

Annual Reflections **2011**



Trinamul Unnayan Sangstha
An Organization for Community Development

ANNUAL
REFLECTIONS
2011



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A woman with dark hair pulled back, wearing a purple and red striped shawl over a patterned top, is smiling and writing in a notebook. She is holding a pink pen. The background shows other people and greenery, suggesting an outdoor community setting.

Vision

'To establish a society based on the value 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'

Acronyms

CBO	Community Based Organization
CANDL	Community Action on Natural Resource Management for Decent Living
CEEDA	Community Empowerment and Economic Development Activities
CHTDF	Chittagong Hill Tracts Development Facilities
CMWSP	Community Managed Water Supply and Sanitation Project
EC	Executive Committee/Council
MDG	Millennium Development Goal
PDC	Para Development Committee
PNDG	Para Nari Development Group
PPNRM	Protection and Promotion of Natural Resource Management in the CHT
QIF	Quick Impact Fund
TUS	Trinamul Unnayan Sangstha
UNDP	United Nations Development Programme
UnFC	Union Facilitation Committee
UzAC	Upazilla Advisory Committee

Message from the Chairperson



I am very pleased to publish the annual report-2011 of Trinamul Unnayan Sangstha (TUS). Since its establishment, we led our mission successfully more than one decade as a non-governmental, non-profit and non-political organization.

During its years of work, TUS has undertaken various activities on livelihoods, natural resource management, environment, health, education, good governance, water and sanitation to assist the disadvantaged and marginalized communities, to build the capacity of grassroots communities towards improving their livelihoods and addressing socio-economic development issues through a participatory approach.

Over the years, TUS has achieved recognition and acceptance by various partners, government and non-government authorities, and community peoples, as a non-political and people-oriented development organization in the CHT. With this in mind, the visits of various high-level government officials in 2011 to TUS working areas, including the Chairperson of NGO monitoring cell to the Ministry of the Chittagong Hill Tracts Affairs, and TUS cooperation with local administration and local government institutions, are particularly notable.

We hope that this Annual Report will provide you with more details of our works in 2011. There have been both successes and failures. We faced numerous challenges in achieving our desired objectives. However, we believe that we were also able to take some basic steps towards the fulfillment of our vision.

Here, we would like to take the opportunity to express our gratitude to all development partners and stakeholders including donor, partners, local administration and government authorities of the Chittagong Hill Tracts, the NGO Affairs Bureau and Social Service Department, and others for their cooperation in implementing TUS activities. We would also like to thank the members of TUS and particularly our staff colleagues for showing dedication and commitment to bringing out the success in our work. We hope this will continue as we work to turn our vision into a reality.

A handwritten signature in black ink, appearing to read 'shakma'.

Shyamali Chakma
Chairperson
Trinamul Unnayan Sangstha

Message from the Executive Director



Trinamul Unnayan Sangstha is about to steps into its 15th years as a non-governmental, non-profit, non-political and people oriented organization. As an organization, we in TUS are accountable to the communities, stakeholders and development partners with which we work, and work for as well as committed to providing them with information on our activities. I hope this Annual Report-2011 will serve this purpose, and provide an overview of our works, our achievements, and our learning in 2011. In 2011, we focused on activities in the areas of livelihoods, natural resource management, water and sanitation, and 'Do No Harm'. In the past year we faced challenges, which we worked to overcome with confidence and patience. Besides, we also had many achievements, a selection of which I would like to share with you here.

Our first priority is increasing the livelihood opportunities of disadvantaged and marginalised peoples in the CHT. In 2011, under its Community Empowerment and Economic Development activities Project (CEEDA) and Community Action on Natural Resource Management for Decent Living(CANDL) we supported the income-generation activities of about 350 villages and Self Help Groups, including livestock rearing, fish, turmeric, ginger, and mushroom cultivation, honey beekeeping, community nursery, horticulture development, handicrafts and food processing.

We work to revive and strengthen traditional natural resource management systems of local communities, by drawing on indigenous agro-forestry practices. In 2011, through our 'Protection and Promotion of Natural Resource Management in the CHT' project (PPNRM), we worked to organise and build the capabilities of community organizations and traditional leaders in seven villages, enhancing their capacity for development activities supporting the sustainable management of natural resources in the villages.

Our approach to water and sanitation includes a combination of awareness-raising activities, hardware technology transfer to improve community access to safe drinking water and sanitation facilities, and capacity-building of community leaders to increase their ability to manage community-led safe drinking water and sanitation programmes.

Through 'Do No Harm' (DNH) tools into its development activities to lessen conflict of interest amongst beneficiaries in the transfer of development aid, in order to ensure the effectiveness of development activities, and the fulfilment of development objectives.

In 2011, through these activities, we worked towards achieving our Vision and Mission, in which all people have the opportunity and capability to participate in the development process. We look for the help and support of the entire development partners, stakeholders, government, local government institutions, traditional institutions, Medias and donors in carrying forward our mission.

A stylized, handwritten signature in black ink, consisting of several loops and a long horizontal stroke.

Ripan Chakma
Executive Director, TUS

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Working Areas of TUS



Projects & Programmes



Community Empowerment & Economic Development Activities (CE&EDA)

Since inception of the CE&EDA project by CHTDF-UNDP, TUS has been responding to the needs and concerns of the diverse hard to reach communities of Khagrachari Sadar and Laxmichari Upazila. It's the largest ongoing development program of TUS, has been operating in 328 PDCs and 107 PNDGs under 8 Unions of 2 Upazilas in Khagrachari Hill District. The program carried out by 61 staff. TUS works with Union Facilitation Committees (UnFC), Upazila Support Teams (UzST) and Upazila Advisory Committees (UzAC) to implement the project and support community activities. The total numbers of beneficiaries are 76, 205 organized under this project intervention. A small grant from CHTDF-UNDP is allocated for each PDC and PNDG. By using the grant PDCs & PNDGs implement various income generating projects on different areas 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 schemes are collectively determined by community people of PDCs and PNDGs. In the reporting period assistance was extended to 19 PDCs and 19 PNDGs as peri-urban communities in Khagrachari Sadar Upazila.

CE-EDA at A Glance: Since 2005

Number of staff: 61, Male: 44, Female: 17 (37 in Khagrachari and 24 in Laxmichari).

Small Grant for PDC's : BDT 400,000.00

Small Grant for PNDGs : BDT 200,000.00

Small Grant for Rice Bank (RB): BDT 140,000.00

Small Grant for ADB: BDT 200,000.00

Project Location: Khagrachari Sadar Upazila and Laxmichari Upazila of Khagrachari Hill District.

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

Total PDCs: 184 in Khagrachari Sadar Upazila and 144 PDCs in Laxmichari Upazila.

Total PNDGs: 74 in Khagrachari Sadar Upazila and 33 PNDGs in Laxmichari Upazila.

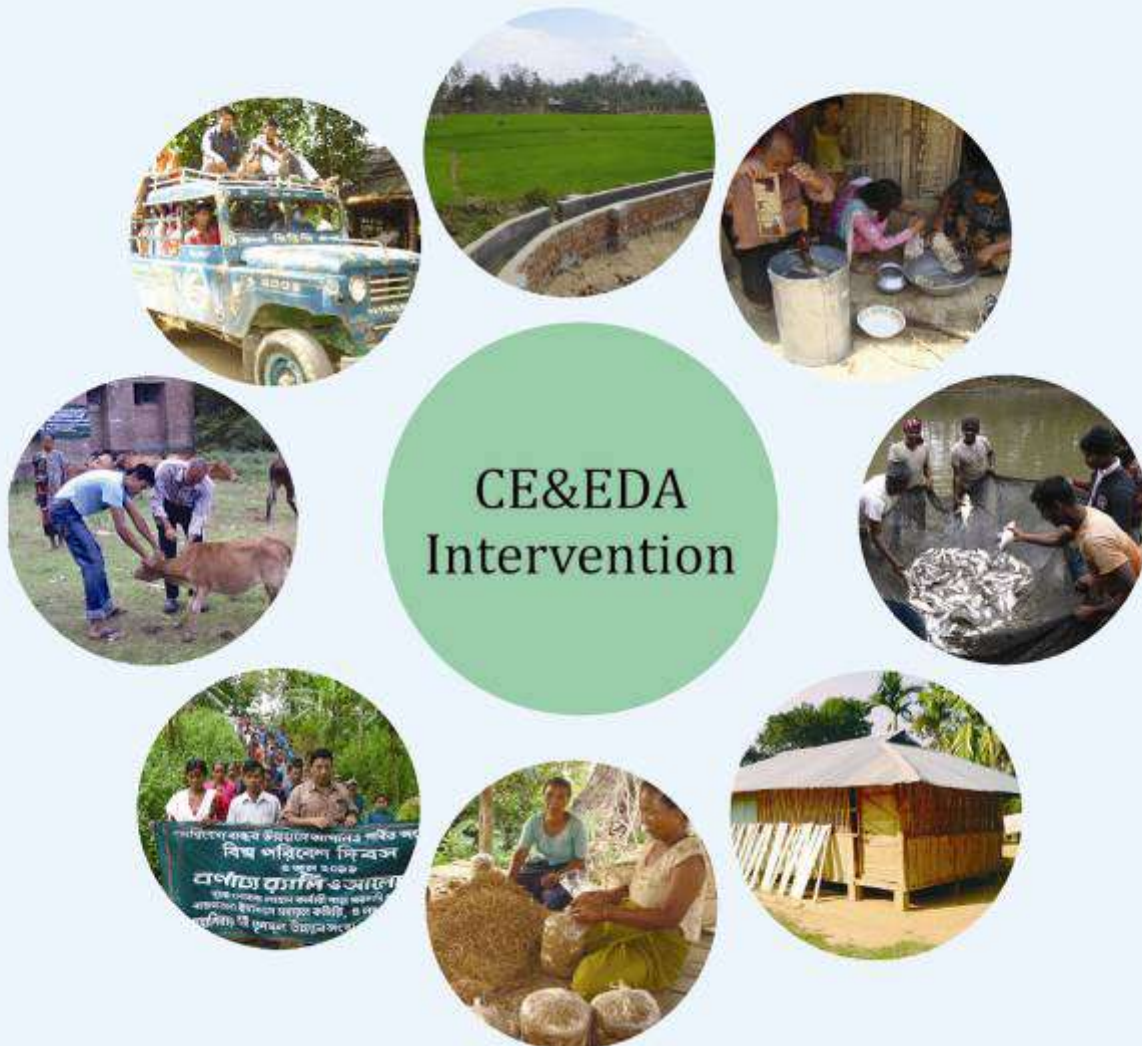


Inputs and Impacts ...

Institutional Capacity Building: PDC & PNDG Performance Improved

CE&EDA initiatives help to develop capacities of the PDCs and PNDGs so that they become self managed, empowered and are able to play an effective role in the community development and sustainability. During the year 2011 CE&EDA, TUS has offered a wide-range of support to enhance the capacity of PDCs and PNDGs in terms of meetings, trainings, experience sharing workshops including social awareness activities. For some extend many festivals and day observations were organized by TUS at Para and Union Level to empower the communities. The PDCs can now raise voices for the community empowerment and the members are now more aware of their role and responsibilities. Around 80% of the PDCs hold their monthly meeting regularly and take decision in participatory way for a better livelihood.

To encourage PDC and PNDG members and to adopt some innovative ideas from each other TUS supported to organize exposure visit within CHT and experience sharing meeting among participants. A team of 15 members





from Khagrachari Sadar Upazila visited Barkal Upazila, the working of the same project implemented by SAS, Rangamati Hill District. On the other hand, a team of 15 members from Laxmi Chari Upazila visited the working of the same project implemented by TAZINGDONG, Bandarban Hill District.

As a part of service for capacity building, TUS also facilitated communities to organize different kinds of need-based training on agriculture, horticulture, livestock and fisheries in support with GoB service providers. A good number of PDC and PNDG members are keeping regular contact with Local Government Organization. The government officials are also showing interest in their activities and participating in training sessions and workshop as resource persons. Performance of the PDCs and PNDGs has improved in all aspect. They are now more organized than before. Local communities are increasingly involved to receive govt. services form the local government. Access to social and economic services among target communities is improved. But still they have a long way to go for complete empowerment. Still some of the PDCs are dependent on the project staff, especially in keeping records updated. Many PDCs are unable to write properly for better communication. They need to improve more in financial management for sustainability and need to be identified new avenues for income generation in future.

Support for Establishing Rice Bank: Improved Food Security

Establishing Rice Bank in need basis is an innovative idea of the CE&EDA activity towards ensuring food security of the community people. A small grant of BDT Tk. 1, 40,000 from CHTDF-UNDP is allocated for each PDC to establish Rice Bank. TUS assisted 145 PDCs to establish 'Rice Banks' with the support of UNDP-CHTDF. The main objective of this initiative is to store Rice during the peak season and use them when required or during off season of rice production. The beneficiaries themselves prepare guidelines for the sustainability of the Rice Bank. TUS organized 18 trainings for the caretakers of the Rice Bank to enhance functional knowledge about rice preservation and protection. The project has brought a positive change in regard to their food security. This year around 4500 families directly benefited from this small initiative which could be replicated in other villages and communities. The efforts of CE&EDA contributed to a better living of the people, yet many communities and villages not covered by this ideas are under the threat of food insecurity.

Support for Income Generation Activities: Improving Livelihood

To increase income generation opportunities and to support economic development among the communities, TUS supports disbursement of a Quick Impact fund from UNDP-CHTDF to each PDC. With this financial assistance, communities develop and implement a wide range of income generation projects, such as livestock rearing, fish culture, homestead gardening and small enterprise. To support income generation activities TUS organized trainings on cow rearing, fish culture, mix fruit gardening and various agro based training with support from government line department officials, including horticulture, livestock, agriculture and fishery department. The trainings have increased community skills for the implementation of income generation activities which have helped to build relationship between government service officials and communities. TUS always provides assistance in project planning and technical support for project implementation as required in conjunction with government line departments. The projects have increased the source of income in communities and contributed to collective savings and capital to be used for future development activities. Through this project communities and local governments also are capable of implementing and supporting each other for community development activities.



Economic Development Activities (EDA): Enhancing Entrepreneurial Competency among PDC members

EDA has been in operation since 2010 with the aim to increase income level of the targeted people by enhancing their productive capacities and opportunities. The program also promoting knowledge in the area of food processing, market linkage and value added techniques through organizing specific training for the specific issues. During the year 2011, TUS provided 3 types of EDA trainings to enhance the capacity of the selected entrepreneurs such as production, processing and preservation, marketing linkage and knowledge sharing workshop. TUS also supported to arrange special training on Honey Bee Keeping and Mushroom. Around 96 people received those training in this year. Among them 59 persons proved to be potential entrepreneurs of them 40 male and 19 female. These entrepreneurs were selected following some criteria and guidelines supplied by CHTDF-UNDP.

EDA program has created a new dimension for the micro enterprise development at community level. It has been facilitating the entrepreneurs to develop effective functional linkage with GOs, NGOs, Bank and other agencies to avail services for enterprise development. A process of forward and backward linkage was initiated for promoting product and services in the CEEDA working areas.





Initiatives by PNDGs: Increased Active Participation of Women

To encourage equal participation of men and women in community decision-making TUS delivered gender awareness program in each of the paras in which it worked in 2011. TUS also organized Gender Training for specially 107 PNDGs. The trainings and awareness sessions increased the gender sensitization of the participants and increased participation of female community members in PDC decision making process. On the other hand, involvement with PNDGs has helped the women members gain self confidence. They become more aware about their role and responsibilities for their families and increased women voices. Majority of the female members are directly involved in Income generation activities which has elevated their position within their family as well as in the society. In order to maintain gender knowledge in the community, various programs were taken during the year. Support was extended for legal aid, observance of International women's day. Around 214 members attended training on Gender and 328 awareness sessions which were arranged at Para level to highlight gender issues.



A Case Study ...

Training Motivates and Prepares a Mindset to Step up, Take Responsibility for Sustainability

In 2005 Pratap Para Unnayan Committee was formed and Tatuli Marma, aged 32 was selected as the Treasurer of the committee. It was not easy for her to understand about PDCs, PNDGs and other initiatives taken by the CE&EDA project. At the beginning she didn't give consent to be the Treasurer as she was not aware about the role and responsibilities of her position. Even then she was selected as none of the community members fit for the position. Eventually, as part of deliverables, TUS organized capacity building activities for PDC & PNDG members such as PDC Management Training, Financial Management Training, Gender Training and Awareness Program etc. Gradually, she received those training and became to know about her duties and responsibilities well and became very sincere for community development. After receiving the trainings, she started keeping record of all documents and financial expenditure as a treasurer. But sometimes she faced new problems to keep record and need support form

Community Facilitator. TUS again organized refreshers trainings on PDC Management, Financial Management etc. for PDC executives and she participated in those trainings. Now she feels more confident to deal PDC activities and project initiatives. *"I hope that our project activities will run properly and smoothly in future and the community will get a good result from this project"* says she happily during interview. *"Now I can manage myself to update all register books. It is necessary to provide different kinds of skills to the other members of PDC also for developing the capacity. The trainings change the group dynamics and mind set which really helpful to increase ownership"*. Now she can update all the documents of PDC and PNDG in short time and more accurately. After a year ending assessment of PDCs, Pratap Para placed successful PDC category. They have recently taken Organization Development training and preparing their long term plan for future sustainable development.



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

In the background of high rate food insecurity and hardship among the marginalized Ex-Jumia and other local poor families due to land alienation and other causes, we work to strengthen local communities' control over land and resources by creating livelihoods opportunities in the areas including nursery & agro forestry, food processing and handicrafts.

Inputs and Impacts ...

Orientation Sessions: Institutional Capacity Enhanced

With the weak groups in focus, all active groups were provided with refresher sessions on group operation and were facilitated in book keeping and official documentation & communication. Besides, Group Development Fund operation was instigated through motivational inputs. Preparations of short term group plans were facilitated in monthly meetings attended by Community Organizers. The tendency of savings was poorly reflected in previous years due to income shortage, but the earning groups started to deposit a part of their income in the group accounts in 2011. Some group members demonstrated boosted capacity in taking up individual business on nursery and handicrafts. Group members took initiatives on other types of income generation projects like fisheries. As representatives, the group members inquired on the necessary information to the government offices. Official communication skills of the beneficiaries also increased through refresher sessions on the book keeping and group management.

CANDL at A Glance

Number of staff: 8 (Male: 7, Female: 1).

Total Groups : 60

Each Nursery SHG's grant: Tk. 50,000

Handicrafts SHG revolving fund: Tk. 7,000

Project period: From 2009 to June 2012

Total grant : Tk. 1,01,85,409.00

Direct project beneficiaries: 600 (241 M, 359 F)

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

Funded By: Manusher Jonno Foundation

Skill Development Trainings: Technical Livelihood Skills Developed

To endow the Self Help Group members with Technical skills, TUS provided several trainings. 2 trainings held on Mushroom cultivation and 2 on Honey bee keeping. Besides, the food processing groups were provided with more than 30 informal trainings on agro processing. Regular technical support for the nursery groups and food processing groups helped the groups stay in stable income. These supports include problem solving during inter culture operations at nurseries and vegetable fields, mushroom seed transfer to bigger commercial and household packs, honey bee keeping and collection of queen bee for the colonies set in the CANDL provided boxes. In the 2 day trainings on Mushroom cultivation held at TUS office and Panchari branch office, 20 participants attended from 9 paras of Khagrachari Sadar Upazila while 20 participants came from 10 villages of Panchari Upazila. The trainings were attended by equal number of male and female participants. Both the trainings contained one day theoretical and one day practical session. The trainings on Mushroom cultivation and Honey bee keeping were facilitated by technical persons of CEEDA and CANDL project. The training on Honey bee keeping took place at Chotonala para Kendra and Panchari Office. From Sadar Upazila, 20 participants from 10 villages and from Panchari Upazila, 20 participants from 9 villages attended. Informal trainings on food processing was run in 10 villages.

Support for Livelihood : Sustainable Livelihood Practices Adopted

10 Honey box with stands, 10 set of Honey bee keeping equipments distributed to the interested group members. For encouraging mushroom cultivation, 250 mushroom spawns distributed mainly to the members of food processing groups. Around 500 bigger spawns were prepared by the group members with technical support of CANDL team. For increased production, 7 centers were constructed in 7 villages of Khagrachari Sadar and Panchari Upazila. Seasonal vegetables and cash crop seeds, fertilizer, pesticides and other agro supports supplied to 9 paras. For the handicrafts group, the revolving fund operation was run throughout the reporting period. By 2011, active self help group of CANDL project sold out products worth Tk. 8,32,900.00 In this amount, the contribution of

Nursery was Tk. 4, 60,200 ; Contribution of handicraft group was Tk. 3,13,600 and food processing group sold products of Tk. 59100. Besides the nursery groups saved Tk.20000 as group development fund. By the reporting period, CANDL SHGs consumed self produced vegetables and processed foods worth Tk. 100000 for dealing with the malnutrition and food scarcity problem. The income level of around 300 active members increased by 20%-50% in comparison with the baseline income. Furthermore, the members were able to earn money or be productive who did not have the capacity to earn or being productive before the intervention. The trend of accepting the CANDL activities as full time profession wadoubled in 2011 compared to 2010. The members of Chotonala Self Help group are working almost for full time and implementing extended supporting projects like fisheries.





Revolving Fund and Promotional Support for Handicrafts Groups: Indigenous Handicrafts and Food Items Promoted

Handicraft groups received new designs from CANDL for making handicrafts. Besides, practice of the weaving of nearly extinct weaving style e.g. design cloth-ALAM was also encouraged through collecting orders for the craftswomen. This helped the indigenous women to overlook the challenge thrown by the commercial machine loom clothes with cheaper cost and high availability in the market. As a proof of success of the promotional campaign, one of the food item was recognized as a quality food in the UNDP CHT award of excellence held in March 2011. Manusher Jonno Foundation awarded Rudra K. Tripura, one of the CANDL group members, a contributor in the area of Indigenous Handicraft promotion. Rudra was discovered by CANDL in 2010. His activity was confined in making and selling bamboo crafts. Through CANDL motivation he started to teach the small children and other interested individuals. Multipurpose belt-a CANDL designed piece of handicraft became famous to Bangladeshi Nationals and foreigners. The craftsmen were also motivated to work on popular plastic crafts making and bamboo-plastic tool (Mora). Through CANDL initiatives, some members got the opportunity to learn more on sewing.

Food Processing: Food and Income Insecurity of Women Reduced

Unlike other direct supports for food security, CANDL provided trainings to the beneficiaries on food processing so that they can use the skill for dealing with seasonal food and nutritional crisis. With the chips, pickles and Jelly they can prepare, they provided food supplement for their children in crisis time. Supports for seasonal vegetable cultivation and homestead gardening also helped the nursery group members to handle food security problems. In the first quarter of 2011, banana chips became very famous in Khagrachari and at National level as a feature was published in a National Daily-Prothom Alo. The banana chips makers started getting huge orders from different offices and organizations. New and unique products like cauliflower pickle were planned and brought out by CANDL team and these ideas were introduced to the beneficiaries. In some villages, people started to use the chips and pickles as substitutes of commonly found food stuffs. The number of women with skills on food processing increased. They participated in the Trade Fair organized in Khagrachari stadium and sold out products of around Tk.50,000. They also were present in the stalls of the agro fairs organized in Panchari and Khagrachari by different organizations including TUS. For some of the women, food processing became a full time profession. This created a source of stable income for the rural poor. CANDL team also motivated different organizations to buy foods from CANDL food processing groups for village level programs. This also helped the beneficiaries earn more. Coming out of

support dependency, the groups started to engage themselves in local level business. CANDL group members established hotel and food shops in local level fairs like Shiva Mela. Capacity of undertaking food processing based ventures was demonstrated by some of the groups.

Day Observation: Awareness Level on Livelihood Issues Uplifted

Awareness on a set of important areas including gender, tree plantation, group management and book keeping, natural resource management was raised through orientation sessions conducted by the CANDL staff as a part of regular activities. Besides, World Environment Day was observed on 5 June at Panchari and Khagrachari Sadar Upazila. Programs included Rally, Community Dialogue and agro -material distribution. The beneficiaries were enriched with a lot of valuable information on environmental issues and their responsibilities to take in this regard.

Plantation Schemes: Sustainable Land Use Mode Adopted

55,000 saplings of different fruit and timber species were available in group nursery beds and group members individual custody. The assumed market value of the saplings is Tk. 11.00.000.

Nursery self Help group members planted 3000 saplings of fruit and timber species in registered and traditionally owned lands by which their control over 15 acres of unused / fallow lands strengthened.





A Case Study ...

Niharika finds her way forward

Niharika married a farmer with little land entitlement. The beginning of conjugal life was not in extreme hardship. But the reality knocks the doors of her family when 4 of her daughters born one after another. Niharika aware about education and she prepared her kids to go to school. Hard works increased to meet the needs for kids and family crisis crawled in from different corners of life with time. At her 45, she looks older than the age. She and her husband engaged themselves more in cultivation activities for more income but could not look after her daughters properly. It hampered to the education of their kids. Niharika, a thoughtful mother was looking for better options for a decent livelihood that will fit with her life.

In 2010, Niharika received training from CANDL project of TUS on making chips, pickles and other processed foods. CANDL also supported providing some materials and food processing equipment set to the food processing group in which she had membership. CANDL continued technical support. Noticing that the people buy her chips and children looking for her at home for chips, she started selling chips at the shops near the school. She is more careful now about her market. She started selling at agro fair, school ground etc. Last year she managed to sell out chips and processed foods of more than Tk. 3500 in the agro fair. It lifted up her confidence level and she determined to take up food processing as a regular profession. She started making chips and other food items on a regular basis according to the local and outer demand. Her chips came very famous in her area. She was able to create a regular demand in local market. This helped her to cover up the increased cost of education for her daughters. She became empowered as a decision maker and direct financial contributor to the family. Now it is increased her regular sale amount of Tk.3000.00 per month. Niharika felt that she have found the desired way forward of her life. "One day a woman from TUS approached to me and said about training to join"said Niharika in an interview. She added, "I thought it was a fun but I agreed. Later on I realized she was goddess like in my life to bring a dream to be changed".



Community-Managed Water Supply and Sanitation Program in the Rural Chittagong Hill Tract (CMWSP-CHT)

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. The Project is funded by European Commission and Supported by NGO Forum. Remoteness, unserved and disadvantaged of the communities was the base of prioritizing working area. The main objective of the project is "To contribute reduction in the incidence of water and excreta borne diseases in the target communities and thereby contributing to improve in the overall public health condition of the rural poor of Chittagong Hill Tracts (CHT)". The project is implemented with the help of 'Union WATSAN Committee', Village Development Groups (VDGs), responsible for identifying community water and sanitation needs, carrying out awareness raising activities, and installing new water and sanitation facilities.

Inputs and Impacts ...

Access to Safe Water Increased (Hardware Activities): Improved School Going Status of Children

This service includes installation of different types of suitable water technologies in appropriate place of the project area. However, this part is done under the supervision of NGOF directly. TUS supports only in the selection process of places for technology installation. In the following year 2011 TUS supported to install 1 shallow tube-well and 5 Rain Water Harvesting (RWH) system and 2 Ring Wells in 8 villages, allowing about 160 people to easily access clean drinking water. at short distances has significantly affected people's daily routines. Families can spend more time together and community members are able to observe social obligations and religious rites and customs. The impact on education was reflected most clearly in the results of the focus group discussion in the VDG meeting of Debamitra Para. Here only about 10% of all school age children are sent to school because they are needed to help their families in fetching water, taking animals to water sources, and collecting firewood for home consumption. The families require child labour as a mechanism for coping with the hardships of village life. Also, low incomes do not allow them to cover school expenses (exercise books, clothes, etc) for more than two children per year and the majority of households have more than four children. In the Belale elementary



school, girls constitute only 15% of students and many of the children who are in school come in late due to duties such as watering animals. Students are absent from school two to three days per week to take cattle to water sources that typically involve a six-hour round trip. This service directly improved the access to safe water. Absenteeism and drop out rates are therefore high, with nearly one out of every five students dropping out during the school year. Additional reasons for absenteeism included malaria, common colds and eye diseases. In contrast, after the introduction of water points, school attendance increased in Mirzabila School yard particularly among girls, and punctuality improved across all reference communities. Without safe drinking water it was also very difficult to attract and retain adequately qualified teachers, but now the chances of teachers accepting postings are much higher:

CMWSP at a Glance

Target Beneficiaries: 4155

Project Staff: Three (Male two, female one)

Working Area: Panchari Sadar Union

Funded By: European Commission

Supported By: NGO forum for Drinking Water Supply and Sanitation.

Access to safe Sanitation Practices: Increased Improving Health and Hygiene Scenario

This service includes installation of different types of suitable latrine technologies in appropriate place of the project area. Reference communities accomplished with suitable latrine materials such as Platic ring slab, RCC ring slab etc. As per need and suited for their surroundings.

Children in Panchari no longer need to walk through the bush in the early morning to fetch water, which had previously led to numerous cases of insect-bites. In reference communities, Schoolchildren wash their uniforms about twice per week, compared to control communities where clothes washing ranged from once everytwo to three months for dresses, trousers and shirts and two to three times per year for traditional clothing called Burgi, bed sheets and blankets. Experience in Mirzatila showed how hygiene awareness campaigns need to be addressed by Village Development Groups. A latrine programme was introduced and householders started to be efficiently sensitized to use latrines rather than defecate in the open. However when the latrines became full, there were no systems in place to deal with this. Hence, open defecation practices resumed. Children play important roles in hygiene awareness. When they are taught in school not to defecate in the open, they bring this message home and 'convert' the adults. But in some of the places, there were no latrines or urinals in the schools and so students' new awareness could not be translated into new practices.

Mobilizing Community Change (Software Service): Increased Gender Sensitivity

The project covers ten wards as a part of software activities which includes Monthly Meetings in VDG level, Courtyard Sessions with Female Groups, Community Meeting with Male & Elite Group, School WatSan Programme, Popular Theatre, Rally & Miking

and Meeting with the Union Parishad (Local Government). The following table shows a clear picture of software intervention of the project for the year covering form January - December 2010:

Sl.	Activities	Unit	Male	Female	Total
1.	<i>VDWG meeting</i>	120	826	214	1040
2.	<i>Meeting with Male group</i>	24	480	0	480
3.	<i>Meeting with Female group</i>	24	0	489	489
4.	<i>Elete meeting</i>	12	79	96	175
5.	<i>School Watson Program</i>	12	720 (apx.)		
6.	<i>Hygiene Promotion Rallies</i>	12	820 (apx.)		
7.	<i>Cultural Program</i>	12	865 (apx.)		
Total (direct) Beneficiaries.			3689		

Last year, TUS organized 30 group meetings for women and 44 meeting for men, with more than 950 participants overall. In the meetings the groups discussed small changes to sanitation, hygiene practices, such as hand washing which have big impacts of people's health and gender issues. The groups encountered difficulty in recording changes in gender roles following water and sanitation interventions. In telapara, there was some indicative evidence suggesting changes in gender roles. In



instance, men had begun to participate in the traditionally female role of collecting water. On the other hand, women in chakma communities took over roles traditionally assigned to men, such as the operation and maintenance of handpumps,..... . There have been general improvement in community awareness of gender roles, those related to the home (child rearing, house cleaning, food preparation) were still considered women's responsibilities. On average in reference communities now are spending less time collecting water, other duties or new livelihood opportunities have only changed, not reduced their workload. However, women has now become sufficiently empowered to negotiate with financial institutions and the local community administration. Women acquired new livelihood skills that also improved their social standing and status.

Community Awareness Raising and Cultural Programs: Improved Socio-Cultural Life

Last year, TUS organized thirty community -wide awareness raising programs, ten rallies and miking programmes promoting good hygiene ,using indigenous languages so communities could easily understand ; and twenty cultural programmes , i

ncluding dramas ,songs ,dance ,and hygiene promotion activities . Equally important are the changes brought about in the socio-cultural life of villagers. The reference communities across the targeted areas measured the introduction of water points in terms of improvements in the quality of their family life. Mr. Doyal Kanti Chakma from Okkoy Member Para said that women no longer needed to wake up as early as 3am to look for water. "Our wives," he said, "can now lay with us till daybreak." More attention can be given to domestic duties and in some cases; children are able to spend more time withtheir mothers by taking lunch breaks with the family. The time saved is obviously reallocated to other activities. In the Muslim communities in Muslim para can now pray five times a day, and even wash before praying. In periods of water shortage, prayers could only be observed once each day. Communities find more time to interact with each other, participating in funerals, marriage ceremonies and other social activities. The misery of living without water points nearby is clearly remembered by Dipti Chakma Colony Para said, "Prior to 2000, I used to travel one to two hours to fetch for drinking water during September to January, and February to June. I went from dawn till dusk without food and rest. Until I came back home there was no one to take care of my children."



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

The Chittagong Hill Tracts of South-Eastern Bangladesh is a region of hills, valleys and rich biological diversity. The region is marked by its enriched natural resources. The geographical landscape accommodates limited cultivable land making proper management of Natural Resources essential for poverty reduction amongst rural hill communities. In this context, the project aim to use the indigenous practices of local communities to revive and strengthen traditional Natural Resource Management Systems in the CHTs

Inputs and Impacts ...

Strengthening Institutional Capacity: PDCs are Ahead to Sustainability

To formulate Community Action Plans in participation of 140 people from five newly selected villages, 5 workshops were held in five villages. Accordingly, in the year of 2011 the beneficiaries received trainings on Leadership Development, "Facilitation Skill Training" and Entrepreneurship Development . TUS also supported communities through organizing workshop on Participatory Monitoring and Evaluation and, Financial Management.

The Community Action Planning workshops helped the communities to come up with 3 year action plans containing plans for dealing with the issues like income generation, health, water and sanitation, education, management of community solidarity fund, forestation and natural resource preservation. Beneficiaries become more confident and able to conduct meetings independently as a part of project activities. Financial Management trainings provided practical knowledge on financial issues and maintaining the books of accounts to the members of Para Development Committees. The Training on Facilitation skill introduced the participants with facilitation skills using PRA method, FGD, individual contact etc. Training on Facilitation has increased awareness and improved activities for information commutation, monitoring & evaluation at PDC level. From the Community Solidarity Fund, families can borrow money to start income generating activities like vegetable gardens or for use at times of emergency need. The workshop on LCP-Do No Harm (DNH) approach provided participants the tools for

identifying factors affecting societal tensions; designing development activities that seek to reduce the sources of these tensions; and monitoring, evaluating and re-designing activities and decisions from the DNH perspective. As a result of all activities communities now advanced toward sustainability of the project on decision making, communication with different service holder and maintaining records updated.



PPNRM at A Glance

Number of staff: 11

PIC: 1 (9 members)

Total PDCs : 7

Total CSFs : 8

Mouza Advisory Community: 1

Project Period: Jan 2011 to Dec 2013.

Total Grant: Tk. 40,80,000

Project Beneficiaries: 1523

Total House Hold: 392

Working Area: 7 villages in two Unions of Kabakali and Merung Dighinala Upazillas

Funded By: MESEREOR



Awareness Raising & Legal Counseling: Community Became Aware about their Legal Rights

TUS organized experience sharing sessions on Natural Resource Management at Jorabridge & Rejabchara Buddha Bihara. TUS also organized rally, discussion sessions and human chains along with various Day Observations such as World Environment Day at union, upazila and district level. The community people, children, students, teachers, businessmen, elected leaders, government line department officials and NGO officials have actively participated in those events. A member of Khagrachari Bar Association facilitated workshop on land registration process which is crucial for the communities. The workshop has an understanding of their legal rights and secures ownership of their land. Registration process is one of the vital means. With the purpose of sensitizing communities on legal community ownership of land, TUS conducted two-day trainings on 'Legal Counseling for NRM. Ad Anupam Chakma, Secretary, Khagrachari BAR Council Association, Khagrachari District, facilitated the trainings. All community people of the seven villages received the training.

Inspired by the successful experiences, the villagers started looking for better options for the natural resources they have around. Enriched with information provided to the community people on different issues through the events of Day Observation, they are now able to make better decisions regarding the lifestyle and livelihood related activities. The trainings on Primary Land registration process has increased awareness and 35 families from Khatrapur para Konakhali Union Dighinala Upazilla approached Head man, Upazilla land office and UNO office for 1 year registration.

Orientation on Gender: Reduced Gender Discrimination

The training on Gender & inheritance rights and refreshers was conducted at village level. The main objective of the training was to learn about the difference between gender & sex, causes of discrimination in relationships between men and women's social responsibilities etc. Man and woman work together increased than before. The disparities between man and woman reduced on ownership, social values and discipline of the para. There is also observed a remarkable change in attitude of the people in respect of gender.

Technical Skill Development: Confidence Level of the Community Improved

TUS arranged workshop on 'Honey Bee Keeping' Training, Nursery Management, Tree Plantation' and Water & Fertilizer under the PPNRM project. To support these project activities resource persons from govt. line department were invited along with TUS respective technical expert. With combine facilitation process the trainings successfully achieved targets and aims. PDC members are working to prepare a community nursery in all seven villages. PDC members in each of the villages have worked to select an agreed site for the nursery, and are now collecting and planting seeds and saplings in the nurseries. The training also helped to build good relationships between communities and the Government line department officials.

Support for Stable Livelihood & Indigenous Knowledge Promotion: Helped communities to increase productivity

Training on Indigenous knowledge, Women knowledge and Sustainable Development was conducted in the respective paras of the project. The training aimed to retrain and encourage protection of natural resources in communities, particularly through using traditional indigenous practices such as community forestry and drawing on women's roles and knowledge of NRM, such as seed preservation systems. Mixed Fruits Garden was one of great importance in all over the project areas.



Other Programmes & Approaches



Gender crosscuts all intervention

In 2011, TUS adopted the gender policy and organized orientation on the policy among the staff members. The Gender Committee formed for policy implementation monitoring was active in following up the decisions taken at different levels for checking gender aspects uplifting the 7 key beliefs and issues including staff understanding of gender, recruitment, staff development, safety and security, sexual harassment and organizational decision making. TUS thought of going beyond the organizational arena and working for the communities in this regard.

For addressing gender concerns in the communities, TUS took many initiatives for raising awareness, encouraging women's participation, supporting women-run development initiatives. Among others, we went for gender orientation, trainings, observing international Women's Day. Ensuring Men- Women equal participation at all levels of initiatives was a priority. TUS was more focused on the activities and ventures undertaken by Para Nari Development Groups. Special initiatives of women were usually depicted as extra advantage for them. TUS was keen in portraying those as positive discrimination as part of gender sensitive action. Discriminatory wage structure for men and women was one of the key concerns of earning rural women. TUS included this aspect in trainings and orientations for building equality and solidarity. In many cases it was found that women entrepreneurs received more positive supports from men at household and community level.

Do No Harm approach

TUS took on Do No Harm as an approach at all levels of planning, monitoring and evaluation process. Most staff of TUS, being oriented on the approach, could apply it in their day to day decision making. This approach was introduced at the community level also. Community based organizations like Para Development Committees and Para Nari Development Groups also were able to use the concept to some extent. This approach helped TUS to formulate and adopt right strategies and action plans in not only the general post conflict settings of CHTs, but also helped to address the structural conflicts like gender discrimination and violence against women. The magic mantra of always looking for better and less harmful options inspired the staff and governing body of TUS. Besides practical application, TUS was able to participate and contribute at South Asia regional level activities including Trainers Convention, coordination meetings, and sub committee meetings operated by LCP South Asia Network comprising the organizations from Bangladesh, India, Pakistan and Nepal. TUS focal person on LCP-DNH was selected as a member of the subcommittee on the Trainers Collective formed for setting a formal and active platform taking the active trainers who received regional level Training of Trainers (ToT) on DNH. 2 of the ToT trainers facilitated local level DNH orientation workshops held in Khagrachari. One of them worked as a resource person in the Joint Assessment process that took place at the Network member organizations. TUS was actively contributing all the way in internal and regional level activities.

Challenges

Implementation experiences to date revealed gaps in effectiveness with which beneficiaries have performed, including weak capabilities of PDC members to manage and coordinate development and at community level to identify, prioritize, successfully implement and sustain projects.

Adoption of new livelihood practices by the beneficiaries was hurdled by marginality, extreme poverty and political turmoil. Most of them could not go out of daily regular activities to pay full time in project options of livelihood.

Communities involved in project execution committee sometime intend to be corrupted which has caused prejudice to the planning, participation and implementation processes. Accountability mechanisms appear weak as a result of inadequate mechanisms for communities to exact public accountability.

In general, since capacities for PDCs to monitor and evaluate projects are inadequate, M&E mechanisms are not well developed. At the community level, there is a lacuna in terms of who and how projects should be monitored. In addition, there is a glaring lack of record update and retrieval systems for enhancing financial management.

The ever-changing nature of our economies and organizations creates uncertainty on development priorities with framing limited resources. One of the most frustrating experiences a project manager can suffer is managing those priorities (Qif for PDC & PNDG, Rice Bank, Rice Bank, QIF, ADP, FFS, Non-FFS etc.) within the same environment - while the project is being implemented. We refer to this type of project change as Strategically-Driven Scope Creep. This can seriously impact the entire project.



Conclusion

Community empowerment is important as it demonstrates the result of effective relationships and engagement between service providers and the beneficiaries. TUS always defines what is thought to be important for the effective future development and implementation of community empowerment in CHT and provides guidance to community to effectively work together in the future. This is not prescriptive but aims to harness the current good practice found across the public sector and frontline workers in a more cohesive way. In 2012, TUS will continue to combine awareness -raising activities through its projects to be implemented targeting MDGs. We will use a range of methods to increase communities understanding of health and hygiene, natural resources those most suitable for their needs.

TRINAMUL UNNAYAN SANGSTHA (TUS)
Consolidated Balance Sheet
As at 30 June 2011

PROPERTY AND ASSETS:	Notes	Amount in Taka
Fixed Asset	5.00	2,155,121.26
At cost less Depreciation		
Current Assets	7.00	
Cash and Bank Balance	7.01	3,367,245.00
Balance lying with close project	7.02	469,104.00
Loan	7.03	97,000.00
		3,933,349.00
		Total
		<u>6,088,470.26</u>

FUND AND LIABILITIES:

Fund Account

Balance as on 01 July 2010	5,312,443.81	
Add: Excess of Income Over Expenditure		
Transferred from Income and Expenditure A /C	736,026.46	6,048,470.26
Loan & Advance Account	8.00	-
Provision for Audit Fee	9.00	40,000.00
		Total
		<u>6,088,470.26</u>


Attached notes form an integral part of this Financial Statement.


As per our annexed report of even date.


Finance & Admin.
Trinamul Unnayan Sangstha

Dated, Dhaka
18 December, 2011




Executive Director
Trinamul Unnayan Sangstha


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



TUS Photographs







Trinamul Unnayan Sangstha

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