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WATSAN POLICY



NGO FORUM

FOR DRINKING WATER SUPPLY & SANITATION



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WatSan Policy

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WatSan Policy

1. PURPOSE

NGO Forum for Drinking Water Supply & Sanitation feels the necessity to formulate and follow its Safe Water Supply & Sanitation (WatSan) Policy to run its programmes dynamically as the apex body of the WatSan NGOs to ensure the sustainable changes in terms of safe WatSan behaviour of the community people. In line with this the organization formulated its *WatSan Policy* for the first time in October 1999. Passing the last 3-year period a markable change has been taken place in the sector. Based on the practical scenario and on the way to combat the existing and apprehended problems in the sector, NGO Forum has directed some strategic changes in its organizational policy. As a part of this the future policy and strategic issues to implement its WatSan programme have been revised in the light to help NGO Forum complementing the implementation of the *National Policy for Safe Water Supply and Sanitation*. NGO Forum feels that revision of its *WatSan Policy* is essential for comprehensive, coordinated and sustainable development of safe water supply and sanitation system ensuring people's participation and their access to it with emphasis on the present need in the sector.

1.1 Overview

NGO Forum for Drinking Water Supply & Sanitation realizes that safe potable water, sound sanitation practice and maintenance of personal hygiene are the prerequisite to ensure improved public health situation. But even while we are in the 3rd millennium, after such a long journey towards the future, these basic needs are yet to be ensured universally. We observed the International Drinking Water Supply & Sanitation Decades (IDWSSD) since 1981 to 1990, and 1991 to 2000, and still standing on the outset of a depressing water supply and sanitation situation. The target set by the Decades was to provide all people with safe and sufficient water and basic sanitation facilities. NGO Forum launched its journey in 1982 as the apex body in the WatSan sector in Bangladesh in line with the IDWSSD. During this 2-decade long journey NGO Forum has been involved in the sector progress designing and re-designing its strategies based on its

lessons learnt. Over the years NGO Forum has stepped steadily ahead towards establishing itself as a centre of excellence. The *National Policy for Safe Water Supply and Sanitation* is the guiding principle of NGO Forum. In order to implement its WatSan programme as a process of holistic transformation of the society towards development the Forum has emphasized on integrated approach and community participation. As an effort to reach the WatSan services at the doorsteps of people the Forum provides its supports in a decentralized fashion.

For achieving a greater sustainability and impact in the field of WatSan and hygiene practices NGO Forum has given highest possible emphasis on motivation, and training of its partners and community groups, and networking with the community allies, local government institutions, sector professionals and legislators. NGO Forum provides appropriate and need-based WatSan services in a demand-responsive manner. It has been learnt consecutively over the years that safe water & environmental sanitation, and women are the two valuable integral resources in promoting the grassroots people regarding hygiene practices. NGO Forum has involved women in planning, designing and implementation of safe WatSan programme considering them as the mainstream beneficiary in the field of WatSan.

Since the software activities are the prerequisite to behavioural change of the community people, NGO Forum has always been facilitating a well designed software services in a dynamic fashion alongside its hardware support. This has been contributing in WatSan promotion by sensitizing different categories of target audience. Based on community perception NGO Forum has always emphasized on a media-mix approach in facilitating the software services to promote the hygiene behaviour status in the community. NGO Forum has been continuing community mobilization programme for Safe WatSan, and has noted a remarkable achievement by ensuring participation of all the catalytic agents of change existing in the society. The Forum over the years has learnt that active participation of the community people is most effective for better implementation and sustainability of the WatSan programme. Hence the Forum follows a community-managed approach in implementing the WatSan programme. And by mobilizing the community people successfully

NGO Forum has contributed significantly in the country's WatSan promotion. Being an adaptive learning organization in the WatSan sector, NGO Forum strives to combat the prevailing and apprehended challenges mobilizing the community people in the light of its *Water Supply & Sanitation Policy* with the guidance of the well equipped work-force associated with its partners.

1.2 Profile of NGO Forum

NGO Forum for Drinking Water Supply & Sanitation is a non-government and non-profit organization. It is the apex networking service delivery agency of NGOs, CBOs and private sector actors who implement water and sanitation programmes at the community level. It works as development partner with all relevant agencies and stakeholders including the government and donor organizations. It ensures implementation of the WatSan programme in the unserved and underserved rural and urban communities of the country.

NGO Forum implements its programmes through its partners who in turn mobilize local resources and institutions. The NGOs, CBOs and private sector actors who have willingness, capacity and appropriate resources to undertake WatSan activities are the key partners of NGO Forum in implementation at the community level. The partners are chosen based on pre-agreed criteria and begin WatSan activities together with NGO Forum on the signing of a mutual agreement.

NGO Forum for Drinking Water Supply & Sanitation works closely together with the national and local government as well as with the private sector. It works with national and international organizations that make or influence policy. Increasing importance is being given to work with research oriented organizations in order to upgrade programme quality.

NGO Forum has divided the country into several Regions and has set-up regional administrative and management units in each Region. The overall management and supervision of NGO Forum is done by the Executive Director. The major policy related issues of NGO Forum are guided by a 8-member Executive Committee which is elected from and by the General Committee members drawn from national and international NGOs, UN-agencies and government departments.

1.3 NGO Forum's Mandate

- a) **Build the capacity of partner organizations** in order to implement water and sanitation activities at the community level.
- b) **Coordinate with partner organizations** to consolidate the strengths of the partners, maximize impact and ensure sustainability of the programme achievement.
- c) Ensure implementation of WatSan services in the **unserved** and **underserved** rural and urban areas in Bangladesh.
- d) Strengthen sectoral collaboration and cooperation processes.

1.4 Programme Implementation Approach

- Operate in line with the *National Policy for Safe Water Supply and Sanitation*.
- Institution building of the partners.
- Integration of hardware & software WatSan support.
- Community management of WatSan programme.
- Focus on the poor in unserved & underserved areas.
- Demand responsive & decentralized services through partners. Participation & cost-sharing by community.
- Ownership to the community to ensure sustainability of the services.
- Gender balanced WatSan programme.
- Beef up supporting and complementary role of WatSan stakeholders.

1.5 Partners in Development

NGO Forum has identified partners and allies such as NGOs, CBOs, VDCs, private sector actors LGIs, religious leaders, teachers, journalists, UWCs, Gram Sarkar and civil society both at local and national level who will play vital roles in the implementation and promotion of the WatSan programmes.

Partner NGOs, CBOs and private sector actors will implement the WatSan activities at the community level in collaboration and cooperation with the VDC, Gram Sarkar & UWC and DPHE & other relevant government & non-government agencies where necessary.

Village Development Committee (VDC) is formed by the partners of NGO Forum with the objective of ensuring a trans-sectoral approach to development and a bottom-up planning process. The VDCs will mainly do planning, promotion and monitoring of the WatSan activities at the grassroots level. The VDCs will look after the issue of sustainability of the project activities, as the Forum will hand over the ownership and responsibility of the WatSan services to the community through the VDCs. Once the ownership of the services is handed over, the VDC will look after the implementation of all the development activities as well as execute development activities in the village with special focus on WatSan.

Union WatSan Committees (UWC), formed by the GOB, will regularly monitor WatSan related development activities to be taken place in the respective areas. They will be invited to participate in, and provide all necessary cooperation to, the development efforts to be undertaken at the village level with the facilitation of NGO Forum and its partner organizations.

Local groups will continue to work in their capacity as promoters of water, sanitation and hygiene behaviour related issues in the community. Partner organizations will bring them together and build their capacity by organizing and conducting different mobilizing activities on WatSan.

The private sector has tremendous potentiality in ensuring availability of water supply and sanitation products and services. Entrepreneurs shall be encouraged & get involved in the sector through creation of demand. NGO Forum shall make good use of its comparative advantage as an apex WatSan agency to mobilize them in production of inputs on wider scale. The important role of private sector will be systematically explored in order to bring them within the fold of partnership approach of NGO Forum.

Media people (Journalists) will work to create public opinion and mass awareness. They will visit the field, and based on the field experience they will write various features and complement social mobilization efforts. They will also contribute to the advocacy initiative and information dissemination in relation to WatSan.

1.6 Stakeholders in the Sector

Networking and collaboration with the key stakeholders and sector programme agencies will be strengthened and there will be regular coordination in order to avoid duplication in programme implementation.

NGO Forum will play an apex role in the WatSan sector. It will build the capacity of its partners to carry out various activities for rural water supply and sanitation, and the partners will collaborate with other stakeholders in the sector.

1.7 Mode of Operation

Programmes/projects will be implemented in partnership with NGOs, CBOs and private sector actors. The smaller partners will receive the highest priority in terms of hardware and software services. Outreach is maximized by offering a maximum amount of software services to big partners. Hardware is given to big partners only when any potential small partner is not found in the area needing services. Other partners and stakeholders will be involved with the project activities according to their different roles and strengths.

The agreement between partner organizations and NGO Forum includes promotional and training commitments to the partners. An agreement between partners and beneficiaries is also made to transfer ownership of water points to the latter.

2. OBJECTIVES

2.1 Community Management

Community participation is the most important means of ensuring sustainability of the services provided. NGO Forum will develop the local partners, and through them the beneficiaries, adequately skilled and capable of running the programme on their own. The Forum also will build capacity of the village based institutions e.g. VDCs, schools, etc. as a part of the community management process.

2.2 Integrated Approach

To achieve its goal, and to sustain the achieved goal NGO Forum will

continue an integrated water and sanitation programme approach. The Forum in this regard will carry out a comprehensive programme which includes Software Services, Hardware Support, and Inter-agency & Trans-sectoral Collaboration.

Software Services will be provided for promotion of social mobilization process and building of the partners' and the community's capacity. **Hardware Support** will make low-cost and appropriate WatSan technology available and popular. **Inter-agency & Trans-sectoral Collaboration** will ensure social justice through advocacy with all stakeholders and potential partners so that their services are accessed by the underprivileged.

2.3 Partnership and Networking

A systematic network among partner organizations will be established, and through this network of partners NGO Forum will implement its projects/programmes ensuring regular follow-up and monitoring of all WatSan related activities. Cooperation will be established with a long-term perspective. Monitoring of partners' activities will encourage partners to be fully accountable for both programme and finances provided. It will also ensure that the services are accessed by the people and that the community participates in the planning, implementation and assessment of the programme. Through its Regional Offices located in different parts of the country NGO Forum maintains close contact with partners and carries out follow-up and monitoring. A networking plan has been formulated to bring all potential partners and stakeholders together in the sector.

There are six steps of the support process for partners. Those are **Needs Assessment** by the PNGOs and Regional Offices, **Feasibility Review** by the Regional Office, **Review** by the Central Office together with Regional Office, **Approval** by the Central Office, **Implementation** by the partners, and **Monitoring** by the partner NGO & CBO, VDC, NGO Forum Regional and Central Office.

2.4 Capacity Building

The fundamental principle underlying NGO Forum's support services is to build the capacity of partner NGOs, CBOs and WatSan private sector to enable them provide services effectively and efficiently at the community level. NGO Forum seeks to create an enabling environment for the partners to implement programmes at the

community level and delegates them full responsibility for implementation.

2.5 Gender Sensitivity

NGO Forum is committed to promote a gender-sensitive programme by ensuring women's effective participation in WatSan Committees, Village Development Committees (VDCs) and VSC Management Committees (at least 30%) and encouraging them to participate in decision-making.

NGO Forum advocates a participatory approach to project/programme implementation, involving not only partners but also community leaders and end users in project/programme activities, planning and decision-making. The Forum will seek to ensure women's equal participation as beneficiaries and key participants in planning, decision-making, operations and management. NGO Forum will seek to promote equal participation of women within its partner organizations and emphasize on their human resource development. It will promote women's organizations and encourage special WatSan support to women headed households.

2.6 Ownership Promotion

NGO Forum will transfer ownership of its services to the communities making them solely responsible for management and sustainability. It will consider locally relevant issues such as social harmony, alternative leadership, criteria for site selection, access to facilities of non-owners and user-rights during the period of water scarcity. The mechanisms and processes for handing over will be determined in consultation with Village Development Committees, Union WatSan Committees, partner organizations, other allies and with the ultimate beneficiaries of the project/programme. During project/programme implementation, the Forum will transfer the ownership of the water points through a legal agreement. The beneficiaries of the project will share certain amount of the total cost of the respective water point based on the technology type.

2.7 Learning by Doing

By planning and implementing projects/programmes through

experimentation, demonstration and replication phases, problems will be identified, disaggregated and alternative courses of action will emerge.

Learning to be effective in assisting intended beneficiaries to improve their living environment.

Learning to be efficient in eliminating ineffective, unnecessary and expensive activities, and identifying methods that are appropriate for large-scale application.

Learning to expand the application of effective methods by building capacity of the appropriate and responsive organisations to carry out development activities.

2.8 Emergency Intervention

Bangladesh is a disaster-prone country and the natural calamities are occurred here frequently causing disruption and dislocation of WatSan sector rendering poor community people at the distress. NGO Forum will take necessary interventions immediately before and after natural disasters.

2.9 Technological Options

NGO Forum will provide technological options to the community based on the affordability, acceptability, geophysical condition and other relevant factors. People will be encouraged to choose the appropriate technology that suit their needs and purposes.

2.10 Water as Human Right & Commodity

Safe Water is considered as human right as it is essential for sustenance of human being and water has an economic value. Market economy must be allowed to interact to determine the price of water as commodity with the object of covering the cost of sustainable development of safe water supply. Gradual withdrawal of subsidy should be made with a provision of safety net for the hard core poor.

2.11 Complement to the National WatSan Policy

NGO Forum will follow the guidelines provided in the *National*

Policy for Safe Water Supply and Sanitation 1998, and seek to ensure coordination and complement to the government programmes in the WatSan sector to complement in the better implementation of the National WatSan Policy.

3. POLICY

This policy document details out the approach of the hardware-software integrated WatSan programme implementation in a decentralized fashion both in the rural and urban communities. Hardware Services are to ensure access of unserved and underserved people to safe WatSan facilities. The Software Services are targeted to raise awareness of the links between safe water, sanitation and personal hygiene and establish a strong basis for community-managed WatSan programme in partnership with the NGOs, CBOs and WatSan private sector.

Sanitation Promotion

- 3.1 NGO Forum shall formulate demand-responsive activity plans ensuring the active participation of the community people in WatSan programme implementation.
- 3.2 Adequate software services shall be provided in a way that ensures comprehensive social mobilization processes.
- 3.3 NGO Forum shall provide village sanitation centre (VSC for producing latrines) running support to the partner NGOs, CBOs and private sector. The VSCs will produce and promote various options of low-cost hygienic latrine technologies.
- 3.4 NGO Forum shall continue the promotion and delivery of sanitation services on full cost payment basis, i.e. without any subsidy.
- 3.5 The users shall be responsible for operation and maintenance of sanitation facilities and will bear its total cost.
- 3.6 There will be a safety net for hard core poor communities, educational institutions, mosques and other places of worship.
- 3.7 NGO Forum shall provide credit facilities for the poor to bear costs of sanitation services.

- 3.8 NGO Forum shall seek to create a favourable environment for the growth of private sector. Joint and innovative efforts by NGOs and private sector will bring wider coverage of latrines in the unserved areas.
- 3.9 NGO Forum shall promote mobile centres for production and sale of latrines. NGOs and private sector will be mobilized to set up mobile village sanitation centres in the remote villages.
- 3.10 Each partner shall target some respective areas for increasing sanitation coverage. NGO Forum shall provide intensive software and hardware support to enable the partner to achieve their goals in collaboration with the community allies.
- 3.11 Women shall be encouraged and supported to actively participate in decision-making during planning, implementation, operation and maintenance.
- 3.12 NGO Forum shall establish VSCs mainly in the unserved unions (identified by GOB and Unicef) where presently there is no VSC, either of DPHE, NGO or of private sector.

Water Supply

- 3.13 NGO Forum shall facilitate dissemination and provision of appropriate technology in different areas. Provisions for water supply will primarily cater to the needs of community groups where facilities have not reached adequately.
- 3.14 NGO Forum shall facilitate the water supply programme by promoting a range of technological options. Technological packages and specifications for water points will be formulated on the basis of different geophysical situation.
- 3.15 For all new installations NGO Forum shall test water to detect the arsenic status. To avoid arsenic hazard and to provide arsenic-free safe water, NGO Forum shall promote the nationally accepted low-cost and feasible technologies.
- 3.16 Efforts shall be made to promoting hardware-software-mix demand-responsive arsenic mitigation services.

- 3.17 Inter-agency collaboration shall continuously be strengthened and developed. NGO Forum shall maintain partnership with the WatSan private sector actors to ensure their contribution in the sectoral development alongside the NGOs and CBOs.
- 3.18 NGO Forum shall advocate with the government for supporting the neglected community groups in getting low-cost and safe water technologies from the government programmes.
- 3.19 User community groups shall be responsible for operation and maintenance of water supply facilities, and also shall bear its total costs.
- 3.20 NGO Forum shall provide credit facilities for the poor to share costs of safe water supply technologies.
- 3.21 NGO Forum shall ensure cost-sharing by the beneficiaries for the water supply technologies with a long-term strategy of withdrawal of subsidy, and to ensure the community ownership over the services.
- 3.22 Women shall be encouraged and supported to actively participate in decision-making during planning, operation and maintenance of water points.
- 3.23 The activities that NGO Forum is going to perform will be based on the prevailing WatSan context of the country taking into account of the requirement of the unserved areas. NGO Forum shall formulate and execute its programme in full participation with the partners and their communities.

Hygiene Practices

- 3.24 NGO Forum shall formulate and develop hygiene focused WatSan activities. Sustainable and comprehensive WatSan sectoral development demands that hygiene issues to be integrated with WatSan services as essential and important.
- 3.25 NGO Forum shall focus on the five 'domains of hygiene behaviour' to facilitate the implementation of its WatSan programmes.
- 3.26 Development of effective and replicable hygiene programme shall be taken up by NGO Forum to promote hygiene behavioural change and creating an enabling environment integrating action plan considering cultural, demographic, social, economic and other issues involved.

- 3.27 NGO Forum shall ensure community participated and managed sustainable improvement of hygiene behaviour, and shall seek to make the community people aware of the benefits of behavioural change which is useful and well adjusted to their existing condition and situation.
- 3.28 NGO Forum intends to undertake research on hygiene issues as well as hygiene intervention studies for effective implementation of hygiene behavioral change in the context of WatSan development for maximum hygiene promotion with utilization of available resources.
- 3.29 NGO Forum shall develop hygiene messages with gender sensitive and disaster-responsive contents. Comprehensive, appropriate and easily understandable messages will adequately be addressed to the target audiences.
- 3.30 NGO Forum shall adequately explore multi-sectoral and multi-disciplinary areas for initiating hygiene promotional and behavioural WatSan programme planning and implementation.
- 3.31 NGO Forum shall ensure ownership by the beneficiary in the installation, use and maintenance of the provisions, access to which is needed for continual improved hygiene behaviour.
- 3.32 NGO Forum shall increasingly concentrate on training and other social mobilization aspects of the issues of hygiene behavioural change with practice and promotion dimensions for exchange of information, coordination and collaboration.
- 3.33 NGO Forum shall bring about behavioural and attitudinal changes in the community towards hygiene practice encouraging mutual participation of women and men through shared responsibilities.

4. STRATEGY

4.1 Sanitation Promotion

- 4.1.1 NGO Forum shall envisage to increase latrine use in all intervention areas, especially in unserved and underserved villages. The village

sanitation centres (VSCs) will be set-up increasingly in the unserved unions. The centres will be set-up in those areas where neither the government nor the private producers intervene to establish production centres. There will be provisions of operating VSCs on a mobile basis.

- 4.1.2 NGO Forum shall put an extra effort to persuade private commercial producers securing a balance of interest so that people's interest is not overshadowed by commercial interests.
- 4.1.3 Based on the affordability, geophysical condition, space and other factors, NGO Forum shall continue providing technological options to the community by producing different type of low-cost latrines in its supported VSCs. Different type of latrines will be permanently demonstrated at the VSCs with basic information on the individual technologies so that the community can choose the appropriate technologies for them.
- 4.1.4 NGO Forum, through its partner NGOs, shall identify and mobilize the private producers regarding operation and management of VSCs, and promotion of the sanitation programme in the unserved and underserved areas.
- 4.1.5 The VSCs set-up through partners shall be operated through a management committee comprising of representatives from concerned organization's management, accounts and programmes, local leaders, religious leaders, school teachers, elected UP chairman and members. At least one-third of VSC members will be women. Measures will also be taken to ensure their effective participation.
- 4.1.6 An agreement shall be signed between NGO Forum and partner organizations regarding operation and management of VSCs, and promotion of the sanitation programme emphasizing software activities.
- 4.1.7 Both women and men shall be involved in the production, marketing, installation of latrines and overall operation and management of VSCs.
- 4.1.8 NGO Forum shall continue its policy of selling the latrines produced in its supported VSCs without any subsidy. Ten percent depreciation cost will be included with the cost price.

- 4.1.9 NGO Forum shall continue its micro-credit support for sanitation services to the hard core poor based on the outcome of its piloting through some potential partners in different geophysical areas of the country.

4.2 Water Supply

- 4.2.1 NGO Forum's water supply activities shall seek to ensure sufficient supply of safe water to all intervention areas by providing the material inputs for water sources with cost-sharing by the community to reduce the effect of the rapid spread of water-borne diseases.
- 4.2.2 NGO Forum shall endeavour to build up the capacity of its partners by delivering different messages, imparting necessary training on detecting arsenic, identifying arsenicosis affected patients, and supplying IEC/BCC materials.
- 4.2.3 NGO Forum shall endeavour to provide arsenic-free safe water with the provision of various alternate water supply technologies with special emphasis on rain-water harvesting.
- 4.2.4 The safe water supply options provided in the community shall be constantly monitored on a regular interval. Regular monitoring of water treated by technologies using either surface or groundwater will be monitored for different parameters.
- 4.2.5 Provisions of hardware for safe water supply shall be delivered to all geophysical areas i.e. shallow-water table, low-water table, coastal belt and hilly areas both in rural & urban communities as per feasible technologies.
- 4.2.6 NGO Forum shall initiate measures to encourage its partners to involve women on an equal basis with men for site selection, operation and maintenance of the respective water points.
- 4.2.7 NGO Forum shall recognize the need and the urgency to adopt the sustainable processes of implementation of varied ranges of technology in keeping with the spatial and temporal realities of the communities as well as geographical characteristics.

- 4.2.8 Alongside the partner NGO, NGO Forum shall take the private masons and mechanics into proper consideration to install the technologies under the supervision of VDCs, partner organizations and community groups.
- 4.2.9 NGO Forum shall identify unserved and underserved pocket areas within various water-table zone in collaboration with DPHE, UNICEF and other sectoral stakeholders. Once identified, the most-underserved areas will be addressed with the feasible technologies based on the geophysical characteristics.
- 4.2.10 To ensure their ownership over the water points the concerned communities shall share at least 20% of costs of their respective technology; while the communities will share 10% of cost for the technologies in the difficult areas.
- 4.2.11 There will be a safety net for hard-core poor communities, educational institution and religious places.
- 4.2.12 To ensure access to water supply by the poor and disadvantaged, NGO Forum shall seek cooperation of LGRD&C and work with DPHE and LGED to jointly select installation sites to ascertain portion of different water technologies.
- 4.2.13 An agreement between the respective partners and community groups shall be made which will include, among other things, clauses relating to ownership, replacement and maintenance issues of the respective technology.
- 4.2.14 NGO Forum shall emphasize on developing the technical skills of both male and female persons from the community to enable them work as caretakers of their respective water point.
- 4.2.15 NGO Forum shall make arrangements with the manufacturers of different technologies and parts to make those available at least at the union level. One or, several shop keepers of a village market will procure those from the union level and make the spare parts or, pumps available at the village level.
- 4.2.16 A 3-tier regular monitoring of the activities and the performance of

the water points shall be done by the VDC, partners and by NGO Forum. The monitoring shall be done based on both the qualitative and quantitative data on WatSan and hygiene practices.

4.3 Hygiene Practices

- 4.3.1 NGO Forum shall define and prioritize hygiene in terms of behaviour and practice considering the broader and wider WatSan spectrum incorporating the realities of the community people.
- 4.3.2 NGO Forum shall gear up appropriate coordination and collaboration for building provisions/facilities shared properly by development partners and stakeholders in addressing adequately hygiene planning and promotion.
- 4.3.3 NGO Forum shall carry out hygiene promotion related activities with a view to helping people specially mothers of small children, women from poor homes and school children transforming their knowledge into practice and convincing them about the benefits of hygiene practice.
- 4.3.4 Effective hygiene education and training with appropriate mix of various approaches and methods like PRA shall be developed taking fully into account the needs and requirements of the community people. NGO Forum shall bring changes in training process and provide promotional materials as needed to accommodate different groups/sections in a planned and coordinated manner for effective and sustainable results.
- 4.3.5 NGO Forum shall make available balanced hardware-software integrated approach for sustainable change of hygiene behaviour. Hygiene promotions are to be coordinated through community participation, social mobilization, school hygiene initiatives and discussion forums.
- 4.3.6 Advocacy for hygiene promotion shall be initiated to make effective use of roles of national & local government and social leaders in addition to the active participation of community people in development of sustainable hygiene behavioural change.
- 4.3.7 NGO Forum shall undertake consistent and need based planning in

developing and producing qualitative and effective promotional and behaviour change communication (BCC) materials on hygiene behaviour.

- 4.3.8 NGO Forum shall facilitate social marketing campaign for promoting selected hygiene behaviour with the involvement of its partner NGOs, CBOs, VDCs, private sector actors and different social functionaries and community groups as intermediaries and potential change agents.

4.4 Software Services

The ultimate theme of NGO Forum's Software Services is to sustain the WatSan programme by changing behaviour of the community people and by empowering them. From the pragmatic experiences it is evident that only access to safe water and sanitation facilities does not automatically lead to significant reduction of the implications of water-borne phenomena. From such realization NGO Forum has developed its Software Service package which includes all those activities needed for advocacy and awareness building among various cross-section of people—the policy-makers, programme planners, implementers, indigenous leaders and the community people. To boost-up people's KAP on WatSan, a multi-dimensional range of activities comprise NGO Forum's dynamic and effective Software Services. However, the foci of the Software Services shall include Training, Promotional Activities, Development Communications and Advocacy & Information Services.

Training

NGO Forum considers training as a process of sharing and mutual learning. The implementation of the WatSan programme requires motivated groups of people at the community which can only be generated through intensive campaign by the trained people. Hence, NGO Forum facilitates training as the indispensable part of the process for capacity building of its partners, and the awareness building and empowerment of the grassroots people. The Forum-facilitated training creates a strong human skill base through a gradual emanation of WatSan knowledge, novelty and technical know-how.

- 4.4.1 NGO Forum shall seek to increase ownership of water and sanitation

issues in terms of participation and empowerment of the community people and community based institutions, community capacity in operation and maintenance, and community capacity to follow-up and promote the issue.

- 4.4.2 Training shall focus on the enhancement of management, communication, and technical knowledge and skills of targeted individuals/groups among programme stakeholders such as: extension workers; programme supervisors/managers of partners; community leaders; indigenous community groups (e.g. teachers, students, imams, etc.); tubewell caretakers and mechanics; VSC Masons; organized groups and CBOs; VDC members; and local cultural workers.
- 4.4.3 Training aims at strengthening the operation and management capacity of partners and community actors including NGO Forum staff to ensure efficient and effective programme implementation. The technical skills provided to tubewell caretakers, mechanics and VSC masons shall seek to ensure quality support for hardware components.
- 4.4.4 The majority of trainers shall come from NGO Forum and will be supplemented by the efforts of a core group of trainers from partner NGOs (graduates of TOT training) and from hired resource persons/groups including the technical persons from DPHE whenever necessary.
- 4.4.5 A Training network shall be set-up taking at least a male and a female graduates of Training of Trainers (TOT) of NGO Forum's partner NGOs.
- 4.4.6 Training shall be need-based with the objective of facilitating sustainability of WatSan activities. Training needs assessments will be conducted with the participation of the Forum's partners to identify the requirements of trainees.
- 4.4.7 Core-trainers from the partners shall be formed on specific activity related issues. The responsibility of the Core-trainers will be to conduct the community level courses like caretakers' training on water points. Core trainers shall be formed including equal numbers of women and men.

- 4.4.8 NGO Forum shall seek to train NGO managers of its partner organizations specially on effective participatory planning methods, monitoring, evaluation and the effective communication and information sharing process.
- 4.4.9 NGO Forum shall continue to provide and upgrade its capacities including its partners in improving upon the technical knowledge provided in training, focusing on rural and urban WatSan context.
- 4.4.10 The TOT curriculum shall include a module on behaviour changing processes and the role of promotional materials, gender sensitivity, WatSan technologies, community participation, training methodology, development of curriculum and module, and monitoring and evaluation.
- 4.4.11 All courses shall seek to balance hardware-software issues, and more emphasis will be given to sanitation and hygiene behaviour.
- 4.4.12 NGO Forum shall give priority to its potential partners at grassroots for training and promotional activities in order to maximize the motivational and skill transfer efforts. Involvement of partners with large numbers of community members shall be ensured.
- 4.4.13 NGO Forum shall impart technical skill training to the mechanics of different water technologies who provide installation services, to enhance their skills so that they can provide better services. This will also strengthen the capacity of the private sector. Collaboration with the private sector shall take place to raise demand for their goods and services.
- 4.4.14 All training course curriculum, modules and materials shall be pre-tested before wider application, with participation of both women and men.
- 4.4.15 NGO Forum shall provide introductory gender training to the partner organizations for sensitizing them on the issues related to WatSan.
- 4.4.16 Decentralized training delivery (at field level) shall be encouraged among partners to facilitate and increase women's participation.
- 4.4.17 NGO Forum shall encourage its partners to provide training to equal numbers of women and men and will monitor the training.

Promotional Activities

Experiences reveal that access to safe WatSan facilities is of no effect until the community people are motivated and conscious to the usefulness of those. NGO Forum's Software Services are conducted to sustain the WatSan programme by changing behaviour and empowering the community people. In line with this the Promotional Activities act as the prerequisite to raise health consciousness among grassroots people and motivating them to adopt hygiene practices, with particular emphasis on use of safe water and sanitation. NGO Forum's Promotional Activities are targeted to ensure WatSan and hygiene promotion, community mobilization and capacity building of audiences ranging from partners to the community people.

- 4.4.18 Promotional Activities shall be facilitated for bringing about behavioural and attitudinal changes in the community and among partner organizations to facilitate smooth implementation of the programme.
- 4.4.19 Promotional activities shall be directed to varying audiences ranging from partners to the general community, and shall use communication materials, interpersonal communication activities, and mass-media channels.
- 4.4.20 Promotional activities shall be conducted encouraging equal participation of women and men through equitable sharing of responsibilities.
- 4.4.21 Promotional activities shall be implemented mainly by partners. NGO Forum will develop the capacity of the partners so that they can carry out the activities independently. To this end the Forum shall provide training and orientation. In addition, they shall be provided with technical advice and support during field level implementation of activities.
- 4.4.22 NGO Forum's promotional activities will address the lesser reached groups such as illiterates, both men and women, students, religious leaders, local leaders and design appropriate materials and messages to promote their roles and to ensure hygiene practices.

- 4.4.23 Local leaders shall be given orientation to promote their role in the development of WatSan. It is very important for the Forum that it mobilizes all the people in the community as it believes that without the participation of all the segments of society the ultimate goal of the Forum will not be achieved.
- 4.4.24 Promotional linkages will be created to achieve a comprehensive promotional campaign. NGO Forum recognizes promotional activities as its central function and it seeks to ensure that these result in hygiene behavioral change of the community.
- 4.4.25 Strategies of promotional campaign at the community will ensure gender balanced approaches which involve both men and women to ensure mutual participation through shared responsibility for all water and sanitation related activities.
- 4.4.26 NGO Forum shall plan its promotional activities targeting both the male and female groups based on the practical situation of the community. NGO Forum will take necessary attempts so that the partners reach women through women extension workers.
- 4.4.27 NGO Forum shall design its promotional campaign maintaining with the principles of simplicity, creativity and sensitivity taking into account the conceptual framework of the selected audience. While designing the promotional campaigns and communication materials it will ensure that WatSan concepts are transferred to the targeted segment in a way that mobilizes changes in perception and behavior that ultimately leads to public health.

Development Communication

The Development Communication services of NGO Forum are the means to increase the awareness and capacity building of different groups of people to achieve a sustainable change in people's WatSan & hygiene habit. Variety of Information, Education and Communication (IEC) materials and Behaviour Change Communication (BCC) materials are produced under the Development Communication services. NGO Forum's IEC & BCC materials have a unique blend which are distributed and used in different promotional activities, information services and training

courses. Through this sensitizing effort, the community gradually becomes capable of handling their own problems, taking decisions and changing their way of life towards a safe WatSan habit.

- 4.4.28 NGO Forum shall plan and develop various type of promotional and BCC materials with prior and proper consultation and need assessment involving the stakeholders ranging from the resource persons to the community groups.
- 4.4.29 Advanced planning shall be undertaken to identify materials required for development agents and beneficiaries which would enable production of quality materials.
- 4.4.30 Discussions on the materials produced shall be organized regularly within the organization, involving people from other departments. Comments and specialized inputs will also be sought as and when required, from specialists and experts outside the organization.
- 4.4.31 Messages shall be developed simple and appropriate so that those make proper sense to the target groups. If the groups are illiterate, the pictures and illustrations will be the tools to communicate the story without the help of words.
- 4.4.32 Retention of the message, as well as the materials are important. Persuasive communication to bring about changes in attitudes, behaviour and practice is a continuous process. Key messages shall be reinforced and followed up in different ways.
- 4.4.33 NGO Forum, through its partners and other development agents, shall ensure the proper distribution of its development communication materials among all the target groups in a timely and regular manner. According to their needs and concern, materials will be targeted to different audiences.
- 4.4.34 The role of development communication in facilitating changes in social perceptions and values shall be exploited to ensure that women's roles and responsibilities in WatSan are more equitable in relation to men.
- 4.4.35 Assumptions and hypothesis for the creation of promotional material shall be pretested to ensure that the investments for promotional campaign result in the desired outputs and impacts.

- 4.4.36 While designing its promotional materials and organizing its promotional campaigns it shall put more emphasis on the "reward" aspects of WatSan programme rather than the "threat" aspects to increase practice levels i.e. emphasizing the positive benefits of changing practices.
- 4.4.37 Considering the present low rate of literacy in Bangladesh, NGO Forum shall place greater emphasis on visualization aspect of development communication materials.
- 4.4.38 NGO Forum shall carry out the necessary groundwork in consultation with the target audience through participatory processes for designing and developing various WatSan Communication Materials. Women's effective participation in the process will be ensured.
- 4.4.39 Both women's and men's roles and responsibilities, and what is being promoted, shall be highlighted in the materials to be developed. Initiative will be taken to show some of these as parenting tasks. Attempts will be made to highlight men's responsibilities in parenting and household work.
- 4.4.40 NGO Forum will use different media to reach different groups (media-mix) thereby achieving a synergistic result with the different messages reinforcing each other.
- 4.4.41 Before finalization all the development communication materials will be pre-tested through independent agencies or persons.
- 4.4.42 The partners and other development agents shall be provided training and orientation for proper utilization and distribution of the communication materials at the community level.
- 4.4.43 NGO Forum shall maintain necessary coordination with the sectoral stakeholders in developing the communication materials based on the proper demands in the sector.

Advocacy & Information Services

NGO Forum's apex role prompts it to foster effective coordination among the partners as well as to formulate favourable sectoral policy

environment, needs analysis, planning, management, programme formulation, implementation and development assessment. NGO Forum experiences that diversified approaches like social mobilization, lobbying, information dissemination, networking, media advocacy, etc. should be integrated in a planned way based on the issue and audience for enhancement of good governance and social justice. This has prompted the Forum setting up and strengthening its Advocacy & Information Services with its main partners, with ad-hoc alliances, (in)formal network with sectoral and trans-sectoral agencies, media, legislative level and donor bodies. NGO Forum's Advocacy Services are targeted to ensure the uniform implementation of the *National Policy for Safe Water Supply and Sanitation*, and to forge alliance with potential partners to ensure a wider and sustainable WatSan coverage. With a view to reaching all the stakeholders, the Information Services are facilitated through inter-personal, audio-visual and print media.

- 4.4.44 NGO Forum shall ensure strong advocacy for a uniform strategy and policy for the sector and will help forge alliances with potential partners locally, nationally and internationally. It will seek to ensure the production and dissemination of sex disaggregated data.
- 4.4.45 It aims at strengthening working ties among partners through an effective communication network, and at consolidating efforts and resources to create a more powerful programme impact.
- 4.4.46 Advocacy and information services are programmes directed to stakeholders both internal (active programme implementors) and external (those who are affected and can affect the project but are not implementors).
- 4.4.47 NGO Forum shall collect, process and disseminate relevant WatSan information to strengthen communication between the collaborating agencies.
- 4.4.48 Advocacy efforts shall attempt to facilitate consensus in policies and strategies in the WatSan sector activities.
- 4.4.49 Advocacy functionaries will strengthen external relations with international agencies and disseminate information among relevant

national agencies and its partners as part of creating awareness related to WatSan policies and activities. In this process NGO Forum will also mobilize and build the capacity of the mass-media and local allies on WatSan, and build alliances with different agencies to work for WatSan.

- 4.4.50 NGO Forum shall systematically expand its use of information technologies to support the collaboration activities under its information services. NGO Forum, through capacity building of its partners on information processing and dissemination, will support and strengthen its networking and field level operations of WatSan activities.
- 4.4.51 Relevant, adequate and updated information shall be provided to the partners, community groups and other relevant stakeholders through appropriate means and media based on different geophysical and cultural variations. A media-mix and enter-education approach (education through entertainment) will also be ensured.
- 4.4.52 Information shall be shared with, and disseminated among, different levels of people like sector professionals, government officials, NGO workers, community people, students, donors, media workers, potential users and others through various activities.

Knowledge Management in WatSan

The water supply and sanitation sector in Bangladesh is still languishing behind many other countries in the world. To interpret things in a more pragmatic way it may be stated that recurrent natural calamity renders this essential sector to a point of stagnation. Whatever strides are undertaken faces major set backs, which requires the renewed knowledge management and evaluating the necessities felt by the community in relation to WatSan promotion. In its quest to become a true knowledge based organization, NGO Forum functions as a centre managing WatSan information and knowledge to link communities, partner NGOs, policy-makers, researchers, donor agencies and other relevant stakeholders. NGO Forum has taken sharp strategic focus in promoting various global knowledge initiatives to contribute to the faster promotion of the sector.

- 4.4.53 NGO Forum shall give emphasis on capacity building for knowledge management in the sector by promoting information sharing and thereby providing WatSan education at all levels.
- 4.4.54 NGO Forum shall endeavor establish networking connectivity and access to knowledge base on WatSan issues through application of information technology in order to assist in taking decision.
- 4.4.55 NGO Forum shall contribute to create an enabling environment for knowledge sharing and information communication technologies for policy-makers, donors, NGOs & government agencies and other stakeholders in order to enhance the development process in the WatSan sector.
- 4.4.56 NGO Forum shall focus on tacit knowledge embodied in the NGO Forum as a whole, and thereby contribute guiding the WatSan activists to communicate and act accordingly.
- 4.4.57 NGO Forum shall make an effort to facilitate knowledge-rich relations to ensure on-going development and innovation in its programmes and in the sector as a whole.

Research, Monitoring & Evaluation

Research, Monitoring and Evaluation constitute a process of continuous self-assessment for NGO Forum. NGO Forum is aware of the importance of collecting, storing and analyzing qualitative and quantitative information for objective programme planning and effective implementation. NGO Forum takes up initiative to assess the change of knowledge, attitude & practice (KAP) of the community people on WatSan by taking up research activities on various issues, and facilitates monitoring to help the management getting answer to the key question 'are things going all right?' The computer-based data storing system of the monitoring package has been providing necessary supports to face the right decision at the right time. Besides, it also provides the concrete information base for both the in-house and external evaluation.

- 4.4.58 NGO Forum shall consider the identified areas such as sanitation; water supply; hygiene practices; advocacy and information;

mobilization and participation; training and development communication important for monitoring the effectiveness of WatSan activities.

- 4.4.59 Monitoring shall be integrated i.e. assessment of, and reporting on, technical, social, environmental and health aspects will be combined. Quantitative monitoring will be reduced, but will continue to include the numbers of water points (by type), Village Sanitation Centres, latrines (by type), community mobilization, information dissemination activities (by type) and training (by type). The qualitative monitoring will be focused and will be given more importance. The system of data collection, aggregation, presentation and feedback will be improved. Methods of data collection will be made more participatory.
- 4.4.60 In order to keep activities on the desired track and correct deviations while the programme is in progress, NGO Forum will execute a computer-based monitoring system on the hardware and software services provided.
- 4.4.61 NGO Forum will carry out a 3-tier monitoring system to monitor the performance of NGO Forum, of partner NGOs and of beneficiaries relating all the aspects of WatSan.
- 4.4.62 The monitoring package will be shared with the sector agencies. To facilitate a uniform monitoring in the WatSan sector, the monitoring package will be made available for use of other similar agencies.
- 4.4.63 Implementation status of NGO Forum's WatSan programme will be analyzed through conducting research dealing with both qualitative and quantitative aspects of programme interventions and its effect.
- 4.4.64 For the promotion of behavioural change, NGO Forum shall try out more participatory and gender sensitive methods and materials.
- 4.4.65 To monitor human capacity building activities, the focus shall be on monitoring the utilization and impact of capabilities used in the field.

5. SCOPE

- 5.1 NGO Forum's *WatSan Policy* shall cover all geophysical areas of Bangladesh.
- 5.2 Based on geophysical characteristics these areas are divided into Low-water Table Area, Shallow-water Table Area, Coastal Belt, and Hilly Area.
- 5.3 Based on availability of WatSan services and the degree of access of the people to it, the areas of operation have been further clustered. These are **unserved**, **underserved** and **pocket** areas.

6. DEFINITION

- 6.1 **WatSan** means safe water supply and sanitation system and its management.
- 6.2 **Sector** means the safe water supply and sanitation sector.
- 6.3 **Unserved Area** means where there is no facility for safe water supply, no private latrine producer, government VSC or partner NGOs are operating.
- 6.4 **Underserved Area** means where there is limited safe water supply facility for a large number of people, given least emphasis by GOB. The area is remote and the community groups reside in more scattered form.
- 6.5 **Pocket Area** means where the safe water supply facility is not equitable and the water technologies are provided according to local influences. Community people live in khas land.

List of Abbreviations

BCC	: Behaviour Change Communication
CBO	: Community-based Organization
DPHE	: Department of Public Health Engineering
GOB	: Government of Bangladesh
IEC	: Information, Education & Communication
IDWSSD	: International Drinking Water Supply & Sanitation Decade
KAP	: Knowledge, Attitude and Practice
LGED	: Local Government Engineering Division
LGRD&C	: Local Government, Rural Development & Cooperatives
LGI	: Local Government Institution
NGO	: Non-government Organization
PNGO	: Partner NGO
TOT	: Training of Trainers
UWC	: Union WatSan Committee
UNICEF	: United Nations Children's Fund
VDC	: Village Development Committee
VSC	: Village Sanitation Centre
WatSan	: Water Supply & Sanitation