

# WSSCC

## Global Forum on Sanitation and Hygiene

INSIGHTS ON LEADERSHIP, ACTION AND CHANGE



Final Report with training & resource DVD included



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## NOTE TO THE READER

The first-ever WSSCC Global Forum on Sanitation and Hygiene took place in Mumbai, India. From 9-14 October 2011, WSSCC brought together some 500 sanitation and hygiene professionals and WSSCC members, as well as communicators, educators, health professionals, architects, academics, social entrepreneurs, philanthropists, leaders and professionals from other disciplines. The event was kindly co-hosted by the Government of India and the Government of Maharashtra and made possible by the generous support of WSSCC's donors and partners.

Following the Forum<sup>1</sup> this publication, *Insights on Leadership, Action and Change*, has been developed as a comprehensive work of reference, primarily targeted at WSSCC members, sanitation and hygiene practitioners and policymakers. As such, it seeks to further complement and build upon the *Highlights of the Forum* report, published immediately after the Forum in October 2011, which provides a broad overview of events and key "take-home" messages.<sup>2</sup>

This report is centred upon the key themes of the Forum: Leadership, Equity and Inclusion, Behaviour Change, Accelerating Change and Partnerships.

To further enhance and facilitate knowledge sharing and learning, WSSCC has developed the *Toolkit 101: Sanitation and Hygiene*. *Toolkit 101* contains condensed interactive versions of training sessions and key thematic presentations undertaken at the Forum, together with a number of multimedia resources and additional background material. This resource is available as a DVD-Rom at the back of this publication.

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1. The WSSCC Global Forum on Sanitation and Hygiene is referred to as the "Global Forum" or the "Forum" in this publication.
  2. The *Highlights of the Forum* report is available electronically on [www.wsscc.org](http://www.wsscc.org) and on the DVD-Rom toolkit attached to the back of this publication.

# FOREWORDS

## From the Government of India

On behalf of the Government of India (GOI) and the Government of Maharashtra (GOM), it was a real pleasure to welcome more than 500 women and men from 70 countries to India and Mumbai to participate in five days of learning and sharing at the Global Forum on Sanitation and Hygiene. This meeting, with its focus on leadership, equity and inclusion, behaviour change, accelerating change and partnerships, provided a rare opportunity to take stock of why – with all the expertise, commitment and resources at our disposal – we are still struggling to reach our universal sanitation goals. Stories of extraordinary vision and inspiring others to bring about large-scale change made us reflect on what the sector needs beyond pits and pumps. The focus on behaviour change with equity reminded us that those usually left behind are the ones who need and deserve improved sanitation first.

The scale of the global challenge in sanitation remains significant and India bears a large part of the sanitation burden. Much has been achieved in the past decade, but there is much more to be done if the great Indian economic growth story is to be inclusive. From supply-driven approaches to demand-driven approaches, a wide gamut of strategies have been attempted across the country. A path-breaking initiative in Maharashtra in the form of *Sant Gadge Baba Swachata Abhiyan* introduced a competitive spirit among village panchayats – the lowest tier of local government – and became the precursor for the widely successful *Nirmal Gram Puraskar*, a rewards scheme instituted by Government of India. We are pleased that participants at the Forum were also given the opportunity to witness first-hand the sanitation situation through visiting communities in Maharashtra, a state that offers the full range of sanitation experiences ranging from successes in rural and urban sanitation, innovation



and cutting edge technologies, as well as enormous challenges in regard to the number of people without basic access.

The range of practitioners and partners at the Forum was a testament to the importance of sanitation and hygiene as the topic for learning and shared commitments. Clarity of vision, sincerity of approach, generation of dynamic ideas and above all a passion and commitment to the cause of sanitation is a *sine qua non* for propelling the movement. As John Quincy Adams said, “If your actions inspire others to dream more, learn more, do more and become more, you are a leader.” Let us will ourselves to inspire, to be the agents of change that bring dignity to our countrymen and women through improved sanitation and hygiene.

**J.S. Mathur**, Joint Secretary, Ministry of Drinking Water and Sanitation, Government of India [above left]

**Malini Shankar**, Principal Secretary, Water Supply and Sanitation Department Government of Maharashtra [above right]



## From the Water Supply and Sanitation Collaborative Council

That great moral beacon of our times, Nelson Mandela, invites us to judge the importance of an issue not by how glamorous or attractive it is but by how much good it does for how many people. On that basis, sanitation is one of

the most important issues in the world. At the WSSCC Global Forum on Sanitation and Hygiene, some 500 professionals from around the world – and especially South Asia and Sub-Saharan Africa – shared observations about the subject and some thoughts for the future.

This is an exciting time to be working in sanitation. Historically, sanitation and hygiene have been neglected and underfunded topics characterized by inconsistent approaches and policies, fragmentation and unclear responsibilities. In recent years this has started to change: the United Nations has formally recognized access to safe drinking water and sanitation as a human right, more organizations have become engaged in sanitation and hygiene, and new networks and initiatives have started. Media and political decision-makers are beginning to understand the huge benefits of improved sanitation.

The participants in Mumbai had a busy week. Their work at the Forum and beyond is helping transform sanitation from a minor, neglected, charitable development sector into a major, thriving area of human economic activity. This transformation is happening because people understand that sanitation improves their health, generates economic benefit, and contributes to

their social development. Their understanding is due to the hard work done by sanitation and hygiene professionals, including those at the Forum and those reading this report.

We all have a role to play. NGO workers, ministers, academics, civil servants, media professionals, donors, young people, the business community – all of us are leaders in this great movement on sanitation. Each person at the Forum was there because he or she wants to end open defecation; to achieve sanitation and water for all, and to make the world a wealthier, healthier and cleaner place for our children and grandchildren.

I respect the commitments and achievements of sanitation and hygiene professionals everywhere. I urge all of you to continue your good work in sanitation and hygiene. As we toil, we can all have the satisfaction of knowing that we are part of something bigger than ourselves.

With Nelson Mandela on our side, there can be no nobler cause.

**Jon Lane**, Executive Director, Water Supply and Sanitation Collaborative Council

# THE GLOBAL FORUM: A COLLECTIVE CALL TO TRANSFORM SANITATION AND HYGIENE

In an address to Forum participants, WSSCC's distinguished Chair, Prof. Anna Tibaijuka, stated that "a successful conference is a watershed of great things to come." In particular, she pointed to the successful Lake Victoria Region Water and Sanitation Initiative and Mekong Region Water and Sanitation Initiative established by UN-Habitat following WSSCC's 2004 Global WASH Forum in Senegal. Seen in this light, the first Global Forum on Sanitation and Hygiene was a landmark event for the sector and a glimmer of a wave of change and potential yet to be realized.

The Global Forum on Sanitation and Hygiene held 9-14 October 2011 in Mumbai, India, was not WSSCC's first prominent global meeting. Indeed, previous WSSCC-arranged fora took place in the 1990s and as late as 2004 in Dakar and are considered milestones in the annals of water, sanitation and hygiene work over the past two decades.

The world, however, has changed a lot since 2004 and this Forum was distinctive in many respects. It came at a time when WSSCC was answering a clarion call from its members and the wider sector to help share learning, knowledge and experiences, in order to accelerate progress on the still-lagging UN-led Millennium Development Goal (MDG) target on sanitation. With its acknowledged and respected strategic focus on sanitation and hygiene, WSSCC seized this valuable opportunity to lead an all-encompassing interactive platform dedicated to sanitation and hygiene issues. The Forum facilitated and showcased the latest knowledge and practice, communications and advocacy, partnerships and networking approaches and helped to strengthen national, regional, South-South and global dialogue.

Almost 500 sanitation and hygiene professionals, including educators, communicators, health professionals, architects, academics, social entrepreneurs and philanthropists came together from across Africa, Asia, Europe and the Americas, representing over 70 countries. Through the Forum, participants shared and learned about approaches, tools and lessons that resonated in their own reality. They energized each other and reaffirmed pride in their work vis-a-vis a collective identity of development professionals hoping to instigate positive change in the world through a focus on sanitation and hygiene.

The potential of cross-sectoral learning and building partnerships was a key feature of the Forum and as a collective, exploring

solutions and ideas outside of the sector proved to be important. In this way, professionals were able to gain insights into how sanitation and hygiene – like other key global issues – could be transformed into a mainstream development consideration.

For the very first time, a major sanitation conference did not focus exclusively on technology; instead it cut across many key disciplines and areas of work including sociology, economics, anthropology, health and education. It took inspiration from leadership and action demonstrated in other walks and professions of life that had changed behaviours or inspired people to act and ignite social transformation.

The need to help make sanitation more prominent in national, regional and global agenda as a key aim of the event was clearly highlighted, together with a number of important take-home messages. These messages captured the essence of the Forum: complex sectors such as sanitation and hygiene have a greater need for inspirational leadership to deliver results that matter; each individual has the potential to be a leader; total sanitation can only be achieved through social transformation based on partnership and collaboration; and changing mindsets and language to move away from beneficiaries to rights-holder is also critical.

In line with the ethos of ensuring access for all, the Forum dedicated time to allow participants to explore sanitation and hygiene challenges through an equity lens – a key theme of the event. Many a challenge was discovered and shared on daily coping strategies – from using toilets and managing menstrual hygiene challenges to maintaining school facilities. Additional and complementary plenaries, breakout sessions, trainings and field trips showcasing urban and rural sanitation initiatives, as well as collaborative workspaces (such as the WASH Fair, Venture Café and Community of Practice) created laboratories of innovation for participants in Mumbai. *Insights on Leadership, Action and Change* seeks to present a snapshot of the creativity and vitality exhibited in the search for overcoming sanitation and hygiene challenges that prevent 40 percent of humanity from having safe sanitation.

There are compelling reasons why the appalling sanitation and hygiene global status quo must be changed. The fact that poor sanitation costs developing countries between three and seven percent of their Gross Domestic Product (GDP) each



year is reason enough. Frequent use of toilets and improved sanitation has the potential to reduce healthcare costs, improve productivity, increase earnings from tourism and promote greater educational attainment, particularly among young girls. Above all, sanitation is about human dignity – a daily human need and basic human right that when denied brings shame, disgust and stigma.

By design the Global Forum did not issue an official declaration, statement or manifesto, as many of these exist and remain unfulfilled. Instead the Forum provided participants with a much-needed platform for dialogue and sharing of immensely rich and diverse knowledge about the sector, and a sense of community through a collective identity. The strong sense of pride and the value of cross-sectoral collaboration is highlighted, in part, by the selection of professional “learning journeys” presented in this report.

At the end of the Global Forum, Executive Director Jon Lane unveiled WSSCC’s new outcomes-based Medium-Term Strategic Plan (MTSP) 2012-2016 (approved by the Steering Committee), which builds upon much of the content of the Global Forum. He also urged participants to carry on with their good work after Mumbai. WSSCC will continue to focus its efforts on implementing its strategic vision to ensure the maximum impact for the largest number of people. It is hoped that through the 2011 Global Forum and other learning events in the future, sector professionals can apply critical messages to their work and continue to progress towards improved sanitation and hygiene for people who need it most.



## LEADERSHIP

### The humble toilet, attached to the planet



**By Rohini Nilekani, CEO, Arghyam, India**

Once, when I was perhaps in the 7<sup>th</sup> grade, my friend Smita and I sat as usual in the school library during lunch break, pondering the great mysteries of life. Smita had ankle length hair, which she kept tied in two tight braids. I was sitting in a chair opposite her, maybe three feet away. On the armrest, I saw a stray hair and mindlessly tugged at it so as to throw it away. “Hey,” said Smita in a pained voice. “That’s my hair and it’s still attached!” Oops!

Somehow, I never forgot that incident. That single hair, seemingly so far away, still caused pain when pulled ...because it was still attached.

That memory was reinforced when, much later, I came across a quote from Carl Muir, the renowned naturalist and founder of the Sierra Club – “When one tugs at a single thing in nature, he finds it attached to the rest of the world.”

#### The toilet is attached to the whole planet

That is so true of sanitation, is it not? The humble toilet is in fact attached to the whole planet – to the oceans and the rivers and the lakes, into which its contents often land when they should not – to the delicate topsoil, into which they should safely land up, but do not. From food and crops, biomass and energy production, to health and safety and all the pathogens that thrive on human waste. Sanitation is connected to

education and culture, psychology and sociology and to science and technology. Indeed, sanitation has something to do with the state and the markets and with society at large.

#### Sanitation is taken for granted

Suddenly the humble toilet does not seem so humble anymore.

It is no wonder then that so many sanitation and hygiene people want to speak up and be heard. To speak up about something that is often taken for granted by those that have it and often fail to realize how much they need it – and how there are millions that deserve to have access to this too.

We now have the task ahead of us to rethink, redesign and reinvent the idea of safe sustainable sanitation for all.

We want that the toilet should be both desirable and available to all. It must embody what all of us want the future to be – economically viable, environmentally sustainable, bringing with it dignity, choice and good health.

This is a wonderful challenge and there is no room for pessimism. After all, we know we have the desire, knowledge, tools and the technology to achieve this. If we can find the money, we can build the institutions to address this challenge.

We should of course not trivialize the difficulty of the task, but we should also put into perspective how far we have come in the past few years. I am sure many of us believe we are near the tipping point to universalize sanitation. I personally believe that 20 years on, we will reflect back on what made such a difference in so short a time.



#### It is a matter of safety and dignity

When we believe we can make it happen – we all know that safe sanitation has to happen soon. For the sake of millions of babies who die needlessly. For the sake of the lakes and rivers choking on our waste. Ultimately, for all our sakes, because we know that unless everyone is safe through sanitation and hygiene, no one can really be safe in this very interconnected world.

#### Taking global advocacy campaigns and applying them locally



**By Michael Negash, WaterAid – WASH Movement Coordinator, Ethiopia**

There are a growing number of excellent sanitation and hygiene advocacy campaigns, many of which were presented and discussed at the Global Forum in Mumbai. These include: Good Dignity Practices for Gross Domestic Product (GDP for GDP), End Water Poverty





LEFT A "NATURAL LEADER" DIGS HER OWN TOILET PIT IN MADAGASCAR, INSPIRING OTHERS IN HER COMMUNITY TO DO SO AS WELL. PHOTO: WSSCC.

RIGHT ENGR. EBELE OFUNNEAMAKA OKEKE IS ONE OF THE MANY FACES OF LEADERSHIP IN THE SANITATION. SHE IS A GLOBAL WASH AMBASSADOR FOR WSSCC.

(EWP), Global Handwashing Day (GHD), WASH for All and WASH United. Each of these campaigns has unique and important objectives and messages. However, there are also many similarities in terms of targets and methodologies, which implies that the sanitation and hygiene sector needs to look at strengthening coordination of its advocacy efforts at the global and national level. It may be that national level work can help inform better advocacy coordination at the global level or vice versa.

In my experience, a number of key elements need to be considered in order to effectively use global advocacy campaigns at the country or local level.

### Understanding the campaign's concept and the national context

It is important to have a clear understanding about the concepts of

a global campaign, including its goals, objectives, targets, messages and strategies. One must also understand a particular country's national context and assess the relevance of the campaign at the country level in terms of the impact you intend to have, availability of resources and whether the campaign meets an identified need. It is critical to ensure relevant political, social and cultural sensitivities of a particular country or local context are addressed in campaign messaging. Finally, it can also be necessary to prioritize advocacy campaigns, looking at which one has the potential to suit a specific national context and therefore has the potential to create significant impact.

### Identify partners and form groups

At the national level, identifying key partners and forming strong campaign groups from relevant sector actors is critical. Ideally, this would include representatives from government, donors, civil society organizations, private sector, media and academic institutions, giving a strong voice to the people that are the intended

beneficiaries. This will strengthen the effectiveness of the campaign in terms of collaboration, mobilizing resources and outreach.

### Contextualize, monitor and evaluate

The next step is to contextualize the global advocacy goals, objectives, strategies, message and materials at the national level based on country-specific realities, as well as evidence-based findings. In many ways, this is the key to shape a global advocacy campaign into a national context, as it forces further intervention strategizing. Monitoring and evaluation is another very important element to ensure that the advocacy process is effective and to examine actual impact against the objectives.

### Strategize campaigns within long-term plans

The need to align different global advocacy campaigns – especially those with similar target audiences and objectives – can be more pronounced at the national and local level than at the global level. Further work should be undertaken to look at how different global campaigns with similar targets audiences and objectives can come together at national level, in order to make national advocacy campaigns more comprehensive, cost effective and collaborative.

The other important idea I think that would benefit from further attention is how to link advocacy campaigns to "milestone" days or key international observances such as Global Handwashing Day (GHD). These occasions are valuable outreach opportunities and can have a stronger impact by using relevant and innovative tools to link advocacy efforts with other long-term initiatives and/or follow-up actions. Instead of making these a short one-day project, it can become part of a long-term strategic advocacy vision!



## ANYONE CAN BE A LEADER

It sounds simple: leadership is defined as “organizing a group of people to achieve a common goal.” Leaders are people who are able to take a seemingly insurmountable challenge and mobilize collective efforts to overcome it.

The strength of conviction, the passion to believe, the tenacity to stay the course, and of course a good idea – not always original, often simple in concept but brilliant in its reach and impact with the power to change lives for the better – is what has marked leaders in development work, including sanitation and hygiene.

“Unless the people you are working with feel that you actually have a clarity of vision and an emotional desire to do something, you will not be able to achieve something,” said J.S. Mathur, Joint Secretary, Ministry of Drinking Water and Sanitation, Government of India (GOI). “We have to convince millions of people. So what actually works is the sincerity of your approach and the feeling that you actually cherish and desire and wish it for others.”

The Global Forum was designed with a strong theme of leadership, weaving

the sessions together based on the recognition that all the technical knowledge, successes and best of intentions are not adding up to produce the sea change needed for exponential sanitation and hygiene progress. Where ideas have changed the lives of millions, they have often been on the back of sheer vision, conviction and leadership more than complex systems and knowledge. How can leaders inspire and coach others? How can these stories awaken the leader in what is already a vibrant and dynamic sector – just waiting to be taken to the next level?

In designing the Forum, WSSCC was inspired by the TED Talks story, whereby “ideas worth spreading” are concisely and evocatively presented, as well as its format and success in bringing leaders together and inspiring change (see Figure 1).

Plenary sessions at the Forum put the spotlight on leaders who are using local solutions to address national and indeed global challenges successfully. Humbling challenges and experiences were shared on a plethora of topics: addressing the basic sanitation needs



of a billion people without adequate sanitation; bringing civil society voice centre stage; setting up foundations with hard-earned personal wealth to focus on water and sanitation for the excluded and marginalized; challenging the status quo to squarely address taboo subjects such as menstrual hygiene from within the government. The importance of sanitation as a driver for changing peoples’ lives was eloquently illustrated by many speakers, firmly endorsing the central theme and purpose of the Forum.

“Sanitation is a passion, not a job,” said Ms. Nomathemba Neseni, a Human Rights Commissioner from Zimbabwe. “You have to be passionate about it. I became a commissioner because of toilets. What is gender equality or poverty alleviation when we are forced to defecate in the open? There are a number of conventions, but the state has to make the right to sanitation and hygiene a reality.”

FIGURE 1

### The Cheetah Generation

At its first African conference in Arusha, Tanzania, in 2007, the Sapling Foundation, a non-profit organization dedicated to the entrepreneurship of ideas and creativity in Arusha, Tanzania, invited 100 “TED Fellows” from the continent to a first-of-its-kind gathering. This meeting brought together the “Cheetah” generation – the new generation of groundbreaking Africans who are entrepreneurial, fluent in technology and “run like the wind.” Arusha saw the beginning of many new friendships, collaborations, companies, investments, websites and NGOs. A powerful network endures to this day. Participants also found recognition, validation and support for each of their projects and ideas.



● VISIT OF THE WEST AFRICAN DELEGATION TO A SANITATION PROJECT IN A DHAKA SLUM IN BANGLADESH.

no dreams,” said Ms. Amudha Periasamy, Commissioner, Government of Tamil Nadu, India. “Why? Because they have no education, exposure to ideas or mobility. So I speak to them regularly about toilets and they talk about how they dream of having a toilet one day. Speaking to male members of communities, I say, ‘If you love your daughter, get a toilet. If you love your wife, get a toilet.’ We need to talk, talk, talk. These issues are not talked about enough. Menstrual hygiene management affects education, employability and empowerment. Changing entrenched realities from within powerful bureaucracies by turning institutional presence and power to support the cause is possible.”

“We were one of the few states that had a department dedicated to water and sanitation,” stated Ms. Malini Shankar, Principal Secretary, Water Supply and Sanitation Department, Government of Maharashtra. “We amended the law to ensure that candidates for local elections who did not have a toilet in their house could be disqualified. In other words, you run the risk of not being elected anymore if you fail in your remit.”

The vision of the Forum was to awaken the leader in every one of the 500 plus participants and kindle the passion across this community to go out and change the world into one where everyone has basic sanitation and hygiene.

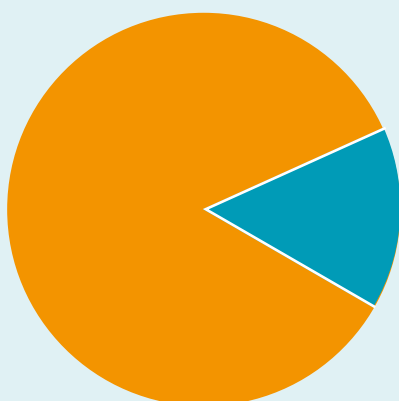
Moving out of a natural comfort zone is often required of real leaders, and certainly the hallmark of ideas and innovations that have shaped this century. The session at the Global Forum entitled “Breaking the Mould” further emphasized the importance of catalysts for change,

focus, innovation and tenacity – backed by resources and vision, and most importantly the courage to say what remains unsaid.

“When I was speaking to women about sanitation, they were not inspired and had

FIGURE 2

### Characterizing Leadership and Decision Making



Do you define yourself as a “leader” and/or “decision maker”?

- Yes
- No

After the Forum, 84.9 percent of participants defined themselves as a leader or decision maker





## LEADERSHIP – SESSIONS

### + Inspire to act

**Chair and Facilitator:** Jon Lane, Executive Director, WSSCC

Change, and what it takes for a billion people – J.S. Mathur, Joint Secretary, Government of India

Special video introduction – Anna Tibaijuka, WSSCC Chair, Tanzania

Getting involved, staying the course – Rohini Nilekani, Chair and Founder, Arghyam, India

Global challenges, local innovations – David Kuria, CEO and co-founder Ecotact, Kenya

Information poverty and digital empowerment – Osama Manzar, Founder and Director, Digital Empowerment Foundation, India

Civil society voices – Nomathemba Neseneni, Commissioner, Human Rights Commission, Zimbabwe

### + Breaking the mould

**Chair:** Malini Shankar, Principal Secretary, Water Supply and Sanitation Department, Government of Maharashtra, India

**Facilitator:** Barbara Evans, Senior Lecturer, Water Engineering and Environment, School of Civil Engineering, University of Leeds, UK

Achieving large-scale change in WASH from within the government – Malini Shankar, Government of Maharashtra, India

We think...we hear: perceptions and realities – Karin Hulshof, Country Representative, UNICEF, India

Being a catalyst for countrywide change – Ebele Okeke, WASH Ambassador, Nigeria

Leadership and behaviour change – Bindeshwar Pathak, Founder and CEO, Sulabh International Service Organisation, India

Draining the swamp – Louis Boorstin, Deputy Director Water, Sanitation & Hygiene, Bill & Melinda Gates Foundation, USA

Doing more than mentioning the unmentionable – Amuda Periaswamy, Commissioner, Government of Tamil Nadu, India

### + Gotcha! How to win hearts and minds through WASH advocacy

**Facilitator:** Amanda Marlin, Programme Manager, Advocacy & Communications, WSSCC and Ceridwen Johnson, Communications Manager, Freshwater Action Network (FAN), UK

The Global WASH Campaign and other inspiring campaigns –

Saskia Castelein, Programme Officer, WSSCC

Global Campaign to End Water and Sanitation Poverty – Jennifer Williams, Campaigns Officer, End Water Poverty, UK

Sanitation and Water for All, Drive to 2015 – Amanda Marlin, WSSCC

WASH through fun in schools and football clubs – Mantopi Lebofa, Executive Director, TED, Lesotho

Global Handwashing Day – Camille Saade, Project Director and Director of Strategic Partnerships, Center for Private Sector Health Initiatives, USA

Politics, Policy and Practice – John Oldfield, WASH Advocacy Initiative, USA

### + Leaders for Leaders

**Facilitator:** Ina Jurga, Technical Officer, Networking & Knowledge Management, WSSCC

Bangladesh Citizen's Report on Sanitation – Dibalok Singha, Director, Dushtha Shasthya Kendra (DSK), Bangladesh


West Africa field visit to Bangladesh – Prince Kreplah, National Executive Director, Citizens United to Promote Peace and Democracy in Liberia



Individual presentations on **Leadership** from the Global Forum, together with additional background reading, can be found on the DVD-Rom at the back of this report and at [www.wsscc.org](http://www.wsscc.org).



## LEARNING ABOUT LEADERSHIP

 **Mr. Oun Syibola,**  
Programme Manager for  
CR-SHIP, Plan International  
Cambodia

### What did you learn at the Global Forum of Sanitation and Hygiene

The most inspiring topics were Community-Led Total Sanitation (CLTS), sanitation marketing and behaviour change communication. I was impressed at seeing how CLTS has spread throughout the globe, including in Cambodia since 2006. Initially not many organizations implemented CLTS; now this approach has been adopted throughout Asia, the Americas and Africa. On the other hand, sanitation

marketing is growing in influence as a supplement to CLTS. Last, but not least, behaviour change communication is also a comprehensive approach to change behaviours related to hygiene.

### Who did you meet that was useful to your work?

I was able to discuss with Nguyen Thi Thu Ha, Programme Manager at Lien Aid Vietnam, about promoting behaviour change through WASH ambassadorships. In Vietnam, for example, Lien Aid in conjunction with UNICEF and other NGOs supported Xuan Bac, a WASH ambassador, actor and comedian. This has proven to be a powerful advocacy and outreach tool in order to promote




behaviour change successfully. We may seek to replicate this in Cambodia.

### What will you do differently post-Forum?

The knowledge that I gained from the Forum has helped to reinforce programme activities around CLTS, sanitation marketing and behaviour communication change within the Cambodia Rural Sanitation and Hygiene Improvement Program (CR-SHIP) that is being implemented by partners on the ground. I hope to support a WASH Ambassador in Cambodia as well.



 **Rodney Peter Lui,**  
Secretariat of the Pacific  
Community Applied Geoscience  
and Technology Division  
(SOPAC), Fiji

### What were your impressions of the Global Forum on Sanitation and Hygiene?

As the Pacific WASH Coalition representative to WSSCC, the Forum presented an extremely valuable opportunity to be exposed to a wide range

of innovative and interesting global WASH efforts that are being undertaken by various partners and sector professionals. Knowledge sharing and lessons learned in water and sanitation is increasingly regarded as integral to the Pacific WASH Coalition's approach and activities. Being part of such an event has certainly helped to shape our future engagement.

### A people-centric view of water, sanitation and hygiene issues is an emerging approach in the WASH sector. How does that affect the Pacific WASH Coalition's work?

Water, sanitation and hygiene as a basic human right for all, with a special focus on vulnerable communities, was indeed an important theme which emerged at the Forum. An approach which puts the people at the heart of the matter in WASH issues is relatively new to the WASH Coalition in the Pacific region. In addition to this, the potential benefits of cross-sectoral linkages also have yet to be fully explored. For example, how can we link

WASH issues with ongoing environmental trends (such as climate change) which have resulted in increased concern about the scarcity of key resources such as water? Therefore, key next steps will involve developing clear and practical policy options for decision makers.

### What are some of the key messages that you took away from the Global Forum?

Specifically, the Forum has helped shape my work plans for 2012, which now include a stronger focus on the UN declaration on water and sanitation as a basic human right, as well as shaping a much more inclusive approach in future WATSAN<sup>1</sup> projects. Additionally, as part of an increasing effort to move away from traditional "band aid" responses, the benefits of effective knowledge management and the importance of incorporating lessons learned are also strong messages that we have taken away from the Forum.

1. WATSAN refers to water and sanitation projects.



**Christiane Randrianarisoa Rasolofo, Senior Programme Manager, WaterAid, Madagascar**



### What elements of learning from the Forum are important to your work?

I very much appreciated the dialogue and information sharing on inclusive

design at the Global Forum. This gave me an opportunity to assess, from an organizational perspective, our (WaterAid) level of knowledge in this area. Specifically, I was also afforded the opportunity to network with a number of organizations and individuals working in the sector. For example I met with Kabir Vajpeyi and discussed inclusive school designs, comparing norms and standards in water and sanitation for inclusive facilities and learnt how simple features and ideas can really improve lives. As you can imagine this was extremely helpful to our work. I also learnt a great deal about tools and approaches in regard to sanitation planning in urban settings. In this respect, I will certainly seek to explore this area for our urban-focused projects. Finally, I learnt a great deal from the field visit, which exposed me to innovative ways of using simple and effective technologies. These were not entirely new to me as an agronomist; rather they were new in the area of sanitation. Some technologies that enable the reuse of grey water and wastewater at the household level, for example, were especially poignant and reinforced my view that it is crucial to raise the profile of

sanitation and get engagement from local authorities.

### How are you hoping to influence the National Sanitation Action Plan in Madagascar?

Since 2009, Madagascar has had a National Sanitation Policy and Strategy. However, implementation has been slow as a result of conflicting leadership mandates within government. To gain some traction on formalizing the National Sanitation Action Plan, WaterAid Madagascar will support a series of workshops. These capacity development workshops will focus on sanitation, with a view to revisiting the draft Action Plan and driving this process forward.

The newly established Inter Ministerial Sanitation Committee will finalize, endorse and disseminate the plan and further engage stakeholders.

## >>> 2012-2016: WSSCC takes Leadership forward

WSSCC is part of the collective global leadership on sanitation and hygiene. It aims to be at the forefront of global knowledge, debate and influence in its field as an organization.

In its Medium-Term Strategic Plan (MTSP), WSSCC established its priorities over the course of the next five years by identifying key outcomes that it will work towards to help deliver its commitment to the sector and to the 2.6 billion people who remain without access to sanitation and hygiene.

WSSCC will lead strengthened efforts to increase well-targeted sanitation and hygiene investment through advocacy work. At a global level, these efforts will be complemented by WSSCC's involvement in

a number of initiatives such as Sanitation and Water for All (SWA), the Drive to 2015 and WSSCC's active participation in formulating new post-2015 sanitation goals and targets for the sector. As a member of the SWA Steering Committee, WSSCC will fully engage and call on governments to establish adequate resourcing for sanitation and hygiene. Within this capacity, it will also continue to lead the advocacy and communications functions on behalf of the UNICEF-hosted SWA Secretariat at the global and national level.

The Global Sanitation Fund aims to harness the leadership potential of WSSCC's wider family in order to contribute significantly to improvements in sanitation and hygiene in Asia and Africa.

WSSCC views each individual as a natural leader – from sector professionals to members of communities that are touched by sanitation and hygiene programmes – and it believes that individual ability, if harnessed, has the potential to drive change at scale. Its belief in equity in accessing sanitation and hygiene ultimately strives to create transformative change which can be led by anyone. In line with this philosophy, in the future WSSCC will proactively engage with its members and partners to collectively drive change and lead transformative efforts.



## EQUITY AND INCLUSION

### Pulling the scales from our eyes



**Robert Chambers,**  
Research Associate, IDS,  
UK

The equity day at the Forum made a deep impact on me. I am ashamed to admit this. I should not have needed this. I have been banging on about “putting the last first” for years, but the fuller implications of this with sanitation only came home to me on this day. Thank you those who came and shared their experiences with us – rehabilitated manual cleaners, slum dwellers, disabled, minorities and all of the others who pulled scales from my eyes.

I am not proud that when sanitation as a human right first came up, my enthusiasm was muted. I was so imbued with the CLTS (Community-Led total Sanitation) “no hardware subsidy” philosophy and of people digging their own pits and making their own toilets that I feared that a rights focus would encourage dependent attitudes and undermine CLTS. People might demand that government provide them with everything. Well, how wrong can you be? It depends how you see rights. Frame them differently and you can see that poor rural people have a right not to be marginalized by top down standardized hardware subsidy programmes like the Total Sanitation Programme in India, in its usual and classic form. Instead they have a right to be facilitated, to be enabled to do their own appraisal and analysis and collectively come to recognize the gruesome reality that they are “eating one another’s shit” and decide to do something to stop it. Before the equity day, that was about as far as I had got.

What hit me on this day went further. The pieces were shaken up and settled to fit in a new pattern. We have rights-holders, to be sure. But we also have duty-bearers. And we are duty-bearers. But how are our duties determined? They have been defined in terms of the Millennium Development Goals (MDGs), of building up from the base, of filling the empty glass fuller, of achieving targets. But even achieving the MDG targets would leave hundreds of millions of people still without even the most basic sanitation, still suffering the multiple deprivations of open defecation (OD) and the horrendous and often cumulative debilitations and sufferings of multiple faecally-related infections. Not only that, but what does striving for the MDGs in sanitation imply? It implies going for the easy ones, picking the low-hanging fruit. That’s how you achieve targets (or minimize shortfalls). And that implies neglecting, leaving out, not serving, the more difficult, more challenging, and more deprived “last” whose need is so often greater. For achieving targets, those who are last are not cost-effective.

And who are these last? Well, the UNICEF quintile bar charts show how the poor and rich compare. Among these, the charts for India are a stark and shocking indictment of a decade of programme failure on a mega scale: the last who were meant to be served “like the bottom two quintiles” have been barely touched. Then consider who these last are. Someone said that half of humankind are in some way disabled or specially vulnerable. I found that difficult to believe until I began to think it through. Consider who they include: the very poor and destitute; those with the many forms of physical or mental disabilities; people living with HIV/AIDS; those who suffer discrimination – sex workers, lesbian/gay/bi-sexual/trans-



gender individuals; low status minorities; those exposed to and living in insanitary slums and other “places of the poor”; migrant workers, refugees, internally displaced people, and other distressed migrants; the chronically sick; and more and more, the infirm aged (unable to walk or walk far, unable to squat...) who are a growing proportion of humankind. And then, what about vulnerable children? And all this before considering discrimination against females, or menstrual hygiene. There are shocking answers to questions too, questions I had not asked myself. How do blind people manage with OD? Or people who have to crawl? Do they have to go where others go? Do they get the stuff on their hands? How do they clean up?

As long as any of these “last” are exposed or deprived in such ways, and lack proper access, are we as duty-bearers discriminating by default? That was the question thrown out at the end. And it will not go away.

So I am in a new space. With renewed anger. And asking what the implications are for CLTS. Two stand out straight away. First, with *rural* CLTS, triggering





● HALF OF HUMANKIND ARE IN SOME WAY DISABLED OR SPECIALLY VULNERABLE. PUTTING THEM AT THE FRONT OF THE QUEUE, LITERALLY AND FIGURATIVELY, WILL HELP ACHIEVE EQUITY AND INCLUSION IN SANITATION AND HYGIENE.

and/or early follow up must be facilitated so that people identify the “last” in their communities and what needs to be done that they cannot do or be expected to do for themselves. For the poorer and less able this is already standard good practice but it must go further, and identify those who face physical and other disabilities, encouraging local actions and innovations to provide what is needed. Second, with urban Citizen-Led Total Sanitation, when full or even partial self-provision is not an option, rights-based demands, mobilizing to secure support and services from the authorities, has to be a major part of the way forward.

So thank you WSSCC for the equity day and for the whole Forum, and roll on the next. By then let’s hope we will have seen big shifts with many actors and champions – in communities, in governments, in NGOs ... turning the MDGs on their heads to put equity first by starting with the last.

## Taking for granted the violation of human rights



**Poorvi Shah, Director,  
Co-curricular Programs,  
The Akanksha Foundation,  
India**

According to a recent study by the Programme for International Student Assessment (PISA), India has ranked at the bottom in global learning standards among 74 countries. The poorest are the worst affected and the gap continues to widen, severely impacting their lives. In response to this challenge interesting models from Maharashtra offer insight into how sanitation and hygiene could be better supported as a rights-based approach, mirroring the improvements made in the state against the Right to Education.

One opportunity for government to drive wider systemic reform is through working in partnership with other sectors and entities. In Akanksha’s context, the Brihanmumbai Municipal Corporation (BMC), the administrative body overseeing the Mumbai region, has provided opportunities in the educational sector for the private sector to work in partnership with the government as well as NGOs and society in general to benefit from the vast autonomy given within these frameworks. Recently, because of the efforts of the Additional Municipal Commissioner of the MCGM, there has been an opportunity to pursue school reform at a large scale in Mumbai through the MCGM School Improvement Project, focused on producing more effective teachers and school leaders.

A similar formula can work in sanitation. The urban slum communities and the public schools face a shortage of sanitation facilities; for communities there are 150 people for each toilet seat. The infrastructure leaves a lot to be desired due to poor maintenance and plumbing, broken windows and doors, etc. What further plagues these facilities is the absence of a dustbin or space for proper disposal of sanitary pads, leading to girls abstaining from going to school during their menstrual cycles. The high footfalls and lack of awareness results in low levels of hygiene as far as sanitation

is concerned. This is exacerbated further by a lack of running water in the toilets, especially in the communities.

It is appalling to see the violation of human rights to sufficient water and basic sanitation, which we take for granted. At Akanksha, we have realized the need to educate the parents, one of our stakeholders, of these basic rights. They are made aware of proper usage, maintaining hygiene as well as approaching either the community leaders or the BMC to meet their basic needs.

In schools, Akanksha has repaired the toilet facilities and staggered the break time for children to mitigate the footfalls, which is over 30 per seat in a span of 15 minutes. Workshops on usage of the toilets have been conducted with the students and the parents. Older students are assigned duties to monitor proper usage and minimize water wastage. Fortunately, the public schools have partnered with private housekeeping agencies to maintain the cleanliness in toilets since 2007, which is a positive step towards providing clean sanitation facilities.

What is expected of the government is to provide access, and maintain and take immediate action in case of the breakdown of the facility. As in the case of the education sector, the public and private sectors, and NGOs are collaborating to provide a solution to the sanitation needs of the children and the community members. In the Slum Rehabilitation Scheme (SRA), each house is equipped with a private toilet, although it is usually shared by several family members.

It is a mammoth task to be tackled at every level to fulfill the basic right of every citizen.



## FAIRNESS AND JUSTICE IN SANITATION AND HYGIENE

Equity is the principle of fairness and justice. A lack of equity in sanitation and hygiene work brings directly or indirectly injustice and discrimination. Globally, there is a growing interest in equity as embodied in the idea of a human right to water and sanitation, and the Forum's attention to these issues provided an opportunity to explore what they mean in practice and for real people, every day.

The Forum did so through a full day of different sessions focusing on various aspects of equity. Through them, the Forum reconstructed the various kinds of injustice and discrimination that people face around sanitation and hygiene. It then examined these barriers to access and use and looked at successful responses to overcoming these barriers, ending with a shared commitment to approaches that ensure that those who are worst-off gain first.

"The people who lack sanitation and water often also lack shelter, food, health and education," said WSSCC's Archana Patkar. "To solve the huge challenge of reaching the 2.6 billion people without services we have to redefine who the client is, what she or he wants and needs, and how this will be designed, delivered and sustained."

### Learning by listening

In one session, "Listening to the Voices of the Vulnerable," attendees heard from the very people who are often denied proper sanitation and hygiene. These included women, men, teenagers and children from Mumbai's slums; children from a school for the mentally ill; rehabilitated manual scavengers from scheduled castes; ethnic minorities; and people who work with pastoralists and nomads.

These people poignantly described their daily struggles in the search for a spot to defecate, to turn a tap or to dispose of their used sanitary pads. They also shared how they and others around them changed the situation for the better, giving expert advice on what works well and what remains to be done. For example: representatives of ethnic minorities asked for detailed mapping of minority groups and disaggregated data to really understand if these groups are being reached. Minority groups must be present in planning and decision making processes so that their particular needs are included in designs and investment decisions.

The physical environment of the session reinforced discussions, taking people out of their comfort zone. To be seated outdoors on mats on the grass was a culturally disconcerting experience for many of the seasoned conference-goers, as was the gentle but persistent rain that eventually became a downpour and forced everyone to clamber to their feet and rush inside. This discomfort brought to life the messages of deep stigma and isolation faced by those without something as basic as a toilet or a place to wash their hands with soap and water every day.

### What does success look like with an equity lens?

In a plenary session, attendees took stock of current understanding on user needs, the barriers they face in accessing sanitation and hygiene, and what actions are needed in policy and practise to overcome disenfranchisement and make sanitation and hygiene a reality for those left out.



"Once we adopt the human rights based approach to programming we will do a lot more for the poor," said Ms. Nomathemba Neseneni, Human Rights Commissioner from Zimbabwe. "The first step is to change our language: words like 'sensitize,' to me, means you are not sensitive. Phrases like 'community diagnosis' give the impression that we don't understand and that the people themselves don't know what's wrong." Ms. Neseneni said that, as attendees left the Forum and went back to work, they needed to start using such as "rights-holders" and "duty-bearers."

"If you are a rights-holder, good sanitation and hygiene is your right," she added. "You might not be able to hold your government to account on, for example, monitoring that includes everyone, but you can hold your government to account on rights that they have a duty to bear to the people."

So, parlance must reflect that sanitation and hygiene is a *de facto* right that everyone must enjoy. Secondly, the barriers that people face in their daily quest for sanitation and hygiene must be torn down, regardless of whether they are erected by the physical environment, people's attitudes or myopic institutions. Thirdly, practical solutions must be developed with users that enable everyone to use and enjoy facilities as per their own need.



LEFT GLOBAL FORUM PARTICIPANTS LISTEN TO THE EXPERIENCES OF SLUM DWELLERS IN MUMBAI.

RIGHT ONE OF THE MANY EXAMPLES OF SOLUTIONS FOR MENSTRUAL HYGIENE MANAGEMENT (MHM) EXHIBITED AT THE WASH FAIR AT THE FORUM.

A Venture Café of judges made up of donors, private entrepreneurs, engineers, development professionals and activists selected the winning proposal from five that were judged against criteria that included participation and voice of intended users, innovation, design, costs and benefits, measurement of impact, sustainability and potential for scale.

The winning proposal combined micro-finance, Corporate Social Responsibility (CSR) funding and NGO funding to provide WASH facilities for tea pickers in Bangladesh.

### Making the means available: financing for equity

In another session, attendees learned that a blend of financial instruments is almost always needed in order to achieve sanitation outcomes for everyone in a community. Micro-finance for entrepreneurs is important, it was said, so that they can provide a range of technological solutions and products that enable people to move up the sanitation ladder. A concrete example from Tanzania showed how micro savings and micro finance have been important tools for

AN EXAMPLE OF INNOVATIVE AND AFFORDABLE SOLUTIONS SUCH AS MENSTRUAL PADS MADE FROM RECYCLED CLOTH BY GOONJ, INDIA.

Participants then discussed each of these four key dimensions in detailed separate breakout sessions. The four parallel discussions focused on inclusive design, financing strategies, good governance and relevant monitoring under an overarching objective of equity in sanitation and hygiene. Inclusive design takes into account the needs of different users including children, older people, the chronically ill or disabled, menstruating women and girls, and mobile and migratory populations. Financing strategies should enable everyone to build a toilet according to their budget and need. Good governance provides an enabling environment that ensures that funds are used effectively and efficiently for their intended purposes. And relevant monitoring focuses on the poorest and left out first, not just on exponential increases in numbers.

### From cradle to grave: inclusive design that reflects and respects the human lifecycle

Heights, slopes, handles of toilets and taps rarely take into account the different needs of a human being from infancy through childhood, puberty, pregnancy, accidents, illness and old age. Nor do they sufficiently take into account water availability, cost, cultural norms or other

context specific requirements. As a result large numbers of people cannot use facilities. Designing with the client centre stage results in satisfied users. During the Equity and Inclusion day, participants worked to create design solutions to address a practical challenge, such as those represented by adolescent tea pickers in Bangladesh, people with physical disabilities in Ethiopia and people living with HIV/AIDS in Ethiopia.

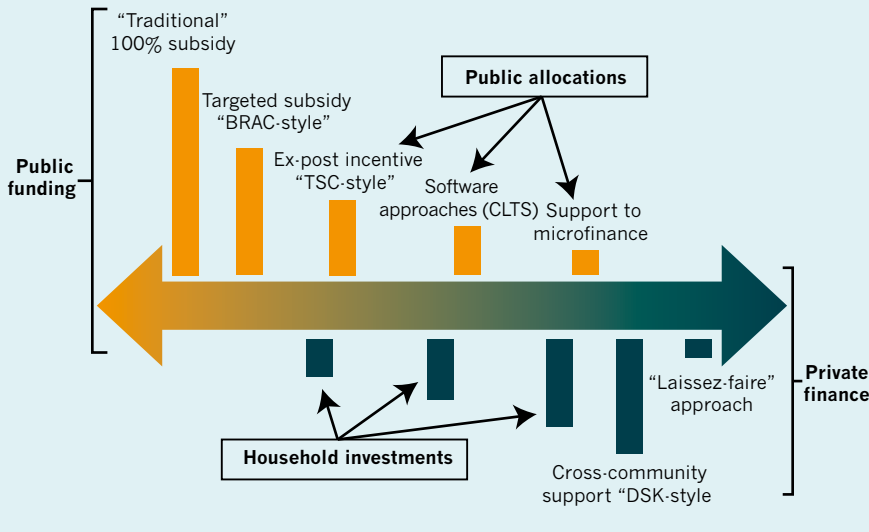
Participants were asked to use the WASH Fair and various subject experts present at the Forum and to prepare an inclusive design that considered physical and motor disabilities, different lifecycle stages, geological or other needs while ensuring use and sustainability.





FIGURE 3

The sanitation “financing spectrum” – presented by Sophie Tremolet, Independent Consultant, UK



enabling access in Dar es Salaam, where high water tables mean a higher cost for toilets. While the trend in sanitation and hygiene work is to move away from subsidy driven approaches, a “smart subsidy” approach, properly timed (see Figure 3) can also help in ensuring access for chronically poor, marginalized and hard to reach groups.

The spotlight on equity through better monitoring

2015 is the end-date for the Millennium Development Goals, and as that year nears, there is a growing realization that progress in sanitation and hygiene has bypassed many millions of people whilst aiming to reach the unserved billions of people. Those bypassed have some things in common: they are usually the poorest people; they live in remote areas; they are socio-economically

disadvantaged; and they lack voice, political patronage or the means to secure access to services.

Monitoring overviews at global and regional levels highlighted the inequities in progress and then discussed how different monitoring tools for sanitation and hygiene can train the spotlight on equity issues. The global monitoring system, made up of nationally-representative household sample surveys collated and reported in the World Health Organization/UNICEF Joint Monitoring Program (JMP), as well as financial and policy information reported in the Global Analysis and Assessment of Sanitation and Drinking Water (GLAAS) have recently made important contributions in unpacking disparities associated with income. The session also presented various practical tools, including WaterAid’s Equity Assessment Tool, PLAN’s use of the mobile phone for mapping (see illustration) and DevInfo’s

interactive work as approaches to refine and strengthen sanitation monitoring.

Governance beyond governments

This facilitated discussion started with the definition of governance and the role of key actors such as government, civil society and the media in improving accountability, transparency and effectiveness especially for those without resources or voice. Participants called for a broadening of the scope and definition of governance to ensure a strong focus on human rights and the rules of justice. At a practical level, there was a call for more work to strengthen collaboration between governments, civil society and the media. There was also an acknowledgement that communities and individuals need to be educated and informed of their rights in order to participate in the governance process, and that the details vary considerably from country to country, and region to region. The session ended with a reminder of the need to periodically “guard the guardians,” a role well suited to civil society and the media.

HARNESSING MOBILE PHONE AND PARTICIPATORY GIS TECHNOLOGY WERE AMONGST MANY EFFECTIVE TECHNOLOGIES DISCUSSED BY SANITATION STAKEHOLDERS AT THE FORUM.

POIMapper POIs on Phone



## EQUITY AND INCLUSION – SESSIONS

### + Looking at sanitation from the lens of the vulnerable

**Students and Teachers:** Devarsh Vinod Pandey, Nazir Nasir Chauhan, Aquikb Mukhtar Yerlakar, Shirin Sarawala, Vidya Bhambal and Usha, Marathi Mission's Nagpada Neighbourhood House, India

**Students and Parents:** Jyoti, Shubhangi, Rahul Suvarna, Lalit Solanki and Leena Solanki, Akanksha Foundation, India

**Sulabh Advocates:** Usha Chaumar, Laxmi Nanda, Rajni Nanda, Dolly Tonk, Pooja Tonk, Suman Chahar, Sulabh International Social Service Organisation, India

#### Facilitators and Rapporteurs:

A complete list of facilitators and rapporteurs for this session is available at [www.wsscc.org](http://www.wsscc.org)

### + What would success look like with an equity lens?

**Facilitators:** Archana Patkar, WSSCC and Louisa Gosling, WaterAid, UK

Video: The human right to sanitation as an obligation for the sector – Catarina de Albuquerque, United Nations Special Rapporteur on the human right to safe drinking water and sanitation, UN Office of the High Commissioner for Human Rights, Switzerland

Human Rights from the perspective of: Poor people – Nomathemba Nesen, Commissioner, Human Rights Commission, Zimbabwe

Civil society in Asia – Hilda Grace Coelho, Freshwater Action Network South Asia (FANSA), India  
The World Bank – Farhan Sami, Country Team Leader, WSP, Pakistan

### + Inclusive design for the life cycle

**Facilitators:** Julie Fisher, Loughborough University, UK; Hazel Jones, Loughborough University, UK;

Louisa Gosling, WaterAid; and Archana Patkar, WSSCC

Child-friendly and inclusive design norms and standards – Kabir Vajpeyi, VINYĀS, Centre for Architectural Research & Design, India

Menstrual Hygiene Management in Maharashtra – Mahadeo Jogdand, Gender Specialist, Water Supply and Sanitation Department, Government of Maharashtra, India and Yusuf Kabir, WASH officer, UNICEF, India

Design for inclusion for the human lifecycle – Louisa Gosling, WaterAid

### + Governance for equity

**Chair:** Ravi Narayanan, Chair of the International Steering Committee, Water Integrity Network (WIN), Germany

**Facilitator:** Olivier Nyirubugara, Senior Coach, Voices of Africa Media Foundation, The Netherlands

**Panelists:** Elias Chinamo, Government of Tanzania; Lal Premanath, National Water Supply & Drainage Board, Sri Lanka; Yiga Baker, Executive Secretary, African Civil Society Network on Water and Sanitation (ANEWS), Kenya; Hilda Grace Coelho, FANSA

Presentation of the findings from WIN's expert consultation on gender equity and water integrity – Ravi Narayanan, WIN

### + Monitoring for equity

**Chair and Facilitator:** Henk van Norden, UNICEF, Nepal

Increased focus on equity in GLAAS and JMP – Savadogo Abdou-Salam, WASH Unit, World Health Organization (WHO), Switzerland

UNICEF's sanitation monitoring

– with equity and a cross-sectoral focus – Jane Bevan, WASH Specialist, UNICEF West and Central Africa Regional Office, Senegal

Water and sanitation point mapping – Pallab Raj, WaterAid, Nepal

Sanitation monitoring with an equity and inclusion lens – Louisa Gosling, WaterAid and Archana Patkar, WSSCC

Using mobile phone technology to monitor equity – Samuel Musyoki, Strategic Director of Programmes, Plan International, Kenya

Using DevInfo to monitor equity in human development – Sameer Thapar, Senior Trainer and Technical Advisor, Dev Info, India

### + Financing for equity

**Chair and Facilitators:** Sophie Trémolet, Consultant, UK, and Mona Khanna, Fox Chicago News, USA

Keynote speech: Setting the scene on cost-benefit analysis of different financial models to deliver equitable sanitation and hygiene programmes – Sophie Trémolet, Consultant

**Panelists:** J. Geetha, Executive Director, Gramalaya, India; Vijay Athreya, Co-founder, WASTE-FINISH, India; Tim Ndezi, Director, Center for Community Initiatives, Tanzania; Nicolas Osbert, WASH Chief, UNICEF, Mali; Babar Kabir, Director, Bangladesh Rural Advancement Committee (BRAC), Bangladesh; Rokeya Ahmed, Water and Sanitation Specialist, WSP, Bangladesh; Barry Jackson, Programme Manager, Global Sanitation Fund, WSSCC

Video: Dignity with Small Loans – WASTE-FINISH, India



Individual presentations on **Equity and Inclusion** from the Global Forum, together with additional background reading, can be found on the DVD-Rom at the back of this report and at [www.wsscc.org](http://www.wsscc.org).



## LEARNING ABOUT EQUITY AND INCLUSION

 **Valentin Mucyomwiza,**  
Rwanda Environment Care,  
Rwanda

### How did you benefit from attending the Forum?

I work on public sanitation and Menstrual Hygiene Management (MHM) issues in schools across Kigali, Rwanda. The Forum was a valuable opportunity to meet with people working in the sector from a range of different countries and backgrounds not only to learn, but also to share my experience with others. I shared my experience of working on sanitation issues with Ecosan, which was introduced in schools and is particularly effective as an MHM tool. I also shared my experiences with other sector professionals working

on public sanitation and private sector companies involved in developing and producing sanitation products in Kigali.

In terms of learning, the sessions on behaviour change, equity and inclusion and how to accelerate change, together with the field visit that was organized, opened my eyes about the ingredients that are needed to implement successful programmes and initiatives.

### In terms of sanitation and hygiene, what are some of the main challenges in Rwanda?

Overall, MHM in Rwanda is an important issue, because we need to be more gender sensitive as the unfortunately reality is that many girls are forced to compromise their education and miss



school days due to menstrual hygiene issues and the lack of facilities in schools. This is an issue that I consider to be extremely important and challenging. To address this ongoing challenge, we worked on an initiative whereby showers and provision of nappies and incinerators were introduced in schools. At the Global Forum in Mumbai, I found an NGO based in India called Goonj, which develops sanitation napkins made from used clothes. This initiative makes these basic products affordable for people, particularly in rural settings and has created an alternative and viable solution to the management of menstruation hygiene in schools (especially primary



 **Lakshmi Murthy,**  
Vikalpdesign, India

### What is your PhD subject?

The tentative research area for my design PhD focuses on body expulsions – perceptions and spaces, with a strong leaning toward potential design solutions. Questions for design solutions are expected to emerge from the different studies that I will be undertaking. I see this leading to sustainable design solutions with a focus towards expulsion

spaces, which falls under many categories including private spaces, public spaces and “in between spaces.” Body expulsions also fall into different categories. Some of the expulsions I am examining are products of conception, menstruation, spitting, urination and defecation.

### What draws you to this subject?

I am a designer and over the past 25 years have been involved in media design and training for reproductive and sexual health. I have worked extensively with non-literate adolescents and young people, both boys and girls and also with migrants. I felt I needed to shift gears to include “spaces.” Through my professional experience, I have realized that people somehow manage to find spaces in rural locations – those spaces are the only ones they have, know or have seen. Of course the quality of that space is debatable. This is one of the

reasons that I decided to further examine “expulsion space” from the design angle.

### Was the Forum useful to you?

It was a joy and inspiration to meet the pioneers in sanitation. For one there was my teacher, friend, philosopher, colleague and guide Ashoke Chatterjee. He has always provided rich inputs and meeting him at the Forum was excellent. The CLTS team and the Sulabh team had so much energy and conviction, which I found inspiring and motivating.

Also the sessions that included voices of differently-abled students was brilliant. In the rural context, no one is more marginalized than those who are autistic, unable to walk or those with other disabilities. As a first step I want to attend a CLTS training. I have been looking for where I can go!


schools), which traditionally has presented a big challenge.

Behaviour change in sanitation is also a key challenge in Rwanda. We introduced Ecosan but have faced massive cultural barriers as people do not understand how human waste can be managed and recycled into fertilizer and used for crop production. Having identified this challenge, we are looking to other countries who are perhaps more advanced in behaviour change initiatives to look at how we can overcome this barrier.

### Are you involved in sanitation as a business?

Yes we are. Despite some of the challenges that we face in promoting sanitation as a business, I would say in this regard and in respect to the (WSSCC) GDP for GDP campaign, Rwanda seems to be advanced compared to other countries, with some notable exceptions in neighbouring Kenya. This has been useful and encouraging, as initiatives that have already been undertaken are often used as a reference point. However, we are still learning and therefore we are planning a field visit to Nairobi, Kenya, to gain and learn more about sanitation as a business from our counterparts.



 **Masembe Tambwe,**  
Daily News, Tanzania

### How many sanitation conferences have you attended?

The Forum was the first major conference I have ever attended on sanitation as a journalist and I am forever thankful for the opportunity of having been a part of it. Ever since I got back, my fellow journalists within and outside my newsroom are literally fed up of my stories. I have written a number of articles related to the Forum and those not related to the Forum though connected to sanitation.

### You mentioned that the Sulabh International rehabilitated manual scavenger presentation struck a chord with you. Can you elaborate?

I learnt something that has stuck to my mind: sanitation is more than just hygiene. After listening to the Sulabh women, I realized it goes much deeper and saw the humanity in sanitation. I am seriously considering a master's degree in sanitation after the inspiration I obtained from the Forum.

### Have you been able to incorporate that into your journalism?

There are numerous places in Tanzania where sanitation has that human face but taking into account that Daily News is in town and the funding to cover such stories in remote areas is often not there, I am forced to only hope. That hasn't deterred me though – I will use every opportunity I get to write these "Sulabh women" stories.

## >>> 2012-2016: WSSCC takes Equity and Inclusion forward

WSSCC's philosophy in the past, present and future continues to put people without sanitation and hygiene at the heart of its work.

To respond more directly as an organization to the sanitation and hygiene needs of historically excluded, marginalized or forgotten people, WSSCC has enshrined equity within its new strategic vision. In this way, WSSCC seeks to embody the principle of fairness in a more consistent manner and integrate it fully, calling for a proactive emphasis on those who have been neglected due to ethnicity, age, physical health, gender, geographical location or socio-cultural reasons. It also seeks to redress the imbalances between those who bear the burden – most often women and adolescents – and those who enjoy the benefits. Most importantly, it seeks to highlight the voices, choices and views of vulnerable groups, which will ultimately contribute towards sanitation and hygiene for all, not just the privileged.

Over the next five years, WSSCC will make good on its declaration of equity as a core theme within and across its work in a number of ways. In the global and national advocacy arena, WSSCC will engage and help drive efforts to ensure that the post-2015 targets set by the international development community call for universal access and prioritize a rights-based approach to equity and inclusion for the most vulnerable, complemented by stronger monitoring efforts. Through key partnerships with the United Nations, governments and civil society, WSSCC will help to implement the right to sanitation and hygiene and seek solutions to problems that have historically hampered the poor and vulnerable.

Through its wide network of members and National WASH Coalitions, WSSCC will advocate and lobby to ensure equity and behaviour change are not ignored in

national policies and monitoring systems but also translated into practical solutions on the ground. WSSCC's Global Sanitation Fund supports sanitation and hygiene interventions that are designed to serve targeted areas in their totality with the aim of achieving open defecation environments where all people practise safe sanitation and hygiene. Through the GSF, WSSCC is committed to reach out to the poorest sections of society and socially excluded groups to ensure that they benefit from improved hygiene and sanitation services.

Last but not least, WSSCC will work with its partners to develop practical responses to pressing equity challenges that continue to plague the sector and prevent people from the dignity and safety of basic sanitation and hygiene services. This will be a collaborative learning journey with the ultimate objective of facilitating and ensuring sanitation for all.



## BEHAVIOUR CHANGE

### Is shame a bad thing?

By Samuel Musyoki, Plan Kenya  
Hilda Winartasaputra, Plan Vietnam



The question on whether it is ethical or right to use “shame” as a resource for facilitating change has been an emerging critique of Community-Led Total Sanitation (CLTS). This question could be misleading, as at no point does CLTS require facilitators to say “shame on you” to target audiences for defecating in the open or for eating each others’ shit. The question should then be whether we should embrace a methodology that evokes negative emotions irrespective of the change or transformation such approaches bring in the lives of those we engage with.

#### Power in stigmatizing open defecation

The CLTS process has proven to be effective in evoking valuable emotions which some regard as negative. Critics of the CLTS method repeatedly single out the “shame” aspect. There is power in socially stigmatizing bad practice [not people] such as open defecation (OD), corruption, and gender-based violence among others. In Kenya, for example, it is not the facilitator who stigmatizes OD, rather it is the process itself that enables people to reach that realization. At no point have we been told by a community that they have been shamed or embarrassed by the facilitators.

Feedback has indicated that they themselves feel ashamed.

In Cambodia, losing face is considered one of the worst experiences one could have. The CLTS facilitators working in the country are extremely cautious of people feeling hurt, rejected or experiencing a loss of confidence. The transect walk, where people walk through their villages and identify defecation spots and calculation of shit, are conducted to raise awareness of the magnitude of the problem.

In Pakistan, it is the conviction among CLTS practitioners that it is the sense of pride and dignity and not shame that has proven powerful in effecting changing. So significant was the impact of CLTS here that in fact this led to the PATS (Pakistan Approach to Total Sanitation) being launched – similar to CLTS but with less emphasis on the elements of “shame.”

#### Shame can act as a powerful trigger in behaviour change

It is important to note that the concept of shame is not entirely defunct in South-East Asia. When government officials feel ashamed of the sanitation situation in their areas, they take action. Paulus Tereng, head of Lerahingga Village in Indonesia, highlighted his feeling of “risih” (unease and embarrassment) about open defecation practiced in his village, a shame which peaked during the CLTS intervention supported by Plan Indonesia that encouraged, or “triggered,” community members to stop open defecation in their villages and adopt better sanitation practices. This motivated him to campaign for open defecation free (ODF) status in his village, as well



● SANITATION AND HYGIENE CAMPAIGNS CAN BE POWERFUL IN EFFECTING CHANGE WITHIN AND AMONGST COMMUNITIES. PHOTO:WSSCC

as neighbouring villages. Paulus has since been widely recognized as a CLTS champion.

In conclusion, evoking negative emotions such as “shame” or embarrassment may not ultimately be so bad. Feeling ashamed has propelled people into action in some cultures, and on the other hand is seen as losing face in others. We need to learn how to manage such emotion as a resource to change the social norm. We should not avoid creating conflict within the inner-self, as that could be the key to change. In South-East Asia how should it be done then? Given that the CLTS approach calls for being direct in talking about shit? Well, perhaps it is ok to “beat around the bush,” as long as it is not ok to be shitting in the bush.





## Can the rewards model from India be translated to the wider African context?



**By Patrick Apoya,  
Community Partnership for  
Health and Development,  
Ghana**

Only 18 percent of the citizens in the Ghanaian capital of Accra use improved latrines. Another 59 percent use latrines that would have otherwise been considered improved, aside from the fact that they are being shared among five or more households. This still leaves 23 percent of the population using unimproved latrines or practicing open defecation.

Building codes in Ghana require each individual constructing residential and office buildings to provide toilet facilities,

yet over 70 percent of the housing stock do not have any. Years of public education and mass media campaigns to convince home owners to provide toilets for their tenants appear to be failing. Accra's mayor issued an ultimatum that by the end of September 2011 home owners and landlords must provide toilets, or face the full rigour of the law. The mayor believed it was the only way to avert a looming sanitation crisis in the city. Since the lapse of the grace period, over 300 landlords have been prosecuted in court. However, this last resort relies on a cumbersome and slow judiciary system in Ghana.

Whether this is the right approach to a deeply rooted social norm has left many citizens divided. Development actors, mainly NGOs and behavioural scientists, argue that previous approaches to behaviour change communication have not been effective. However, this should not be the basis to conclude that

the sanctions approach to behaviour change is the only route. Controversial sanctions employed in Uganda seem relevant to Ghana. Social cohesion that binds communities peacefully could be disturbed when you reach the extent that husbands are arrested, wives flee and people pay goats to the police as sanctions for not having toilets at home.

Despite cultural and socio-economic differences between India and Ghana, many of the boundary conditions for the success of the *Sant Gadge Baba Clean Village Campaign* in India are also present in Ghana. For instance, the personality of *Sant Gadge Baba* as an accepted religious leader is relevant in the religious society of Ghana. Just as in India, poor people connect most with leaders who identify with them in their dressing, eating and way of life.

Furthermore, there is a sense of community competitiveness in Ghana, though this in many cases degenerates into competitive rivalry, if not managed well. With the kind of moderation in community competitions such as in the India case, similar competitions among communities in Ghana can yield positive innovations and progress.

Just as *Sant Gadge Baba* leads his entourage on arriving in a village by briskly sweeping the streets with his broom, Ghana's former President J.J. Rawlings humbled himself on one occasion and jumped into a filthy gutter to clean it and set an example to his followers. This act may appear ghastly for many presidents but won J.J. Rawlings credibility.

Sanctions as currently applied by the Accra metropolis should be seen as complementary to the ongoing behaviour change communication efforts. Better still, Ghana should consider moving away from didactic educational approaches towards the kind of campaigns that have taken off in India. This will definitely make a difference in the country's drive to achieve the MDG target for sanitation.



## CHANGING BEHAVIOUR CREATES RESULTS

Research shows that the major influence on human behaviour is contact with other people, not the media, as is popularly believed. One of the keys to spreading the adoption of a new behaviour is to identify trusted sources and opinion leaders by communities who need to be engaged, as well as messages that resonate with them. Intertwined with the Forum's leadership theme, the potential for individuals as leaders to wield an enormous amount of power was evidenced by witnessing WSSCC's Global WASH Ambassador, Shah Rukh Khan, assuming this role with vigour. Within this context, identifying natural leaders who have the ability to influence people around them from the national to the village level is critical. Because change, as was demonstrated time and time again at the Forum, always starts with the individual.

### Understanding your target audience

In light of an increasing understanding in the sector that health education alone cannot cause sustainable behaviour towards improved sanitation and hygiene, the Global Forum through its plenaries looked to learn from other disciplines. By looking to psychology, anthropology and economics, as well as communications and marketing, participants further explored concepts, challenges and successes in understanding behaviour change processes and experiences. Presentations from experts examining the link between behaviour change and sanitation marketing generally arrived at the same conclusion – namely, that when designing behaviour change interventions, understanding your behaviour and that of your target group and audience is crucial.

According to Robert Aunger from the London School of Hygiene and Tropical Medicine, it is better to watch people behaving the way they usually do, for example while they wash their hands, and ask them to explain the challenges they face, or their desire for a different situation. Traditional formative research methods involve discussions with individuals and groups away from their usual context in an artificial environment; asking people to provide information based on normative responses that may bear no relationship to what they are actually doing. It is then the role of sector professionals to connect specific recommended behaviour to what people need, want or desire. What they don't want is also important and should be taken into account; disgust, for example, can be a powerful factor in changing behaviour towards sanitation.

### Private sector solutions to behaviour change

Exploring the potential of the private sector to drive large-scale behaviour change, as well as innovative marketing techniques, also featured prominently at the Forum. The private sector has a vital role to play in sanitation and hygiene transformation as a provider of goods and services, as a pool of expertise in formative research and marketing and through innovative contracting arrangements, and as a means of revealing the real cost of interventions and driving efficiency. Rather than creating demand, sanitation and hygiene behaviour change instigated through marketing is something that people (irrespective of how vulnerable) consciously and subconsciously already want.



### Respond to existing desires

During the Forum, marketing experts from the private sector informed participants that their companies do not make products that people do not want to use. Dr. Everold Hosein, founder of the Communications for Behavioural Impact (COMBI) approach, noted that Coca Cola doesn't just sell carbonated sugared water, it sells an experience. In his history of Starbucks, Taylor Clark writes that research showed that people wanted a cozy social atmosphere above all else. The cup of coffee they buy is the price for admission to a refuge while the outside world stands still. The challenge ahead for the sanitation and hygiene sector is not to build toilets but to effect transformative and lasting change and provide a response to people's heartfelt desire for a dignified life, healthy and happy children and a clean surrounding environment.

Recognized as a success, Community-Led Total Sanitation (CLTS) was discussed and debated as an approach to trigger communities to change and end open defecation (OD). There are other approaches, too, such as Participatory Hygiene and Sanitation Transformation (PHAST), handwashing,



The largest gap in human behaviour is between what people know and what people do.

Community Approaches to Sanitation (CATS), Total Sanitation and Sanitation Marketing (TSSM). Blending approaches may improve their effectiveness and truly touch the lives of marginalized communities.

Finally, it is key to emphasize that human beings are – consciously or not – much more attuned to their environment than they may seem. As such social changes are sensitive to the conditions of the times and places in which they occur. Ms. Ifeoma Charles-Monwuba from ActionAid demonstrated this when she outlined the numerous cultural and structural barriers to changing behaviour towards girls' education in Nigeria. Indeed, advocacy efforts must be sustained to change the environment in which the behaviour takes place. People will not be able to wash their hands before eating in a public place if there is no hand washing device available. A person from an open

defecation free community will have no other choice than to defecate in the open if she or he takes a long-distance bus journey and there is not a single functioning toilet at the bus stops.

### People's knowledge and behaviour – understanding the gap

Behaviour is a complex collective pattern of decisions, practices and actions of people. It is defined according to what humans perceive to be in their best interest and is based on their values and socio-economic situation, as well as experiences, culture, religion and other factors. People are not "rational economic animals" and the largest gap in human behaviour is between what people know and what people do. To fill that gap, professionals must know whom to target, what are the behavioural determinants, and what are the channels that should be used to deliver these messages.

That said, it is possible to change, and in the words of Mr. Siddharta Swarup from BBC World Service Trust, sanitation people should be innovative, creative

LEFT HANDWASHING IN SCHOOL – KISUMU DISTRICT, KENYA. PHOTO: WSSCC  
RIGHT PARTICIPANTS WERE ENCOURAGED TO BE "THINK OUTSIDE THE BOX" BY MR. SIDHARTA SWARUP FROM BBC WORLD TRUST SERVICE. PHOTO: WSSCC.

and interesting – think outside of the box – to make the recommended behaviour so attractive that it becomes natural, automatic and an obvious choice.

The challenge ahead for the sanitation and hygiene sector is not to build toilets but to cause transformative and lasting change which responds to people's heartfelt desire for a dignified life, healthy and happy children and a clean environment.



## BEHAVIOUR CHANGE – SESSIONS

### + What changes behaviour

**Chair:** Robert Aunger, Senior Lecturer in Evolutionary Public Health, London School of Hygiene and Tropical Medicine (LSHTM), UK

**Facilitator:** Mona Khanna, Fox Chicago News

- New theory/new methods – Robert Aunger, LSHTM
- Bridges for girls' education – Ifeoma Charles-Monwuba, Head of Programmes and Deputy Country Director, Action Aid, Nigeria

Starbucks doesn't sell coffee – Everold Hosein, senior World Health Organization consultant and founder of Communications for Behavioural Impact (COMBI), USA

Out of the box: creativity as a catalyst for behaviour change – Siddharta Swarup, Deputy Country Director, BBC World Service Trust, India

Getting the condom on every time – Lessons from the Balbir Pasha HIV prevention campaign (Mumbai) – Sanjay Rao Chaganti, Senior Regional Advisor, Population Services International (PSI), India

### + Exploring public private partnerships (PPP) in behaviour change

**Chair:** David Sparkman, Program Analyst, Sustainable Sanitation, Water for People (WFP), USA

**Facilitator:** Mona Khanna, Fox Chicago News

- Lifebuoy behaviour change journey – Anila Gopalakrishnan, Lifebuoy Social Mission Manager, Unilever, India
- BRAC's efforts in managing menstrual hygiene – Babar Kabir, BRAC
- Sanitation: "Sexy", Start-ups, Sustainability and Scaling-up – David Sparkman, WFP

### + Rewards, sanctions and benchmarking as tools for behaviour change

**Chair:** Sudhir Thakre, Secretary Rural Development, Government of Maharashtra, India

**Facilitators:** Patrick Apoya, ANEW, Ghana

- *Sant Gadge Baba Clean Village Campaign* – Sudhir Thakre, Government of Maharashtra

- Nirmal Gram Purashkar: rewarding sustainable sanitation in rural areas – Vijay Mittal, Director, Ministry of Drinking Water and Sanitation, Government of India

- A latrine called 'bye-law': Different sanctions applied in Uganda – Julian Kyomuhangi, Assistant Commissioner, Ministry of Health, Uganda

- Rewards and sanctions to stop manual scavenging in Badaun District, Uttar Pradesh, India – Lizette Burgers, UNICEF, India

- Rating of cities, National Urban Sanitation Policy – Vivek Raman, Research Analyst, WSP, India

- A case study from Madagascar – Rija Lalanirina Fanomezana, Medical Care Development International (MCDI), Madagascar

### + The CLTS debate

**Chair:** Louis Boorstin, Bill & Melinda Gates Foundation

**Facilitator:** Barbara Evans, University of Leeds

- Story of the first Open Defecation Free (ODF) village in Bangladesh – Masud Hassan, Programme Coordinator, Village Education Resource Center (VERC), Bangladesh

- CLTS: The African story – Ada Oko-Williams, Coordinator, West African Regional Learning Centre on Sanitation, WaterAid, Nigeria



Individual presentations on **behaviour change** from the Global Forum, together with additional background reading, can be found on the DVD-Rom at the back of this report and at [www.wsscc.org](http://www.wsscc.org).



Principles of rural CLTS – Kamal Kar, Chairman, CLTS Foundation, India

Why CLTS + is a natural evolution of participatory methodologies, but not compatible with PHAST – Robert Chambers, Research Associate, IDS, UK

**+ Handwashing who when how?**

**Facilitator:** Camille Saade, Project Director and Director of Strategic Partnerships, Center for Private Sector Health Initiatives, USA

The impact of handwashing at recommended times – Stephen Luby, ICDDR, Bangladesh

Global Handwashing Day – Camille Saade, Center for Private Sector Health Initiatives

Fit for school – Cromwell Bacareza, Director of Operations, Fit for School, Philippines

Integration of handwashing into Community-Led Total Sanitation.

**(La promotion du lavage des mains au savon dans les programmes du gouvernement au Mali) – Nicolas Osbert, WASH Chief,**

UNICEF Mali, and Moussa Cissoko, Director of Sanitation of Koulikoro Region, National Expert in CLTS, Mali

The handwashing in schools quiz – Jérémie Toubkiss, WASH specialist, UNICEF, Mali

Glow germ test, Unilever



## LEARNING ABOUT BEHAVIOUR CHANGE

### Chhabi Goudel, Rural Water Supply and Sanitation Project in Western Nepal (RWSSP-WN), Nepal

#### Why is CLTS important to you?

I received intensive CLTS training in 2009 in Nepal and subsequently went to train additional people in this approach. Since September 2011, I have trained people from school teachers and local officials to members of civil society groups and Community Health Volunteers (CHV) – approximately 128 women and 124 men. Those that I personally trained in CLTS have gone on to train another 6,000 people. As a direct result of this critical

capacity developing initiative, 66 Village Development Committee's (VDC) in Nepal have been declared Open Defecation Free (ODF) for over a year now and a further 55 VDCs are ready for declaration. This highlights the importance and power of CLTS as an initiative that has a ripple effect and can lead to positive results for primary beneficiaries – the people who are still unconvinced about the benefits of investing in sanitation and hygiene on their health and wealth amongst other things.

#### What did you take from the Forum?

The Forum gave me a lot of



encouragement and confidence gained through deeper understanding, as well as additional skills on facilitating and relationship-building within communities, which is an important part of CLTS. Not only was I able to learn about the work of other sector professionals, but I also received the opportunity to share some of my own successes with CLTS training. Finally, being amongst WASH professionals from so many different



### Segla Lihoussou, Secrétaire permanent de l'Association nationale des Communes du Bénin, Benin

#### What are the key sanitation and hygiene challenges in Benin?

Broadly speaking, the level of poverty amongst the rural population is such that investing in hygiene and sanitation is not considered a priority. Why should a family living in such conditions invest in building a latrine when they can defecate in a field and use the same money to buy food? This is the challenge faced by communities. In order to really change hearts and minds, the local population

needs to be involved in decision-making processes. People who are suffering without sanitation and hygiene need to be convinced that investing in these issues is not a false economy and has multiple benefits. My role is to advise local authorities on how to position, engage and implement national-level WASH policies and the challenges we face in this regard are many.

#### What would the solutions to sanitation and hygiene challenges in Benin look like?

In Benin, given the absence of public sewage disposal systems, some individual households have taken responsibility for dealing with sanitation and hygiene issues by installing their own latrines and organizing the disposal of household waste. This is a rapid solution by some to address what they deem to be a pressing issue.

In the longer-term, community participation is vital and involves developing capacity through raising awareness at many different levels, starting with local officials to help

communities understand the benefits of investing in sanitation and hygiene. But this does not just rest with communities, changing the behaviour of those in authority will help set an example of responsible behaviour, which can have a powerful "trickling down" effect to the community level. Once an understanding of the importance of sanitation and hygiene has been established, people are likely to want to engage and participate in improving their health, livelihoods and security. Such participation helps to build ownership and ultimately lays the foundations for a longer-term sustainable change.

#### What did you take away from the Global Forum?

One of the most important learning experiences for me at the Forum was learning about the concept of equity and inclusion – ensuring that no-one is left behind in key decision-making processes related to sanitation and hygiene. The Forum highlighted the importance of an integrated approach, which is vital given that these issues disproportionately affect the poor, and even more so for the chronically poor and excluded.

parts of the world was a great networking opportunity!

### What are your immediate plans for action?

As a result of the CLTS training and through my participation in the WSSCC Global Forum, I prepared a high-level workshop on CLTS and behaviour change in hygiene and sanitation in early 2012 in Nepal. Dr. Kamal Kar, who I met at the Global Forum, facilitated this workshop in Pokhara, as well as a three-day intensive meeting targeted at district-level sanitation facilitators to review progress and undertake a lessons learned exercise. I hope that the high-level workshop and meeting will help to generate more ideas on how to create an open defecation free (ODF) Nepal, which is the ultimate goal.

### What are your long-term plans?

The Forum further reinforced my passion and desire to work towards changing people's behaviour towards sanitation and hygiene. In particular, I have resolved to spend the rest of my career triggering communities to stop the practice of open defecation through reinforcing the critical message that open defecation affects health, rights, the environment and the economy.



 **Diaryatou Sow, AGETIP, Senegal**

### Did the Global Forum support your work in CLTS?

As someone who is helping to implement the CLTS approach in rural Senegal, the Forum was an enriching experience. The CLTS approach is based on the principles of no subsidy and freedom of choice given to targeted communities, regarding the type of latrines to be built. It is certainly recognized for its contribution to behaviour change and ending open defecation (OD) practice. After achieving ODF, we are often forced to ask whether CLTS in its purest form i.e. without any subsidy, can allow poor people in rural areas to climb the sanitation ladder or even to maintain existing latrines?

### Are there any specific conditions in Senegal that makes the "no subsidy" approach challenging?

An environmental impact study from WSSCC's Global Sanitation Fund (GSF) programme in Senegal (initiated in 2011), sheds light on the crucial question of the type of latrines and their impact on the water table and on sludge management. Its findings show that the only sustainable solution in rural areas is excreta re-use. However, these technologies can be very expensive for rural populations.

### What solutions could you share with readers?

It is important to advocate nationally for a better coordination of global and national level interventions. Programmes with subsidies (also known as "hardware") should be implemented in areas where demand-driven approaches such as CLTS have already taken place. In this way they will target populations that have already been sensitized and are ready to go further up on the sanitation ladder. The point being, existing subsidies could be leveraged more effectively and rolled out at a much larger scale.

## >>> 2012-2016: WSSCC takes Behaviour Change forward

Sustainable behaviour change at scale has been identified by WSSCC as a priority theme for its results on the ground, learning, knowledge management and targeted communications over the next five years. Behaviour change links in a very direct and relevant manner to increased and sustained sanitation and hygiene access and use.

While behaviour change is well documented in other development fields, information on how it works at scale in the WASH sector is not as readily available. WSSCC will seek to identify gaps in knowledge, and between knowledge and practice, through rigorous analysis, documentation and sharing of best practice, as well as implementation of integrated communications.

In collaboration with its partner organizations and WASH Coalitions and through its Global Sanitation Fund programme (GSF), WSSCC will collect knowledge on gaps at scale in countries across Asia and Africa. The lessons learnt will be used for GSF but also wider for the sector as a whole.

WSSCC will continue the work started in Mumbai of reaching out to the excellent and innovative communications work underway in the health and education sectors, to infuse new life into and transform the messaging in WASH.

Behaviour change will also form one of the two key topics of the Community of Practice (CoP) launched at the Forum. This

platform will draw on the knowledge and experiences generated by practitioners, members and GSF partners. Discussion, learning and sharing will be ongoing through events and webinars to help build practitioner capacity. Communications for development activities will provide important tools to put learning into practice. This will include support to the regional WASH Journalist Networks to strengthen governance, increase collaborative messaging, influence regional policy and maintain coverage and analysis of WASH-related issues.



## ACCELERATING CHANGE

### COMBI (Communication for Behavioural Impact); Not BCC (Behaviour Change Communication)



**By Everold Hosein, Senior World Health Organization consultant and founder of Communications for Behavioural Impact (COMBI), USA**

In the 1970s, the term “behaviour change” was knocked out of my vocabulary by social communicators steeped in the rhetoric and practice of liberation theology in Latin America. They thought it was presumptuous of us “northerners” to come to Latin America to brainwash and manipulate people into changing their behaviours.

But as the years went by I have found a more fundamental reason for not using the term. “Behaviour Change (BC)” and “Behaviour Change Communication (BCC)” have limited our vision and strategic thinking about the ultimate end result of our communication work. In every health programme I have worked on at the World Health Organization (WHO), I have come to the realization that the end goal is encouraging people not to change their behaviour.

#### Sticking to a behaviour – not changing it

Once you start using a pit latrine at the back of your house, we would like you not to change: keep using that latrine every time and don't be tempted by the pleasures of squatting on the railroad track. One understands the drive to move on to the next house to get a new latrine built but we need to remember to stop by the old house where the latrine was built a while back and ask “how is it going?”- a

simple step to ensure no change, and to encourage sticking to the latrine-usage behaviour.

This challenge of behaviour maintenance, sticking to a behaviour, not changing, calls for a somewhat different orientation compared to helping someone engage in a new behaviour. BC/BCC seems all about getting the new behaviour adopted. But the bigger challenge often escapes us: engaging folks in sticking to a behaviour and therefore not changing back. And this requires as much strategic communication planning as getting someone to take on a new behaviour. Hence WHO's focus on Communication for Behavioural Impact and not Change.

In the private sector, millions are invested in marketing communication directed at holding on to customers. But in the public sector we are loathe to spend money on having people not change. The public sector is reluctant to spend money on communications in general, but when it comes to the mission of “consumer loyalty,” important across all sectors, there is even greater resistance.

#### Consumer loyalty

A good communication plan, while aiming to add new adoptees, should also strive to embrace old adoptees. Sometimes this happens indirectly; an advertisement for a car may serve to attract new buyers but, if designed well, can also serve to tell current owners they have a fantastic car to be proud of and to remain loyal to the brand in the future. At the same time, a message that tells old adoptees that they are doing a solid job can very well serve to get new adoptees.

It is not behaviour change we strive for; ultimately it is the behavioural impact of “staying with it.”



### Does Urban CLTS misinterpret the “community”?

**By Dr. Kamal Kar, Chairman, CLTS Foundation**

**Dr. Pippa Scott, Global Community of Practice on Sanitation and Hygiene Consultant, WSSCC**



For rural sanitation, Community-Led Total Sanitation (CLTS) has gained wide recognition in the sanitation development world as a mechanism that incites collective behaviour change to stop open defecation. Today more than 50 countries across Asia, Africa and Latin America have embraced the CLTS approach, of which 15 countries in Africa and two in Asia have mainstreamed CLTS in their national sanitation policies. Open defecation (OD) is certainly not limited to rural areas. Sporadic attempts have also been made to introduce CLTS in urban sanitation with some or little success. This piece considers whether urban CLTS efforts, to date, have fully grasped what – in sanitation terms – the scope and definition of the “urban community” is?





▲ A COMMUNITY-LED TOTAL SANITATION "TRIGGERING" PROCESS IN THE INDIA PROVINCE OF JHARKHAND. PHOTO: WSSCC.

The urban context presents several major challenges to sanitation, which include but are not limited to:

Firstly, a heterogeneous population, with a myriad of cultural, social and geographical backgrounds and with different livelihoods, priorities and opportunities. Secondly, high population density implying lack of space for digging and servicing latrines. Thirdly, unauthorized occupation of land, which leads to lack of investment by residents due to short-term time horizons or fear of eviction, and lack of servicing by municipalities because of the unauthorized nature of the settlement. Fourthly, strong political and power relations between the communities and local politicians.

### CLTS works differently in urban and rural environments

Several urban characteristics challenge the underpinning conditions for CLTS. In rural communities, the CLTS approach is predicated on established community

boundaries, homogenous community groups, identifiable community hierarchies – all of which are harder to identify in a dense, urban setting. Adjusting to urban settings requires an in-depth understanding of the complexity and diversity of the situation to facilitate a collective behaviour change leading towards improved sanitation.

To date, some success stories on urban CLTS have emerged:

Firstly, Kalyani municipality in West Bengal, India, where 52 slum communities were cleaned up using a CLTS approach. The municipality led the project, training municipal workers and honorary health workers to conduct the triggering. Youth slum residents were employed as community consultants to extend to other slums. Secondly, the city of Nanded in the State of Maharashtra, India, where the CLTS approach is being used systematically to stop open defecation in the slum areas, also with heavy involvement from the municipality. Thirdly, Mathare in Nairobi, Kenya, where participatory Global Information Systems (GIS) Mapping and a social media initiative were supporting activities in the Plan International Kenya Urban CLTS programme. Whilst the main objective

was to trigger residents, the programme also held a roundtable to engage with the other actors such as local government, NGOs and the private sector.

### Urban sanitation moving towards engaging with sanitation service providers

Indeed these examples corroborate the importance of engagement of stakeholders beyond the residents. The engagement of just the municipality or local government is absolutely a key determinant for success as ward councilors and their political parties have strong influence over communities. The Mathare example shows a broader engagement with NGOs and the private sector, which is consistent with wider urban sanitation thinking.

Urban sanitation efforts have come to recognize the importance of the series of actors along the sanitation value chain, where the individual user and household is just the first step in a process of collection, transport, treatment and disposal of faecal sludge. This is because, for at least the mid-term future, the vast majority of sanitation facilities in low and middle income cities and towns are on plot systems in need of periodic emptying. Increasingly, urban sanitation development is moving towards finding ways for small-scale sanitation service providers to interface with utilities and municipalities and be recognized for the value they add to the urban sanitation service chain.

The question is, can urban CLTS target the actors of the value chain, such as the local authorities and small-scale providers, more systematically, and in the same way that rural CLTS identifies social hierarchies and subgroups to trigger change?

If we are to bring the CLTS concept to the urban environment, do we not then need to engage with, and ignite change, across all the stakeholders of the urban sanitation value chain, as these are critical actors that define the urban sanitation "community"?



## SOCIAL TRANSFORMATION THROUGH CHANGE

Every day, millions of children, women and men have to defecate in the open, covering their faces in shame, hiding behind bushes, against railway tracks or on river banks. Every morning women in South Asia hide their faces with a sari pallu due to the sheer indignity of defecating in the open. In Africa, women and girls report fear of the dark, wild animals and molestation when going in the bush.

### The power of ideas

One village at a time is far too slow for the rate of progress that is needed to achieve meaningful sanitation and hygiene transformative action. This will take too long and it is time that we cannot afford given the immense cost to health and quality of life for the planet as a result of poor sanitation and hygiene. The world needs change, hundreds of villages at a time, like a bushfire that sweeps across the country transforming everything in its wake. The power of an idea to drive and achieve that change is enormous. How can ideas and actions help the WASH sector to make the exponential leap required to respond to the 2.6 billion crying out for the dignity and safety of a basic toilet? What are the tipping points for getting from small to big?

A key set of questions were raised at the Forum which serve as building blocks for achieving scale. How do you grow the idea? Is it important that it is free? How do you create cross-sectoral partnerships? How do you get coherence? And is the change sweeping, transformative and sustainable?

Mr. Anshu Gupta from Goonj, Mr. Stefan Jacob from BoP Hub Initiative, and Dr. Kamal Kar from the CLTS Foundation highlighted the power of ideas and

considered what enables an idea to grow into transformational action. The ideas varied from Community-Led Total Sanitation to door-to-door marketing of sanitary napkins. Key themes related to freeing an idea from the shackles of institutional bureaucracy and enabling it to spread. Key strategies included the idea of cascading, either through training or through packaging and franchising a model of service delivery, especially where there are growing markets for sanitation goods and services.

Private-public partnerships are able to venture where traditional efforts fail because of the complementary perspectives and strengths they bring to an approach. Clear shared objectives on rural penetration and transformation at scale can break taboos and change minds sets while respecting socio-cultural norms. BRAC's approach and partnerships with local governments and community based groups on sanitary napkins, hygiene and sanitation is one such example. The ambitious hand washing campaigns by Unilever in India are based on a conviction that the "bottom of the pyramid" has enormous market capitalization and that it is possible to be profitable while raising awareness and transforming hygienic practices.

### Innovative concepts – public and private

Sulabh's public sanitation facilities across the length and breadth of the Indian sub-continent cater to millions while providing the world with a robust self-financing model that can be replicated while improving the sanitation and livelihood situation of millions.

Community based work, strong commitment at all levels, supported



LEFT PARTICIPANTS VISITED DHARAVI SLUM IN MUMBAI DURING THE GLOBAL FORUM. PHOTO: WSSCC.  
RIGHT A NEW TOILET OWNER IN MADAGASCAR. PHOTO: WSSCC.

by institutional champions and national policies, were stressed as core contributors of scale. Faced with the growing challenges posed by rapid urbanization, practitioners stressed the importance of looking beyond simple excreta containment to the entire sanitation chain. Speakers highlighted the difficulties of building community commitments in urban locations and the need for tools such as GIS (Geographic Information Services) that map service gaps and provision more accurately and the inescapable and important link of services with tenure. The enormous urban challenge and successful responses were discussed through various case studies on Kenya, India and Nepal, including the CLUES (Community Led Urban Environmental Sanitation) approach.

### Community is the key

Typically, large-scale changes are social transformations that alter established normative behaviours with new forms of behaviour that become acceptable and/



or required. With its inextricable link to behaviour change it is no wonder that the Communications for Behaviour Change plenary session highlighted the need to accelerate change by thinking afresh and getting away from didactic messages and back to the basics. This would call for reexamining the importance of connection – including simple face-to-face dialogue which can be more effective than social media or mobile phones. In addition, Forum participants were cautioned on the ubiquitous nature of technology which, whilst valuable, should not overwhelm those it is seeking to engage. Communication is an “inseparable” part of programme implementation, but is too often regarded as an “afterthought,” warned Mr. Sidharta Swarup of the BBC World Trust Service. Communication must be people-focused and dialogue-based in order to truly connect, and the afterthought model leads to didactic health education messages that do not give the community the chance to feed in their good practices.

Given that advocacy and campaigning are important tools in increasing awareness and transforming behaviours, the Forum

reached out to participants and the many leaders gathered in Mumbai to share successes, failures and challenges in key WASH campaigns and across diverse advocacy platforms.

In the words of Mr. Nipun Vinayak, Municipal Commissioner, Nanded District, Government of Maharashtra, India, “For change to come about there has to be a need generated ...we cannot reach out to millions. You can change a village, but people will fall back after a few years.

Therefore you have to demonstrate a pilot in a village or neighbourhood so that people living nearby demand similar change. People need to see the change to want it. Change cannot be brought about only by the government; other stakeholders have to be included too, and there has to be a wave of social change. Look for appropriate partners. The most critical stakeholders for this challenge are the people who will benefit – they should lead the movement.”



THE INCREASING SANITATION COVERAGE IN CAMBODIA IN SOME DISTRICTS IS HELPING TO INSPIRE OTHER DISTRICTS TO ACCELERATE CHANGE ON THE GROUND. PHOTO: WSSCC.





## ACCELERATING CHANGE – SESSIONS

### + Tipping Points

**Chair and Facilitator:** Jon Lane, WSSCC

- Not Just A Piece of Cloth. Anshu Gupta, Executive Director, Goonj, India

BoP Hub Initiative: tailored services for an untapped market – Stefan Jacob, Co-creator BoP HuB, Singapore

- The Bushfire that is CLTS in Africa – Kamal Kar, CLTS Foundation

### + Reaching many millions

**Chair:** Lizette Burgers, UNICEF

**Facilitator:** Archana Patkar, WSSCC

- Total sanitation: the experience at district level – Nipun Vinayak, Municipal Commissioner, Nanded, Government of Maharashtra, India

Reaching 25 million in Bangladesh – Babar Kabir, BRAC

- CLTS in Africa – Taking behaviour change to scale – Jane Bevan, UNICEF

- Sustaining sanitation at scale – Ajith Kumar, Water and Sanitation Specialist, WSP, India

### + Communication for change

**Chair:** Everold Hosein, WHO Consultant

- Magic of Communication – Siddharta Swarup, BBC World Service Trust

- Everyone is a Communicator – Olivier Nyirubugara, Voices of Africa Foundation

- When Communities Take The Lead – Alexandra Malmqvist, Advocacy and Communications, WIN, Germany, and Naomi Hatfield Allen, Outreach Manager, Video Volunteers, India

Striking diarrhea for '6' – harnessing the power of fun, sport and superstars to make sanitation and hygiene cool – Thorsten Kiefer, Executive Director, WASH United, Germany; and Nirat Bhatnagar, Principal, Quicksand, India

### + Urban sanitation at scale

**Chair:** Rajiv Jadhav, Department of Municipal Administration and Urban Development, Government of Maharashtra, India

**Facilitator:** Jonathan Parkinson, Programmes Manager, International Water Association (IWA), UK

- Service Level Benchmark – Rajiv Jadhav, Government of Maharashtra

- CLUES planning introduction to the approach and case study from Nepal – Mingma Sherpa, PhD Researcher, Asian Institute of Technology (AIT), Nepal

- Looking at full value chain of sanitation for city wide approach – Meera Mehta, Dinesh Mehta, Professors Emeritus CEPT University, India

- Can CLTS work in an urban environment? – Samuel Musyoki, Plan International, Kenya

Public sanitation solutions – Abha Badhur, Senior Vice President, Sulabh International Social Service Organisation, India



Individual presentations on **accelerating change** from the Global Forum, together with additional background reading, can be found on the DVD-rom at the back of this report and at [www.wsscc.org](http://www.wsscc.org).



## LEARNING ABOUT ACCELERATING CHANGE

 **Karin Hulshof,**  
UNICEF, India

### What were your thoughts about the Global Forum?

The Global Forum was a fascinating melting pot of ideas and innovations on how to promote sanitation and hygiene in a way that is inclusive and transformative. The common recognition that sanitation and hygiene is as much about coverage and access to facilities as it is about community ownership, behavioural practices and social norms was, from my perspective, the key highlight.

### How was this useful for UNICEF?

The Global Forum resulted in a slew of


promising ideas and approaches for UNICEF India. It also built a stronger network of organizations and individuals who care about and are deeply committed to sustainable sanitation. For UNICEF, getting to know new partners was very inspiring. Through the Forum, we established connections with the International Development Enterprises (IDE) on strengthening sanitation marketing in India. This partnership will capitalize on both IDE's and UNICEF's comparative strengths: IDE as a pioneer in the application of market-based approaches to improve household water treatment, sanitation and hand washing in rural areas; and UNICEF with its reach by virtue of its ground presence in 13 states and engagement with government, civil society and communities.



### What do you envisage as the next steps?

We will identify opportunities and marketing models to catalyze the sanitation market in India. This entails researching the current demand for, and supply of, sanitation technology options and hardware in rural India, building capacities of communities and linking them with the available sanitation market beyond government schemes, and developing and testing potentially marketable sanitation options. For UNICEF, the Global Forum was thought provoking and time very well spent in pushing forward the agenda on sanitation.



 **Anna Machado,**  
Universidade Federal  
Fluminense, Brazil

### What did you find most interesting at the Global Forum?

The three-day field visit to Pune to look

at a solid waste management system and visit local communities, was both interesting and positive. We were divided into groups and had the opportunity to dialogue with colleagues from around the world. We compared our own observations from this visit in India with experiences from our countries, and this was incredibly interesting. For me, one of the really interesting elements was the biogas production, use and management observed during the Pune visit.

### Why was this of interest to you?

I have seen compost systems in Brazil, and have read about numerous biogas projects, but I have never seen one in an urban area that transforms biogas into electricity for communities. In Brazil I am aware of biogas as a bi-product of pork producers, where the energy system buys the gas from the producers. I found

it interesting that the Pune solid waste treatment was undertaken at a small scale and there was a strong sense of community ownership.

### How will you use this knowledge?

I am a WSSCC National Coordinator in Brazil, as well as an academic. As part of my profession, I often take environmental engineering students on field visits in Brazil. Now I can share my experiences from India with them and encourage them to specialize in appropriate technology and further research in this area. Also, I sit on the Scientific Committee for the FUNASA – Fundação Nacional de Saude, which is under the Ministry of Health. I intend to hold a seminar in 2012, particularly about the community management for environmental sanitation. This will be interesting for my work in the run up to Rio+20.

 **Osama Manzar, Digital Empowerment Foundation, India**

**Coming from the information technology sector, what were you able to take from the Forum?**

Learning more about organizations in the WASH sector, their work and technological

needs was something valuable that I took away from the Forum. I made contact with several Africa-based organizations that were keen to discuss information technology needs. For example, I established contact with the African Civil Society Network on Water (ANEW) and discussed potential opportunities to assist the Coalition of NGOs in Water and Sanitation (CONIWAS) members in Africa to develop and maintain websites and report their work to the global community.

Digital Empowerment Foundation is also developing an E-enabling Grass Roots NGOS (ENGOS) workshop in Ghana focusing on what the internet can offer organizations. We will set-up websites for three or four organizations in Ghana during the visit.

**On what terms will you develop the websites for them?**

Digital Empowerment Foundation produces websites for grass roots civil society organizations for significantly subsidized rates as part of a joint venture with the Public Interest Registry Organization.

**Has the Forum grown your ambition to work in Africa, or in the WASH sector?**

I had initiated dialogue around growing our portfolio of work in Africa. But the Forum allowed me to make some of those plans more concrete. It also connected me and my work to a whole community I had not previously considered. Water and sanitation are such core grassroots issues. At first glance digital products might seem outlandish to WASH grassroots workers, but actually I think digital empowerment is critical to give them a voice.



**>>> 2012-2016: WSSCC takes Accelerating Change forward**

WSSCC's strategic vision for 2012 – 2016 identifies increased and sustainable "Access and Use" of sanitation and hygiene as a key outcome of its work over the next five years.

WSSCC's main vehicle for contributing to increased coverage, accelerated change and transformative action on the ground, will be its Global Sanitation Fund (GSF). The GSF is a financing mechanism that channels funds to competent organizations in selected sanitation-needy countries to work at scale in sanitation and hygiene.

Through the GSF, WSSCC will increase coverage and also demonstrate the viability

of collaborative, demand-led approaches to achieve results at scale. In 2012, WSSCC will focus on achieving concrete results in seven of its 12 countries: Madagascar, Senegal, Nepal, Malawi, India, Cambodia, Uganda, Ethiopia, Togo, Tanzania, Nigeria and Uganda. It will work to ensure that at the end of its five-year horizon, through a cascading approach within each country programme, 12,410,000 people will have improved toilets, 18,175,200 people will live in open defecation free environments, and 12,107,400 will sustainably wash their hands with soap.

Change of this magnitude will only be brought about through strong partnerships

and collaboration. Both of these will be the cornerstone of WSSCC's knowledge, advocacy and programming work over the next five years. WSSCC is committed to supporting innovation, listening to users and local experience in order to accelerate progress.

As part of its drive to accelerate change at a global level, WSSCC is closely engaged in international efforts to develop appropriate sustainable development goals, targets and indicators for sanitation following the expiry of the Millennium Development Goals in 2015.



## PARTNERSHIP AND COLLABORATION

### Looking back at a decade of regional sanitation conferences



**Piers Cross, Consultant, WSSCC<sup>1</sup>**

In 2001 WSSCC, together with the Water and Sanitation Programme (WSP) met with officials at the Ministry of Water and Forestry in South Africa to lay the foundations for building political momentum for the neglected topic of sanitation in Africa. This led to the first African Conference on Sanitation and Hygiene (AfricaSan) in Johannesburg, South Africa, in June 2002. Close to 150 decision-makers and sanitation experts and leaders, as well as key decision-makers in the form of 11 ministers attended the inaugural meeting. Its main achievement was its critical contribution to building political momentum for the World Summit on Sustainable Development in September 2002 and subsequently for the United Nations (UN) to adopt a specific Millennium Development Goal (MDG) target on sanitation.

Since then, leaders from about 80 developing countries have participated in the ongoing and evolving global dialogue on sanitation and hygiene at additional meetings in Africa as well as in South Asia, East Asia and Latin America. Today, these “san” conferences serve as ongoing platforms for sanitation visibility and momentum building, particularly

involving civil society organizations, in these regions as well as, more recently, in Central Europe.

Whilst the direct impact is difficult to measure, the sanitation conferences have offered a winning blend of political support, technical dialogue and knowledge exchange needed to advance sanitation at the global and regional levels. The vision of governments driving and leading sanitation improvements, in partnership with the private sector, civil society, consumer/community bodies, the research community, finance institutions and development agencies, is at the heart of these meetings.

The third AfricaSan, held in Rwanda in 2011, bore witness to the progress made in sanitation. It gathered a record 900 participants from 38 countries committed to action plans and behaviour change that can be monitored. *The Delhi Declaration*,<sup>2</sup> *eThekwini Declaration*<sup>3</sup> and *Cali Declaration*<sup>4</sup> illustrate the political commitment of governments in creating change. Concretely, regional sanitation conferences have had a number of positive impacts, including, allocation of financial resources for sanitation, initiation of CLTS programmes and adoption of new policies.

The WSSCC Global Forum on Sanitation and Hygiene took a much-needed stock of the lessons learnt across the regional sanitation meetings. In addition to developing a highly successful brand, the sanitation meetings have also



worked to bridge global and country dialogue. The session on Partnerships at the Forum, then, sought to build on this dialogue and further establish and encourage partnership within and outside the WASH sector. Finally, it examined the conclusions of regional sanitation conference assessments and included interviews with leading sanitation thinkers to distill the following key recommendations:

- Use strong, accountable regional bodies to undertake follow-up and preparation between meetings.
- Ensure that political commitments are measurable and extend commitments across a range of different stakeholder groups.
- Retain government leadership whilst ensuring balanced participation to achieve mutually accountable commitments.
- Use creative financing to allay the resource intensive nature of the meetings.<sup>5</sup>
- Be truly regional in focus: whilst Africa

1. This is adapted from the paper entitled *Regional Synthesis of SAN Meetings* written by Piers Cross with contributions from Barbara Evans – Senior Lecturer, University of Leeds, UK; Ceridwen Johnson, Freshwater Action Network, UK; Diana Iskrea, Earth Forever, Bulgaria; Yolande Coombes – Water and Sanitation Programme, Africa; Ravi Narayanan – Asia-Pacific Water-Forum, India; Marta Litwinczik – Ministério das Cidades, Secretaria Nacional de Saneamento Ambiental, Brazil, and Archana Patkar, WSSCC. This paper can be accessed at [www.wsscc.org](http://www.wsscc.org).

2. The Delhi Declaration came out of the Third South Asian Conference on Sanitation and Hygiene (SacoSan) in 2008 during the International Year of Sanitation.

3. The eThekwini declaration, together with the AfricaSan Action Plan came out of the second African Conference on Sanitation and Hygiene in 2008. This is also referred to as “AfricaSan+5”.

4. The Cali declaration came out of the inaugural LatinoSan conference held in 2007.

5. AfricaSan in Rwanda successfully demonstrated the potential of a fee-paying model for future sanitation meetings with ear-marked support for civil society actors.





## Hygiene and sanitation promotion to catalyse strategic partnerships in Mali

**By Moussa Cissoko, Regional Director, Ministry for the Environment and Sanitation, Mali**

**Nicolas Osbert, WASH Programmes Coordinator, UNICEF Mali**



When the Community-Led Total Sanitation (CLTS) strategy was first launched in Mali in early 2009 during a training workshop organized by UNICEF and the CLTS Foundation, nobody could have anticipated how rapidly it would expand. Early pioneers, including WaterAid, undertook initial experiments in selected villages in Mali, a country where open defecation (OD) is still common practice. There were plenty of doubts at the time: “people are too poor, we need subsidies”; “it works better in Asia”; and “English speakers are more comfortable talking about poo; it’s a taboo subject for us,” etc. Two years later, CLTS has firmly taken root in over 800 of the country’s most vulnerable villages, improving the lives of close to 400,000 people, with 15,000 latrines built or restored, each equipped with a hand washing device.

The CLTS programme in Mali has been led by the sanitation sector, and innovative donors such as The Ministry of Foreign Affairs of Denmark (DANIDA). Its success has convinced the vast majority of NGOs to come on board and play an active role in expanding the scheme (including Care, Plan Mali, SNV, Oxfam, Save the Children, Global Water Initiative, HKI, RECOTRAD and CAFO).

In addition to the low cost of the scheme (US\$3 per inhabitant), the following factors have helped to make it a success:

- The demonstrated value of CLTS, with various stakeholders having the opportunity to observe its potential first hand and witness the public enthusiasm for CLTS and the pride of the very poorest inhabitants at being able to improve their living conditions by their own hand;

- The simplicity of the approach, which requires sound knowledge of the local population rather than complex scientific expertise, enabling technicians from within Mali to adopt CLTS with ease;
- The leadership provided by the sanitation sector which placed the focus firmly on waste management, together with a solid operational CLTS strategy that involves coordination and measurement of outcomes; and
- The high level of decentralization, particularly of health care structures and local authorities – the key stakeholders in CLTS implementation.

All stakeholders are working together to expand CLTS implementation on a wide scale. The strength of this broad partnership will now be put to the test in securing long-term positive outcomes. This success will depend on the continued involvement of these partners once OD has been eradicated, and the expansion of innovative schemes such as WASH marketing to “climb the sanitation ladder.”

In parallel with the CLTS programme, a school hygiene scheme has been implemented in Mali’s schools. This scheme is based on an operational plan prepared by the Education, Water, Sanitation and Health ministries, with the support of UNICEF and at the instigation of the Dubai Cares Foundation. A broad partnership has been established (including Save the Children, WaterAid, UNICEF, Care and Oxfam) to develop a WASH programme in large schools, with a substantial portion of the budget dedicated to monitoring, assessment and knowledge transfer activities. The programme has attracted the support of multiple stakeholders – both from NGOs and donors, with almost US\$ 25 million in funding secured to date, helping to implement the programme in 1,500 of the country’s poorest schools.

The challenge now is to strengthen the existing partnerships, improve coordination and develop synergies between these two broad hygiene and sanitation programmes in the country’s communities and schools. This will bring about long-term improvements in hygiene and sanitation conditions in Mali.

▲ LEARNING VISIT UNDERTAKEN BY A WEST AFRICAN DELEGATION TO BANGLADESH. PHOTO: WSSCC.

and Asia receive the most attention from donors and agencies, it is important not to neglect the sanitation challenges in East Asia, Latin America and Central and Eastern Europe.

- Link regional meetings into the evolving global architecture for the sanitation sector, including the Sanitation and Water for All (SWA) initiative, the global Joint Monitoring Programme (JMP) and GLAAS.<sup>6</sup>
- Develop a results framework for regional sanitation conferences which contribute to discussions and achievements on the goals for WASH in the post-Millennium Development Goal period to ensure synergies and mutually reinforcing frames of reference.

6. This list is not exhaustive and merely intends to capture some of the key messages and recommendations discussed at the Global Forum.



## THE STRENGTH OF PARTNERSHIPS

By 2015 it is estimated that 2.7 billion people will lack access to improved sanitation. Human rights principles call upon the sector to start focusing on the hardest to reach groups, and most marginalized peoples, if progress in sanitation is to be meaningful and sustainable. The complexity of the challenge comes from assuring equity one person at a time and simultaneously achieving change at massive scale. No one actor can do this alone. It is only through strong complementary and mutually reinforcing partnerships that this can be achieved.

Partnerships that are working well across the globe were highlighted at the Forum as examples that make real inroads for change where rights-holders link arms with local government; where community level ingenuity and national policy formation become mutually supportive; and where funders can map resource expenditure and have open dialogue with sector actors on successes and challenges.

Side meetings brought together groups traditionally divided by geography, namely: Freshwater Action Network-South Asia (FANSA) and the African Civil Society Network on Water and Sanitation (ANEW); CLTS practitioners and stakeholders with a desire for global analysis; WASH in schools professionals; anti-corruption stakeholders belonging to the Water Integrity Network and WASH media professionals. Mr. Yiga Baker, Executive Secretary of ANEW, commented that the two platforms of FANSA and ANEW have “moved from what used to be a criticized platform, to becoming positive, value adding partners in the sector, both at the national and continental levels.”

### A global forum of partnerships

The Global Forum on Sanitation and Hygiene was conceived, designed and delivered in partnership, embracing the tradition of collaboration that has been the hallmark of the Water Supply and Sanitation Collaborative Council since its inception. It was a practitioner’s platform shaped to meet the needs of hands-on professionals who desired sharing of best practice, frank discussions of challenges and an opportunity to cast the net wide in pursuit of ideas that work.

Having built upon a range of successful regional sanitation meetings that took place earlier in 2011<sup>1</sup>, the Forum made full use of its global reach to spur dialogue between participants from Asia, Africa, Latin America, North America and Europe.

“These regional sanitation conferences have provided a sense of recognition to practitioners who – not too long ago – would have hesitated to mention that they work in the sanitation sector,” said Mr. Henk Van Norden, UNICEF- Nepal. “Those working in the complex field of sanitation now feel a sense of recognition and take more pride in working towards a cleaner, healthier world. This is reinforced when their work is noticed in a gathering like Sacosan, opened by the President of Sri Lanka; and by celebrities such as the cricketer Sachin Tendulkar and the Bollywood giant Shah Rukh Khan, who now speak openly about the importance of sanitation,” he added.

Moving forward, and beyond the regions, participants formed cross-regional discussion groups at the Forum based

1. In 2011 AfricaSan III and SacoSan VI took place.



LEFT WASH FAIR STALL FOR SOUTH EAST ASIA. STALL COORDINATOR LYN CAPISTRANO. PHOTO: RAFAEL CATELLA. RIGHT YIGA BAKER, EXECUTIVE SECRETARY, ANEW

on the sanitation coverage percentage in their respective countries. They were asked a number of key questions such as: What are the areas that we want to keep working on? What are the partnerships that can help us to move things forward?

Despite the difference in countries within groups, and between the regional groups, there were striking similarities in the responses and agreement on the way ahead. It was stressed that strong partnerships with political decision makers is a priority, as well as mobilizing wider support networks at a national, regional and district level. Improved engagement with the private sector and the media was also highlighted.

The WASH Fair at the Forum was designed along thematic and regional lines to foster knowledge-sharing between individuals, organizations and businesses. The exhibition stand on Menstrual Hygiene Management (MHM) drew particular attention, where organizations displayed a range of



vending machines, disposal units for sanitary pads and educational materials rarely exhibited at such events.

### Global Community of Practice (CoP) on Sanitation and Hygiene – launch and first thematic groups

The Global Forum saw the launch of the Global Community of Practice (CoP) for Sanitation and Hygiene, a collaborative learning platform for debate and a mechanism to draw learning between national-international levels and cross regionally. An open space process throughout the Forum allowed participants to vote for topics that they determined to be the most pressing within their working context. The two most popular topics were allocated would then be with dedicated separate side events in the form of roundtables during the Forum.

“Behaviour change” and “the use of mobile phones in sanitation and hygiene” were voted as two topics participants wished to discuss. The roundtable sessions attracted an optimally sized

group of 20 to 30 people facilitated discussions. These were seen as the beginning of a longer-term working group and commitment to continue the exchange and learning around these issues after the Global Forum. It will be the role of the CoP to drive discussions forward through different modalities (both online and face-to face) with operational support and guidance offered by the WSSCC-hosted CoP secretariat.

The Community of Practice also teamed with several existing regional and global knowledge initiatives such as the India Sanitation Portal, IRC, CREPA, SuSanA, and WaterAid Regional Centers to facilitate a *Knowledge Café*, where barriers and improvements towards sharing knowledge were exchanged. It was recognized that it is equally important that practitioners at different levels are aware of which of the many existing platforms serve their specific needs and that platforms are continuously adapted to the evolving needs of the practitioners.

PARTICIPANTS DISCUSSED SANITATION AND HYGIENE-RELATED TOPICS DURING THE COMMUNITY OF PRACTICE (CoP) SIDE MEETINGS. PHOTO: WSSCC.

The WSSCC Global Forum saw the start of several global conversations which are expected to grow and evolve in the wake of the Forum.

### Dynamic dialogue

WSSCC’s National Coordinators form the key to its in-country partnerships, and their feedback on national challenges, advocacy, knowledge management and experiences on the Global Sanitation Fund programme countries, in particular, is critical to WSSCC’s work. The annual National Coordinator Meeting, which took place at the Forum, addressed the direction of the new WSSCC Medium-





## THEMATIC SUMMARIES

Term Strategic Plan (MTSP) and analyzed the experiences and impact of national coordination, as well as the varying levels of country needs. An important issue drawn out of the meeting was that, despite solid progress, coordination at the central and regional level in countries continues to be underfunded.

The Global Sanitation Fund learning event during the Forum was the first-ever opportunity for all GSF partners to interact with counterparts from other GSF countries. The meeting was well attended, with more than 60 national GSF stakeholders, as well as the GSF Advisory Committee. Moreover, it was an important event to feed into the learning theme around the GSF's structure and financing model. The presentations of



GSF programme experiences in Nigeria, India and Senegal stimulated the group discussions among the different partners.

GLOBAL SANITATION FUND LEARNING EVENT AT THE GLOBAL FORUM. PHOTO: WSSCC

## PARTNERSHIP AND COLLABORATION – SESSIONS

### + *Sharing and learning: World Water Forum, civil society in Africa and South Asia*

**Chair:** Archana Patkar, WSSCC

**Speakers:** Christoph Le Jallé, Programme Manager, Programme Solidarité Eau (pS-Eau), France  
Jonathan Parkinson, IWA  
Yiga Baker, ANEW, Kenya  
Arpita De, Regional Coordinator, FANSA, India

### + *Sharing across the regions*

**Facilitator:** Amanda Marlin, Hakim Hadjel, Ina Jurga, Isobel Davidson and Oliver Jones, WSSCC

### + *Sharing across the sans (regional sanitation conferences)*

**Chair:** Albert Wright, Senior Advisor to the Global Environment & Technology Foundation (GETF), USA

**Facilitator:** Piers Cross, Consultant, WSSCC

Background to regional sanitation conferences – Ravi Narayanan, WIN

AfricaSan – Anita Gaju, Rwanda Utilities Regulatory Agency, Rwanda

Looking back at Sacosan – Lal Premnath, National Water Supply & Drainage Board

EastAsiaSan – Barbara Evans, University of Leeds

LatinoSan – Anna Virginia Machado, Professora Adjunta, Universidade Federal Fluminense, Brazil

Central and Eastern European Newly Independent States – Diana Iskrev, Executive Director, NGO Earth Forever, Bulgaria

Civil Society Perspective – Cerdiwen Johnson, FAN

Synthesis of Assessments of Regional Sanitation Conferences, eight recommendations – Piers Cross, Consultant

Concluding remarks at Regional Sanitation Conferences session – Henk van Noorden, UNICEF, Nepal

## PARTNERSHIP AND COLLABORATION – SESSIONS

### + WSSCC membership event on fundraising

**Facilitator:** Amanda Marlin, WSSCC

#### Speakers:

Phoebe Kasoga, Resource Mobilisation Manager, Plan International, Uganda  
Jon Lane, WSSCC  
Isobel Davidson, Partnerships Coordinator, WSSCC

### + Community of Practice (CoP)

**Facilitator:** Joep Verhagen, Manager South Asia/Latin America Programme, International Water and Sanitation Centre (IRC); Pippa Scott, Consultant, WSSCC, and Archana Patkar, WSSCC

CoP themes: 1) Use of mobile phones and 2) Behaviour change

### + Knowledge, networking and partnerships

**Chair:** Eduardo Perez, Task Team Leader, WSP

**Facilitator:** Joep Verhagen, IRC

India Sanitation Portal – Indira Khurana, Director Policy and Partnership, India, and Shilpi Jain, Programme Officer, WaterAid, India

Learning and sharing for sanitation practitioners – Joep Verhagen, IRC

African Regional Centre for Water & Sanitation – Lucia Henry, Portfolio Manager for Partnerships, Centre Régional pour l'Eau Potable et l'Assainissement faible coût (CREPA), Burkina Faso

Sustainable Sanitation Alliance – Lukas Ulrich, Project Officer, Water and Sanitation in Developing Countries, EAWAG, Switzerland

WaterAid Regional Learning Centres – Ada Oko-Williams, WaterAid

### + WASH Fair Film Night

The WASH Fair Films Night screened select short films on global sanitation and hygiene issues and projects by CLTS Foundation, SIE-IWS, WaterAid, WSSCC, WASTE, IDE and others.

### + Partner side events

#### WSSCC National Coordinator Meeting

A strategic meeting for information sharing and coordination between the leaders of WSSCC's National WASH Coalitions.

#### Global Sanitation Fund Learning Event

A first-time meeting of national partners and other stakeholders involved in the implementation of WSSCC's Global Sanitation Fund.

#### ANEW and FANSA

Sharing, learning and strategy meeting for civil society dialogue between regions.

#### Susana Working Group on Urban Sanitation

Dialogue on urban sanitation.

#### Water Integrity Network Gender Equity and Human Rights Expert Consultation

A consultation to share experiences and gather information on discriminatory practices, and to provide input for the Global Forum session on Governance for Equity.

#### Scaling-up WASH in School Programs in Mali to Promote Hygiene and Sanitation

Side event organized by Dubai Cares and UNICEF.

#### CLTS Business Meeting

A meeting to discuss capacity building needs and develop recommendations to expand Community-Led Total Sanitation in sanitation needy countries.

#### Sanitation and Water for All (SWA)

Information meeting on the SWA partnership and the preparations for the high level meeting to be held at the World Bank in Washington, D.C., USA, in April 2012.

#### WASH Media


A workshop for current and future WASH leaders on how to influence public policy at the global and national levels.



Individual presentations on **Partnership and Collaboration** from the Global Forum, together with additional background reading, can be found on the DVD-Rom at the back of this report and at [www.wsscc.org](http://www.wsscc.org).



## LEARNING ABOUT PARTNERSHIP AND COLLABORATION

 **Chen Yang, Plan International, China**

### What are some of your reflections on the Global Forum?

The Forum was an incredibly valuable opportunity to learn and share ideas on a range of useful areas, from leadership and knowledge to behaviour change, actions and Communities of Practice (CoP). The learning journey that, from my experience, took place at the Global Forum can truly help the sector to accelerate the access to sanitation and hygiene for all. The Forum also saw the launch of the Global Community of Practice (CoP) on Sanitation and Hygiene.

I also recall that training sessions such as Communication for Behavioural Impact (COMBI), sanitation marketing, and inclusive design approaches were excellent opportunities to develop capacity. Finally, the WASH Fair was a central meeting point and unique sharing environment for participants from so many different places.

### Did the Global Forum help to strengthen partnerships for Plan International?

WSSCC is a one of our main partners in the field of sanitation and hygiene. This is certainly reflected, I think, in the level of engagement from Plan International representatives and from our partners



agencies at the Forum. It was really quite high in terms of plenary sessions and other associated events.

### What are the next steps?

At the regional level, we will certainly be sharing the key outcomes and presentations from the Forum with our regional WASH networks, as much of our learning was really very valuable. Additionally, we envisage that in the future WASH issues will become an increasingly important part of crisis response, and therefore it may be possible to take some of the learning into this area of work.



 **Louis Boorstin, Bill & Melinda Gates Foundation, USA**

### What was your main takeaway from the Forum?

My key takeaway message from the Forum was that the sanitation sector has made significant progress in the last two to three years, with today's practitioners showing much more interest in working at scale while also implementing effective,

sustainable solutions. There is also more candor on "what works" and "what doesn't," and a greater curiosity to learn better practices from peers. On the other hand, the interest in rigorous monitoring and evaluation is still not that high, nor is an explicit focus on cost-effectiveness among most implementers.

### How will the Forum influence the sanitation and hygiene agenda?


The main areas being discussed by rural sanitation practitioners included the following, which are setting the agenda for the sector over the coming years:

**Sustainability:** there is a big concern over communities being "triggered," installing basic latrines, but then falling off the ladder and reverting to open defecation.

**Subsidies:** where necessary, we need to find an appropriate way to apply subsidies that do not interfere in the "triggering" process but address the sustainability problem noted above.

**High usage at scale:** while intensive efforts by NGOs in a few communities can achieve 100 percent open defecation free status, this goal needs to be achieved consistently in large programmes working at significant scale.

**Social norms:** when a "tipping point" is reached where the social norm expects everyone to use a toilet, that will be a good indicator of success.

 **Juanita During, WSA,**  
**(formerly known as CREPA),**  
**Burkina Faso**

### Can sanitation marketing be an effective means of improving access to safe sanitation for millions of people?

Indeed sanitation marketing is valuable for creating an environment that enables stimulating demand and supply of sanitation services. However, it is important to recognize that in spite of the ongoing efforts to increase coverage, by providing subsidies and diversifying household “latrination” programmes, the lack of corresponding increase in usage – based solely on a supply-driven approach – has largely proved to be unsustainable. Recognition of the latter has resulted in an increasing shift towards sanitation marketing across the sector.

### What session did you find particularly useful?

One of the training sessions focused on sanitation marketing as a critical driver of both the demand and supply aspects of sanitation. It emphasized the enormous potential of sanitation to foster and fuel economic benefits through innovative ways and means of

developing and implementing effective facilitation of sanitation marketing using a business model approach. In particular, interventions by participants highlighted that sensible sanitation marketing supports a range of options that enables the factors of demand and supply to mutually influence each other, resulting in sustainable ways to improve access. I do recall that someone put it rather more colourfully but nonetheless accurately with the pithy statement, “If somebody can make a buck out of it, it will expand. If they can’t, it won’t.”

### How is this relevant to your organization?

Water & Sanitation for Africa (WSA), known formerly as CREPA, is currently undertaking research on sanitation marketing. It has found through its work that many communities tend to demonstrate an apparent lack of interest in changing their sanitation behaviours as a result of a poor sense of ownership of the facilities. Indeed, in many cases, well-intentioned intervention programs are externally driven and remotely owned. A study conducted by WSA confirmed the supposition that people are more likely to value and therefore use what they invest their own resources in. The question is, how do we increase motivation for demand and simultaneously



create incentives for investing in supply? Emerging learning and results from preliminary investigations of the study suggest the necessity for incorporating traditional marketing principles and practices into sanitation promotion in order to achieve the kinds of scale required for sustainable change and social transformation. I found the ideas gained from discussions at the Global Forum to be practical and will help to inform WSA's research, policy recommendations and implementation strategies. Results from this critical piece of research will be shared with the wider sector on the platform of an African WASH think tank to be launched by WSA in 2012.

## >>> 2012-2016: WSSCC takes Partnership and Collaboration forward

Coordination and collaboration through partnership-building is a core value of WSSCC and in many ways can be viewed as the very essence of its being. WSSCC believes that working together will help the sector to move ahead more effectively and ultimately cause a positive change for the 2.6 billion people without access to sanitation.

Partnership-building – at the international and regional to the national and local level – links with all of WSSCC's key outcomes

in its 2012-2016 Medium-Term Strategic Plan namely, Access and Use, Equity, Involvement, Knowledge and Skills and Delivery. The Global Sanitation Fund will flourish through meaningful partnerships that will deliver results on the ground. WSSCC will create and share knowledge through its Community of Practice (launched at the Global Forum) and its WSSCC membership.

The Global Forum was a key event to consolidate and strengthen existing

relationships, as well as to identify and build new relationships with organizations within and beyond the sanitation sector that showcased their excellent and innovative work in Mumbai. WSSCC will engage and work together with these partners in 2012 and beyond.

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# WSSCC TOOLKIT 101: SANITATION AND HYGIENE

The WSSCC *Toolkit 101* is designed for professionals working in sanitation and hygiene. It features six interactive learning modules of training sessions and key thematic presentations undertaken at the Global Forum on Sanitation and Hygiene in October 2011. The *Reference Material* section on *Toolkit 101* includes a number of resource materials such as PowerPoint presentations, background reading, as well as multimedia resources from this event. It also features a selection of global best-practice materials on Menstrual Hygiene Management compiled by WSSCC.

Each learning module has been designed to provide a comprehensive overview of the subject area and takes between 15-20 minutes. The modules contained on *Toolkit 101* are as follows:

## 1. Communication for Behavioural Impact (COMBI)

*Key contributor: Dr. Everold Hosein, Senior WHO consultant and founder of COMBI*

COMBI (Communication for Behavioural Impact) is a dynamic approach to achieving behavioural results. Within WHO and UNICEF programmes, COMBI begins with the client/consumer and a sharp focus on the behavioural results anticipated. Anticipated results are mapped out by practical market research and situational market analysis related to the desired behaviours.

This module offers an introduction to the COMBI approach and features a ten-step planning process in the strategic design of communication programmes for behavioural results.

## 2. Community Led total Sanitation (CLTS) – An Introduction

*Key contributor: Kamal Kar, Chairman, CLTS Foundation*

Community Led Total Sanitation (CLTS) is an innovative approach for empowering communities to eliminate Open Defecation (OD), which has been successfully applied in more than 50 countries worldwide.

This learning module starts with the fundamentals of the CLTS approach. It explains the key elements of the “triggering” process to achieve an Open Defecation (OD) free environment and provides important tips for community facilitation.

## 3. Inclusive Design for Sanitation and Hygiene

*Key contributors: Louisa Gosling, WaterAid; Archana Patkar, WSSCC; Julie Fisher, WEDC and Hazel Jones, WEDC.*

There is a growing realization that sanitation and hygiene services, technology options and maintenance requirements rarely take into account the changing needs throughout different human lifecycle stages. Nor do they sufficiently take into account water availability, cost, cultural norms or other context specific requirements.

This module explains how a more inclusive design and programming approach based on the human lifecycle can be achieved, which includes design considerations for physical and motor disabilities, as well as different geological and geographical considerations.

## 4. Outcome Mapping

*Key Contributor: Shalini Kala, Outcome Mapping Trainer*

Monitoring behaviour change is a particular challenge faced by the sector since reported practices are often different from people’s behaviour in real life. Outcome Mapping (OM) is suitable for measuring fluid, dynamic changes in behaviour, as opposed to logical frameworks and other methodologies. It is a learning-based participatory method which can be incorporated in activity planning, monitoring and evaluation. This approach can be used for different sized programmes and at the organizational level. The learning module provides an introduction to outcome mapping and explains some of its key tenets. It guides the user through the seven-step design process, and explores how OM can be incorporated into programmes and projects.

## 5. Sanitation Marketing Key Principles and Programme Design

*Key contributors: Cordell Jacks & Tamara Baker, iDE; Danielle Pedi, Consultant; Mimi Jenkins & Aun Hengly, WaterSHED*

Sanitation Marketing, known as *SanMark*, refers to an approach used to create marketplaces for sanitation products among low-income households, utilizing a combination of private sector-inspired marketing and human-centered product design.

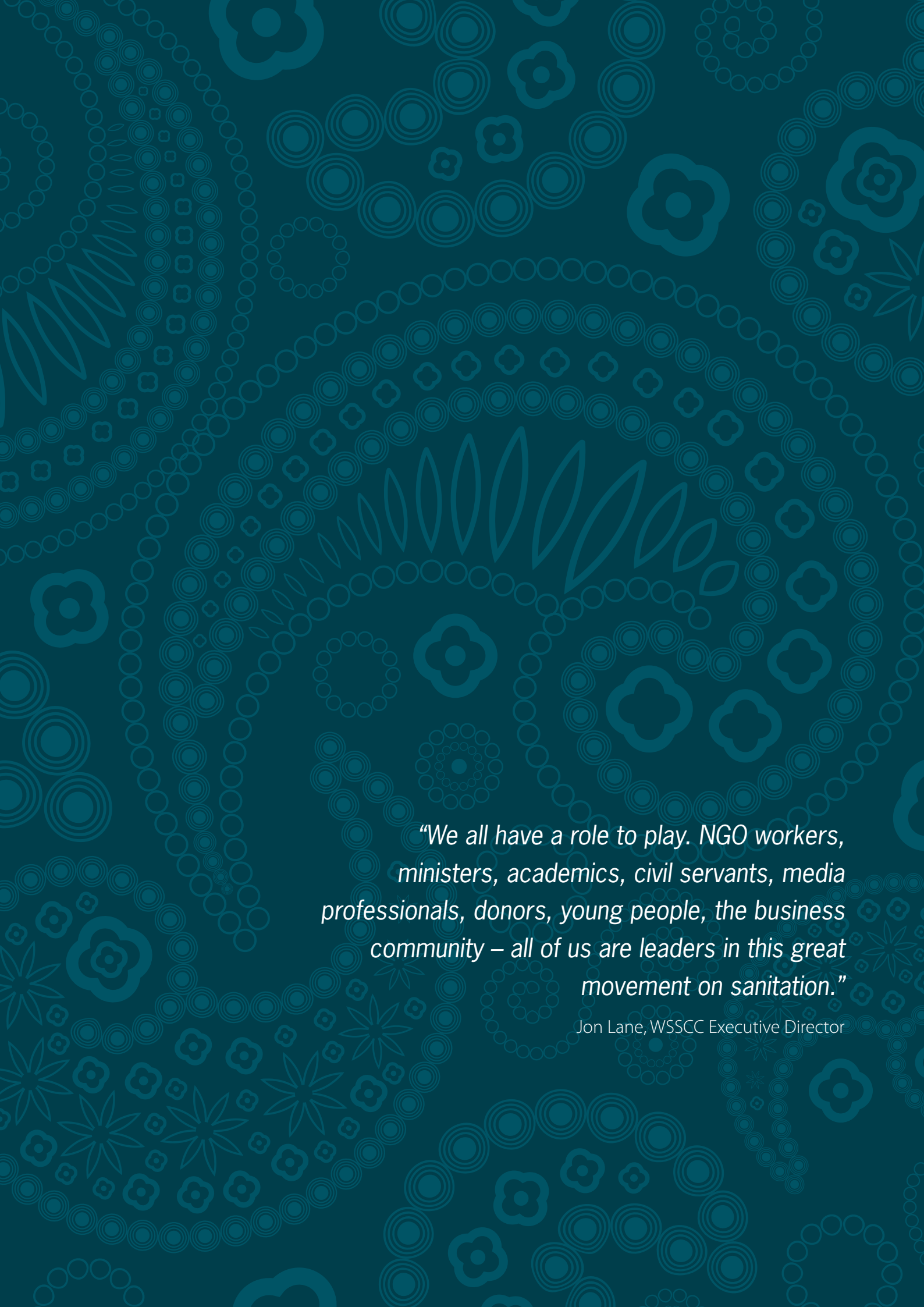
This learning module provides an overview of the process for designing and implementing a sanitation marketing programme. It includes an introduction to basic concepts of marketing, the core strategies and critical steps for the development of a *SanMark* strategy, drawing on the experience of International Development Enterprises (iDE) in Cambodia.

## 6. Using DevInfo to Monitor Equity

*Key contributor: Sameer Thapar, DevInfo Support Group*

DevInfo is a database system endorsed by the United Nations Development Group (UNDG) for monitoring human development. It is a tool for organizing and presenting data, and provides analyses and powerful background for advocacy and monitoring purposes. DevInfo can be used as a practical tool to highlight equity gaps in human development, linking indicators such as water and sanitation coverage to, for example, poverty, regions and child mortality data.

The module provides an overview of how to use DevInfo to search and disaggregate data and present it through high-impact tables, maps and graphs. It also explains how to use the DevInfo Gallery as well as additional data for presentation, together with analyses that articulate inequalities in human development and WASH services in particular.



*“We all have a role to play. NGO workers, ministers, academics, civil servants, media professionals, donors, young people, the business community – all of us are leaders in this great movement on sanitation.”*

Jon Lane, WSSCC Executive Director

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