>	: Traditional CHT leader at mouza level
<b>Jhum</b>	: Traditional form of shifting cultivation in the CHT
<b>Jhumia</b>	: Peoples that practice jhum cultivation; generally used to refer to indigenous peoples in the CHT
<b>Karbari</b>	: Traditional CHT leader at village level
<b>Lakh</b>	: 100000
<b>LCP</b>	: Regional Mainstreaming Process of the Local Capacities for Peace Approach (TUS project funded by EED)

<b>Marma</b>	: Second-largest group of indigenous peoples in the CHT
<b>Misereor</b>	: German-based development organisation
<b>Mouza</b>	: An area encompassing several villages, used in the CHT traditional administrative system
<b>NGO</b>	: Non-governmental organisation
<b>NGO Forum</b>	: NGO Forum for Drinking Safe Water Supply and Sanitation
<b>Para mouza headman</b>	: 'Village'. According to Community Empowerment guidelines by UNDP-CHTDF, a para must have three elements: one karbari, a definite boundary, and recognition from a mouza headman.
<b>PDC</b>	: Para Development Committee, community-based organisations facilitating community development activities (CEP and SDGG projects)
<b>PNDG</b>	: Para Nari Development Group
<b>PPNRM</b>	: Protection and Promotion of Natural Resource Management in the CHT (TUS project)
<b>PPSP</b>	: People's Participatory Strategic Planning, a process for creating community development plans
<b>QIF</b>	: Quick Impact Fund. Funds for development activities with immediate gains distributed to each PDC by UNDP-CHTDF (CEP project)
<b>Traditional leaders</b>	: There are three levels of traditional leaders in the CHT : 'karbari' at village level, 'headman' at mouza level, and 'circle chief' at circle level
<b>Tripura</b>	: Third-largest group of indigenous peoples in the CHT
<b>TUS</b>	: Trinamul Unnayan Sangstha
<b>UNDP-CHTDF</b>	: United Nations Development Programme - Chittagong Hill Tracts Development Facility
<b>UnFC</b>	: Union Facilitation Committee. Union-based committee working for community people on village selection, project approval and project implementation
<b>UP</b>	: Union Parishad. Lowest level of local government in Bangladesh
<b>Upazilla</b>	: Sub-district
<b>UzAC</b>	: Upazilla Advisory Committee. Upazilla-based committee working for community people on village selection, project approval and project implementation (CEP project)
<b>UNO</b>	: Upazilla Nirbahi Officer. He is Executive Officer of the Upazila.
<b>UnFC</b>	: Union Facilitation Committee.







## **Vision**

'To establish a society based on the values of social justice, equity and freedom, in which all people have full and effective participation in the development process'

## **Mission**

'To build up the capacity of grassroots communities, especially the disadvantaged and marginalized communities of the Chittagong Hill Tracts, towards improving their livelihoods and addressing other socio-economic issues in a participatory approach'

