



# A Decade - long Journey

An Overview of the Role of  
Global Sanitation Fund Program/UN-Habitat  
in the Sanitation Campaign of Nepal



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United Nations Human Settlements Programme, Global Sanitation Fund Programme

P.O. Box 107 Kathmandu, Nepal

Tel: +977-01-5551091

[www.unhabitat.org.np](http://www.unhabitat.org.np)

Email: [unhabitat.nepal@unhabitat.org.np](mailto:unhabitat.nepal@unhabitat.org.np)

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# List of Acronyms and Abbreviations

BS: Bikram Sambat

BCC: Behavioral Change Communication

CA: Cooperation Agreement

CBO: Community Based Organization

CLTS: Community Led Total Sanitation

CSO: Civil Society Organization

DWSS: Department of Water Supply and Sewerage

DWSSM: Department of Water Supply and Sewerage Management

EA: Executiing Agency

FSM: Faecal Sludge Management

FUGs: Forest Users Group

FWG: Functional Working Group

GSF: Global Sanitation Fund

HCF:Health Care Facilities

IEC: Information, Education and Communication

IPs: Implementing Partners

IYS: International Year of Sanitation

JSR: Joint Sector Review

MDG: Millennium Development Goal

M&E: Monitoring and Evaluation

MoU: Memorandum of Understanding

MHM: Menstrual Hygiene Management

MHH: Menstrual Health and Hygiene

MoWS: Ministry of Water Supply

MPPW: Ministry of Physical Planning and Works

I/NGO: International/Non-Governmental Organization

NCB: National Coordinating Body

NPC: National Planning Commission



NSHCC: National Sanitation and Hygiene Coordination Committee

NWSSTC: National Water Supply and Sanitation Training Center

ODF: Open Defecation Free

PWG: Preparatory Working Group

SACOSAN: South Asian Conference on Sanitation

SCNSA: Steering Committee for National Sanitation Action

SDG: Sustainable Development Goal

SEIU: Sector Efficiency Improvement Unit

SHF: Sanitation and Hygiene Fund

SLTS: School Led Total Sanitation

SoW: Scope of Work

SGs: Sub-grantees

SMD: Sanitation Model District

UNOPS: United Nations Office of Program Support

VDC: Village Development Committee

WASH: Water, Sanitation and Hygiene

WASH-CC: WASH Coordination Committee

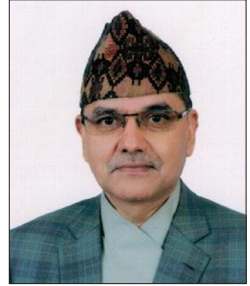
WUSC: Water Users and Sanitation Committee

WSSCC: Water Supply and Sanitation Collaborative Council



# Compliments

Global Sanitation Fund (GSF) program was implemented in Nepal from 2010 to support the national sanitation campaign. The GSF program had contributed to localize the Sanitation and Hygiene Master Plan 2011 and run the nation-wide sanitation campaign. The program could accelerate Open Defecation Free (ODF) campaign in collaboration with the national and sub-national level coordination mechanisms and stakeholders.



The state of sanitation in Terai districts was in dismal condition while the country was approaching the deadline for country ODF declaration. Considering gravity of the situation, the GSF program focused in sanitation activities in Terai under the strategic direction of the Government of Nepal. The program had largely contributed to promote toilet and scale up sanitation in the Terai districts in collaboration with stakeholders and communities. I believe that this memoir book which has accounted a decade long journey of the GSF program will be a valuable asset of the water supply and sanitation sector of the country.

Nepal had confronted several challenges posed by the devastating earthquake, landslides, floods and several epidemics while the national sanitation campaign was advancing ahead. In such situation, the role of the GSF program remained significant to promote the government's policy on 'one household one toilet' and achieve ODF Nepal despite such impediments. Importantly, its contribution to combat COVID-19 has remained instrumental. I would like to thank the GSF program/UN-Habitat for collaborating with the government for national sanitation campaign. I wish for its better future.

A handwritten signature in blue ink that reads "Madhav Belbase". The signature is written in a cursive style and is underlined with a single horizontal stroke.

Madhav Belbase

Secretary, Ministry of Water Supply



# Compliments

Since 2010, Global Sanitation Fund (GSF) program was implemented in Nepal aiming to ensure access of poor communities to sanitation facilities and improve their good hygiene behaviors. The GSF program was executed by UN-Habitat as an Executing Agency under the strategic guidance of National Sanitation and Hygiene Coordination Committee, Nepal.



Following the sanitation and Hygiene Master Plan 2011, the GSF program added energy to Open Defecation Free (ODF) campaign through collaboration with stakeholders. For ODF campaign, the program had effectively facilitated to strengthen consensus among cross-sector stakeholders and coordination mechanisms, capacity building, monitoring and follow up, localization of sector policies and strategies and knowledge management.

The GSF program visibly supported to run ODF campaign in 19 districts. The program collaborated with private entrepreneurs like ring producers, masons and local entrepreneurs to maintain the balance of demand and supply of non local sanitation materials while ODF campaign was in full motion. The cumulative impacts of these activities made the ODF campaign result oriented even without external subsidy to households. Besides, the program helped mitigate the challenges posed by earthquake, landslides, flood and COVID-19 through promotion of awareness raising programs, hand washing stations and hygiene behaviors.

The strategy of the GSF program in strengthening sector policies and institutions, capacity building activities, sanitation mission in Terai, behavioral change communication, mass triggering and knowledge management deserved significance. And its stake in declaring Nepal as an ODF Nation was remarkable.

This memoir book has successfully documented a decadelong activities and achievements of the GSF program in Nepal. I am hopeful that the learning of this program will positively contribute to run sanitation and hygiene programs in future as well.

A handwritten signature in blue ink, appearing to read 'Sunil Kumar Das'.

Sunil Kumar Das

Joint Secretary, Ministry of Water Supply

(Chairperson, National Sanitation and Hygiene Coordination Committee, Nepal)





# Compliments

I found this memoir book as the useful document on sanitation and hygiene. The book has properly solicited the accomplishments of a decade long journey of the Global Sanitation Fund (GSF) program in Nepal. The contribution of the GSF program remained remarkable in national and sub-national levels in order to materialize the state's commitments in accelerating Open Defecation Free (ODF) campaign and achieving national goal of sanitation.



The achievements of the GSF program in promoting toilet in the Terai districts with low sanitation coverage was indeed exemplary. And its contributions to combating challenges caused by earthquake, landslides, flood and COVID-19 was noteworthy. I am fully confident that the learning of the GSF program will also be supportive to achieve the national goal of total sanitation.

The agreement of cooperation held between the Department of Water Supply and Sewerage Management and the GSF program/UN-Habitat became supportive for policy strengthening, sector coordination, capacity building and ODF and total sanitation interventions. The program became equally supportive to formulate and implement strategic plan on sanitation, capacitate stakeholders, undertake participatory progress review, monitoring and evaluation and carry out validation for ODF declaration. I believe the learning on sanitation as documented by this memoir book will be useful asset for the country in total sanitation era as well.

A handwritten signature in blue ink, appearing to be 'Meena Shrestha', written over a horizontal line.

Meena Shrestha

Director General

Department of Water Supply and Sewerage Management



# Compliments

It is my great pleasure to record here that Nepal had successfully completed the decade long journey of national sanitation campaign that remained crucial to achieve the country Open Defecation Free (ODF) status in 2019. The total journey was indeed the social movement for behavior change towards sanitation and hygiene by all sector players, institutions and individuals that brought this remarkable success to achieve milestones on sanitation set by the state. This success is to be shared massively at regional and global level for the benefits of other countries.



The publication of this 'Memoir Book on Journey of Global Sanitation Fund Program in Nepal' has tried to fill in all the experiences, innovations and lessons of decade long engagement of GSF programme attributing to the national sanitation campaign since 2010. This is the attribution and support to the remarkable achievement and progress of sanitation and hygiene sector of Nepal paving pathways towards Sustainable Development Goal (SDG) 6.2 commitment. I sincerely feel that the roadmap directed by the Government of Nepal through Sanitation and Hygiene Master Plan 2011 has institutionalized strong institutional arrangement, scaling up strategies and promotional approaches. The Master Plan is backed by the strong political will, multi sectoral engagement and partnership with support agencies and organizations as key strengths that led the country towards achieving the milestones on sanitation.

Me, personally engaged as the Programme Manager to execute the Global Sanitation (GSF) programme in leadership of the government at national and sub-national level, when reflecting the journey of a decade to achieve country ODF, I see that there were major two key unique features that led to the success steadily in spite of various ups and downs during the journey. Those two key unique features are: i. government leadership at all levels and ii. multi sectoral engagement at all tiers. These are backed by the multi-sector institutional arrangements and the political will. And this arrangement enabled for the policy decision makers and practitioners demonstrate drive for goal, flexibility, change and adaptations in sanitation journey putting people at the center.

Me and my team take pride in recording this note on success, experience and lessons of the GSF programme attributed and recognized by the Government of Nepal, Development Partners and Local Government. And I would also like to stress that the decade long effort of GSF program has not been a smooth-sailing journey for all those engaged. The journey

faced various challenges and threats that could not be avoided in numerous complex scenarios in between, like earthquake of 2015, impediments in cross-border mobility in terai districts in 2016, Flood in Terai in 2017, elections and federal transition. In spite of all these circumstances, the fact that our country made it the intended target, it re-affirms my strong belief that change might be difficult but not impossible. And I wish we still stay united and put collective effort to remain true to our commitments towards SDG 6.2 keeping our promise not to leave anyone behind.

I appreciate the superb guidance of the officials of Ministry of Water Supply, National Sanitation and Hygiene Coordination Committee and its Secretariat, Department of Water Supply and Sewerage Management, Water Supply and Sanitation Collaborative Council and UN-Habitat Headquarter during GSF program's a decade long journey in Nepal and hope for similar amiable environment in future as well. I found the role of the stakeholders, Implementing Partners and community people equally appreciable.

I would like to thank the experts of the Water, Sanitation and Hygiene sector in Nepal for their valuable opinion about GSF program in Nepal, which is documented in this memoir book. The GSF program team members specially Mr. Madan Kumar Malla, Mr. Rajesh Manandhar and Mr. Durga Prasad Nepal deserve special thanks for their contributions to bring this memoir book in this form. I heartily thank to Mr. Binod Prasad Sharma, Ms. Maitrai Sharma and Ms. Uma Simkhada for preparing the case study about the GSF program and other District Coordinators for their precious field level information. It is my pleasure to extend special thanks to Water, Sanitation and Hygiene sector expert Mr. Bharat Adhikari whose role remained instrumental to write this memoir book.

I hope this memoir book will serve as the in script of our sector history that shed light to pave our further future path more stronger and smooth ensuring services to all, everywhere and all the time.

A handwritten signature in blue ink that reads "Sudha". The signature is written in a cursive style and is underlined with a single horizontal line.

Sudha Shrestha

Act. Chief Technical Advisor/ GSF Programme Manager

UN-Habitat



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# Summary of the Memoir Book

*This section presents summary of the memoir book that has portrayed about a decade long journey of the Global Sanitation Fund (GSF) program in Nepal and its contribution to Open Defecation Free (ODF) campaign.*

## **A. Introduction**

### **Historical Background**

In Nepal, the systematic promotion of sanitation commenced from 1980s. The access to toilet has been recognized as a basic indicator of sanitation. Initially, it was assumed that the model toilets promoted in the water supply project areas contribute to scale up toilet in communities through demonstration effect while the sanitation coverage increased notably only after 2000 due to the contribution of national sanitation week, community and school led total sanitation approaches and sanitation model district initiative. The International Year of Sanitation 2008 enabled to seek state's added commitments and investment for sanitation promotion. After enforcement of the Sanitation and Hygiene Master Plan 2011, the subsidy less sanitation social campaign was scaled up nationwide. As a result, Nepal was declared as ODF nation on 30 September 2019 ensuring access of toilets to 100 percent households. The role of GSF program was instrumental for this historical achievement.

### **Introduction and Rationale**

The GSF was a global level fund that was established by the Water Supply and Sanitation Collaborative Council (WSSCC) in 2008. The GSF program aimed to support poor and vulnerable people to have their access to safe sanitation for promoting good hygiene behaviors. Nepal's sanitation was lagging behind and there was lack of budget to achieve National Goal and Millennium Development Goal (MDG) in sanitation. The GSF program was launched in Nepal since 2010 while the country was in a dire need of the committed budget and program for achieving those goals in sanitation. The GSF program functioned in Nepal under strategic guidance of the Ministry of Water Supply-led National Sanitation and Hygiene Coordination Committee (NSHCC), Nepal, UN-Habitat as an Executing Agency (EA) and Local

Governments and Non-Governmental Organizations (NGOs) as GSF program's Implementing Partners (IPs).

## **Vision and Objective**

As per national policies, the GSF program had envisaged and aimed to strengthen stakeholders' collaboration, discourage subsidy approach and ensure access of vulnerable people to toilet. Its overall aim was to achieve ODF situation and promote hand washing with soap through community and school led total sanitation approaches and other locally appropriate methods.

## **Principle and Strategy**

Localization of the Master Plan to achieve national target on sanitation, promotion of community's ownership and institutionalization, expansion of collaboration with stakeholders through cross-sector coordination mechanisms in national and sub-national levels, acceleration of ODF declaration process to achieve sanitation target within the deadline and promotion sustainability of sanitation facilities and behaviors were the principles and strategies of the GSF program. The program had adopted guiding principles of the Master Plan as a key strategy, functioned under strategic guidance of the NSHCC, Nepal and collaborated with Water Supply, Sanitation and Hygiene Coordination Committees (WASH-CCs) to capacitate and trigger communities and cross-sector stakeholders using community and sector triggering approaches. The program had maintained demand and supply of non local sanitation materials through sanitation marketing strategy. Besides, the program had promoted cost sharing, resource pooling and co-funding arrangements for managing resources for both hardware and software aspects of sanitation and hygiene.

## **Program Components**

The fundamental aim of the GSF program was to collaborate with stakeholders to promote use of toilets in all households in program areas and achieve ODF status there. The consensus building among coordination mechanisms and cross-sector stakeholders, promotion of community actions for stimulating ODF, capacity building of stakeholders, monitoring and facilitation, strengthening national sanitation strategies and knowledge management were its program components.

## **Features**

The GSF program was the priority program of the Government of Nepal. It had promoted tailor made programs on sanitation based on decentralized and participatory process and evidence-based survey data. The program largely contributed to promote sanitation in those areas which were difficult to reach,

culturally ridden, poor in terms of sanitation, disaster affected and impacted by rampant open defecation practices. The program remained fully successful to systematically promote and scale up ODF even in those difficult areas by applying innovative and creative thinking, method and styles. Likewise, promotion of public-private-partnership approach, recognition of the issues of equity and inclusion and promotion of ownership and sustainability through total sanitation intervention were some of the other key areas of contribution. The program successfully accomplished the sanitation activities even amid the difficulties posed by political instability and strikes. It happened due to the transparency and collaborative approach adopted in the entire program process.

## **Program Areas**

The GSF program had implemented sanitation activities in 19 districts ( Bajura, Bardiya, Arghakhanchi, Bhaktapur, Sindhupalchowk and Sunsari, Parsa, Bara, Sarlahi, Rautahat, Dhanusha, Mahottari, Siraha, Saptari, Dolakha, Rasuwa, Nuwakot, Jhapa and Morang) along with its strategic support to Kathmandu, Lalitpur, Dhading, Udayapur, Jhapa, Nuwakot, Bhaktapur, Gulmi, Palpa, Banke, Salyan, Kailali and Kanchanpur districts.

## **B. Contribution and Achievement**

### **Financial Investment and Resource Management**

From 2010 to 2020, a total of 15 million USD was allocated for GSF program in Nepal. Of it, the budget was allocated to support NSHCC, for Cooperation of Agreement (CA) between Department of Water Supply and Sewerage Management (DWSSM) and EA, for conducting program activities in the field and managing operational cost of EA.

The GSF program had adopted no subsidy approach. So it had set a strategy to optimally leverage local resources. For this, a total of USD 1,500-2,000 was allocated per the then Village Development Committee (VDC)/Municipality based on number of households in their area. As a result, close to USD 2 million was leveraged across 726 VDCs between 2010 and 2018. Approximately two-thirds of contributions were made by VDCs.

The matching fund mechanism remained an important success factor for the GSF program and was replicated by other development partners supporting the Terai sanitation campaign. The GSF program collaborated with ring producers, masons and local governments to maintain the balance of demand and supply of non local sanitation materials specially in Terai districts with higher number of households without toilets and also imparted the skills-based training to masons.



This arrangement fulfilled the resource gap and accelerated toilet promotion by optimally mobilizing huge resources of communities and private entrepreneurs.

### **Policy and Institutional Strengthening**

The GSF program had special contribution to formulation of sector policies and plan, conduction of Joint Sector Review, organization of the Ministerial level South Asian Conference on Sanitation in Nepal and formulation and localization of the Master Plan. Its strategic supports to NSHCC and CA with DWSSM helped strengthen sector policies, sector coordination and capacity building of stakeholders and promote ODF declaration and total sanitation activities. The program visibly supported to reinforce formation/reformation of district and Municipality level coordination mechanisms, capacity building of stakeholders, participatory progress review, monitoring and evaluation and validation of ODF declaration in collaboration with national and provincial (the then regional too) level coordination mechanisms. The program had widely institutionalized coordination mechanisms up to Ward level and developed local leadership by empowering communities and schools.

### **Capacity Building of Stakeholders**

The GSF program had adopted no subsidy approach for sanitation promotion. So, capacity building of national and sub-national level stakeholders engaged in policy making and implementation was recognized as its operational strategy. To promote sanitation and hygiene, it had widely capacitated members of coordination mechanisms, government officials, teachers, master trainers, triggerers, volunteers, health workers, members of Civil Society Organizations (CSOs), water users and sanitation committees and women groups, media people, mesons, private entrepreneurs, students and social and religious leaders. Likewise, the District Coordinators of the GSF programs and staffs of its IPs were trained and oriented before their departure to the program areas. Besides, it conducted two special trainings of master trainers through renounced resource persons from India (Feedback Venture) and Nepal. The master trainers further imparted triggering training to community level facilitators, volunteers, triggerers, teachers and members of school child clubs. This way training was massively cascaded across GSF program districts and beyond to stimulate the ODF campaign.

### **Collaboration in Sanitation Mission in Terai**

The GSF program remained proactive to tackle the challenges emerged from poor sanitation in Terai districts. The program collaborated with government and stakeholders and directly contributed to NSHCC-led sanitation mission in Terai while stakeholders were hesitant to work in Terai districts, which were blamed as

the tough and dark area in terms of sanitation. The overall sanitation coverage of all Terai districts in Province No.2 was less than 20% till 2014. The GSF program promoted large number of toilets there. The engagement of the GSF program was in forefront particularly in 8 Terai districts in this Province. Its creative and aggressive efforts enabled to accelerate toilet promotion there. For example, a total of 13,938 household toilets were promoted in Saptari district alone in 2015 within a period of a year. The total households in the districts without toilet occupied the greater proportion as compared to total households in Nepal without toilet. So, the attainment of ODF situation in those districts deserved the strategic importance to make Nepal as ODF zone.

### **Contribution to ODF Campaign**

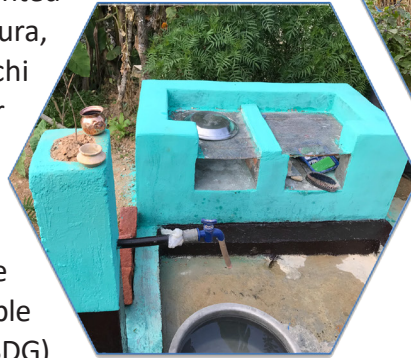
The GSF program strengthened coordination and collaboration among national and sub-national level government agencies, coordination mechanisms, CSOs, media, communities and concerned stakeholders. The GSF program had entered the output-oriented CA with IPs so that it succeeded to ensure promotion and use of toilets in 100 percent households in the then VDCs, Rural Municipalities and Municipalities in the GSF program districts within the targeted deadline. The GSF program's stake or attribution on country ODF declaration was significant. It is important to note that the contribution of GSF program in attainment of country ODF situation is 25% at national level and 60% + in average at district level geographical coverage wise. The program had covered 6 million population, mobilized 65 IPs and covered 5 provinces, 19 districts, 726 local governments, 6966 wards and 4534 schools and promoted sanitation and hygiene facilities and behaviors there.

In this way, the GSF program established its special identity by accelerating sanitation coverage and ODF declaration even in culturally ridden and geographically difficult areas of the country. The GSF program/UN-Habitat, as a member of NSHCC, Nepal was engaged in national level Monitoring and Action Team. And its IPs were affiliated with district and Municipality level monitoring mechanism and remained proactive to provide technical support and undertake facilitation and empowerment activities. In addition, GSF program directly contributed to joint monitoring, evaluation, validation and country ODF declaration.

It is important to note that sanitation coverage in Terai region bordering with India was less than 20% in 2014. This is one of the most challenging areas of the South Asia with the highest number of open defecators. Intervened after 2014, the GSF programme attributed to ODF status of this region which ultimately led towards country ODF because 50% of country's population with high poverty prevalence resided in this region.

## Promotion of Total Sanitation

Based on Total Sanitation Guidelines 2017, the GSF program promoted total sanitation in such a way that appropriate to local context. From 2017 to 2019, the sector stakeholders were heavily engaged in ODF campaign therefore total sanitation was shadowed in ODF declared districts. So, state of sanitation in ODF declared areas were in motionless situation in the absence of the dedicated promotional program on behavioral change. Considering this, the GSF program implemented total sanitation in Bajura, Bardiya, Arghakhanchi and Bhaktapur districts adopting the methodologies, indicators and activities in line with the guidelines and Sustainable Development Goal (SDG) 6.2.



Communities are moving towards total sanitation

The total sanitation intervention of GSF program had considered generation and optimum mobilization of local resources, creative engagement of local level, social, cultural and indigenous organizations, local forums and figures, empowerment, engagement of locally available human resources such as triggerers, influential leaders, members of local networks and female community health volunteers and promotion of gender and social inclusion aspects. The GSF program developed some model communities in sanitation considering 5+1 indicators such as use of toilet, use of safe water, use of safe food, practice of hand washing with soap, practice of cleaning house and surroundings and keeping clean environment. The GSF program also promoted capacity development and institutional development related activities in the Palikas (Rural Municipality and Municipality) in ODF declared districts. Besides, the program had prioritized and advocated for promoting facilities for Menstrual Hygiene Management and Safely Managed Sanitation (Faecal Sludge Management).

The total sanitation intervention has given a lesson that model communities thus established with measurable indicators were the key success factors of total sanitation, optimum utilization of indigenous knowledge, skills and practices are basis of ownership and sustainability, strategic collaboration and partnership with media was instrumental to persuade local government, disseminate good learning and create congenial working environment and promotion of local level entrepreneurship can lead to sustained financing. These field-based learning were thus the critical link and basis for scaling up total sanitation nationwide.

### **Behavioral Change Communication, Sensitization and Empowerment**

The GSF program had documented and disseminated success stories, information and news through mass media to sustain sanitation and hygiene behaviors. The program had collaborated with WASH media forum to run media mission, which had produced ripples in sanitation campaign. Likewise, the program promoted radio jingles, pocket calendars, posters, pamphlets, calendars, cartoons and brochures reflecting importance of hand washing with soap in critical times, need of ODF environment, water purification and public health promotion during disasters.

The program was largely successful to sensitize sector stakeholders and communities through sector triggering and community triggering approaches respectively. Engagement of women, school students and cultural and religious leader added craze and enthusiasm in sanitation development. The social code of conducts enhanced individual as well as collective responsibility to curb open defecation practices, adopt proper hygiene behaviors, maintain environmental cleanliness and establish social norms for improved sanitation through self-monitoring process.

### **Support in Combating Disaster**

The nation-wide sanitation campaign was hampered by disasters like flood, earthquake and COVID-19. The GSF program conducted an initial VDC wise assessment, promoted coordination with the district level WASH clusters, mobilized volunteers, provided emergency WASH facilities and supported district level planning, monitoring of the progress of emergency supports and regular update of information in earthquake affected districts like Sindhupalchowk, Dolakha, Bhaktapur, Rasuwa and Nuwakot. For this, the program mobilized USD 300,000 from CERF (Central Emergency Relief Fund). Besides, GSF program also reprogrammed USD 1 million from its own resources but little amount spent from it. Due to sanitation and hygiene program promoted by the GSF program, stakeholders and the government; the earthquake affected areas were not suffered from water and sanitation related epidemics even during the monsoon season which followed the earthquake.

The program mobilized local level volunteers and facilitators to aware communities to maintain social (physical) distance, promoted household level fixed hand washing stations during the lockdown period, provided clinical items and contactless hand washing station for Health Care Facilities (HCFs) of working Palikas, facilitated for ensuring basic WASH facilities in the schools, HCFs and institutions for COVID-19 response in the working area, individuals with COVID-19 like symptoms were referred to the health care facilities and produced materials such as fact sheet and flexes with message on hand washing with soap and precautionary measures for COVID-19.

UN-Habitat was co-leading province 1 and served as member of WASH cluster in province no. 2, 3, 5 and 7. WASH cluster was also working with 3 technical working groups RCCE (Risk Communication and Community Engagement), IPC (Infection, Prevention and Control) and PRPM (Preparedness and Response Planning and Monitoring). UN-Habitat is in RCCE in these technical working groups. Millions of people reached during this period through such distance messaging and virtual follow up mobilizing volunteers and IPs.

### **Knowledge Management**

In its program areas, the GSF program promoted activities on knowledge management through mass media campaign, dissemination of news and articles, broadcasting of radio and television programs, collection and publication of success stories, development of field-based reports, conduction of learning workshops, promotion of research and development, development and dissemination of annual report and collaboration with government for sector publication. The GSF program's collaboration with NSHCC, Nepal for the publication of newsletter on sanitation 'Sarsafai Sandesh' and historical document 'Open Defecation Free Nepal: Narration of Journey' and its own publication 'Human-Interest Stories 2020' were exclusive examples of GSF program's contribution for the sector knowledge management in Nepal. Since 2013, the program published its Annual Progress Reports which covered institutional strengthening, planning, capacity development, resource leverage, promotion of toilet, ODF and total sanitation declaration, behavioral change and investment including message and strategic guidance of the high officials of the government.

### **Innovative Initiatives**

The effort of GSF program remained instrumental to trigger ODF campaign with the use of locally innovated indigenous tools, techniques and approaches rather than readymade formula traditionally used in the sector. The program promoted innovations and creations like transformation of subsidy to support mechanism, massive resource pooling through establishment of matching fund, supply of non



local sanitation materials by entrepreneurship of local teacher, establishment of poor communities as role model in sanitation, priority to observation visit, promotion of community toilets, use drone for monitoring, balanced use of social sanction and support mechanism and wider engagement of local level religious and cultural leaders in sanitation campaign, Similarly, conduction of media mission, output-based CA with IPs, execution of quality monitoring mechanism for quality control and sustainability, conduction of micro-planning and progress review, facilitation for the provision of soft loan to pro-poor for household toilet promotion, demonstration of hand washing with soap in socio-cultural occasions and establishment of community resource centers made the sanitation campaign dynamic and result-oriented.

## **Challenges**

The GSF program had faced a number of pressing challenges such as earthquake in hilly districts, flood and impediment in cross-border mobility in Terai districts, adverse impact of subsidy being practiced in India, social taboos and anomalous situation occurred during state's federal transition.

The future of national sanitation programs in general and Sanitation and Hygiene Fund (SHF) program in particular are lying amid challenges and opportunities. The national and sub-national level coordination mechanisms are yet to be institutionalized in line with federal governance structure, which has caused lack of coordination among three tiers of the government and cross-sector stakeholders. There is lack of human resources to cater WASH services for emerging WASH issues. It has led to weak capacity particularly at provincial and local levels. Some regression (slippage) is seen regarding use of toilet.

The WASH sector has encountered resource gap and local government are less committed to give priority to WASH. There is inadequacy of WASH facilities in schools and HCF and these suffer from poor operation and maintenance. There is lack of result oriented federal policy, plan and technical backstopping for total sanitation promotion. The COVID 19 pandemic has diluted priority of the government and development partners for the WASH sector activities.

Similarly; lack of earthquake and disaster-friendly facilities, inadequacy of users friendly WASH facilities in schools, health care facilities and public places, feeble technical capacity of local government for safely managed sanitation and technical flaws in construction are other critical dimensions that need proper attention for sustainability of facilities and behaviours.

## **Opportunities**

The Constitution of Nepal has enshrined water supply and sanitation as fundamental rights and made all tiers of government responsible to promote water and sanitation.

The state has made announcement and commitment to move toward total sanitation leading to the SDG. The process for formulating Municipal (Palika) WASH Plan is moving ahead. Municipalities are promoting City-wide Inclusive Sanitation Plan. The NSHCC, Nepal and MoWS has been working for implementing the SHF program in Nepal. Although COVID 19 stands as a key barrier to development, it has largely established the importance of hand washing with soap in critical times. Besides, a number of local level activists that emerged as the sanitation champions from various walks of life were elected in three tiers of government. It thus helped establish the issues of sanitation in the development framework in respective levels.

## **Learning and Messages**

Nepal's sanitation campaign in general and sanitation and hygiene promotion in GSF program districts in particular was strongly enabled through government's leadership, stakeholder's partnership, community's ownership and private sector's marketship. The collaboration of the cross-sector stakeholders was a key instrument to stimulate ODF campaign in all ecological regions of the country.

The community people abandoned traditionally held practice of open defecation, built and used toilet even without subsidy and adopted proper hygiene behaviors as an integral part of their culture. The GSF program adopted wider coverage approach, which made the campaign cost effective. The cross-sector collaboration powered the campaign. The government led and community owned programs became result-oriented.

The GSF program made the promotional approach tailor-made recognizing ground reality, people's sentiment and country's geographical and cultural diversity. The program has also recognized that the approach fit for one place may not fit for others. Monitoring and evaluation ensured effectiveness of program and also prevented quality deterioration. Matching fund became a means to unify all, which remained helpful to ensure access of poor and vulnerable communities to sanitation facilities.

Unstoppable journey became a success factor of the campaign. Equity, non-discrimination and inclusion became the basis to support poor and vulnerable people/groups. Local innovations made the impossible acts possible. With the creative engagement of skilled human resources in community sensitization and toilet construction facilitated under GSF program, there were amazing achievements in ODF declaration even in difficult areas and low sanitation coverage Terai districts.

In collaboration with business institutions, the GSF program trained local masons to fulfill community's demand. Sanitation campaign became a common agenda due to participation of the government and general people that led to added ownership and sustainability for maintaining improved sanitation and hygiene behaviours.

# 1. Introduction

## 1.1 Overview of Sanitation Development in Nepal

Nepal's sanitation sector is evolving through learning by doing. Initially, sanitation was promoted as a minor component of drinking water supply projects. For many years, budget and program for sanitation was nominal. The efforts of stakeholders were patchy, diverse and fragmented in the absence of committed national plan, budget and target on sanitation. Sanitation was least prioritized issue among politician, policy makers, planners, practitioners and people. So, it could not get due recognition in the national development framework.

The launch of the International Drinking Water Supply and Sanitation Decade from 1981 to 1990 remained instrumental for the systematic promotion of water supply and sanitation in Nepal. The decade triggered the government to promote decentralized, participatory and community-driven approaches in the water supply and sanitation sector. The community-based water supply and sanitation projects and community sanitation programs empowered local people in the following days. After 1980, school-based sanitation and hygiene program was piloted. The first ever National Sanitation Policy and Guidelines for Planning and Implementation of Sanitation Program formulated in 1994 recognized improved sanitation and hygiene as the key determinants of public health improvement. It had envisaged the concept of cross-sector coordination mechanisms in regional and district levels.

These initiatives prepared a basis to introduce Basic Sanitation Package and School Sanitation and Hygiene Program in 1999 and 2000 respectively. The National Sanitation Week launched annually since 2000 could draw wider attention of politicians, policy makers and people. The synergy produced through school and community partnership underpinned by the national level campaign contributed to promote household toilet, hand washing with soap and cleanliness in households, schools and communities. However, these activities could not produce momentum for the country level accelerated coverage in sanitation.



Piloted from 2003, Community Led Total Sanitation (CLTS) approach triggered sanitation activities of the country to eliminate age long subsidy driven approach and achieve Open Defecation Free (ODF) status in smaller villages through collective community actions. The School Led Total Sanitation (SLTS) program implemented from 2005 enabled to achieve ODF status in school's catchment area by engaging local government and leveraging their resources.

The then Steering Committee for National Sanitation Action (SCNSA) led by the then Department of Water Supply and Sewerage (DWSS) introduced the innovative concept of 'Sanitation Model District (SMD)' in 2006 targeting Chitwan district. This initiative aimed to congregate efforts of cross-sector stakeholders, solicit practical learning and scale up it nationwide to accelerate sanitation. The SMD initiative developed leadership at school and community levels, scaled up hand washing with soap with student's engagement, leveraged resources of local government, women cooperatives and Community Forest Users Groups (CFUGs), engaged media and socio-cultural and religious leaders in advocacy campaign, attracted local entrepreneurs in sanitation, optimally utilized local fairs, festivals and socio-cultural avenues for sanitation promotion and promoted household toilet through local efforts and resources. Its impact was noteworthy in sanitation and hygiene improvement in schools.

Nepal embarked on a historical journey of sanitation with the launch of International Year of Sanitation (IYS) 2008. As a key action of the IYS 2008, the Government of Nepal initiated to formulate the Sanitation and Hygiene Master Plan, introduced

stand-alone sanitation program, established one household one toilet policy and promoted no subsidy approach. The learning of CLTS, SLTS, SMD and IYS 2008 became instrumental to formulate Sanitation and Hygiene Master Plan 2011 (hereinafter referred to as the Master Plan), which strongly triggered the national sanitation campaign leading to country ODF status in a collaborative and speedy manner. The establishment of Sector Efficiency Improvement Unit (SEIU) and launch of Joint Sector Review (JSR) on Water, Sanitation and Hygiene (WASH) since 2011 contributed to harmonize sector activities. Enforcement of the Master Plan and Millennium Development Goal Acceleration Framework in 2013 unified stakeholders' efforts to scale up nationwide sanitation campaign.

## **1.2 Evolution of Sanitation Campaign**

Community's behaviors such as maintaining cleanliness of households during worships and taking bath before having meal are some of the basis of sanitation and hygiene in Nepalese society. Accumulation of such behaviors gradually evolved in the form of sanitation social campaign which was backed by state's formal efforts.

The diarrhoea and cholera outbreaks occurred in Rukum and Jajarkot and other hilly districts in the western part of the country in 2009 triggered the state and stakeholders to promote improved hygiene behaviors and also strongly signaled the need of a committed actions for sanitation and hygiene promotion. The 'Nepalgunj Commitment' and 'Surkhet Declarations' on sanitation held after this incidence added further momentum to sanitation campaign.

The uneven pace and progress of sanitation among various ecological regions and districts stood as the biggest challenges to achieve the national target of universal sanitation by 2017. For example, the state of sanitation in Terai districts was in a dismal condition which was aggravated by poverty, landlessness and socially sanctioned age-long practice of open defecation. Besides, fragmentation of sanitation activities weakened sanitation sector strengths. This anomalous situation thus demanded nation-wide sanitation campaign.

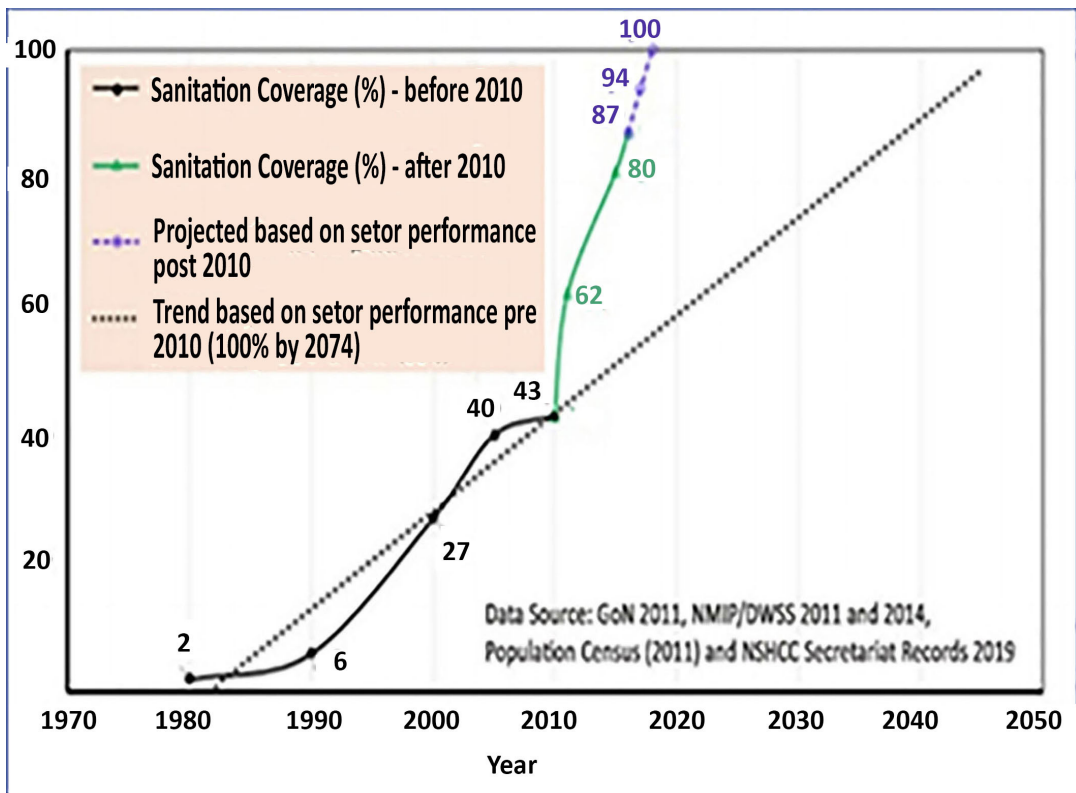
The Master Plan set national goal and milestones of sanitation, reinforced collaborative efforts of the state and stakeholders, powered nation-wide sanitation actions and awakened communities. The Master Plan enforced the guiding principles, which effectively harmonized working approach, financing modalities, target setting process and monitoring mechanism of overall sanitation campaign. The guiding principles also prepared a robust foundation to activate the national and sub-national level coordination mechanisms and to set local level target, frame decentralized Strategic Plan/Plan of Action, pool cross-sector resources, empower communities



and accelerate ODF campaign. Proper coordination of the government’s leadership, stakeholders’ partnership, private sector’s entrepreneurship and community’s ownership scaled up sanitation campaign nationwide (Adhikari 2015).

The cumulative impacts of a number of factors such as policy provision to allocate 20% of the WASH sector budget to sanitation, recognition of cross-sector policies to ODF as a key development agenda, popularizations of ‘open defecation as a social crime’, recognition to sanitation by election manifesto of political parties, launch of intensive sanitation mission in the Terai district, optimum utilization of socio-cultural occasions and avenues, adoption of sanitation marketing, intensification of central level monitoring and technical backstopping to districts, participation of dignitaries in ODF campaign, aggressive media mission and advocacy by Civil Society Organizations (CSOs), reward and recognition to the contributors of sanitation and gradual reduction in diarrhoeal diseases triggered the nationwide sanitation campaign with rapid increase in sanitation coverage (Fig-1). The Master Plan enabled to introduce sector triggering approach in the country. This approach enhanced broad based alliance, wider sectoral linkages, comprehensive planning, effective community mobilization, massive resource pooling arrangements and

**Fig 1: Sanitation trend in Nepal**



wider political mobilization for scaling up of sanitation in an accelerated manner (Adhikari 2015). The emotionally charged slogans like I am proud of having toilet in my home produced people's vigor to work for sanitation. Establishment of a theme titled sanitation for health, dignity and development in the WASH sector documents further reinforced stakeholders' power to propel the campaign. Importantly, people's desire to eliminate the malpractice of open defecation was crucial. The local level 'Sanitation Commandos' (committed sanitation work force) and 'Daanveer' (philanthropist) provided support hand and materials to community level physically challenged and needy people respectively. The cumulative impacts of these initiatives coupled with effective implementation of sanitation dedicated intensive programs like Global Sanitation Fund (GSF) program in the hard to reach hilly districts and Terai districts with low sanitation coverage synergized the campaign especially after the enforcement of the Master Plan.

Nepal was declared as ODF nation on 30 September 2019 by promoting access of all households to toilets in spite of influence of devastating earthquake of 2015, impediments in transportation and cross-border mobility in Terai districts in 2016, local and national level elections, state restructuring to federal government and flood in Terai in 2017. The country has been declared ODF indicating a paradigm shift from unhealthy and shameful practice of open defecation to systematic and





The First Terai Conference on Sanitation

safe use of toilets in every household (NSHCC 2020). However, there are various issues and challenges pertaining to institutional, behavioral, technological and financial dimensions of sanitation and hygiene. On top of that, there is less priority to sanitation amid the federal transition with the massive reshuffle of human resources at the Palikas (Rural Municipalities and Urban Municipalities) with new leadership of the elected representatives along with their own keen priorities. Thus, the capacities of local government have remained critical to driving the sanitation in the days ahead. The limited management, human resource and technical capacity of the local government are the key factors slowing down the progress in sanitation after country ODF declaration.

### 1.3 General Introduction to GSF Program

The GSF is a pooled global fund established by the Water Supply and Sanitation Collaborative Council (WSSCC) and funded by its donors to help large numbers of poor people attain safe sanitation services and adopt good hygiene practices. Established in 1990, WSSCC is the only United Nations body devoted solely to the sanitation needs of the most vulnerable and marginalized people. WSSCC is at the heart of the global movement to improve sanitation and hygiene, so that all people can enjoy healthy and productive lives. WSSCC considers the increase of the number of people living in open-defecation free environments to be a crucial step in improving sanitation to achieve better health (particularly for women and children) and reduce poverty. People washing their hands at critical times is a key practice of improved personal hygiene. Accessing and using improved sanitation must be a





Distinguished persons participating in ODF Declaration Program of the then Jethal VDC of Sindhupalchok district

reality for all members of a community (regardless of age, gender, social status or disability) in order for health benefits to be enjoyed by all.

The GSF program has deployed a range of sanitation and hygiene awareness-raising and promotion activities nationally and in a number of regions. The GSF works towards attainment of universal access to improved sanitation. Together with partners and stakeholders, the GSF addresses the global sanitation crisis and remains the only global fund dedicated solely to sanitation and hygiene. GSF aims to contribute to achievement of the global vision of universal access to sustainable sanitation and hygiene, as described in Sustainable Development Goal (SDG) target 6.2. It does so by investing in collective behavior change programmes and strengthening enabling environments that are conducive to achieving large-scale results. By demonstrating that sustainable and equitable access to sanitation and hygiene is possible at a large scale, GSF serves as a catalyst to attract additional attention and resources so that nobody is left behind.

The GSF was established in 2008 with the sole aim of improving sanitation and hygiene. The fund provides funding for community-based, publicly-supported and commercially-operated programmes. Each country has an Executing Agency (EA), which is responsible for managing the funds within that country, programme design and for the management of Sub-grantees (SGs). SGs are responsible for the programme delivery at the local level and are awarded contracts and managed directly by the EA. In each country there is also a Programme Coordinating Mechanism (PCM), which is comprised of sector stakeholders and which has the responsibility



Launching of GSF Program in Nepal

of providing strategic advice on programme design and course correction, and acts as a link between the GSF, EAs and the wider sector. In addition, each country has a Country Programme Monitor (CPM), which is responsible for auditing the accounts of the EAs and the SGs. WSSCC's and the GSF's legal host within the UN is the UN Office for Project Services (UNOPS).

#### **1.4 Shift of GSF Program to Sanitation and Hygiene Fund Program**

The GSF program has been closed from 2020. From 2021, the Sanitation and Hygiene Fund (SHF) has replaced it. The SHF was officially launched on 17 November 2020. The SHF has envisioned to achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations by 2030 following the principle of leaving no one behind. The SHF aims to scale-up household sanitation and hygiene services, address Menstrual Health and Hygiene (MHH) gaps while promoting empowerment of women and girls, increase sustainable water, sanitation, hygiene and MHH services in schools and health care facilities and support innovation towards safely managed sanitation, hygiene and MHH through strengthening partnerships, building commitment and accountability and mobilize resources.

## 2. Rationale and Contents of Book

The GSF program largely contributed to trigger nation-wide ODF campaign in Nepal. Its learning remained exemplary to localize the Master Plan. Entry of the GSF program in the districts challenging for sanitation development was a major milestone. The adoption of cross-sector collaboration, wider coverage and no subsidy approaches were the building blocks of the program. In sum, the powerful current generated through GSF program from different parts of the country vibrated the entire sanitation sector of the country and contributed to speedy ODF declaration even in low sanitation coverage districts.

Realizing this fact, an attempt was made to document the overall GSF program intervention in Nepal focusing on its inception, program approach, implementation process, contribution to sector strengthening, promotion of sanitation and hygiene facilities and behaviour and country ODF declaration and total sanitation promotion.

The main aim for preparing this document in the form of a memoir book was to solicit and document precious learnings to provide policy feedback and program reformation in the total sanitation and SDG eras. In addition, this document will be a resource material for all researchers, sector professionals and knowledge seekers for promoting sanitation and hygiene in Nepal and beyond.

The memoir book has focused on introduction of GSF program, rationale of the book, contributions of GSF program for sanitation promotion in Nepal, some representative success cases and opinions of the WASH sector professionals. The book has also assessed key learning as well as challenges and opportunities for implementation of SHF program in Nepal. On top of that, the book will be a good asset for the Government of Nepal and for the cross-country learning as well.



## 3. Introduction to GSF Program in Nepal

### 3.1 Inception

The GSF program was launched in Nepal in 2010 while the country was in a dire need of a dedicated program on sanitation. At that time, the country was severely affected by episodes of diarrhoea and cholera, particularly in the western part of the country. There was inadequate budget and annual budget gap of some USD 6 million for the period 2008 to 2015 to meet the Millennium Development Goal (MDG) on sanitation (MPPW 2008).

At that time, the implementing agencies at the central level were equipped with trained human resource but there was huge capacity at local level. And a large number of districts (35 out of 75 districts) were far behind to meet the MDG or national goals without additional budgetary and human resource inputs. The country had suffered in lack of dedicated and mission driven program on sanitation to reinforce the country effort to meet the national target and MDG. The state was implementing the Master Plan, which required extra fund and efforts to stimulate nation-wide sanitation campaign. The existing efforts were unlikely to achieve envisaged results without addressing those critical constraints and providing extra thrust.

The then Ministry of Physical Planning and Works (MPPW) with facilitation of the then SCNSA collaborated with the WSSCC to implement the GSF program for bringing impact in sanitation at scale. The GSF program was implemented in Nepal through UN-Habitat as an EA. The National Sanitation and Hygiene Coordination Committee (NSHCC) led by the Ministry of Water Supply (MoWS) and comprising of cross-sector government organizations, UN Agencies, International/Non-Governmental Organizations (I/NGOs) and CSOs had provided strategic guidance to EA to implement the GSF program.

## 3.2 Vision and Objective

The GSF program in Nepal aimed to help to meet national sanitation targets and influence policy makers to priorities resource deployment to the districts with most acute sanitation problems, locations with high risk in sanitation that were unlikely to meet the sanitation MDG targets and to those areas where there was little or no existing support from external agencies.

The GSF program proposal (Scope of Work-SoW) of the Government of Nepal (GoN) had envisaged to pursue the total sanitation approach in line with national policy, support human resource development at the community, school, district and the them Village Development Committee (VDC) and Municipality, strengthen co-ordination among stakeholder and promote household toilet avoiding subsidy-led approaches while allowing some level of special support to poorest households as identified by communities themselves by encouraging promotion of toilet designs appropriate to the needs of women, children and disabled people.

For implementing the GSF program, VDC and Municipality were taken as the basis program intervention unit though the sanitation interventions could take place through community and schools' catchments area through CLTS, SLTS and other proven sanitation approaches. The GSF program focused to harness the resources of the then District Development Committee (DDC), VDC, Municipalities, local Non-Governmental Organizations (NGOs) and Community Based Organizations (CBOs) and pursue a people-centered and demand-driven approaches.

## 3.3 Working Principles

The strengthening of the sanitation sector was the overarching principle of the GSF program in Nepal. It had focused on basic elements of governance such as ownership, development of local leadership, multi-sector engagement, decentralized and participatory planning, transparency and sustainability. The GSF program adopted following principles to harmonize sanitation sector activities at national and sub-national levels and achieve country target on sanitation through stakeholders' collaboration:

### 3.3.1 Policy Enablers

The GSF program was introduced in Nepal during formulation of the Master Plan. The GSF program activities were therefore guided by its strategic and operational perspectives. So, implementation of GSF program was indeed a country's genuine experiment to localize the Master Plan and scale up its learning for nationwide sanitation promotion.



### **3.3.2 Ownership and Institutionalization**

Nepal had learned a strong lesson that ownership and leadership of communities and local governments were key to success of community development programs including sanitation and hygiene promotion. Importantly, integration of sanitation with planning process of the local government could produce impact at scale through synergistic effects. So, the program areas and field level actions of the GSF program were aligned with the Strategic Plan/Plan of Action of the local government. This arrangement promoted local level ownership and institutionalization for smooth implementation of the GSF program.

### **3.3.3 Stakeholders' Participation**

The GSF program had optimally recognized and utilized the avenues of multi-sector coordination mechanisms established in national and sub-national levels. For example, the central level team of GSF program served as the member of NSHCC and Sanitation Task Force while their SGs/Program Implementing Partners (IPs) worked as the members of WASH Coordination Committees (WASH-CCs) in district and local levels. GSF program's functional engagement with these coordination mechanisms promoted stakeholder's partnership and collaboration in overall sanitation interventions.

### **3.3.4 Campaign**

The government was firmly dedicated to accelerate ODF declaration process in larger geographical areas (e.g., palika and district) to meet the sanitation target within the deadline. The GSF program was designed to cover wider coverage approach for program implementation with massive engagement of communities and cross-sector stakeholders and optimum utilization of socio-cultural forums/avenues to back up the state-led national sanitation campaign.

### **3.3.5 Sustainability**

The sustainability of institutions, facilities and behaviors were critical areas of concern in the sanitation sector in Nepal. Inadequacy of resources, extreme dependency on subsidy and patchy and fragmented program had worsened the situation further. So, the GSF program was solely dedicated to strengthen the local leadership to unify stakeholders' efforts and resources and bring impact at scale. For maintaining sustainability; it strengthened decentralized planning, resource pooling, cost-sharing and local leadership as well as ensured equity, inclusion and behavioral change communication aspects followed by self-monitoring and quality monitoring approaches.



Participants of D-WASH-CC Meeting in Bajura

### 3.4 Strategies

The GSF programme was solely guided by the overarching principles of the Master Plan. The program worked under the strategic guidance of the NSHCC and field level activities were implemented in collaboration with and leadership of local governments and respective coordination mechanisms (WASH-CCs). The program built local capacity and used community and sector triggering approaches for triggering/sensitizing community and cross-sector stakeholders respectively. It adopted sanitation marketing to maintain demand and supply for sanitation promotion.

### 3.5 Program Components

Promotion of toilet in all households, its use by all and attainment of ODF status in the program areas through collaboration of stakeholders was the overall aim of the GSF program. So, it promoted the following components for synergistic action in bringing impact at scale:

#### 3.5.1 Stimulate Community Actions for Achieving ODF Status

The GSF program applied CLTS and SLTS approaches and other locally innovated promotional approaches to generate demand on sanitation. It harnessed cross-sector efforts and resources through strategic planning, cost sharing and resource pooling arrangements held in district and local levels. The conduction of sanitation conference, application of sector triggering, provision of support to physically challenged, poor, vulnerable and marginalized communities and recognition to



sanitation promoters were some of the strategic actions that stimulated community actions for achieving ODF.

### 3.5.2 Develop Capacity of Stakeholders

Since the Master Plan strongly discouraged subsidy approach for household toilet promotion, the GSF program relied on capacity development as a key instrument to persuade and empower stakeholders and communities to promote use of toilet and adopt proper hygiene behaviors. And special



Program on capacity building of stakeholders

emphasis was given on the skill-based trainings and engagement of national, district and local level triggerers as well as local entrepreneurs.

### 3.5.3 Strengthen National Sanitation Sector Strategies

Linkage of sanitation sector activities with regional and global forums/initiatives, effective localization of the Master Plan and WASH sector policies, institutionalization, strengthening and activation of coordination mechanisms, cross-sector linkage and coordination, JSR initiatives, national and sub-national level conferences on sanitation and joint monitoring were some of the core activities for sector strengthening. The GSF program optimally utilized these avenues while devising, promoting and scaling promotional activities in sectoral and field levels.

### 3.5.4 Promote Knowledge Management

Realizing the crucial role of past learning for sector effectiveness in future, the GSF program adopted knowledge management as its key component. For this, it promoted communication and knowledge management strategies, learning visits, collection of success stories and sharing of sector knowledge through its annual progress reports and WASH sector publications.

From 2014, the GSF program revised its program components as follows by taking in

to account the sector need and ground reality especially in the context of Terai and other low sanitation coverage districts:

- ✎ Consensus building among coordination mechanisms and key cross-sector stakeholders to join hands and contribute towards the success of ODF campaign.
- ✎ Sector coordination and planning for horizontal and vertical coordination and collaboration among stakeholders in national and sub-national levels.
- ✎ Capacity building of coordination mechanisms and stakeholders for sector coordination and planning, programming, stimulating sanitation actions at sectoral and community levels and monitoring .
- ✎ ODF campaign at community, local and district levels to accelerate promotion of toilets and hand washing behaviors.
- ✎ Sanitation marketing for promoting participation of entrepreneurs in ODF campaigns and maintaining balance between demand and supply of non local sanitation materials.
- ✎ Monitoring for ensuring proper ODF status, use of toilets and hygiene behaviors and also for backstopping, learning and accelerating campaign.
- ✎ Knowledge management for bringing effectiveness in sector activities through enhancement of cross learning and sharing among key stakeholders.

## 3.6 Operational Modality

The overall operational modality of the GSF program was guided by Nepal's SoW, WSSCC's GSF program guidelines and the Master Plan. This section presents coordination among various levels of stakeholders, financing and implementation protocol and monitoring arrangement as follows:

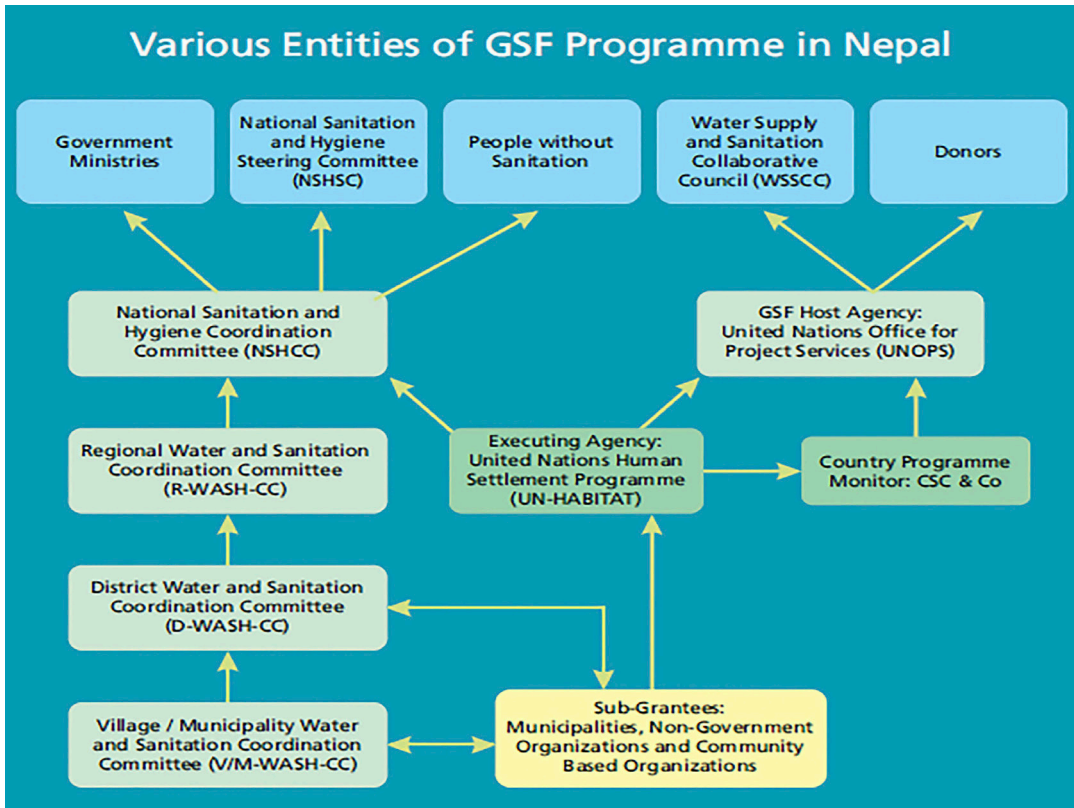
### 3.6.1 Linkage with Government and Coordination Mechanisms

The GSF program had collaborate with national and sub-national level coordination mechanisms. The program was implemented under NSHCC's strategic guidance and collaboration with the then regional (now provincial), district and local level WASH-CCs. The program was affiliated in central, regional/provincial, district and local level planning, capacity development, sanitation conferences, monitoring and knowledge management activities. Importantly, it was strongly linked with the planning process of the district and local governments through strategic planning, collaborative progress review and joint monitoring process.

### 3.6.2 Roles and Responsibilities of Various Entities of GSF Program

The GSF program was commissioned with engagement of various national and international level entities. WSSCC, UNOPS and donors were its international entities while national level entities comprised of Ministries, National Sanitation and Hygiene Steering Committee (NSHSC), NSHCC, sub-national level WASH-CCs and people without sanitation (Fig.2). There was close coordination, communication and collaboration among these entities while executing the GSF program in Nepal.

**Fig.2: Various Entities of GSF Program in Nepal**



- ✎ **National Coordinating Body (NCB):** As per WSSCC’s global institutional framework, NCB was established as a PCM for Nepal. A 12-members NCB led by the then MPPW selected program districts and provided strategic guidance and suggestions to EA during the year I of the GSF programme.
- ✎ **NSHCC:** The role of NCB was shifted to NSHCC after enforcement of the Master Plan. NSHCC provided strategic guidance and supervision to align GSF program with national sector policies, strategies and the Master Plan, monitor programme activities and ensure coordination among key stakeholders and coordination mechanisms.

- ✍ **UN-Habitat:** UN-Habitat is the EA for GSF program in Nepal. It administered the fund including selection and awarding of program implementing agencies, technical support to coordination mechanisms and implementing agencies and monitoring of the programme activities and progress.
- ✍ **SGs:** These are agencies engaged in implementation of the GSF program in the field. VDC/Municipality, NGOs and CBOs were eligible agencies to work as SGs. These worked in close coordination with district and local level government and WASH-CCs. The GSF used IPs instead of SGs in the later part of the program. After this section, SGs are denoted by IPs in this report.
- ✍ **CPM:** CPM is an independent agency which worked on behalf of WSSCC in Nepal for auditing the accounts of the EA and the IPs. CSC&CO worked as CPM in Nepal. After 2014, CPM was not engaged in GSF program in Nepal.

Apart from these entities, WSSCC’s National Coordinator in Nepal provided professional inputs to GSF program particularly in policy matters and program planning.

### 3.7 Program Design

The EA designed the GSF program based on Nepal’s SoW, strategic guidance of the NSHCC and feedback of sub-national level coordination mechanisms. The EA maintained coordination and communication with sub-national level WASH-CCs and stakeholders and undertook baseline survey prior to program implementation. The EA



Participants of baseline survey

developed the Terms of Reference (ToR) and devised program activities for IPs considering the ground reality verified through national database and baseline survey.

Prior to selection of the IPs, the EA undertook their institutional capacity assessment. During grant negotiation, the EA also performed a rigorous exercise to align program

activities and modalities proposed by the IPs with SoW, WSSCC's GSF program log frame and reporting format of UN-Habitat. For smooth implementation of the GSF program, EA formulated and enforced the Sub-grant Management Procedures, Funding Round Instructions, Monitoring and Evaluation (M&E) Framework, Communication and Knowledge Management Strategy and Sanitation Marketing Strategy. The following guiding principles of the Master Plan governed overall design and execution of the GSF program in Nepal:

- ✎ ODF as the bottom line of all sanitation interventions,
- ✎ Universal access to sanitation in water supply and sanitation projects,
- ✎ Informed technology choices for household toilets,
- ✎ Leadership of the local government,
- ✎ VDC/Municipality as the basic unit of program intervention,
- ✎ Locally managed financial support mechanism,
- ✎ Sanitation facilities in institutions,
- ✎ Mandatory provision of toilets in new buildings and their regular maintenance, and
- ✎ Hand washing with soap and other behavior build up.

## **3.8 Program Execution Process**

Following the Master Plan, each district and local level WASH-CCs had formulated Strategic Plan/Plan of Action for ODF promotion. The program activities of the IPs and other stakeholders were integrated/reflected in the Strategic Plan/Plan of Action that was collectively formulated by WASH-CCs, stakeholders and IPs. The IPs worked in collaborative manner and achieved the output and outcomes as set in its ToR aiming to fulfill the targets and stimulating ODF in respective levels.

### **3.8.1 Selection of Implementing Partners**

The GSF program pre-screened the Request for Proposal (RFP) of IPs. Their technical and financial proposal were evaluated based on the criteria approved by the PCM (NCB/NSHCC). The GSF program team at EA evaluated the technical and financial proposals of IPs in the presence of CPM so as to streamline the process



of transparency in evaluation process. The EA formally shared with NSHCC and UN-Habitat Headquarter the score of IPs and the decision about selection process. The EA then communicated their decision to IPs, negotiated with top scorers to harmonize program activities



Declaration of ODF Malla Tole, Bardiya

and budget; and performed their institutional capacity assessment. Once the EA becomes confident with the capacity of IPs to cater services, it entered the Cooperation Agreement (CA) with respective IPs. In case of local governments as the IPs, the EA performed capacity assessment and sought their formal commitment to supplement the GSF program before engaging them for program implementation. The selected IPs were oriented about the process of GSF program implementation before they were engaged to undertake field level activities as per their ToR.

### **3.8.2 Resource Management and Mobilization**

Basically, the GSF program facilitated for institutional strengthening, capacity development of stakeholders, advocacy and awareness, triggering/mass sensitization, monitoring, technical back stopping and similar software aspects of sanitation and hygiene promotion. The program did not provide any hardware subsidy to households for toilet promotion. However, it had established a matching fund to strategize sanitation activities led by the local government and support poor and vulnerable communities for accessing sanitation facilities. The IPs collaborated with local governments and other development partners to leverage additional resources to supplement hardware support needed to achieve ODF status in the designated areas. So, the GSF program promoted cost sharing, resource pooling and co-funding arrangement to ensure resources for both software and hardware aspects.

### **3.8.3 Monitoring and Evaluation Mechanism**

The M&E of GSF programs was carried out by NSHCC/MoWS (including NSHCC Secretariat) and sub-national level WASH-CCs, WSSCC, EA and IPs. The media and researchers also undertook an independent M&E. The government entities undertook strategic M&E through annual and periodic planning; and progress review meetings/workshops held in central, provincial, district and local levels as well as through field monitoring and verification. This M&E focused on quality outcomes against the targeted activities. Similarly, WSSCC performed M&E focusing on expenditure and country level outcomes based on their global log frame and indicators. This M&E was undertaken through special GSF mission or its independent consultant (s). It is important to note that the GSF program followed the protocol of validation and verification as mandated by Master Plan in all the tiers of government through engagement of multisectoral representation.

### **3.9 Features of GSF Program**

The government uniquely positioned the GSF program in the WASH sector in Nepal. The strategic guidance and supervision of NSHCC helped ensure EA's compliance with the WASH sector policies and the Master Plan while EA's autonomy in selecting and engaging IPs provided flexibility and innovations in overall program process. Adoption of campaign and wider coverage approaches ensured GSF program's larger stake to vibrate national sanitation campaign. The key features of the GSF program were as follows:

#### **3.9.1 Priority Program of the Government of Nepal**

The GoN was the owner of the GSF program. The GSF entered in Nepal through country proposal (SoW) prepared by the government itself. Following Nepal's SoW, the EA executed the GSF program on behalf of the government (NSHCC/MoWS). The NSHCC provided the strategic guidance and supervision to EA thus making it accountable to national policies, strategies and Master Plan as well as government's sector target. The government had given a special emphasis to the GSF program to localize the Master Plan, speed up toilet promotion in hard-to-reach areas, accelerate ODF declaration and scale up learning to stimulate nation-wide sanitation campaign in collaboration with government-led coordination mechanisms in national and sub-national levels. Besides, the CA between DWSSM and EA created a good avenue to mobilize the GSF for strengthening the sanitation sector activities leading to



Launching of the Sanitation and Hygiene Master Plan by the then Rt. Honorable President Dr. Ram Baran Yadav

added ownership and responsibility of the government (DWSSM) and coordination mechanisms (NSHCC and WASH-CCs). The main reason for the achievement is the GSF programme working in the institutional architect of the Master Plan and establishing its operational modality at district levels with inter linkages and networking leading to institutionalization. This enhances the credibility and complementarity of the programme towards the national sanitation goal (WSSCC 2014).

### 3.9.2 Full Compliance of the Master Plan

The overall GSF program was governed by the overarching principles of the Master Plan. The program recognized the leadership of the national and sub-national level coordination mechanisms and integrated its promotional activities with local level basket planning arrangement under their Sanitation Plan/Plan of Action. The guiding principles and action steps of the Master Plan were fully adopted in GSF program’s planning, target setting, financing, implementation, M&E and reporting activities.



### 3.9.3 Decentralized and Participatory Approach

Based on the Master Plan, the GSF program adopted decentralized and participatory approaches. It had a close institutional and functional linkage with district and local level WASH-CCs to formulate plan, set milestones, leverage local resources,



Sanitation campaigner in a discussion meeting

conduct community-centered sensitization/empowerment activities and undertake joint/participatory monitoring and evaluation through participation of cross-sector stakeholders representing governmental and non-governmental sectors.

### 3.9.4 Evidence-based Program Intervention

The GSF program conducted baseline survey in its program areas prior to program implementation. It aligned survey data with GSF program's country and global level M&E indicators. The survey thus helped assess availability of WASH facilities, identify unreached population, map stakeholders and their resources, identify demand and supply mechanism, assess local level challenges and opportunities and design evidence-based program intervention.

### 3.9.5 Tailor-Made Approach

Even though the GSF program activities were designed primarily based on the Master and SoW; the field level approach and activities as delineated in the ToR of the IPs were best adapted to local situation, need and requirements in consultation with respective coordination mechanisms. This enabled local innovations too. Introduction of WASH-CC up to Ward level, quality monitoring and mobilization of matching fund for supporting poor and disadvantaged people and local level entrepreneurship development are some examples of innovations under GSF program intervention.

### 3.9.6 Program Intervention in the Challenging Areas

Both NCB and NSHCC engaged the GSF program by targeting challenging areas like geographically hard to reach districts, culturally ridden districts, low sanitation coverage districts, districts with rampant open defecation practices and disaster affected districts. This strategy was adopted to prepare a firm basis to accelerate ODF declaration simultaneously from



One household one toilet in Bajura

all districts and thereby stimulate national sanitation campaign to fulfill sanitation target within the deadline in an uninterrupted manner.

### 3.9.7 Focus on Issues of Equity, Inclusion and Sustainability

Equality and nondiscrimination were underlying principles of the GSF program. So, it promoted inclusive and gender balanced approach while forming WASH-CCs, sanitation groups, monitoring team and school level child clubs. It introduced pro-poor financing strategies throughout the ODF and post-ODF campaigns so as to ensure access of poor and disadvantaged communities to sanitation services and facilities.

### 3.9.8 Public-Private-Community Participation

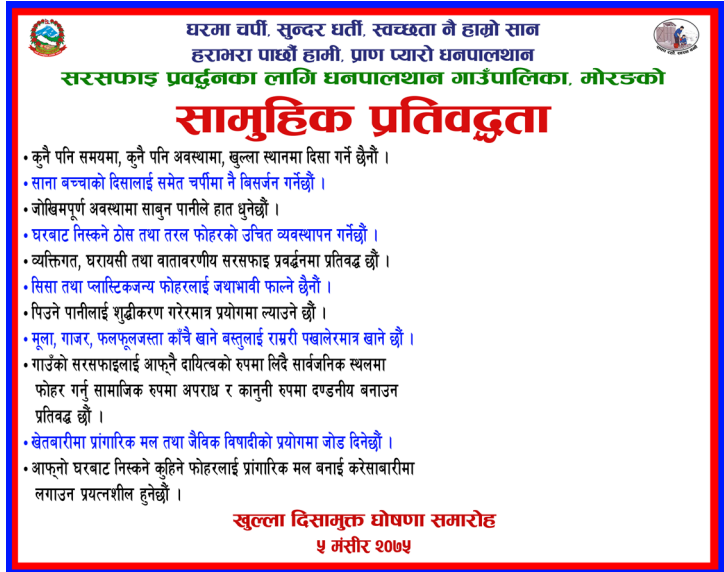
The GSF program promoted private sector's participation through sanitation marketing and their engagement in supply management after creation of community's demand through triggering/mass sensitization in communities in collaboration with local governments and WASH-CCs.

### 3.9.9 A Continuum of ODF and Total Sanitation Intervention

Maintaining continuation of sanitation campaign after ODF declaration was the main concern of the GSF program. So, it sincerely facilitated to make the strategic plan/concept paper/local government's commitment public on the occasion of the district ODF declaration ceremony. Importantly, the GSF program continued total sanitation activities in ODF declared areas while the sanitation sector of the country was in dilemma in the absence of clear road map and tangible indicators for total sanitation; and proper institutional arrangement in the federal context.

### 3.10 Financial Investment

From 2010 to 2020, a total of USD 15 million was allocated in Nepal under GSF program. The budget was mobilized for support to NSHCC, CA between EA and DWSSM, program support cost and operational cost of EA. The NSHCC support comprised of cost for monitoring and strengthening of NSHCC secretariat. The CA between EA and DWSSM included cost for sector coordination, capacity development and knowledge management.



Collective commitments on sanitation promotion

The program support cost covered the cost for preparation of strategic and operational documents of the EA, conducting of baseline survey, research and studies, implementing field level promotional activities, managing human resource, transportation and monitoring cost for the IPs and establishing community level matching fund.

The operational cost of the EA covered office establishment, communication, human resources, transportation and field monitoring including administrative cost of UN-Habitat Headquarter and United Nations Development Program (UNDP) in Nepal.

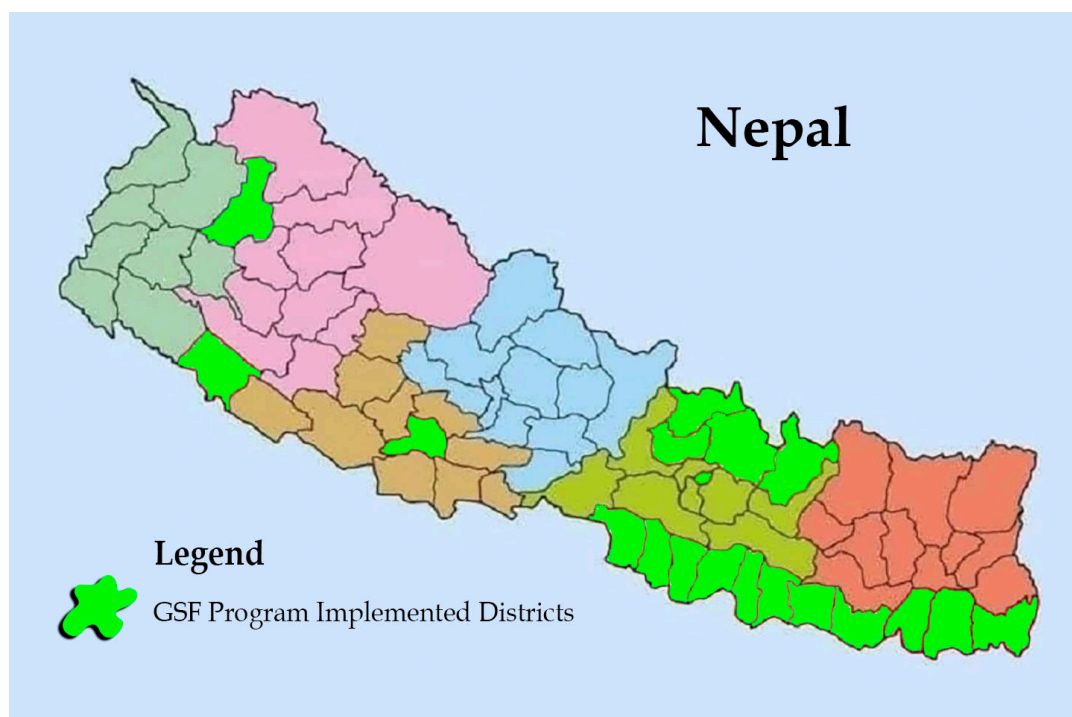
### 3.11 Program Areas

The NCB and NSHCC selected the GSF program districts considering low sanitation coverage districts and districts lacking development partners with dedicated sanitation programs. The GSF program was then gradually scaled up it nationwide covering all ecological and the then development regions. Gradually, the program focused on low coverage Terai districts and earthquake affected district including Bhaktapur for showcasing in 5th South Asian Conference on Sanitation (SACOSAN) held in Kathmandu Nepal in 2013. The district level WASH-CCs further selected VDCs,

Rural Municipalities and Municipalities for field level activities considering sanitation status and their efforts in place. Till 2020, the GSF program was implemented in 19 districts with strategic support to Kathmandu, Lalitpur, Dhading, Udayapur, Jhapa, Nuwakot, Bhaktapur, Gulmi, Palpa, Banke, Salyan, Kailali and Kanchanpur districts. The list of GSF program areas is as follows (Table-1):

**Table 1: Name List of GSF Program Areas**

SN	Program Areas	Name
1.	Province	Province1, Province 2, Bagmati Province, Gandaki Province, Lumbini Province and Karnali Province
2.	Districts	Bajura, Bardiya, Arghakhanchi, Bhaktapur, Sindhupalchowk, Sunsari, Parsa, Bara, Sarlahi, Rautahat, Dhanusha, Mahottari, Siraha, Saptari, Dolakha, Rasuwa, Nuwakot, Jhapa and Morang



GSF program implemented districts

**Table 2: Global Sanitation Fund Programme Nepal: Key Milestones**

2010	- GSF Programme Launched led by Government of Nepal in presence of all the sector stakeholders with commitments of fund from WSSCC for two years for sanitation campaign for ODF attainment and behavior change reaching people
	- Launched in October 2010
2011	- Institutional structure set up, conceptual clarity, coordination, and collaboration with sector partners, planning and legal approvals & preparatory phase
	- Preparatory phase
2012	- People accessed with Improved Sanitation: 47,590 - No. of local authorities declared ODF: 0 - Country coverage: 62%
	- Implementation of the Programme started in 6 districts with NGOs and local government as implementing partners - The key major components reaching households / people, institutions and schools
2013	- People accessed with Improved Sanitation: 392,133 - No. of local authorities declared ODF: 53 - Country coverage: 62%
	- Expansion of Programme in leadership of the NSHCC to reach the left behind Terai in terms of sanitation and hygiene whereas progressing towards ODF results in 6 districts where Programme started to implement
2014	- People accessed with Improved Sanitation: 759,559 - No. of local authorities declared ODF: 144 - Country coverage: 70.28%
	- Terai Sanitation Campaign initiated in leadership of the NSHCC and WSSCC agreed for the additional funding to gear this priority
2015	- People accessed with improved Sanitation: 1,402,100 - No. of local authorities declared ODF: 237 - Country coverage: 72%
	- GSF Programme completed the Phase I covering 6 districts and expanded to 13 districts covering the most challenging districts of Terai bordering to India. Where India is with totally subsidized approach and Nepal with no subsidy principles. And this border zone is the area with highest rate of open defecation in South Asia region.



2016	<ul style="list-style-type: none"> <li>- People accessed with improved Sanitation: 2,186,694</li> <li>- No. of local authorities declared ODF: 327</li> <li>- Country coverage: 82%</li> </ul>
	<ul style="list-style-type: none"> <li>- The acceleration of sanitation coverage in most challenging districts of Terai increased from 13% improved sanitation coverage baseline to 80% in average.</li> <li>- GSF Programme facilitated the sector to develop and endorse the “Total Sanitation Guideline” by Government of Nepal for clarity in approach and support beyond ODF.</li> </ul>
2017	<ul style="list-style-type: none"> <li>- People accessed with improved Sanitation: 2,884,722</li> <li>- No. of local authorities declared ODF 474</li> <li>- Country coverage: 95%</li> </ul>
	<ul style="list-style-type: none"> <li>- 12 districts covered by GSF Programme achieved the ODF status as per the verification by WASH Coordination Committees at three tiers (VDCs, Districts and regional). National coverage reached 95% by end of 2017 missing the target by 5%.</li> </ul>
2018	<ul style="list-style-type: none"> <li>- People accessed with improved Sanitation: 3,519,835</li> <li>- No. of local authorities declared ODF 640</li> <li>- Country coverage: 99%</li> </ul>
	<ul style="list-style-type: none"> <li>- Crossing the national target to achieve country ODF by 2017, GSF expanded the support for completion of the final miles in Terai districts where all remaining districts are with 95+ coverage and the challenging final miles are left for completion</li> </ul>
2019	<ul style="list-style-type: none"> <li>- People accessed with improved Sanitation: 3,556,586+</li> <li>- No. of local authorities declared ODF 726</li> <li>- Country coverage: 100%</li> </ul>
	<ul style="list-style-type: none"> <li>- GSF Programme commitment accomplished but supported the sector for country ODF with technical backstopping and expanding the scope. Finally, the country declared ODF by Prime Minister of Nepal Mr. KP Oli in 30<sup>th</sup> September 2019 with all 77 districts validated as ODF in various tiers. GSF contributed with 6 million population of Nepal now living in open defecation free area with directly accessing improved sanitation of 3.5 million plus population of Nepal GSF Programme proceeded the support towards Total Sanitation</li> </ul>
2020	<ul style="list-style-type: none"> <li>- People with access to safely managed sanitation 2,567,697 (cumulative)</li> <li>- No. of local authorities supported for total sanitation beyond ODF : 64 Municipalities</li> </ul>
	<ul style="list-style-type: none"> <li>- Municipal WASH Plans as the WASH governance initiatives in 64 municipalities out of which 51 municipalities prepared and endorsed the plan.</li> <li>- Capacity building at municipal levels in WASH institutionalization in 64 municipalities for planning and budgeting prioritizing WASH</li> <li>- System strengthening with information portal and its monitoring and regular update mechanisms at municipal level.</li> </ul>

## 4. Contributions of GSF Program

The GSF program has strengthened coordination and collaboration among national and sub-national level government agencies, coordination mechanisms, CSOs, media, communities and concerned stakeholders so that it visibly synergized national sanitation campaigns. The GSF program's stake or attribution on country ODF declaration is significant (Table-3). For example, the contribution of GSF program in attainment of country ODF situation is 25% at national level and 60% + in average at district level geographical coverage wise. The program had covered 6.1 million population, mobilized 65 IPs and covered 5 provinces, 19 districts, 726 local governments, 6966 wards and 4534 schools (UN-Habitat 2019 and 2020). This section highlights dimensions of its overall contributions to sanitation promotion in Nepal:

**Table-3: Overview of GSF Program in Nepal**

Program Title	Description
Program Title	- GSF programme Nepal
Executed By	- UN-Habitat Nepal
Donor	- WSSCC
Program Period	- October 2010 to December 2020
Total Fund (grant and operations)	- USD 15 million
Target Districts	- 19 Districts
Target Population	- 3.5 million population of target districts without improved sanitation facilities (directly) - 6.1 million population (indirectly)
Achievement (as of December 2020)	- 3.6 million population accessed to improved sanitation facilities - 6 Million population living in ODF environment - Country ODF status

Per capita investment	- USD 4 / capita (USD 9 / household toilet)
Implementation modality	- Through NGOs and local government strictly aligned into the district level institutional architect of the Master Plan with no subsidy approach
Key Components	<ul style="list-style-type: none"> <li>- Sector coordination and planning</li> <li>- Capacity building</li> <li>- ODF campaign</li> <li>- Sanitation marketing</li> <li>- Monitoring</li> <li>- Knowledge management</li> </ul>
Program Coordination Mechanism	- NSHCC as PCM for strategic guidance, oversights and leadership
Key Result Indicators	<ul style="list-style-type: none"> <li>- People living in target areas<sup>2</sup>.</li> <li>- People with access to improve sanitation facility</li> <li>- People living in ODF environment</li> <li>- Wards declare ODF <ul style="list-style-type: none"> <li>• No. of communities</li> </ul> </li> <li>- Wards triggered <ul style="list-style-type: none"> <li>• No. of communities</li> </ul> </li> <li>- District / VDCs declared ODF</li> <li>- Hand washing with soap</li> <li>- People received hygiene messages</li> </ul>
Future Avenues	<p>Total Sanitation aligning with SDG 6.2:</p> <ul style="list-style-type: none"> <li>- Sector coordination and planning at federal, provincial and palika levels</li> <li>- Capacity building</li> <li>- Urban sanitation</li> <li>- Total sanitation campaign</li> <li>- Monitoring and information system strengthening</li> </ul>



## 4.1 System Strengthening

The GSF program has prioritized system strengthening as a key strategy for ODF and total sanitation promotion. Its contribution to creation of enabling policy environment, strengthening of stakeholders' collaboration and promotion of leverage of local resources are as follows:

### 4.1.1 Policy Advocacy

The strategic support of the GSF program has remained instrumental to the government for formulation and localization of sector policies and plans and institutional strengthening. These are elaborated as follows:

#### a. Collaboration with Coordination Mechanisms

The Master Plan has established NSHCC to facilitate coordination among cross-sector stakeholders, formulation of periodic plans and conduction of advocacy and mass sensitization activities at central level. The NSHCC is established under the lead WASH sector Ministry (MoWS now) to provide the strategic guidance for overall sanitation activities. The GSF program in Nepal functioned under its strategic guidance, supervision and monitoring. It also collaborated with the then regional (provincial now), district and local (VDC/Rural Municipality/Municipality) level coordination mechanisms.

The IPs were closely engaged with district and local level coordination mechanisms and contributed in planning, identification of program areas and collaboration with stakeholders. In some districts, IPs also worked as the members of these coordination mechanisms. Their contribution to formulation of the Strategic Plan/Plan of Action and monitoring of ODF program activities was noteworthy. This way the GSF program activities were mainstreamed with the district and local level coordination mechanism in planning, financing, capacity development, promotion of facilities, community sensitization, progress review and monitoring.

#### b. Support to NSHCC

The GSF program provided financial support to the NSHCC for engaging human resources at its secretariat and managing logistic supports including coordination and communication cost. This collaboration covered support for regular meeting of NSHCC and Sanitation Task Force (STF), consultation meeting with stakeholders and provincial, district and local level facilitation, technical backstopping and monitoring. This support helped strengthen cross-sector collaboration, strategic coordination and communication among coordination mechanisms and inputs to decision making through field monitoring and verification.

### **c. Collaboration with DWSSM**

The CA between EA and DWSSM promoted sector coordination, national level advocacy campaign, collaboration with media, capacity development of stakeholders, ODF declaration, formulation of documents and promotional materials, sector publication, knowledge management and reward and recognition. The CA related activities established regular coordination and collaboration between EA and DWSSM for strategic inputs to the government in policy matters and sector strengthening activities.

### **d. Formulation and Implementation of the Master Plan**

The Master Plan was formulated with the initiation of the then SCNSA. It was approved by the Council of Minister on 4 August 2011. The financial, technical and human resource support of the GSF program was remarkable for the formulation and localization of the Master Plan. The GSF program/UN-Habitat Nepal had closely collaborated with the then MPPW, SCNSA and DWSS during launching of the Master Plan by the then Rt. Hon'ble President of Nepal on 29 September 2011. The GSF program fully internalized the overarching principles of the Master Plan, which enabled its strengthened collaboration with national and sub national level stakeholders and aligned its activities with the government led national sanitation campaign.

### **e. Collaboration in Joint Sector Review Initiatives**

The SEIU established under the lead Ministry on WASH (MoWS Now) conducted the first and second JSR in 2011 and 2014 respectively. The first JSR brought together sector stakeholders, reflected on progress in water and sanitation delivery and fostered better coordination of shared goals. Similarly, the second JSR further strengthened multi-sectoral collaboration, advocated for sector harmonization, emphasized the need of one WASH Plan and WASH Act r, established sanitation and hygiene as the key theme and emphasized on effective operationalization of the Master Plan. As a member of NSHCC and key WASH sector stakeholder of the country, the GSF program/UN-Habitat Nepal actively contributed to prepare paper on thematic topics of JSRs, participated in the field level learning visits and collaborated in national and regional workshops.

### **f. Collaboration in South Asian Conference on Sanitation and Regional Learning and Sharing Avenues**

The Ministerial level biannual SACOSAN is being held with an objective to seek government's commitments to formulate favorable sector policies and share country challenges and learning on sanitation. The role of SACOSAN has remained instrumental for establishing constitutional recognition to sanitation and

promoting cross-country collaboration, learning and innovations in sanitation including promotion of ODF intervention. The 5th SACOSAN was held in Kathmandu in 2013. The GSF program had significantly contributed to prepare Nepal's country paper for SACOSAN and showcasing of Bhaktapur district for making it as a ODF zone amid the dignitaries of the SACOSAN and WASH professionals



NSHCC Chair sharing Nepal's sanitation experience in roundtable on sanitation in Bihar, India

from across the globe. The then Rt. Hon'ble President of Nepal declared the district ODF in a grand manner. Mr. Chris Williams, the then Executive Director of WSSCC, had participated in the ceremony. This event and NSHCC's efforts remained historical to limelight Nepal's ODF campaign in regional and global arenas.

### **g. Conduction of Sanitation Mission in Terai**

In the initial stage of the enforcement of the Master Plan, government's efforts for countrywide sanitation promotion were inadequate and development partners were confined mainly in hilly districts while they were hesitant to work in Terai districts, which were blamed as tough and dark area, hurdle and last mile in terms of sanitation development. The overall sanitation coverage of all districts in Province No.2 was less than 20% in 2010.

In 2014, NSHCC strongly urged to all concerned development partners to work with the government to run intensive sanitation mission in the Terai. It happened as envisaged and campaign and coverage on sanitation accelerated amazingly there due to government-led approach, mission driven strategy and collaborative actions of stakeholders.

It is an exclusive example of state's strong leadership and stakeholder's sincere collaboration for sanitation development. The data (Table-4) shows that the toilet coverage in the eight Terai districts increased dramatically. Of them, Saptari, Siraha and Rautahat were declared as ODF areas by 2018. Except Bara, other three districts were close to universal sanitation coverage by 2018.

It is important to note that GSF programme focused on Terai sanitation campaign with a lead and brought other development partners onboard. When country coverage was about 62% in 2014 the coverage of the Terai region bordering with India was less than 20%. This is one of the most challenging areas of the South Asia with the highest number of open



Community enthusiasm to build toilets

defecators. Within the four years of support in this region, the GSF programme attributed to ODF status of this region which ultimately led towards country ODF because about 50% of the total country population reside in this region with high population density and high poverty prevalence.

The willingness of the GSF programme to be directed by the government to tackle the most difficult districts of the Terai was a strategic contribution of GSF to the national sanitation programme at a time when the low sanitation access and the lack of progress in the Terai was emerging as a major risk to the national sanitation programme (UN-Habitat 2019).

**Table-4: Toilet Coverage in Eight Terai Districts**

S.N.	Name of Districts	Total HHs	Toilet Coverage (%)					
			2010	2012	2014	2016	2018	2019
1	Saptari	118778	18.5	18.0	25.0	61.9	100	100
2	Siraha	118597	18.5	20.4	27.4	62.0	100	100
3	Dhanusha	142350	23.9	29.7	39.0	50.8	94.40	100
4	Mahottari	111988	17.1	18.7	30.0	54.4	94.50	100
5	Sarlahi	137949	17.5	20.3	28.0	47.0	98.30	100
6	Rautahat	103933	17.6	21.9	28.7	59.5	100	100
7	Bara	107112	19.1	21.9	25.9	45.3	88.00	100
8	Parsa	97440	25.5	31.9	42.0	61.4	94.50	100

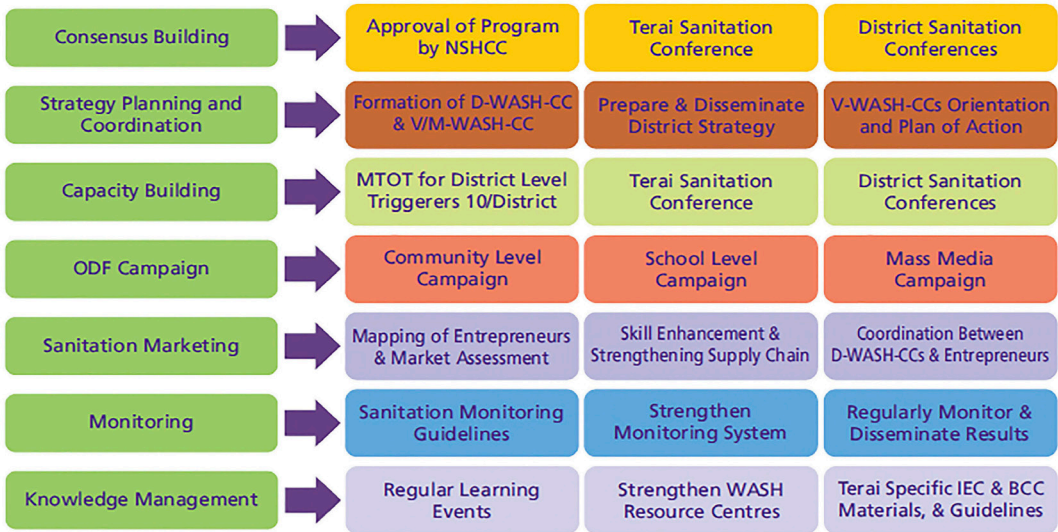
Source: NMIP/DWSS 2012 and 2014 and NSHCC 2018 and 2020

The total households of these districts without toilet occupied the greater proportion as compared to total households in Nepal without toilet. So, the attainment of ODF



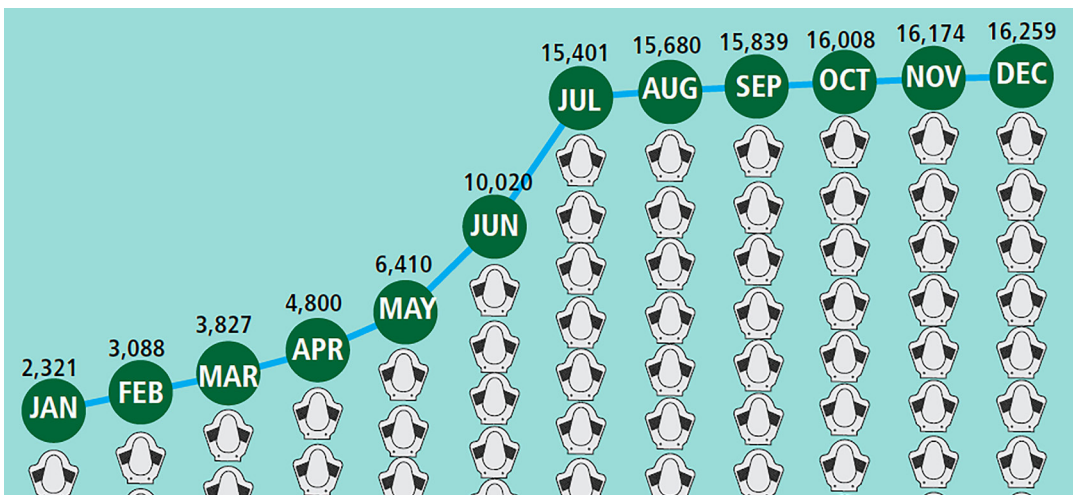
situation in those districts deserved the strategic importance for making Nepal as the ODF zone. To expediate ODF declaration; the district and level governments and development partners increased their massive inputs by promoting the following program components (Fig.3). The GSF program was one of the major stakeholders of the government to facilitate sanitation mission in Terai.

**Fig.3 : Program Components and Key Activities of Sanitation Mission in Terai**



The stake of GSF program in those districts was high and its aggressive sanitation intervention in collaboration led to accelerated promotion of toilet. For example, a total of 13, 938 households’ toilets were promoted in Saptari district in 2015 (Fig.4) within a period of a year though rate of toilet promotion was less there from July to December due to monsoon and festival seasons.

**Fig.4: Trends of Toilet Promotion in Saptari District in 2015**



Apart from district and local level stakeholders' firm commitments and unified actions, the pace of sanitation promotion got momentum in those Terai districts enabled by following factors:

- ✍ Nepal Conference on Sanitation 2013 recommended to launch intensive sanitation campaign in the Terai region with special focus and impetus.
- ✍ Terai Conference on Sanitation held in 2013 in Janakpur district seriously comprehended poor sanitation condition of 8 Terai districts and recommended to optimally mobilize resources to make those districts ODF by 15 Paush 2073 BS by executing district specific pragmatic plan of action, promoting sanitation marketing and launching cross border sanitation intervention between Nepal and India.
- ✍ The declarations of District Conference on Sanitation held from 2013 to 2014 in the Terai districts clearly stated to mobilize adequate resources of local governments for sanitation promotion, enforced a norm to establish open defecation as a social crime, eliminated subsidy approach for reducing external dependency and institutionalized locally managed self-monitoring mechanism in order to accelerate sanitation as a social movement.
- ✍ The orientation of Lawmakers from the Terai region held in Kathmandu in 2015 ensured their collective commitments to back up sanitation mission in Terai through policy and budgetary supports.

The local elites have a strong socio-economic and political hold in Terai communities but they failed to exhibit themselves as a role model in sanitation. This situation widely discouraged the general communities in adopting toilets till their socio-economically better off community members continue to defecate in open. Considering this fact, GSF program optimally engaged those elites in sanitation campaign in its program areas. This strategy visibly contributed to establish pro-sanitation values, activate collective community actions, promote installation and use of toilet in households and scale up ODF declaration gradually.

#### **h. Total Sanitation Intervention and Move towards SDG**

The piloting of Total Sanitation Model VDC by DWSS and WHO in 2012/13 and conduction of ODF Sustainability Study by NSHCC and UNICEF in 2014 and by GSF program in 2015 revealed some shortcomings in use of toilets and adoption of hygiene behaviors. Considering pressing need of post-ODF intervention and findings of the piloting and studies, the MoWS enforced Total Sanitation Guidelines in 2017 to achieve sanitation for all and forever by 2030 as per the SDG.



From 2017 to 2019, the sector stakeholders were heavily engaged in attaining ODF campaign so that the post-ODF intervention (which is commonly known as total sanitation in Nepal) was given less priority thus ODF declared districts were in motionless situation in the absence of a dedicated program on behavioral change promotion.

The GSF program therefore introduced intensive activities on total sanitation targeting Bajura, Bardia, Arghakhachi and Bhaktapur districts to support for implementing government's vision on total sanitation, activate the districts towards the agenda of total sanitation and address shortcomings and solicit the learning to benefit the sector stakeholders as a whole.

For post-ODF promotion, the GSF program conducted intensive program in Bajura, Bardiya, Arghakhanchi and Bhaktapur districts and adopted the following methodologies, indicators and activities in line with the Total Sanitation Guidelines 2017 and SDG 6.2 framework:

- ✎ Generation and optimum mobilization of local resources.
- ✎ Creative engagement of local level, social, cultural and indigenous organizations, forums and figures.
- ✎ Empowerment as well as engagement of locally available human resources such as triggerers, influential leaders, members of local networks and Female Community Health Volunteers (FCHVS).
- ✎ Addressing district and place specific issues and challenges.
- ✎ Promoting gender equality and social inclusion.
- ✎ Maximizing achievements of government led initiatives in localized contexts.
- ✎ Strategize district level collective approaches with defined milestones and targets.
- ✎ Synergizing the efforts of district and local level of coordination mechanisms, concerned stakeholders, development partners, schools and communities.
- ✎ Driving towards sustainability of ODF and behavior change.
- ✎ Establishing M&E system.


The GSF program had considered 5+1 indicators such as use of toilet, use of safe water, use of safe food, practice of hand washing with soap, practice of cleaning house and surroundings and keeping clean environment and promoted sector coordination and planning, capacity development for behavior change, communication and monitoring to sustain post-ODF situation. It promoted some model communities in the districts based on following indicators (Table-5).

**Table-5: Indicators of Model Communities**

Major Aspects	Indicators
Implementation and Management of Planning	<ul style="list-style-type: none"> <li>- Coordination committees are active</li> <li>- WASH plan is prepared and being implemented</li> </ul>
Proper Use of Toilet	<ul style="list-style-type: none"> <li>- Clean Toilet with soap and water</li> <li>- 100% of household continue use of toilets</li> </ul>
Personal Hygiene	<ul style="list-style-type: none"> <li>- 100% of household has facility for hand washing with soap and water</li> <li>- 100% of household practices handwashing with soap and water at critical times</li> <li>- 100% of female have knowledge on MHM</li> <li>- 100% of household manage child faeces properly</li> </ul>
Reach and Use of Safe Water	<ul style="list-style-type: none"> <li>- 100% of household has access to basic level of drinking water</li> <li>- 100% of household practices at least one type of water treatment options</li> </ul>
Behaviour of Food Hygiene	<ul style="list-style-type: none"> <li>- 100% of household keep their kitchen clean</li> <li>- 100% of household construct dish drying platforms</li> <li>- 100% of household have knowledge on food hygiene</li> </ul>
Environmental Sanitation	<ul style="list-style-type: none"> <li>- 100% of household keep their compounds tidy</li> <li>- 100% of model community keep their neighborhood and road tidy</li> <li>- 100% of household segregate bio-degradable and non-degradable waste</li> <li>- 100% of household have constructed space for non-biodegradable waste.</li> <li>- Number of communities conduct cleanliness campaign in public places regularly (River, pond, religious places)</li> </ul>

**Achievements and Impacts:**

The achievements and impacts of post-ODF program was remarkable. Some of the key achievements and impacts are as follows:

-  **Model Community:** Establishment of a total of 40 communities as a model communities in those district was a remarkable achievement that triggered

other 16 GSF program districts also for similar achievements.

- ✎ **Capacity Building:** Capacitated 150 as master trainers who played catalytic role to trigger for total sanitation campaign in GSF program districts and beyond.
- ✎ **Orientation:** Conducted a total of 270 orientation program events for developing model community that paved foundation for ripple effects in nearby communities and districts.
- ✎ **MHM Promotion:** GSF program/UN-Habitat Nepal was engaged in formulating dignified MHM policy led by MoWS, international training on MHM organized by MoWS, WSSCC and National Water Supply and Sanitation Training Centre (NWSSTC)/DWSSM and MHM Practitioners Alliance (PA). Besides, GSF program actively collaborated with MHM PA in undertaking national and sub-national level promotional activities on MHM.
- ✎ **Moving Households up the Sanitation Ladder:** The outcome study of 2018 within GSF program areas indicated that 67% of the faeces containment were safely managed within the ODF declared zone. Thus, the GSF program is promoting and advocating safely managed sanitation focusing on following areas:
  - 💧 Conversion of the current toilets into double pit and technologies supporting for lengthening the safe containment.
  - 💧 Strengthening local governments for engagement and coordination with the local service providers and entrepreneurs.
  - 💧 Strengthening Palikas for the regulatory framework for Faecal Sludge Management (FSM) and its monitoring mechanism.
  - 💧 Capacity enhancement of human resource of local government and local entrepreneurs and service providers.

By 2019, the GSF program will supported to increase this into 75% safely manages sanitation in GSF working districts. For this, the technological promotions through IPs on lengthening the current containment by improvising affordable techniques like leach pits, twin pits etc. was held. The Palikas were sensitized to engage the local private service providers on emptying services and to move towards regulatory framework for these services by Palikas.

- ✎ **Safe Drinking Water Treatment and Storage :** The basic focus on safe water treatment was at household levels. And one of the criteria for graduating to model communities, every household must have one or the other treatment

options practiced at household level. This was also in case of schools that the schools practice one or the other treatment options for drinking water. The GSF program is collaborating with WHO Nepal for promoting Water Safety Plan (WSP) aiming to build the capacity of local government and IPs for promoting WSP at community level water supply schemes.

### **Lessons:**

- ✂ The following lessons were learned from post-ODF interventions: Continuous advocacy and technical support help to institutionalize post ODF programme in Palikas.
- ✂ Involvement of local government at all stages of post ODF programme including preparation of WASH plan has brought ownership towards post ODF programme.
- ✂ Clear and measurable targets are required for uniform understanding on the targets and successful implementation of post ODF programme.
- ✂ The model communities established with measurable indicators were the key success factors of post ODF campaign.
- ✂ The post ODF campaign led by women is found effective in the community.
- ✂ Optimum utilization of indigenous knowledge, skills and practices are basis of ownership and sustainability.
- ✂ Strategic collaboration and partnership with media are instrumental to persuade local government, disseminate good learning and create congenial working environment.
- ✂ Behavioral change is a complex phenomenon but systematic behavioral change communication can bring envisaged change.
- ✂ Promotion of local level entrepreneurship can lead to sustained financing.
- ✂ The ample learning gained through ODF campaign has become a basis for total sanitation intervention.

### **Challenges:**

The following challenges were faced while promoting post-ODF intervention:

- ✂ Reorienting local government in total sanitation agenda.
- ✂ Timely establishment of total sanitation in the form of a national campaign with target.

- ✎ Continuity of model place/total sanitation declared places due to feeble coordination mechanism in federal context.
- ✎ Ensuring WASH facilities in informal settlements.
- ✎ Availability of competent human resources to facilitate total sanitation.

### **i. Engagement in National Level Monitoring and Action Team**

The NSHCC undertook intensive field monitoring particularly in the earthquake and flood affected Terai districts while the country was approaching the deadline for ODF declaration. It formed a national level Monitoring and Action Team (MAT) engaging its members, a group of



Program monitoring by UN-Habitat along with WSSCC, GSF and donors

WASH professionals and media to visit local communities and closely assess impacts of the disaster on toilets, water sources and possibilities for achieving ODF declaration within deadline.

The MAT frequently monitored situation of community level sanitation and reported it back to NSHCC with concrete recommendations for mitigating challenges and expediting ODF declaration process. As a member of NSHCC, national STF and MAT, GSF program/UN-Habitat Nepal actively engaged its staff in the field level monitoring and also provided financial and logistic supports for dedicated members of the MAT stationed at NSHCC secretariat at DWSSM. The role of MAT remained instrumental to resolve the stalemate in district level ODF declaration, which happened particularly in Bhojpur, Solukhumbu and Kapilvatu districts.

#### **4.1.2 Collaboration in Country ODF Declaration**

The NSHCC had systematically planned the country ODF declaration process. For this, a 17-members Preparatory Working Group (PWG) was formed under the leadership of the Director General of DWSSM comprising of members of NSHCC and





Rt. Hon'ble Prime Minister KP Sharma Oli declaring Nepal as open defecation free nation

other development organizations. The PWG took the responsibility of coordinating, leading and deciding overall tasks on ODF declaration, as well as guiding various Functional Working Groups (FWGs). A total of 6 FWGs (ODF declaration preparation, ODF declaration ceremony preparation, documentation, reward and recognition, cooperation with the media and resources mobilization) were formed under the PWG. The facilitation in operation of daily work and media engagement was done through a 5-member ODF Nepal 2019 Secretariat.

The GSF program staffs had contributed as a member of PWG as well as documentation and resource mobilization FWGs. Besides, it had engaged two full time WASH consultants and media professional at ODF Nepal 2019 Secretariat and facilitated overall declaration process. Its central staffs and District Coordinators (DCs) also closely worked with the secretariat to organize the declaration ceremony at the city hall in Kathmandu. There was participation of the representatives of WSSCC and UN-Habitat headquarter on the country declaration event. It showed their solidarity and commitments with the national ODF initiative led by the GoN. On the occasion, the Rt. Hon'ble Prime Minister of Nepal, KP Sharma Oli, had declared Nepal as a ODF nation and a move towards total sanitation leading to the SDG.



## 4.2 Institutional Development and Planning

### 4.2.1 Strengthening of Inclusive Coordination Mechanism

The Master Plan has institutionalized NSHSC and NSHCC in national level and WASH-CC in the regional (province level now), district and local levels. NSHSC comprises of members from National Planning Commission (NPC) and concerned Ministries while NSHCC includes UN Agencies, development partners, I/NGOs, federation of Water



Members of the local level coordination mechanism discussing the promotion of sanitation campaign

Users and Sanitation Committees (WUSCs) and media. Similarly, a 5-7-member STF of NSHCC and WASH-CCs is led by the government and comprises concerned stakeholders. The GSF program/UN-Habitat Nepal was the member of NSHCC and its STF.

This institutional mechanism has systematized and harmonized Nepal's sanitation campaign. However, district and local level coordination mechanisms lacked basic know-how about the sanitation campaign in the initial stage of the enforcement of the Master Plan. The role of the GSF program thus remained instrumental in its program districts to aware and capacitate the members of these mechanisms through meetings, interaction and workshops as well as use of promotional materials. For example, GSF program staffs closely worked in district and local levels to form/reform/orient the members of respective coordination mechanisms as a foremost step of GSF program implementation.

### 4.2.2 Orientation Workshop of the Members of Coordination Mechanisms for Planning

The members of district and local level coordination mechanisms were the strategic partners of the GSF program. So, the GSF program facilitated to orient and empower them for policy decision, planning, programming, financing, coordination, norms

setting, target setting and monitoring of sanitation program in general and GSF program in particular. The GSF program had oriented members of district and local level coordination mechanism during its kick off workshop. This participatory process helped to engage GSF program/UN-Habitat Nepal as their strategic partners, select VDCs/Rural Municipalities/Municipalities for GSF program implementation and engage IPs as the member of these coordination mechanism, STF and joint-monitoring team.

#### **4.2.3 Strengthening of Secretariat of Coordination Mechanisms**

The GSF program has provided financial, technical and logistic supports to strengthen the secretariat of coordination mechanisms and their STF. In many districts, for example in Bardiya, Arghakhanchi and Bajura, the DCs of GSF program were stationed at secretariat of the district WASH-CC located at Water Supply and Sanitation Division/Sub Division Office (WSSD/SDOs) of DWSSM whose chief was the member secretary of district WASH-CC. The support to and close affiliation of GSF program with the secretariat contributed to conduct meeting of coordination mechanisms, facilitate strategic planning, collect, update and compile data/information, develop promotional materials, facilitate ODF monitoring and verification process and also to raise visibility of the GSF program.

#### **4.2.4 Conduction of Baseline Survey**

The main motto of GSF program was to mainstream poor and disadvantaged communities by following evidence-based inclusive planning and interventions on sanitation and hygiene. So, it undertook the baseline survey prior to implementation of promotional activities in the field. For the first phase of the GSF program implemented in Bajura, Bardiya, Arghakhanchi and Sindhupalchowk districts; the baseline data were collected by engaging independent consultants while such survey were undertaken by IPs itself in the other districts.

The baseline survey broadly focused on mapping of stakeholders and their resources, institutional and monitoring arrangements, social beliefs and norms, ongoing community level WASH related development activities, availability of local materials, engagement of private entrepreneurs and supply of non local materials, status and types of toilets, hand washing and drinking water supply facilities in households, school, health care facilities and public places, access to and use of toilets, use, operation and maintenance of WASH facilities, defecation practices, personal hygiene, point of use of water treatment, status of WASH related mortality and mortality, impact of disaster and epidemics, desludging of faecal sludge from toilets and challenges and opportunities.

The activities as outlined in the ToR of the IPs were harmonized with these aspects. The baseline data was accounted in mid-term surveys and evaluation of GSF program. The data and findings of the baseline survey were shared with district and local level coordination mechanisms and utilized while formulating Strategic Plan/Plan of Action on sanitation. The reports of the base line survey were archived by GSF program/UN-Habitat Nepal for further planning and evaluation.

#### 4.2.5 Formulation and Implementation of Strategic Plan/Plan of Action

Based on the Master Plan, each district and local level formulated a Strategic Plan/Plan of Action on sanitation. It comprised of sanitation targets and milestones, objectives, strategies, mapping of stakeholders and their resources, promotional activities, monitoring mechanism and plan of action to achieve the objective and fulfill the target. The GSF program provided the data to respective level coordination mechanism to make their Strategic Plan/Plan of Action evidence-based. The district and local level program activities of GSF program were integrated in it.

The GSF program mobilized its human and financial resources and provided technical support to respective coordination mechanism for coordination and planning meetings, training and orientations, media advocacy, monitoring and triggering activities at community and sectoral levels in order to run ODF/total sanitation campaign and achieve their milestones and target. Even though the Master Plan has institutionalized coordination mechanisms up to VDC, Rural Municipality and Municipality level only, the GSF program facilitated to establish such mechanism up to Ward level. It remained instrumental for enhancing grassroot level leadership, need based planning, effective monitoring and true reporting.

#### 4.2.6 Capacity Development of Stakeholders

The GSF program had adopted no subsidy approach. So, capacity building of national and sub-national level stakeholders engaged in policy making and implementation was recognized as its key strategy. For this, it had targeted members of coordination mechanisms, government officials, teachers, master trainers, triggerers, volunteers, health workers, members of CSOs, WUSCs and women groups, media people,



Participants of total sanitation training





Training participants preparing sanitation social map

mesons, private entrepreneurs, students and social and religious leaders in order to cover the entire range of activities from policy making to field level activities. For enhancing their knowledge and skills; the GSF program facilitated to organize field level triggering, training, orientation, workshop and learning visits.

The DCs and staffs of its IPs were trained/oriented before their departure to the program areas. Besides, it conducted two special trainings of master trainers by engaging renounced resource persons from India (Feedback Venture) and Nepal. The master trainers further imparted triggering training to community level facilitators, volunteers, triggerers, teachers and members of school child clubs. This way training was massively cascaded across GSF program districts and beyond.

The capacity building helped safe transition from ODF to total sanitation intervention. The orientations and community counselling/backstopping were held during disaster (earthquake, flood, landslides and fire) to retain the momentum of the campaign. The GSF program had provided technical and financial supports to develop training packages, tools and promotional audio visual and printed materials. It also collaborated with NWSSTC/DWSSM, WHO and WSSCC in special trainings like International Training on MHM, Training on Sanitation Safety Planning and Training on Total Sanitation, SDG and COVID 19, in which GSF program staff participated. The GSF program had targeted following target groups in different capacity development activities (Table-6).

**Table-6: Target Groups for Capacity Development**

<b>S.N.</b>	<b>Target Groups</b>	<b>Major Focus</b>
1	Workshop for members of coordination mechanisms	<ul style="list-style-type: none"> <li>- Familiarization with WASH policies and situation</li> <li>- Coordination with stakeholders</li> <li>- Kick-off of GSF program</li> <li>- Resource generation and mobilization</li> <li>- Formulation of Strategic Plan/Plan of Action</li> <li>- Monitoring and evaluation</li> </ul>
2	Induction training to DCs	<ul style="list-style-type: none"> <li>- Familiarization with WASH policies and situation</li> <li>- Coordination with stakeholders</li> <li>- Sharing of GSF program activities</li> <li>- Formulation of Strategic Plan/Plan of Action</li> <li>- Community sensitization/triggering</li> <li>- Monitoring and evaluation</li> <li>- Knowledge management</li> </ul>
3	Triggering training to triggerers and facilitators	<ul style="list-style-type: none"> <li>- Familiarization of WASH policies and situation</li> <li>- Triggering techniques and tools</li> <li>- Application of community and sector triggering approaches</li> <li>- Community sensitization</li> <li>- Behavioral change communication</li> <li>- Formulation of local level plan of action</li> </ul>
4	Orientation of the field level staff of IPs	<ul style="list-style-type: none"> <li>- Familiarization of WASH situation</li> <li>- WASH facilities</li> <li>- Coordination with stakeholders</li> <li>- Sharing of GSF program activities</li> <li>- Formulation of Strategic Plan/Plan of Action</li> <li>- School and community sensitization and empowerment</li> <li>- Generation and mobilization of local resources</li> <li>- Model school and communities on sanitation</li> <li>- Monitoring and evaluation</li> <li>- Reporting and documentation</li> </ul>

5	Training of teachers and child club members	<ul style="list-style-type: none"> <li>- Familiarization of WASH situation</li> <li>- WASH facilities in schools</li> <li>- Purification of water and hand washing with soap</li> <li>- Formulation of school level plan of action</li> <li>- School and community sensitization and empowerment</li> <li>- Model schools</li> <li>- Monitoring and evaluation</li> <li>- Reporting and documentation</li> </ul>
6	Orientation of mass media personnel	<ul style="list-style-type: none"> <li>- Familiarization with WASH policies and situation</li> <li>- Barriers of sanitation and hygiene</li> <li>- Rationale of ODF and total sanitation</li> <li>- Community sensitization/triggering</li> <li>- Monitoring and reporting</li> <li>- Preparation of success stories</li> </ul>
7	Training of masons.	<ul style="list-style-type: none"> <li>- WASH technologies</li> <li>- Disaster-friendly sanitation facilities</li> <li>- Demand and supply of non-local sanitation materials</li> <li>- Operation and maintenance of WASH facilities</li> </ul>

#### 4.2.7 Monitoring and Evaluation of Field Level Activities

Based on its M&E framework, the EA had established a M&E mechanism in its central office ensuring dedicated human resources and web-based data management system. The EA undertook M&E against disbursed budget, activities, outputs and outcomes. It commissioned the M&E through field observation and consultation with local and district level governments, coordination mechanisms, stakeholders and beneficiaries. Besides; it performed mid-term evaluation, outcome survey and final evaluation of GSF program. At the field level, IPs monitored day-to-day activities held in the targeted communities/areas. The media and researchers carried out independent event-based M&E and field-based reporting.

The district and local level inclusive monitoring team comprised of 5-7 members including representatives of WASH-CCs, media and CSOs. This team monitored GSF program too and undertook joint-monitoring, evaluation and validation monitoring



for ODF declaration. The WASH-CCs formulated standard guidelines and protocols of monitoring and verification. The GSF program districts were declared as ODF zone following this protocol.

The GSF program, for example in Arghakhanchi and Jhapa, backstpped the district WASH-CCs to develop the guidelines on quality monitoring. Apart from joint-monitoring, inter district and VDC/Rural Municipality/Municipality visits were held to learn the lessons and monitor progress. The IPs also served as the members of the monitoring team. For sharing data, the EA had established a linkage with the Secretariat of NSHCC and sub-national level coordination mechanisms and integrated data of the GSF program with the National Management Information Project (NMIP) of the DWSSM.

It is important to note that monitoring of field level activities in GSF program districts by higher officials of NSHCC created a congenial environment. For example, the visit of the then NSHCC chair and GSF program team



Central level monitoring and discussion of GSF Program by NSHCC chair

in Tikapur Municipality in 2012 established good rapport with Municipality and respective WASH-CC to undertake smooth implementation of GSF program there in the following days. Similar visits of the higher officials of MoWS, NSHCC, DWSSM and NSHCC Secretariat during Sanitation Mission in Terai remained consequential to backstop stakeholders and expediate ODF declaration process.

### 4.3 Resource Leverage and Support

#### 4.3.1 Establishment of Matching Fund and Contribution to Resource Leverage

The GSF program set a strategy to optimally leverage local level resources. It established an innovative concept of matching fund to leverage equal amount or more from local government to scale up and accelerate the sanitation campaign under the leadership of the local government, strengthen the capacity of local governments to plan, implement, and monitor sanitation and hygiene interventions,

trigger sustained local government budget allocations towards sanitation and hygiene and facilitate financing for post-ODF sustainability.

Matching funds were budgeted within the GSF program based on the total number of areas covered by local government and targeted to achieve ODF status there. This budget was reflected in the grant agreement between EA and with local IPs. Between USD 1,500-2,000 was allocated per VDC/Municipality based on number of households in their area. The matching funds were deposited in a dedicated account managed by local government authorities, in accordance with a tripartite agreement involving the district and VDC WASH-CC and IPs. Matching funds were spent on behavior change related activities such as door-to-door visits, mobilizing local leaders and organizations, and honoring outstanding community champions for their contributions to the sanitation campaign.

Further, it was spent on billboards and murals, street dramas, song competitions, video shows, cultural programmes, and using vehicles with music and loudspeakers to deliver messages encouraging better sanitation and hygiene behavior. It was also spent on hardware support for ultra-poor or marginalized households as identified locally. The matching fund model leveraged significant local government resources and help set a trend for sustained financing for the sanitation sector. Close to USD 2 million was leveraged across 726 VDCs between 2010 and 2018. Approximately



Artists performing street drama on sanitation

two-thirds of contributions were made by VDCs (WSSCC 2019). The matching fund mechanism is considered an important success factor for the programme and was replicated by other development partners supporting the Terai sanitation campaign. It is worth to mention that sanitation campaign in Nepal largely stimulated to leverage huge community resources for toilet promotion. For example, the outcome study of GSF program held in 2018 shows that median amount of money spent by household for construction of latrine is NPR 25000. The highest amount spent was NPR 30000 in Province 2 districts and lowest was NPR 15000 by the household from the strata that had received ODF status three or more year back from the survey. It was interesting to note that only 19 household had reported of taking loan from cooperatives to construct the toilet and 5 household received money from sanitation revolving fund and another 5 from NGOs (UN-Habitat 2018). Similarly, a clear evidence of learning to avoid the pitfalls of neighboring countries, a reliance on household investment enabled by growing remittances and the prioritizing of civic participation in a social movement (UN-Habitat 2019). Among other factors, the role of the GSF program is noteworthy in this regard.

#### **4.3.2 Promotion of Sanitation Marketing and Collaboration with Local Entrepreneurs**

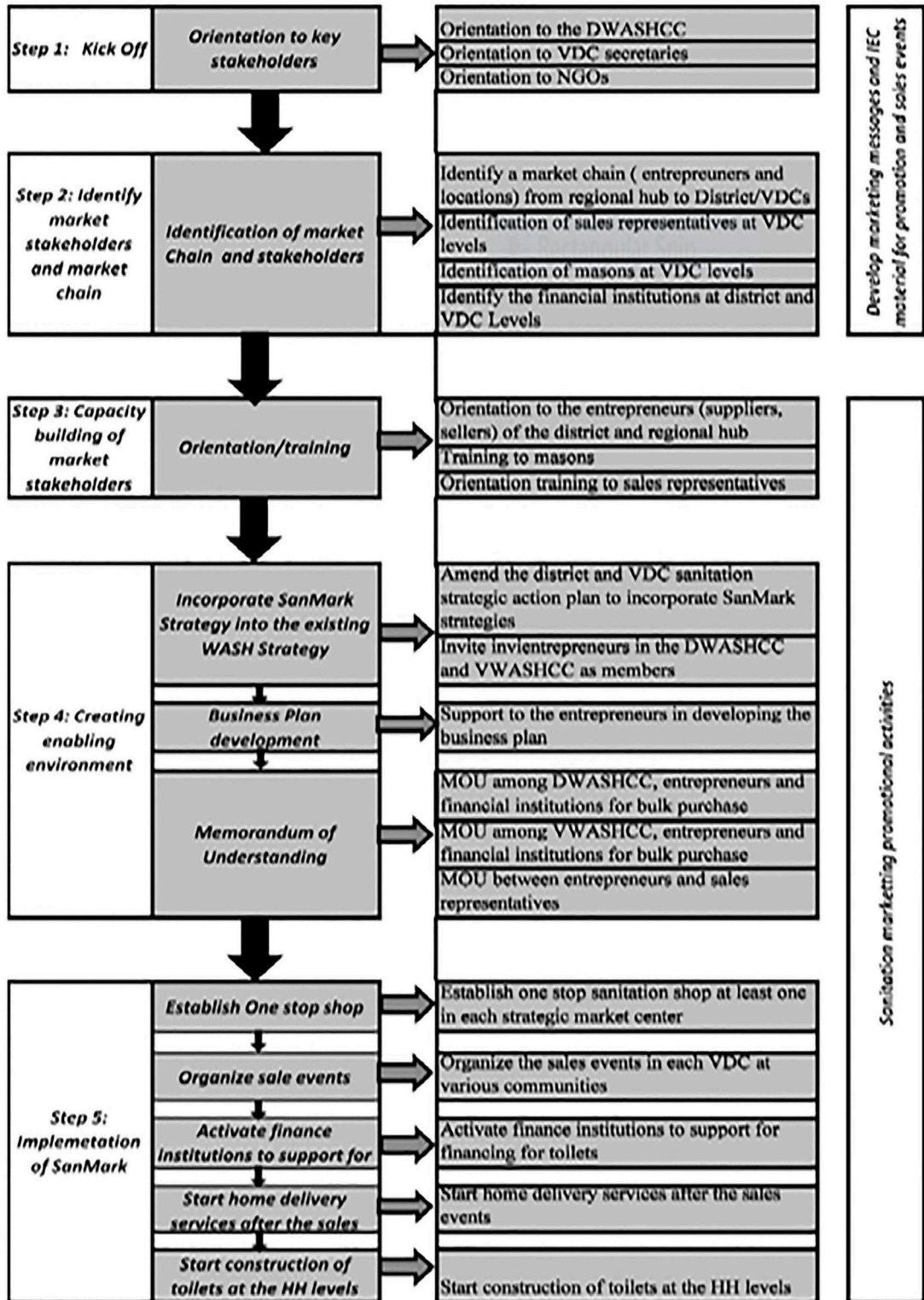
The GSF program had developed a sanitation marketing strategy in 2013 in collaboration with Community Development Forum and Water SHED Combodia. The strategy was prepared on the basis of a market study in GSF program districts like Bajura, Bardiya, Arghakhanchi, Sindhupalchowk and Sunsari. This strategy has recommended some strategic measures like identification and capacity development of entrepreneurs, market assessment and establishment of Memorandum of Understanding (MoU) and partnership with the WASH-CCs to ensure access of sanitation materials in geographically remote and difficult areas (Fig.5).



Collection of pan and pipe from local market



**Fig. 5: GSF program sanitation marketing strategy**



Source: UN-Habitat Nepal and CODEF 2013

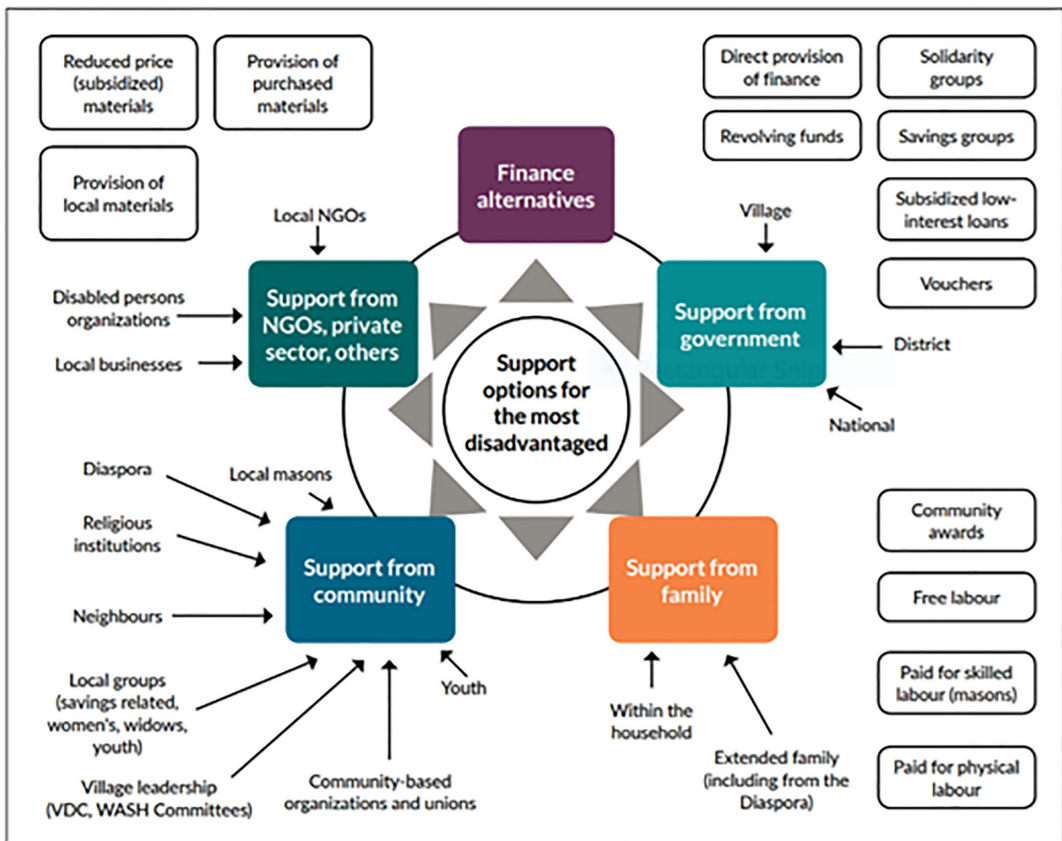
The GSF programme implemented these strategies in its programme areas to effectively use sanitation marketing for scaling up sanitation in collaboration with UNICEF/iDE’s SaniMark project in Terai districts. Besides, IPs facilitated to unify collaboration among local ring producers, masons and local governments to maintain demand and supply aspects of sanitation to accelerate the ODF campaign by following GSF program’s sanitation marketing strategy. This was more prominent in Bara, Siraha and Sarlahi districts.

To ensure adequate supply of masons who could construct toilets in all the program areas and also build the technical and management skills of local masons, GSF programme imparted trainings to considerable number of local masons in its programme districts. Such hands-on trainings included theoretical and practical lessons and field visits.

#### 4.4 Promotion of Equality and Non-Discrimination

Based on spirit of Nepal’s SoW, Master Plan and SDG, the GSF program had given due attention to low coverage areas as well as poor, marginalized and disadvantaged communities. Besides, it considered GSF’s Approach to Equality and Non-Discrimination (Fig. 6) to empower these communities to access sanitation facilities.

**Fig. 6: GSF’s Approach to Equality and Non-Discrimination**



The GSF program advocated to promote child friendly, gender friendly and people with disability friendly WASH facilities in schools and public places. Though the program worked on no subsidy approach, it facilitated to ensure local level support to poor and disadvantaged communities for their access to sanitation facilities. The GSF program was equally cautious about slippage/regression. So, it conducted the ODF sustainability in 2016 and adopted its learning to identify and address issues of poor and disadvantaged communities, promote system strengthening and maintain sustainability. The prime focus of the GSF program on Equality and Non-Discrimination (EQND) was laid on addressing this issue through local government information system with disaggregated data on WASH services. The GSF program thus advocated some of the following principles to establish EQND issues in its program areas and in the WASH sector as a whole:

- ✍ Since the Master Plan itself spells the need for inclusive approach supporting the vulnerable and marginalized, the GSF program always adapted this principle in persuading the local government for inclusive approach.
- ✍ Advocated to prioritize issues of EQND to proceed towards SDG commitment on leaving no one behind in NSHCC and STF meetings, trainings and other such important policy and planning level avenues in national and sub-national levels.
- ✍ The vision and strategy of national sanitation campaign titled ‘Sanitation for All and All for Sanitation’ was sincerely adopted as a working principle in GSF program.
- ✍ The district and local level coordination mechanisms were advocated for representation from various segments and especially female representation in WASH related committees, groups and monitoring team to the possible extent.
- ✍ The Ward WASH-CCs and school level child clubs were formed in gender sensitive and inclusive manner.
- ✍ GSF program’s baseline information segregated data in terms of different demographic and socio-economic aspects with due focus on poverty, gender and vulnerability.
- ✍ GSF program facilitated communities for support to the most disadvantaged and vulnerable through the IPs and their respective facilitators.



- ✎ Capacitate WASH-CCs and other stakeholders considering EQND for the support to the most vulnerable segment and encourage community support mechanisms set locally.
- ✎ Encouragement to local level private entrepreneurs to provide soft loan and sanitation materials to poor households in subsidized rate.
- ✎ Mobilization of matching fund to support the most disadvantaged households to promote toilet on cost sharing basis.
- ✎ Consideration of EQND issues while developing awareness raising and promotional materials on sanitation and hygiene.

## 4.5 Behavior Change Communication, Sensitization and Empowerment

In order to promote sustained behavior change in sanitation and hygiene practices, the GSF programme developed a Behavior Change Communication (BCC) strategy, based on the analysis of existing Information, Education and Communication (IEC) and BCC materials in two districts (Bardiya



Volunteers demonstrating hand washing with soap and water

in the Terai region and Arghachachi in the hill region) as well as formative research. Apart from engagement of media, NGOs, schools and CSOs, the GSF program has placed its optimum efforts to engage FCHVs under its regular program activities with their respective capacity enhancement in ODF and total sanitation. The role of teachers, students and FCHV's become instrumental in door-to-door visits in communities together with IEC and BCC interventions. Overall, the GSF program promoted the following activities for advocacy, behavior change communication, sensitization and empowerment:

## 4.5.1 Media Advocacy and Mission

Media advocacy was a part and parcel of GSF program. During ODF campaign, media was engaged in preparing success stories, airing radio jingles, disseminating messages and conducting interaction through FM, publication of news in newspaper, etc. Besides, the program collaborated with district level journalist WASH forum (e.g., in Parsa district) as well to speed up campaign and promote true reporting. The role of media remained instrumental in the GSF program particularly in the later part of the ODF campaign. For example, intensive media mission held in Jhapa district involved not only Jhapa and its adjoining districts but also the entire nation. The message disseminated through a national daily that Prime Minister's district (Jhapa) is yet to be ODF produced a vibration in national ODF process. The media advocacy and mission also helped to maintain transparency and true reporting.

## 4.5.2 Development and Dissemination of Promotional Materials

The GSF program encouraged its IPs to develop locally appropriate promotional materials. It promoted, jingles, pocket calendars, poster, pamphlets, booklets, calendars, cartoons and leaflets that focused on importance of hand washing with soap, need of ODF situation, purification of drinking water and protection of public

बुधबार २३ फागुन २०७४ WEDNESDAY, MARCH 7, 2018समाचारअन्नपूर्ण ३

# प्रधानमन्त्रीकै जिल्ला खुला दिसामुक्त हुन सकेन

**राधा खनाल | भद्रपुर**

लक्ष्यअनुसार गौरादह नगरपालिका खुला दिसामुक्त हुन नसकेपछि सरोकारवालाको लकाले घरदेखी अभियान सञ्चालन गरेको छ। प्रधानमन्त्री केपी ओलीको निर्वाचन क्षेत्रमा पर्ने गौरादह झापामा सबैभन्दा बढी शौचालय बन्न बाँकी रहेको नगरपालिका हो। १२ हजार एक सय ४८ घरधुरी रहेको गौरादहमा अझै तीन हजार सुरक्षित शौचालय बन्न बाँकी छ।

‘चुनावताका हामीलाई भोट दिनु, हामी बनाइदिन्छौं पक्की चर्पी भन्दै कति आए कति, स्थानीय रेखा गनगाईले गुनासा पोखिनु, ‘अहिले जितेर कहाँ-कहाँ पुगे, आसमा बसियो। अब नगरपालिकाले हामीलाई सहयोग गर्नुपर्छ।’

जिसस प्रमुख सोमनाथ पोर्तेलको संयोजकत्वमा निर्मित प्रजिअ कृष्णचन्द्र पौडेल, एसपी विष्णुकुमार केसी, सशस्त्रका एसपी रमेशकुमार सुवेदी, जिल्ला समन्वय अधिकारी खेमराज ओझा, खानेपानी तथा सरसफाई इन्जिनियर प्रमुख सीताराम काभ्रेलेगायतले स्थलगत अनुगमन तथा घरदेखी गरेका

**प्रधानमन्त्री केपी ओलीको निर्वाचन क्षेत्र गौरादहमा सबैभन्दा धेरै शौचालय बन्न बाँकी हुन।** त्यस क्रममा घरमा ट्याक्टर, निजी चारपाय्रे र मोटरसाइकल हुनेले पनि चर्पी नबनाएको भेटिएपछि जिसस प्रमुख पोर्तेलले अभियान स्थानीय तहसम्म पुग्न नसकेको बताए।

‘राष्ट्रिय व्यक्तित्वहरू जन्माएको र हुर्काएको ठाउँ अझै खुला दिसामुक्त हुन नसक्नु दुःखद फल हो’, उनले भने, ‘बत्तीमुनि अध्यारोजस्तै बनेको गौरादह नगरपालिकाकै कारण जिल्ला खुला दिसामुक्त घोषणा हुन सकेको छैन।’

निर्मित प्रजिअ पौडेलले खुला दिसामुक्त घोषणा जिल्लाको इज्जतसँग जोडिएको उल्लेख गर्दै संयुक्त टोली बनाई स्थलगत अनुगमन गर्ने हो भने अभियानप्रति जनताको सहभागिता

बढ्ने बताए। सशस्त्रका एसपी सुवेदीले दुई कठ्ठा जमिनमा कम्पाउन्ड लगाई घर बनाउनेले पनि चर्पी बनाउन जग्गा छैन भन्ने बहाना गर्ने गरेको बताए। ‘शरीरभरि गहना छन्, घरमा ३२ इन्चको टेलिभिजन र मोटरसाइकल छ, अझै चर्पी बनाउन कसले सघाउँछ भन्दै हात थाप्ने गरेको पाइयो’, उनले भने, ‘घर मा चर्पी बनाउन केही पाईदैन र खुला ठाउँमा दिसा गर्नु सामाजिक अपराध हो भनेर बुझ्नु जरुरी छ।’

गौरादहका मेयर रोहितकुमार साहले खुला दिसामुक्त अभियानलाई तीव्रता दिन नसकिएको स्विकारे। चर्पी बनाउनुपर्ने सन्देश घर-घरमा पुगे पनि नगरपालिकाले अनुदान दिन्छ कि भन्ने आसमा स्थानीय रहेको उनले सुनाए।

१५ स्थानीय तह रहेको झापामा एक नगरपालिकासहित ३ तह मात्र खुला दिसामुक्त भएका छन्। अझै सात नगरपालिका र पाँच गाउँपालिका खुला दिसामुक्त घोषणा हुन बाँकी छन्। जिल्ला खानेपानी, सरसफाई तथा स्वच्छता समन्वय समितिले जिल्लालाई ०७४ चैत २२ मा खुला दिसामुक्त घोषणा गर्ने लक्ष्य राखेको छ।

The media strongly highlighting the issues of sanitation

health during disaster like flood and COVID 19. For example, in Bardiya district six types of jingles were aired in national and local languages by two leading FMs (Samudayik FM and Fulbari FM) for six months. Both of them had aired it more than 1 month free of cost. Besides, the GSF program optimally disseminated the promotional materials developed by WASH sector partners like DWSSM, National Health Education Information Communication Center, Rural Water Supply and Sanitation Fund Development Board, UNICEF, Nepal Water for Health, Environment and Public Health Organization and Nepal Red Cross Society by targeting schools and communities.

#### **4.5.3 Conduction of Triggering Activities in Schools and Communities**

From the beginning of the GSF program, the IPs were massively engaged in sector strengthening and community sensitization through sector triggering and community triggering approaches respectively. Just after kickoff workshop of GSF program, the IPs collaborated with district and local level stakeholders to form/reform/orient the respective level WASH-CCs. In the meantime, sector triggering activities were held in district and local level workshops and meeting with support of national level triggerers/facilitators. Followed by it, the GSF program trained the district and local level triggerers and facilitators in coordination with the WASH-CCs. The sector triggering massively applied in district conference particularly in GSF program districts in Terai played decisive role to widely engage cross-sector stakeholders and promote sanitation campaign.

Based on the activities as specified in ToR, the IPs conducted a number of triggering/sensitization activities in different strategic locations in their program areas. These comprised of door-to-door visit campaign, faeces mapping and transect walk for observing defecating places as well as application of tools on assessment of environmental hazards during community/cluster level triggering. The IPs also displayed various posters and pamphlets to orient school and community level stakeholders on fecal-oral transmission routes, concept of personal, households and environmental sanitation, technical options of household latrines, methods of proper hand washing with soap at critical times, water purification and operation and maintenance of toilets. Engagement of women, school students and cultural and religious leader added craze and enthusiasm in sanitation development. The overall aim of the triggering/sensitization activities was to empower communities to build and use toilet on their own and sustainably the end open defecation practice in their locality.

#### 4.5.4 Formation of School Child Clubs and Ward Level Committees

Group effort appeared as a key instrument in the country for bringing impacts at scale. The GSF program thus adopted the core principles of CLTS, SLTS, sector triggering and Master Plan. The IPs facilitated to form inclusive and representatives of child clubs (30-40



Significant role of students in triggering sanitation campaign

members) and WASH-CCs (20-30) in all schools and Wards respectively in their program areas even though these coordination mechanisms were not envisaged by the Master Plan. In addition, IPs facilitated to form community/cluster level committees in some places as per local needs and requirements.

Apart from triggering activities, these committees contributed to mark events like national Sanitation Week, World Water Day, World Environment Day, World Toilet Day, Global Hand Washing Day and similar local level promotional events/activities. These grass-root level committees developed local leadership, promoted group dynamics, strengthened cohesiveness in communities and established strong system for participatory monitoring and evaluation; which later became major building blocks to achieve ODF in local level. The GSF program institutionalized a significant number of child clubs and Ward WASH-CC and empowered their members.

#### 4.5.5 Execution of School's Catchments and Ward Level Plan of Action on Sanitation

The GSF program facilitated to prepare local level plan of action as a major strategy for assessing local challenges, available resources and envisaged results. The plan of action was developed in a participatory manner in school, community and Ward levels. The plan of action consisted of sanitation target and framed promotional activities and monitoring framework in line with VDC, Rural Municipality and



Municipality level Strategic Plan/Plan of Action on sanitation. The plan of action was revised from time to time by considering status of ODF declaration.

Through facilitation of Ward WASH-CCs; members of ward citizen forum, citizen awareness centers, mothers' groups, local level cultural groups, mother's groups, Toile Lane Organizations and local clubs were encouraged to generate and invest local funds for toilet promotion. This decentralized planning and intervention arrangement remained highly effective to penetrate each and every household in a community, promote toilet, hand washing with soap and other hygiene behaviors and closely monitor the target and progress. This was one of the key reasons behind the success of GSF program in achieving ODF status in an effective and speedy manner.

#### **4.5.6 Execution of Local Level Code of Conduct and Sanction**

The social code of conducts and sanctions were integral components of local level plan of action on sanitation. Basically, schools and local level WASH-CCs formulated and enforced code of conduct for sanitation promotion through participatory decision of community, social leaders, political leaders, teachers, members of coordination mechanisms and students. This measure enhanced individual as well as collective responsibility to curb open defecation, adopt proper hygiene behaviors, maintain environmental cleanliness and establish improved social norms on sanitation through self-monitoring process. The code of conducts and sanctions comprised of operation and maintenance of safe toilet by all, restriction on haphazard disposal of plastics and similar non degradable materials, households level segregation of solid waste, hand washing with soap in critical times, land lord's responsibility to provision toilet required for renters and workers, etc. (Fig-8). These socially owned and approved code of conducts and sanctions were equally effective during ODF and post ODF interventions

#### **4.6 Combating Disasters**

The nation-wide sanitation campaign stimulated through enforcement of the Master Plan was largely hampered by disasters like flood, earthquake and COVID 19 . The collaborative efforts of the government, stakeholders and communities remained instrumental to face the challenges thus occurred. The GSF program immediately responded by assessing the damage, supporting in coordination efforts on the ground and providing emergency WASH facilities in earthquake affected GSF program districts like Sindhupalchowk, Dolakha, Bhaktapur, Rasuwa and Nuwakot as follows:

🔍 Assessment: After the first week of earthquake, GSF program did an initial



VDC wise assessment, which found that damage to toilets was most extensive in Sindhupalchowk district, where prior to the earthquake about 99% of the households had toilets. However, the figures kept changing as the areas continued to get hit by aftershocks and landslides. Furthermore, some remote areas were not accessible and many people had moved out of their homes and villages to safer locations. Therefore, it continued to support the district WASH clusters in regularly updating information.

- ✎ Coordination: As there were many new agencies in the districts after the earthquake, DCs took on the responsibility for supporting the WSSDOs in Bhaktapur, Dolakha, Nuwakot and Sindhupalchok districts in coordinating the district WASH clusters while the central team contributed as an active member of the national WASH cluster. GSF program supported in managing information, preparing district level plans and monitoring progress of emergency response efforts.
- ✎ Emergency WASH: GSF program also reprogrammed USD 1 million from its own resources and mobilized USD 300,000 from Central Emergency Relief Fund to assist with emergency WASH needs. It also mobilized volunteers who supported with hygiene education and revival of toilets. As a result of sanitation and hygiene program promoted by the GSF program and many other partners under leadership of the government, the earthquake affected areas were not suffered from WASH related epidemics even during the monsoon season which followed the earthquake.
- ✎ The province wise monsoon preparedness plan was prepared for all the provinces. WASH cluster was scheduled for weekly meeting with provincial updates from province co-leads. WASH cluster was also working with 3 technical working groups i. RCCE (Risk Communication and Community Engagement), ii. IPC (Infection Prevention and Control)/WASH and iii. Preparedness and Response Planning and Monitoring. UN-Habitat is in RCCE Thematic Working Group. In general, the GSF program/UN-Habitat and IPs contributed to address overall challenges in Sindhupalchowk, Dolakha, Bhaktapur, Rasuwa and Nuwakot, flood affected Terai districts and all GSF program districts by undertaking following promotional activities:
- ✎ Participated in WASH cluster meetings in central and district levels in coordination with MoWS, DWSSM and UNICEF, UN-Habitat was responsible for province 1 co-leading and is member in province 2,3,5 and 7.
- ✎ Regularly coordinated with WASH cluster, cluster partners and other agencies for supporting COVID 19 response in Province No 1.

- ✂ Monitored disaster affected program districts by central level staffs.
- ✂ Mobilized local level volunteers and facilitators to aware communities to maintain social/physical distance.
- ✂ Promoted fixed hand washing stations during the lockdown period in community.
- ✂ Provided some toilet building materials to disaster affected poor households.
- ✂ Participated in assessment of local situation, performance review, formulation of plan and distribution of awareness raising materials.
- ✂ Community triggering, counselling and technical support was offered via telephone and mobilizing the nearby sanitation volunteers.
- ✂ Some individuals with COVID-19 like symptoms were referred to the health care facilities.
- ✂ Special support was made to the senior citizens, people with underlying diseases and persons with disability during the distance messaging.
- ✂ Undertook regular follow up for regular hand washing with soap, and installation of fixed station for hand washing by total sanitation volunteers and field staffs.
- ✂ Produced materials such as fact sheet and flexes with message on hand washing with soap and precautionary measures for COVID 19.
- ✂ Provided clinical items and contactless hand washing station for HCFs in program palikas.
- ✂ Developed code of conducts for MHM and total sanitation for model communities.
- ✂ Undertook monitoring on proper installation of hand washing station in HCF, Palika and schools and strengthened self-monitoring system including total sanitation and Covid-19 response related indicators as follows:
  - ◆ Regular washing hands with soap and water before entering to home.
  - ◆ Compulsory use of mask.
  - ◆ Washing hands in fixed place with amenities.
  - ◆ Upgradation of superstructure of the household toilets.
  - ◆ Proper use of toilet by all the members of the households.
  - ◆ Waste segregation in household level.
  - ◆ Daily bathing and washing cloths during menstruation period.
  - ◆ Appropriate disposal of used sanitary pads.
  - ◆ Animal shed management.
  - ◆ Reuse of waste water.
  - ◆ Construction and use of dish-drying rack.

## **4.7 Knowledge Management**

The GSF program has contributed to sector knowledge management. However, its investment in producing the documents/knowledge base of the strategic nature with policy level influence are still inadequate. For example, the evaluation of GSF program in 2019 has indicated that the details of the knowledge contribution by the GSF programme have not necessarily been well documented. The strategic nature of the GSF contribution to the national sanitation movement would have benefited from more detailed documentation of the GSF knowledge contribution by UN-Habitat and the more careful analysis of investments in knowledge generation by WSSCC. Stronger analysis and better documentation of knowledge also assists programme implementation (UN-Habitat 2019).

### **4.7.1 Media Advocacy and Documentation**

The GSF programme collaborated with the Nepal Forum of Environmental Journalists to conduct media advocacy campaigns for sanitation promotion. The GSF program had undertaken an analysis of local media in the program districts, journalists were oriented from time to time and various articles as well as radio and TV programmes were produced and published/broadcasted.

### **4.7.2 Compilation of Success Stories**

Under knowledge management component of the GSF program, a number of success stories were collected from program areas. While submitting output and annual reports, IPs prepared their sub-grant related cases and stories. The stories were prepared on issues like coordination with stakeholders, generation of local resources, hand washing with soap, behavioral change, MHM, COVID 19 and WASH in school and HCFs. On top of that, Human Interest Stories 2020 was an exclusive example of success stories of GSF program in Nepal.

### **4.7.3 Development of Reports of Field Level Activities**

The IPs of the GSF program produced three types of reports--event based reports, output reports and project completion reports. The event-based reports documented a brief summary of particular actions. For example, IPs prepared reports on formation and orientation of school child clubs, demonstration of hand washing with soap at school, conduction of street drama, social mapping in community, door-to-door visit and preparation of code of conduct. These reports focused on participants, process and outcome and also included a few photographs. The IPs shared the reports with DCs and central office of GSF program/UN-Habitat Nepal.

The IPs prepared output reports as per the CA with UN-Habitat based on the sub-

grant. The output reports comprised of description of project area, objective of the intervention, outcomes against target, achievements in terms of qualitative and quantitative aspects, monitoring arrangement, challenges, key learnings, success stories and photographs. For example, the output report on sub-grants related to ODF included activities like sensitization and planning workshop, triggering and mass sensitization, advocacy and awareness, community mobilization for implementation and monitoring. Similarly, establishment of matching fund, ODF declaration, reward and recognition and monitoring were also included. The description of actions under each of these activities were reflected in the report. After completion of the entire activities under the given sub-grant, the IPs produced the project completion reports, that specifically focused on core learning and future recommendations as well.

The output reports and project completion reports were first reviewed by DCs and then by central staffs of GSF program. UN-Habitat headquarter in Nairobi Kenya released the payments to the IPs after thorough review and finalization of output and project completion reports. These reports helped assess strengths and shortcomings of the program and site-specific innovations. Besides, these reports promoted the cross-district learning, provided baseline data for future interventions and ultimately contributed to enrich knowledge repository in district and sectoral levels.

#### **4.7.4 Conduction of Learning Workshop**

In 2013, the GSF program organized a national level learning workshop at NWSSTC at Nagarkot. The program was attended by the representative of the then Ministry of Federal Affair and Local Development, DWSS, NWSSTC, UNICEF, the then DDC/district WASH-CC and Municipality/Municipality WASH-CC of Gulariya Municipality in Bardiya district and staffs of GSF program and IPs. The workshop comprised of display of hardware sanitation products and sharing of program approaches, success stories and photographs as well presentation of pertinent WASH sector issues. This workshop and similar learning events were organized in GSF program districts in different periods. It enabled to modify GSF program activities and bring effectiveness in service delivery through learning by doing.

#### **4.7.5 Development of Monitoring Reports**

The report of field monitoring undertaken by the government (officials of MoWS and DWSSMas well as representatives of NSHCC/WASH-CCs and officials of their STF and Secretariat) and GSF program (national level staff and its DCs) was prepared on a prescribed format and submitted to GSF program/UN-Habitat Nepal for review, feedback and documentation and achieving. During field monitoring, consultation with WASH-CCs and stakeholders as well as filed observation were held.

Overall, the monitoring focused on sector coordination, ownership of coordination mechanism and communities, leverage of local resources, innovations and its replication, sustainability of facilities and behaviors, challenges, opportunities and learning. These findings/learning documented in the monitoring reports contributed to strengthen GSF program's strategic relation and collaboration with government agencies, local governments, coordination mechanisms and stakeholders and provided evidence-based practical feedback for reformation/modification of the GSF program.

#### 4.7.6 Studies and Research

The main purpose of the study and research works were to generate evidences regarding performance of the GSF program and develop strategic documents on pressing issues/themes. For example, the GSF program commissioned action research on sanitation marketing, based on which strategy for sanitation marketing for GSF program was developed and applied in the field. The GSF program's strategy on communication and knowledge management as well as monitoring and evaluation were developed based on field learning. The GSF program conducted base line studies/surveys in all program areas. The midterm evaluation/outcome survey, ODF sustainability study, outcome survey and program evaluation were conducted in 2014, 2016, 2018 and 2019 respectively. and consequential. For example, the findings GSF Program Evaluation 2019 became eye opening for Nepal's sanitation sector in general and GSF program in particular for the sustainable sanitation intervention in future (Box-1).

#### 4.7.7 Publication of Annual Reports and E-Bulletin

The GSF program published its annual progress report science 2013. These reports covered WASH sector environment and introduction, objectives, strategies, program components and achievements of the program. The reports reflected achievements of GSF program in terms of institutional strengthening, planning, capacity development, resource leverage, promotion of toilet, ODF/total sanitation declaration, behavioral change and investment including brief description of program districts and IPs. The reports covered message of the Chair of NSHCC that shows shows government's ownership and its strategic guidance to the GSF program. Similarly, GSF program developed e-bulletin (SANINEWS) which had documented its sectoral and field level program activities and achievements.





### Box-1: Major Findings of GSF Program Evaluation 2019

**Relevance:** The GSF program contributed to 667 (or 22%) of the 3,039 VDCs (out of 3,372) that achieved ODF status. GSF program's contribution of over 3.5 million people (or 31%) of the 11.6 million new people accessing improved sanitation since 2011.

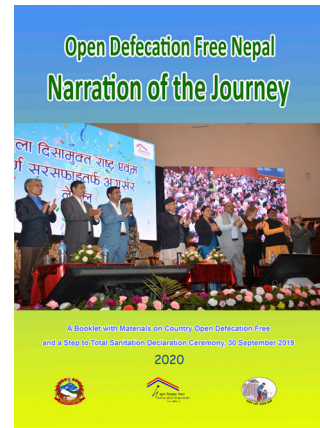
**Efficiency:** In terms of value for money, the GSF program appear to be more cost-effective at achieving ODF status as compared to other similar donor programs and in Nepal and other GSF country program. A cost effectiveness of USD 6.26 capital investment per person leveraged the sustained access and use of an improved sanitation facility costing between USD 100-200. Every dollar received by WSSCC for Nepal leverages almost 7 dollars of expenditure on household latrines in Nepal.

**Effectiveness:** The GSF program delivered 100% of the target to reach 3.56 million people with new access to improved sanitation facilities. This corresponds to roughly 85% of the targets for the number of new people living in an ODF environment and accessing handwashing facilities with soap and water.

**Sustainability:** The practice of open defecation by one or more family members amongst households with a latrine in an ODF declared village then this was only 5.4% for the GSF program in 2016 and 3.2% in 2018. Access to basic sanitation services for all people, all the time, everywhere has been taken as the proxy for social sustainability. The delegation of the responsibility to local governments to plan and monitor ODF intervention along with the support for the central government to evaluate, validate and declare ODF shows a high degree of institutional sustainability. While risks of faecal contamination through the groundwater are low, the major environmental risks were posed by the failure to manage the influence of faecal effluent on the surface water. The GSF program succeeded in the almost universal extension of access to improved offset pour flush latrines, the failure of the leaching facility undermined the safety of many sanitation systems. There appears to be a high willingness of households and local governments (municipalities) to pay for higher quality sanitation services, the lack of capacity in the market to respond with a commensurate quality of service undermines the financial sustainability of the sector. The GSF program in Nepal and the sector at large lies in addressing the shortfall in technical knowledge associated with the universal installation of a single technology option for rural and urban settings. The failure of the standard design of twin offset alternating pits (in rural areas) and septic tanks (in urban areas) to manage the effluent in all topographical conditions constituted a significant faecal exposure risk in some situations.

## 4.7.8 Collaboration and Publication of GSF Learning in Sector Publications

Since knowledge management and sector strengthening were core elements of GSF program, it collaborated with and supported to NSHCC secretariat to publish a newsletter on sanitation titled 'Sarsafai Sandesh' periodically highlighting sectoral as well as GSF program's learning. The newsletter published GSF program's learning too. For example, the findings of a GSF program's study titled 'Factors Lowering the Pace of Household Toilets Installation' was published in its combined issue 10-11 (Chaitra 2071-Kartik 2072, Year 4, 2072 B.S). Similarly, the GSF program team have contributed articles to the newsletter on WASH titled 'Nepal Paani'



published by the DWSSM. Importantly, GSF program collaborated as a member of documentation FWG formed during the country ODF declaration ceremony and provided financial and technical support to develop NSHCC's historical document titled Open Defecation Free Nepal: Narration of Journey, which has highlighted detail of historical anecdotes as well as achievements on the front of policy, strategy, collaboration, toilet promotion, ODF declaration and learning. These publications helped to raise the strategic presence of the GSF program in Nepal's WASH sector.

## 4.8 Innovative Initiatives

Nepal's sanitation campaign is uniquely characterized. The locally innovated and indigenous tools, techniques and approaches remained significant to trigger ODF campaign rather than application of readymade formula traditionally used in the sector. There are a number of innovations in sanitation campaign in Nepal in general and GSF program districts in particular. The contribution of the GSF program is remarkable to promote such innovations in leadership of the government and collaboration with stakeholders. These innovations triggered the ODF declaration process and synergized national sanitation campaign.

The GSF program had adopted location-specific innovative strategies in policy and program levels realizing that the traditionally held approach/methods remained ineffective to change and sustain the agelong challenging practice of open defecation within the given timeframe. It is obvious that the more the sanitation campaign confronted challenges, the more innovations GSF program experienced. Those innovations, which largely helped push the campaign forward are listed below:

- ✎ **Effective Localization of the Master Plan:** The GSF program implemented in line with the guiding principles of the Master Plan enabled to aware the communities about the importance of the Master Plan and localize it through

formulation and implementation of community level plan of action and social code of conducts.

- ✍ **A Policy to Build Community's Ownership:** The GSF program had widely adopted CLTS and SLTS approaches. These approaches were employed right from the beginning of the program so that communities and schools owned the program and collaborated for sanitation promotion in a proactive manner. The sanitation campaign was run effectively as the trained tiggerers and locally emerged champions had strongly unified their efforts for it.
- ✍ **Responsibility to Institutions/Groups:** The GSF program motivated the community groups like Social and Cultural Groups, WUSCs, CFUCs, Women Group, Agricultural Group and Cooperative Groups to persuade their members to mandatorily build and use toilets within the given deadline in order to continue their membership. This provision became highly effective as the facilities to be offered by their affiliated institutions/groups were inevitable for them for their day-to-day basic needs. The subsidized forest materials provided by CFUCs to needy people in the community remained supportive for them to build the household toilets and reinforce the sanitation campaign.
- ✍ **Transformation of Subsidy-led Program to Support-based Program and Adoption of One Door Policy:** The GSF program had facilitated to transform all sanitation related subsidy-led community development programs to support-based program and adopt one door policy for program execution under the leadership and approval of the then DDC and local governments. This innovative arrangement helped establish the principle of equity and leave no one behind in actual practice.
- ✍ **Establishment of Poor, Helpless and Deprived Communities as a Role Model:** From the beginning, the GSF program had played the catalytic role to empower the people with disabilities, single person, aged, helpless and deprived communities to build and use toilets in their household and establish them as the role model in sanitation. This progressive step helped to abolish the feelings of excuses from communities that poverty, inability and timelessness are hindrances for toilet promotion.
- ✍ **Establishment of a New Norm for Social Prestige and Dignity:** The GSF program enabled the communities to establish sanitation as the matter of social prestige and dignity, which was traditionally associated with luxurious goods mainly. This was a notable transformation in social values. The slogans like 'ornaments for decoration become useless without toilets', 'if there is no toilet, no weeding with the person of that households', and 'I am proud

of having toilet in my household’ established a new norm (of sanitation) in communities. Besides, wider popularization of a notion that ‘who possesses mobile phone is not indeed a poor’ also helped a lot to eliminate the deeply rooted thinking that poverty is a barrier to build toilet.

- ✎ **Provision of Matching Fund:** Since the GSF program set a strategy to optimally leverage local resources, it established matching fund based on the total number of areas covered by palika, which contributed approximately two-thirds of the total fund thus established. This fund helped mainstream poor and helpless person and reinforce the sanitation campaign.
- ✎ **Promotion of Local Entrepreneurship:** The GSF program promoted production of concrete rings, pans and other materials in local communities for promoting household toilets. This strategic move had multidimensional impacts. On the one hand this enabled to supply sanitation materials in subsidized rate and on the other hand it generated employment at local level. Due to smooth supply of sanitation materials, the pace of toilet promotion was not interrupted particularly in Terai districts with high number of households. These local entrepreneurs were continuously engaged in producing vase, bio-sand filter and concrete blocks even after country ODF declaration (post-ODF phase). Moreover, the soft loan provided by the micro-finance institutions helped poor households for installing toilets.
- ✎ **Establishment of Sanitation Mart:** The GSF program helped local vendors



Local masons widely engaged in producing concret rings for toilet construction

to establish sanitation mart for the supply of non-local materials for toilet construction. This initiative helped promote local entrepreneurship and make easy availability of toilet cleansing materials such as brush, broom and chemicals as well as personal hygiene related materials like soap, tooth brush and tooth paste.

- ✍ **Collaboration with Mass Media:** Mass media was recognized as an integral component (also called the fourth organ) of the state due to its influential role in bringing positive change in the society. The mass media was recognized in equal footing and collaborated accordingly so that it remained instrumental for the effectiveness of the sanitation campaign. It led to sensitize communities, monitor progress, vigilance program activities; and document and disseminate success stories on sanitation. This proved to be instrumental to make the campaign transparent and consequential.
- ✍ **Triggering through Mass Media:** In general, triggerers and community people used to apply triggering tools in face-to-face situation to seek people's commitments for sanitation promotion. However, while the sanitation campaign was in full swing, the GSF program promoted triggering through local FM also in order to generate wider mass awareness. The people covered through this triggering had actively participated in the campaign with a deep and shameful feeling that their poor sanitation status is disseminated not only in their own locality but beyond it. The mass media conducted aggressive and creative media missions and also disseminated message like 'fresh excreta flows in the river', which ultimately triggered the campaign.
- ✍ **Dissemination of Messages through Cultural Programs:** Under GSF program, messages on sanitation and hygiene were disseminated through community's culture-specific events (songs, farce and drama). The wider leadership of local actors and artists made the sanitation program effective. Further, demonstration of mass hand washing in socio-cultural occasions reinforced community awareness. The application of locally held religious and cultural occasions and avenues as well as affiliation of community leaders made the message dissemination process more powerful.
- ✍ **Priority to Observation Visits:** The community people from non-ODF areas were engaged in observation visit of ODF declared areas for building their positive attitude towards good hygiene behaviours and sanitation campaign. Such visits remained effective to aware them to follow the sanitation programs, promote use of toilets in their households and stop open defecation in their community.



- ✎ **Wider Application of Residential Mobilization Methods:** Whenever the general triggering approaches was found ineffective, the GSF program promoted the residential mobilization methods. For example, sanitation campaigners stayed in a tent installed in the court yards until and unless the household owners build and use toilets in their houses. Methods like ‘encampment in community’ and ‘struggle camp’ were also adopted to persuade households for building and using toilets. In this way, the officials and triggerers stayed twenty-four hours with the community people and established good rapport with them to make the campaign successful. Such methods were applied particularly in the Terai districts.
- ✎ **Reward and Punishment as Innovative Initiatives:** The GSF program rewarded the good sanitation performers and also changed the punishment techniques so that these techniques triggered non-toilet users even without hurting their dignity. For example, even open defecators were offered snacks and felicitated with tika on their forehead in public gatherings but they were not insulted at all. In this process, the people were offered both red tika and yellow tika (or yellow garland) and ultimately informed that toilet owners received red tika and non-toilet owner (or open defecator) the yellow one. In this method, people were neither punished with cash nor with kind or with any other punishment means. However, these satirical means found more effective than other because these produced feelings of enormous shame regarding their existing sanitation (defecation) practices.
- ✎ **Request of Toilets with Parents:** The parents who were reluctant for installing toilets in their households were persuaded effectively. It happened amid a big gathering of parents and teachers in school’s annual day program while their children humbly requested them to install toilets in their households for safeguarding their dignity.
- ✎ **Promotion of Community Toilet:** Particularly targeting the urban, semi-urban, slum and densely settled communities in Terai, the GSF program emphasized for the promotion and use of community toilets. This approach worked well in the areas lagging behind to achieve the ODF status.
- ✎ **Use of Modern Technology for Vigilance:** Initially, the community children used to chase the open defecators by blowing whistle, beating drums and producing cracking sound. In the later part of the campaign, drone was used as a surveillance tool with consensus from local government and administration in order to discourage open defecators. Due to larger geographical coverage of drone even in a short period of time, the campaign got further momentum in the following days.

- ✍ **Wise and Balanced Use of Social Sanction and Support Mechanism:** Although Nepal's sanitation campaign had adopted no subsidy approach; it had promoted support mechanism for poor, helpless and disadvantaged communities to help them to build toilets in their households. It happened in line with the spirit of the Master Plan. The provision of matching fund established under GSF program remained supportive to help those needy people. The social norms and sanctions equally worked well to persuade other well-off and capable persons in the communities.
- ✍ **Practice of Quality Monitoring:** This innovative monitoring technique became instrumental for maintaining quality aspects of sanitation and hygiene such as safety and cleanliness of toilets, proper use of toilet, continuity of ODF status and hand washing with soap in critical times. This mechanism contributed to control the quality and maintain the sustainability of facilities and behaviors both in households and schools.
- ✍ **Establishment of WASH Resource Centers:** In some GSF program districts, WASH resource centers were established. These helped strengthen the mechanism of documentation, knowledge management, dissemination and learning alliance.
- ✍ **Output-based Payment:** Under GSF program, UN-Habitat and IPs had entered the CA on the basis of output-based payment mechanism aiming to make the IPs fully responsible in their work and accelerate ODF declaration process.



## 5. Case Studies

In this section, case studies related to sanitation are presented with the objective of bringing the experiences and learnings of community and regional level to the readers in a lively manner during the sanitation campaign conducted in Nepal in the past. A meticulous analysis of these important and representative events will help to shape the strategic activities to be adopted by Nepal and other countries for the promotion of sustainable sanitation.

### Media in Sanitation Promotion: Strategic Collaboration with the GSF Program

✍️ Binod Prasad Sharma

District Coordinator, Morang, GSF program/UN-Habitat, Nepal

#### Introduction to the Subject Matter

The mass media sector is considered as the third eye of the society and the fourth organ of the state. However, the development sector actors generally prefer to stay at a certain distance from the mass media sector. Because of the weak strategy of 'mobilizing' rather than establishing the mass media sector as a 'partner', neither strong partnership in social change and transformation campaign has been established nor has an environment of mutual trust been created.

If we look at a decade of GSF program in Nepal, the general opinion of the communication partnership seem to be different. The Communication and Knowledge Management Strategy of the GSF program was already developed in its early years and efforts for media partnership were continued accordingly. The GSF program was developed with the focus on cooperation with the media sector in its first four years, including communication, coordination and cooperation as one of the four main pillars. As a result, issues of sanitation and hygiene in the districts which did not have easy access to the mass media, including Bajura district, began to find a place in the national media. According to Prakash Shah, a media person from Bajura who has been playing an important role in establishing sanitation as a

social issue since the inception of the ODF campaign, the GSF program has created an environment of easy access of the media to thematic information. As a result, it became easier to establish sanitation as a matter of common concern.

Looking back at a decade of the GSF program, the mass media sector not only provided information and communication by breaking all existing status quo, but also played a strong role as a major partner and demonstrated itself as a powerful force by working beyond its comfort zone, during the ODF campaign in Nepal. When the media person reached out to each tole and settlements and took steps for sanitation promotion, it brought a wave in sanitation promotion to many districts. Sanitation now became a topic of discussion and debate and established as a topic of common interest. The mass media sector spread awareness, encouraging the ones who did good and warning those who did bad, persuading them to promote sanitation. The media sector not only made all partners responsible to fulfill their role, but also played a key role and succeeded to establish sanitation as a key issue at the community and local level.

### **Attempt to Fill the Gap**

Examples of how important collaboration with the media sector can play in establishing sanitation as a social issue have been shown from Jhapa district in the east to Bajura district in the west. At a time when the issues of sanitation did not find a place in the national media, the efforts of media persons from Bajura created an institutional pressure. As a result, Bajura district, which was ranked 75th in terms of sanitation coverage, became the 16th district in the country to be declared ODF when the Master Plan was enforced. Prem Narayan Acharya, the then secretary of the Federation of Nepali Journalists, Arghakhanchi, recalls the role played by the media in making Arghakhanchi, the 30th district in terms of sanitation coverage, be the 17th district to be declared ODF. "Looking at the media coverage we did at that time, it seems that there were no other social issues for media coverage other than sanitation then." Acharya said that they were impressed by the facilitation of Bhairav Risal, a senior journalist, during the capacity building program for media persons organized under the GSF program and it was then that the entire media sector united to establish sanitation as a multi-stakeholder social issue.

With only six months to go until the deadline to declare the whole nation ODF, there was still confusion in the eastern district of Jhapa as to what mechanism and format to follow to carry out the sanitation campaign. The management of the supply side was about 12 times less than that was required. The community was not at all convinced that the district could be declared ODF within a year, and there was no consensus amongst the local and district level partners. In civil society organizations or NGOs responsible for facilitation, it was assumed that 'orientation' and 'awareness' activities were sufficient for an ODF campaign. One of the major



aspects of the sanitation campaign was the gap of continuous facilitation. Overall, sanitation promotion was limited to the subject of institutions and offices. In this case, it was difficult to establish an ODF campaign if the media had not aggressively created a debate in favor of an ODF campaign.

### **Phased and Planned Intervention**

For establishing the ODF campaign as a community issue and determining the new values and partner's role for sanitation promotion, a planned intervention in existing concept and perceptions was needed. To break the stereotype of 'it will go on like this' and to establish the concept of 'we should move forward with different, creative and sophisticated way', a step-by-step intervention of the media sector was needed. But first of all, establishing ODF campaign as matter of importance within the media itself was needed because the ODF campaign was not established in the district and a system to analyze the various dimensions of the ODF campaign was not established yet.

Jhapa is one of the districts that has succeeded in establishing sanitation as the first social issue in the recent times, in proactive participation of the media sector. After conducting pre-preparation, capacity building and planning activities at the community level under the campaign, a workshop was arranged for the media personnel at the district level to form a common view on the issues of sanitation. Transforming the commitment of media into practice, subjects related to weaknesses, strategies and social conditions in the sanitation promotion sector began to be published and broadcasted in the media, by arranging writing fellowship in cooperation with various governmental and non-governmental sectors, so as to explore various dimensions of sanitation. In this process, more than 60 feature stories were written and hundreds were published and broadcasted in media. This type of article writing and feature news, which were published only after editing by the editorial board, also informed the general public about the technical aspects of the ODF campaign.

This work on one hand helped to create a common understanding amongst all stakeholders about the sanitation campaign and on the other hand established the sanitation campaign as a topic of discussion and debate. Basically, the partnership at this stage helped the social and political leaders, the people's representatives and the institutional stakeholders in the community to be active in the ODF campaign.

### **Emphasis on Promotion and Imitation**

In the second phase, on-site monitoring, interaction and analysis of media personnel was emphasized by changing the mass media partnership strategy. In the time when the ODF campaign was gaining momentum, the on-site monitoring by the media helped the local partners to intensify and commit to the campaign. In this phase,

news were published with the priority on the good and replicable practices, efforts of women and children, and the role played by the leaders in the community. The promotion of exemplary practices not only encouraged them, but also gave other communities great lesson.

Actually, every level and segment of the community has put in a lot of effort, hard work and investment so as to establish sanitation as a major concern and question. It is the responsibility of the campaigner as well as campaign facilitator to suitably document it and bring to publication and broadcast. Keeping this fact in mind, there has been efforts to bring out the good and replicable efforts of the campaign. From the ward chair gifting toilet to the blind on his son's birthday to women health volunteer taking ring to support in constructing toilet, the news of this kind were published and broadcasted in the process. Not only the news of girl carrying sand from the river to construct toilet, but also the news of the leaders posting information and dedicating themselves in ODF campaign were covered in media. All good practices in the village, tole and settlement level were covered in this process. With the good practices and achievements focused news, sanitation established as a matter of 'concern', 'need' and 'responsibility' for everyone.

### **The Moment when the Mass Media Personnel Became Campaigner**

The mass media sector along with power mission team of the district WASH-CC reached the areas with poor sanitation, as a part of the team. The news written about the leaders who did not construct toilets from hilly district of Sindhupalchowk to Saptari, which has been entitled as 'longest open toilet of Nepal', established the sanitation as a matter of dignity and self-respect. The media has been successful in establishing the sanitation campaign as a major issue of the community and in building the opinion that ODF status must be achieved within the stipulated time.

In Jhapa district, when temporary toilets became a hurdle in the ODF campaign, all campaigners and the member of the sanitation promotion and media mission came up with a common slogan "No More Conversation, Only Action'. In this process, while crossing the second phase of the partnership with the communication sector, the sanitation coverage of the district had reached 90% while the then VDCs had started to be declared ODF. Community ownership had been established in the ODF campaign. Continuing this, this mechanism was adopted to improve the condition of institutional sanitation. The mission focused mainly on schools, offices and Wards that did not declare their areas ODF on time. The work of exposing the poor sanitation condition of schools and offices has not only made the concerned organizations aware but also brought direct impact on the Wards, villages and Municipalities as well as the entire community.

As a result of this mission, the toilets closed in the schools opened, thousands of girls were able to use the sanitation facilities in the school during menstruation and

the situation of having to leave school and go home just to urinate or defecate came to an end. Sanitation was also included in the school improvement plan. Waste dumped haphazardly around the health post was managed. The trend of waiting for helpers to clean the school came to an end, and the cleanliness of the school became a matter of concern for students, teachers and even the headmaster. The media mission, carried out on different 'special' days, has made hundreds of teachers committed to be active in sanitation. News about the offices without toilets, toilets of Ward offices being closed were published and broadcasted. This partnership in this phase has been instrumental in changing the perception that 'ODF campaigns only focus on building toilets at the household level' and also brought improvement in institutional sanitation.

Through news, the masses media sector not only published and broadcasted live news, but also succeeded to encourage those who did good and aroused self-loathing in those who did bad. In this way, the mass media sector established new dimension in sectoral triggering, which is widely applied to stimulate ODF campaign in Nepal. The news story with marketing of sanitation, that is, analysis of the supply side, helped to include sanitation with income generation. On some days, as much as five news and editorial about sanitation and hygiene were published on same media. On the same page of the national newspaper, up to three news items related to sanitation were published. An hour-long interview was broadcast on the radio and analysis programs were broadcast on television. The general perception of the media changed, and it has become clear that it can be a powerful force for social transformation.

### **Need of Strategic Partnership in Total Sanitation**

The only major reason behind the establishment of the issue of sanitation and hygiene as a matter of concern by the media is this strategic partnership. Sanitation sector must have fallen into priority of media as it is included in the SDG 6 but it is not the only reason. In case of WASH issues, promoting alternative media focusing on WASH will help in in-depth reporting in media report, but it is not enough.

Therefore, until total sanitation is established as a matter of national dignity, public health, prestige, necessity, constitutional rights and human rights in partnership with sanitation sector focused communication and mainstream mass media communication, fragmented efforts will not be meaningful. Only the first step to the sanitation campaign has been crossed, still many challenges are left, issues to be clarified are left and many issues inside it have to be explored. That is why, Total Sanitation Master Plan to be formulated should have roadmap on how the communication strategy should be. Only if that road map is followed from federal to local government and by all development partners, total sanitation can be established as a major issue.

# Sanitation Campaign: Narrative of an Unforgettable Journey

 Maitrai Sharma

District Coordinator, Nuwakot, GSF program/UN-Habitat, Nepal

Nowadays, when you walk around village, you do not step on feces. No matter how the house looks like, the toilets have been built in all houses and are being used. Many houses even have a toilet with separate bathroom. People do not worry if there is enough food to cook at night, but they do worry if there is no sanitation material in the toilet. The environment of these villages in Nepal, the first country to be declared ODF in South Asia, was very different from what it is today. There used to be open defecation everywhere on roads, rivers and farms. It was not possible to walk without covering your face and nose while passing through the bushes. One could hardly walk through the plains and roads of the Terai because of rampant open defecation there.

But the time has changed today. Toilet has become a matter of prestige for individuals and communities. This difference in the environment now and a decade ago has not been possible overnight. Subsidies were distributed haphazardly in the past, thinking that the toilets have not been constructed because of poverty. The donors also constructed toilets in houses, but it was not of any help. The toilets constructed by the donors served as nothing more than goat-sheds, hay and firewood stores. The incidences of people getting sick due to diseases such as diarrhea, dysentery, cholera, typhoid and other diseases caused by the lack of sanitation did not stop. Thus, the GoN implemented the Master Plan with an aim to declare the country ODF by 2017 in full ownership of the community.

Given the situation where stakeholders and communities were in favor of subsidy, the implementation of the Master Plan was a herculean task even though it had already been implemented. In this regard, UN-Habitat through GSF program facilitated in conducting ODF campaign through collaboration with the government and the stakeholders in 19 districts of Terai and Hill to implement the Master Plan thoroughly.

Before the Master Plan was made public, the organizations carrying out the sanitation programs in the district had implemented their own policies and no action plan had been made for one-door system. The localization of the Master Plan in the initial phases was not easy. Local leaders, workers and even many of the high-ranking employees believed that it was not practical to implement the Master Plan without subsidy. After the implementation of the Master Plan, WASH-CCs were institutionalized at district, Municipality and VDC levels. Despite the formation

of these WASH-CCs, the environment was not conducive for them to function as per the Master Plan. For this, various interaction, training, meeting and seminar were conducted in respective levels so as to educate the general public to the high-ranking officials and to ensure that it is followed. In addition, Strategic Plan/Plan of Action, monitoring guidelines related to the district, Municipality and VDC level sanitation, based on the Master Plan, were developed recently.

In the process of implementing the Master Plan, explaining the essence of no subsidy approach to the stakeholder was more difficult than igniting the idea at the community level. However, in the beginning, permanent toilet built up to the plinth level was counted as basic toilet and the policy of supporting pan and pipes to the ultra-poor was advocated and they were urged to take active participation if possible and if not, not to protest. Recalling the effort to localize the Master Plan, Rameshwar Ghimire, Chief of DWSSO says, "At that time, people who hadn't been involved in the campaign were against the Master Plan. So, we requested the people who were not involved in this campaign not to comment anything about the subsidy, only then the implementation of the Master Plan became easier." Also, it was more difficult for the communities to build toilets at their own expense. That's why Chief District Officer of Rasuwa, Chomendra Neupane used to go to the communities and inspire them by saying, "You build toilets, and I assure that I will make all necessary recommendations for development."

The situation of the earthquake-affected Nuwakot district was no different from Rasuwa. As it was an earthquake-hit district, the donor organizations had their own support modality. Taking advantage of this situation, even well-to-do people made excuses not to build toilets in anticipation of subsidy. Thus, Keshar Bahadur Pandit, the then Local Development Officer, had requested and instructed to follow the Master Plan literally and to work according to the one-door system so as to provide support in toilet construction as per the rules.

Mohan Lal Jaisi, the Member Secretary of D-WASH-CC and Chief of WSSDO, who plays a special role in localizing the Master Plan in the earthquake-hit district of Sindhupalchowk, said, " It was not difficult for us to implement the Master Plan of the GoN in the district. In this regard, with the support of various donors and NGOs including UN-Habitat and district WASH-CC has formulated a Strategic Plan on Sanitation for the district and launched an ODF campaign."

Similarly, regarding the localization of the Master Plan in Bardiya district, which has been declared as the first ODF district in the Terai and the 25th in the country, Shiva Prasad Devkota, the Chief of DWSSO and Member Secretary of D-WASH-CC says, "Although the government agencies and some local organizations had been conducting subsidy-based sanitation program in the district, few toilets had been constructed from time to time. But as the practice of open defecation was taken as



normal, people had not realized that toilet is necessary to maintain healthy life and clean environment. That's why many toilets that had been used were also not been used." Regarding the localization of the Master Plan in the district by the active leadership of the district WASH-CC, proactive role of the Municipality, the then VDCs, schools and health sector as well as active role played by the IPs under the support of GSF program/UN-Habitat in raising awareness and empowering communities, he says, "Every individual effort created a wave from district to villages. The open border, influence of the subsidy-based sanitation program in the neighboring country India and occurring of the annual flood and landslide kept on disrupting the sanitation campaign. However, with the positive attitude in communities and enthusiastic solidarity and determination of the stakeholders, sanitation campaign in Bardiya district has become a matter of pride and has set an example for the country."

We had to work hard to localize the Master Plan in the Terai districts, which were extremely challenging to be declared ODF. In this process, the various creative steps taken helped to make the campaign successful. For an example, WASH-CC of Saptari district had decided that if the poor could not be provided grant, the officials who are paid salary will have to work for the campaign without any allowance, except for the NGO Federation and the Federation of Journalists. Welcoming this decision, abovementioned both federations also decided not to take allowance while working for the ODF campaign.

The Master Plan was implemented before the restructuring of the state, but the country was declared ODF only after the state restructuring. Therefore, even the newly elected people's representatives had to be briefed in this regard. In many cases, this was not easy. However, after the continuous discussions and orientations, the people's representatives accepted the essence and spirit of the Master Plan and went door-to-door monitoring and encouraging people to build their own toilets. In this regard, Apsara Thapa, Deputy Chair of the District Coordination Committee in Nuwakot says, "It was not easy to build toilets without subsidy in a district like Nuwakot where people had been left homeless after the earthquake. However, after getting elected, we inspired and also succeeded to declare our whole district ODF, respecting the essence and spirit of the Master Plan implemented by the state.

In this way, developing the culture of using toilet for defecation in the communities where they had habit of defecating in open ground, road, creeks and river-side, as the achievement of the successful implementation of the Master Plan, Nepal has been declared as the first country in the South Asia as an ODF nation, on 13 Asoj 2076 BS. This is indeed a matter of pride and dignity for Nepali citizens. Now we need to focus our effort on sustainable sanitation.

# The Key to Success: Commitment to Target Setting and Target Achievement

 Uma Simkhada

District Coordinator, Bara, GSF program/UN-Habitat, Nepal

Some time ago, Province No. 2 of Nepal was considered as 'dark zone' in terms of sanitation. Amongst the districts in province No. 2, Bara district was infamous in terms of sanitation and the experts had considered it as a probable district that could be a hurdle to achieve Nepal as an ODF nation.. The situation apparently seemed to be true as there were toilets constructed in merely 45% of the household in the district when there was less than two years left to reach the date for declaring Nepal ODF, as per the revised target.

As UN-Habitat and IPs of GSF program had taken the responsibilities of the most of the Municipalities in the district to facilitate in ODF campaign, it was evident that these IPs were under more pressure to meet the basic criteria under the campaign for declaring the district ODF within the set target and deadline.

The ODF campaign has been conducted in 14 out of 16 local levels in Bara district through almost half a dozen IPs, under the financial and technical support of GSF/UN-Habitat. That is the reason why it can be said that UN-Habitat had the major responsibility to conclude the ODF sanitation campaign in Bara district. Development partners including UN-Habitat, UNICEF, SNV Nepal, Belgium Red Cross and about a dozen national and district level NGOs were involved in supporting the Bara district's ODF campaign.

The GSF program/UN-Habitat and its IPs had to go through a lot of ups and downs during the ODF campaign in Bara district. Although note-worthy progress had not been made in the past years due to the reshuffling of the staffs, IPs and work area, UN-Habitat and the IPs continued to work relentlessly with an unwavering courage to fulfill their responsibilities. Along with sanitation promotion campaign and psychological study of the behavioral changes, analysis of the target setting, mechanism and strategy has also been done, with the entry of skilled campaigners in the recent times. As a result of the reshuffle, the campaign gained momentum and progressed as expected.

## **Localization of the Master Plan: A Turning Point in the Sanitation Campaign**

In context of ODF campaign, although the Master Plan provided clear guidelines for the national target and timeframe for the ODF campaign, localization of the

Master Plan was an important issue. More than the timeframe taken by the nation, the locals started to develop affinity towards the timeframe set in the participation and approval of the concerned stakeholders. Also, concluding that they would be more responsible for achieving the ODF target set this way, the related work was conducted as per the target set by the district, with the support of the community and ownership towards the campaign, through no subsidy approach.

The previous triggering methods used in the sanitation campaigns, such as door-to-door programs, miking, struggle camps, etc. helped to achieve the set target but they could not change the existing status of sanitation extensively. Therefore, as per the demands of the time and condition, extensive modifications were made in the facilitating organization, campaigners and even the triggering method in the sanitation campaign. Facilitation was done to bring the behavioral changes related to sanitation of the community by following the penalty and reward system, and linking sanitation to health, self-esteem and social prestige. Formation and mobilization of the school-level child clubs resulted in encouraging achievements. Support was also sought from the security personnel as required. To ensure the quality of toilets, technical training was provided for ring manufacturers and those engaged in toilet construction. Necessary coordination was also made for the management of sanitation related materials. In the open defecation free campaign, the management and mobilization of necessary resources for achieving the goal has played an important role. As a concrete action plan is required for resource mobilization, some shortcomings in the past in terms of its construction and effective implementation have been identified and it has been assumed that only through proper combination and mobilization of human, material and financial resources, expected achievements can be achieved. Realizing the lack of skilled manpower in Bara district, the human resource considered to be effective in conducting and facilitating the campaign were included in this campaign. After the management of loyal and result-based human resource, microanalysis of the social, cultural and political environment, identification of the locally available resources as well as formulation of the time and condition favorable strategies were conducted.

Extensive discussion was conducted in the district WASH-CC regarding the need to adopt separate strategy for emphasizing on the implementation of 'no subsidy' approach as well as identifying ultra-poor and ensuring the access to sanitation for them. Support for construction of the toilet for the ultra-poor was managed through some philanthropists of the society. Through suggestions, advice and guidance received from the joint monitoring team and through facilitation of NSHCC, the district WASH-CC was held in the district to help in setting target.

During the campaign, the exemplary work of the heads of some local government in Bara district, who have a mindset of working beyond official responsibility; has a sense of responsibility towards the society; and have the ability to endure obstacles and hardships was seen to be influenced in other Municipalities as well.

Ownership of community towards the campaign, meaningful participation of women and children, priority given by local print and electronic media has created a positive environment for the success of the ODF campaign. The district's slogan of 'Let's all work together, let's be ODF and make our Bara better' has united all stakeholders in one chain. Earlier, the identification of the reasons for inability of the sanitation campaign to gain momentum became a strong basis for formulating the district-level joint action plan and achieving targets.

Although the target of declaring the district ODF in 2015 has been mentioned in the Strategic Plan on Sanitation, due to illiteracy, ignorance and backwardness prevalent in the society, the expected target had not been achieved, thereby re-setting the target every year. It was in the fifth year that this target was achieved. For this, a one-month long running team was formed and mobilized under the coordination of the head of the District Coordination Committee. The team reached each of the Municipalities and held discussion on target and timeframe for declaration of the district for creating pressure and took commitment in fulfilling it. While performing the work, the team prepared a checklist and based on that, Municipal level programs were completed. Each week, a follow-up and daily action plan was prepared and implemented between the team members on the issue of non-completion of the work within the stipulated time, keeping in view the progress and impact of the work. Thus, Bara district was declared as the 69th ODF district as per the target set 27th Bhadra 2073 BS.

# One Woman's Lifelong Journey to Bring Toilets to Villagers

 Extracted from UN News Portal and Updated

Lack of proper sanitation and hygiene are barriers for the world's most disadvantaged, threatening the foundations of economies and health.

Born into the privilege and comforts of a high-caste Brahmin family in Nepal, Ratna Khawas's life changed drastically when she got married to someone outside her social class, in 1968.

She and her new husband moved to his home village in Belbari, where there were no toilets or handwashing facilities.

"I got the shock of my life," she said. "I had to go to the open field for defecation, as there were no toilets in the whole community."

That shock set her on what became a lifelong quest to improve sanitation for her and her neighbors.

## In a New Home, a New Way of Life

Growing up in a wealthy family in Dharan, 40 miles west and a world away from Belbari, young Ratna was encouraged to pursue her education. In 1962, she became the first young woman in the region to obtain her "School Leaving Certificate"—having passed a notoriously difficult exam—and went on to become a teacher at Kali High School. That's when she met and fell in love with Kami Lal Khawas, a young man from an underprivileged community who had a good education.

"I was so much in love with him, as he was an educated person," said Ratna. "I felt that was enough for me and we got married," she said, and followed him back to his village as his wife.

Everything about her new family was different — their habits, their cuisine, their culture. The adjustment was made even more difficult because her father-in-law refused to allow her to continue teaching. For him, a strong advocate of a patriarchal society, it was unimaginable for women in the community to step outside their household for any kind of income-generating work.

"I felt that my world had collapsed. I did not know what to do. I had nowhere to go, as the doors of my parents' house were closed to me," says Ratna, recalling the consequences of marrying outside her caste.

The most glaring challenge confronting Ratna in her new life was the complete



absence of sanitation and hygiene facilities, which she knew were important for good health and personal dignity. Dharan, where she had lived as a girl, was a developing city where most of the houses had toilets. With its lack of such facilities, Belbari seemed a backward place to her. She recalls:

Ratna was frequently ridiculed by neighbors as an outsider and as someone “always talking about feces and urine.”

### **Toilets for All**

In 1975, after her father-in-law’s death, Ratna’s husband allowed his wife to participate in a women’s empowerment program. After her training, she became a public health professional for the Belbari constituency, working for the family-planning division of the Ministry of Health.

“I saw that women there had no idea about malnourishment during pregnancy, or hygiene and sanitation,” she recalls. “I felt that, as a public health professional, I could help them better their lives by at least providing them with medicines such as iron capsules, and contraceptives.”

Over the next ten years, Ratna visited 250 households in the community, educating women about reproductive health, sanitation and hygiene, nutrition, and other health topics.

At that time, sending girls to schools was seen as a waste of money because, when they were married, they would simply go to live in someone else’s house. Seeing that not a single girl in the village had been educated, Ratna convinced villagers to send their daughters to school.

Still, sanitation remained her top priority. Faced with opposition from her extended family, she was unable to build a toilet at home. In 1989, she rebelled and left the family home with her four children. They settled on a piece of land that was owned by her husband, where they built a latrine and then a home.

It wasn’t long before her husband joined her. Then her nephews started building toilets for their homes. Slowly, as they could afford it, other members of the community also began to install latrines, because they had learned that access to a toilet gave them a safe space to manage their sanitation needs.

### **The Community Turned into a Clean and Hygienic Area**

Life in Belbari now is a far cry from the situation Ratna found when the newlyweds arrived in the village over half a century ago. Today, with Ratna’s help and inspiration, all of Belbari’s households have safe toilets. Hand washing stations with soap and water has been constructed in each toilet. All people in the community

drink purified water, pets are kept in cages and the surroundings environment of houses is cleaned. In all households, menstrual hygiene management is given high importance. On the occasion of World Toilet Day 2020, the community has been declared as 'clean and hygienic area', headed by Ratna.

Led by Ratna, the committee is working on a long-term plan for total sanitation. Under this arrangement, livelihood activities are also added with this campaign. Her efforts have received financial support from Nari Bikash Sangh (Women's Development Forum) and local government and technical support from UN-Habitat in Nepal.

UN-Habitat office in Nepal has advocated for an end to open defecation, and with its support, 600,000 improved toilets have been built across the country. In the past ten years alone, UN-Habitat has contributed to nearly one-third of all the territory that is now free of open defecation.

"The biggest achievement was pushing the last mile," says Sudha Shrestha, Chief Technical Advisor at UN-Habitat Nepal.

The UN Children's Fund (UNICEF) has been working to improve sanitation facilities and hygiene practices for children, especially girls, in health centers, early-childhood centers, and schools. All such facilities are to be disability-friendly.

### **The New Sanitation and Hygiene Fund**

Lack of proper sanitation and hygiene are barriers for the world's most disadvantaged, threatening the foundations of economies and health.

To ensure no one is left behind in communities such as Belbari, the new Sanitation and Hygiene Fund (SHF) was launched on 17 November as a global financing mechanism to support country-driven programmes to bring sanitation and hygiene to all.

It is seeking US \$2 billion over the coming five years to provide a 21st century solution to the decades-old crisis in sanitation, hygiene, and menstrual health. Investing in a public-private approach, the fund aims to capitalize on the strengths of its in-country and global partners.

This program will help to further improve the sanitation and hygiene situation of activists like Ratna as well as communities like her. "Now my only wish is to see this community transformed into a total sanitation community," says Ratna.

With support from SHF, Ratna's dream may be realized the world over.

## 6. Opinion of WASH Sector Experts

This section presents the understanding of the WASH sector experts about GSF program. The experts had contributed to various aspects of GSF program such as conceptualization, program formulation and implementation in Nepal since 2010. This section particularly presents the summary of the opinion of the experts in various topics such as-under what circumstances was the GSF program implemented? How do you evaluate the contribution of this program in Nepal's ODF campaign? In the context of the necessary preparations being made by the MoWS to implement the modified version of the GSF program 'SHF' program in Nepal from 2020, what activities should this program emphasize?

 **Dr. Dinesh Chandra Devkota**

**Former Vice Chairperson, National Planning Commission**

*While the GoN was doing the necessary homework for the implementation of the GSF program, Dr. Dinesh Chandra Devkota, the then Member and Former Vice Chairperson of the National Planning Commission (NPC), had contributed to establish the system of GSF program. During the conversation with him, his views were as follows:*



In 2009/2010, the then MPPW and SCNSA facilitated to prepare the SoW for the GSF program and presented it to WSSCC in Geneva. The WSSCC approved the GoN's proposal and engaged UN-Habitat as the EA for the GSF program. In 1980s, UNICEF had launched a program to promote toilets in various parts of the country, including Dolakha districts, but there had not been any significant achievements in the sanitation and hygiene sector. Only since 2010, NPC started giving importance to the ODF campaign and developed a system to promote the related programs. With the formulation of the Master Plan, a nation-wide environment was created to promote ODF campaign. In this context, GSF program played a significant role in taking ODF program in Nepal ahead.

ODF program in Nepal is viewed as a program with excitement and fun. The ODF program were conducted and declared in fun way, with the participation of dignitaries of the country. This program was given the preference of national importance through songs and music. And toilet promotion and behavioral change were carried out in the communities accordingly. The contribution made by GSF program in this regard is noteworthy.

But we cannot ignore few weaknesses in the technical aspects occurred during this campaign. For example, there has not been any study yet on how much this program has helped to alleviate poverty in the areas where ODF has been declared. With the end of open defecation practice, incidence of diarrheal diseases reduces and with the behavioral change, incidence of the illness decreases. This has a positive effect on the people's economic activities, which in turn helps to alleviate poverty. But this should not be based on mere conjecture, but on study. If programs like GSF program/UN-Habitat succeed to carry out these studies and find out the truth, it would be easier for the policy makers to make decision for the prosperity of this sector, based on such positive evidences.

This does not mean that there have been no achievements. First of all, we had to achieve completion of the construction of toilet numerically, which we did. During 2008, we had a challenge in front of us on how we could attain ODF status. Looking back in retrospect now in 2020, it has been easy to comment. The work that we initiated in the past has taken a shape but my point is that we need to think and move forward now, on how we can correct our shortcomings and forge ahead to a sustainable development. Awareness raising during the ODF campaign has been well executed and I want to thank everyone concerning this. Appreciating our work in the past, we now have to focus on the components we need to add to improve it. I am confident that the SHF program, which will now be implemented as the modified version of GSF program, will continue to work on the positive learning that have been successful in coming days as well. Apart from this, here are the points I would like to present that we need to consider in coming days:

- ✎ During the ODF campaign, the related central organizations dispersed to districts to work but in the present situation, the implementing body for the sanitation and hygiene program is the wards under the local level (Municipality), as emphasized in our constitution. Therefore, now Wards should be given responsibility to carry out the activities of total sanitation in a sustainable manner by keeping the Municipalities at the center. Only then people in the communities will be able to own this program and this will eliminate the concept of centralization.

- ✍ The ODF campaign has abundant space for improvement in terms of engineering design and environmental aspect. Therefore, we need to focus on building sustainable structures that will be acceptable to the communities now.
- ✍ In the coming days, we need to emphasize on capacity building because there is a lack of technical knowledge on building appropriate pit to make toilets. The size and shape of the pit is determined by the soil's absorption capacity. Sandy soil has highest capacity while sticky and black soil have lowest. Thus, training the technicians in these basic aspects, eco-sanitation should also focus so as to link sanitation and hygiene with livelihood. Orientation on various dimensions of total sanitation should be given to the politicians, Municipal representatives, technicians as well as people from non-technical background.
- ✍ There has been a transformation in the country; the principle of change must apply to all. The concept of centralization, that has been prevalent in government, professionals, bureaucrats and people involved in politics, should be removed and the responsibility of the total sanitation should be taken to the Municipality level. The Federal Ministries and the Provincial Ministries should facilitate in this work and eliminate the practice of the donor agencies to work from the center as well as to allocate more budget at the central than at the community level. If we acknowledge change with time, we can bring a great transformation in the society because we are the best in South Asia in terms of sanitation and hygiene.





## Mr. Suman Prasad Sharma, Former Secretary, Government of Nepal

*The IYS Desk Nepal was established in 2008, under the leadership of the then MPPW. In the facilitation of the Desk, Mr. Suman Prasad Sharma, the then Joint Secretary of MPPW and Former Secretary of the GoN, had taken the leadership in formulating and implementing the Nepal Country Plan for the IYS-2008 along with preparation of proposal for GSF program and establishing the coordination with WSSCC. His views are as follows:*



After the implementation of the Master Plan, there was a dire need to take ahead the sanitation campaign strongly because the national goal had been set to declare whole nation ODF by 2017 while the sanitation coverage was still very low. There was inadequacy of the people's awareness on sanitation. In that situation, the government needed a large amount of resources to move forward in promoting sanitation. In this context, we wholeheartedly welcomed the support from the international community in the form of GSF program because it was of utmost need. The GSF apparently was the appropriate for us to achieve the target set by the Master Plan. Therefore, GSF program was started in Nepal with a provision to be regulated by the mechanism of the state.

The GSF program made a significant contribution in capacity building, facilitation, investment, network building and innovative works. It also contributed to coordination and cooperation among stakeholders and identify and exchange knowledge and experience on various approaches of sanitation promotion which made a remarkable impact in the nation's sanitation campaign. In addition, the program focused on mid-Terai where the sanitation condition was critical and this helped to declare the country ODF sooner. Apart from this, this program contributed remarkably by coordinating the overall sanitation campaign.

First and foremost, we need to focus on retaining what we have achieved so far, that is, maintain the ODF status of the country. Toilets were constructed during the ODF campaign, but in many places their quality is not satisfying. Moreover, bringing a behavioral change in general people is a challenge in itself. If the necessary initiatives are not taken in time, there is a risk that some communities will return to their previous status of before ODF. Therefore, it is necessary to work harder so that we do not lose ODF status and for this, monitoring and facilitation is necessary. We should work to maintain sustainability of the ODF status and lead towards the step of total sanitation. In this context, emphasis should be given on construction of physical facilities such as FSM, sewerage and improved infrastructures construction instead of temporary infrastructures of sanitation. Similarly, it is equally important to focus on behavioral change related to hygiene. COVID-19 that has emerged as a global pandemic recently has taught us a good lesson about hygiene. Therefore, we should maintain existing behavioral development of sanitation in people and march forward in the journey of total sanitation.



**Dr. Roshan Raj Shrestha**

**Lead, Urban Sanitation Market, Global Growth and Opportunity  
Water, Sanitation and Hygiene, Bill and Melinda Gates Foundation**

*Dr. Roshan Raj Shrestha, who worked as the Chief Technical Advisor at the Water for Asian Cities Program conducted by UN-Habitat (EA for GSF program in Nepal) is currently working as lead in Bill and Melinda Gates Foundation, Urban Sanitation Market, Global Growth Opportunity, Water Sanitation and Hygiene, says as follows:*



To achieve the MDG of the sanitation sector and to make the GoN's goal of making Nepal an ODF nation a reality, the environment was created for the support from the GSF program. But the GSF program was not to be implemented by the government directly, so it was advertised to select an EA for the program in Nepal. Among many applicants, the UN-Habitat was selected for it.

Even when the proposal for this program was made, we were clear with the concept that this program should be implemented under the auspices of the GoN. So in the beginning, SCNSA and later NSHCC took the guardianship for this program. After working very closely with the GoN, the GSF program could play a very crucial role in the sanitation sector of Nepal even during challenging times.

After the GoN taking full ownership of this program and because this program was associated with the mechanisms defined by the Master Plan for the promotion of sanitation, the coordination part of this program went very well, and the program could function effectively. And more importantly, this program partnered with NGOs at the local level rather than big central level NGOs. This made the work easy at local level and the works remained cost-effective. Nowhere in the world has there been an example of the sanitation work in such short time and cost-effective manner as in Nepal.

The ODF program of Nepal was initiated and implemented by the local communities and there is no artificiality in it. In our neighboring countries, construction of toilets has been financially supported, but in our country, other facilities have not been encouraged except to help the helpless and disabled through the mobilization of local resources based on the principle of social justice. The awareness campaigns and mobilization of communities in Nepal for the sanitation program was a top-level job. To summarize, the success of ODF program in Nepal is due to the strengthening of awareness, quality of infrastructures and ownership by the people. As a strong

stakeholder, the role played by the GSF program has been crucial for the success of this program.

At first, we need to clarify where we stand on SDG. To present our progress at the world forums in a scientific way, we need to create mechanisms for monitoring and information management accordingly. If the indicators of the SDG set by the United Nations are not practical in our scenario, we should reassess them to define the new indicators, and it is our right to do so. If we can analyze the situation well, we can explore the areas of investment along with the budgetary expenses being clearly known. This will enable us to take direct contributions from the communities as we did for this ODF campaign. That contribution will increase the ownership of the community for the program and it will also add sustainability to the sanitation programs significantly.

A very important point to consider is that the goal of SDG cannot be achieved by just pouring money. Small funds can achieve more if we work with systematic and practical plans. The GSF program/UN-Habitat has built a very good network across the country and its partners are really good. So, the coming program (SHF) will be easier to implement. In the coming days, awareness campaigns, the concept of ownership, and the quality of the programs should be the foundation.



## Mr. Bal Bahadur Thapa Chief of Party, SNV/USAID Swacchhata Project

*SEBAC Nepal had worked as an IP of the GSF program in Bajura and Sindhupalchowk districts. Mr. Bal Bahadur Thapa, who then worked as Executive Director and Chief of Party and took a lead on behalf of SEBAC Nepal for implementation of GSF program in those districts. Currently he is working as Chief of Party in Swachhata Project of SNV/USAID. His views are as below:*



Before Master Plan was introduced, other sanitation programs were not as effective as expected. The goals of sanitation programs were not clear and the implementation strategy was confusing rather than well defined. The IYS-2008 clearly defined the necessity of a concrete change in the sanitation sector and also to achieve the MDG in sanitation, it demanded an urgency of a tangible program for the promotion of sanitation.

A strong feeling for the necessity to announce Nepal as an ODF zone emerged after this series of incidents amongst the policymakers. So, formulation of the Master Plan was initiated. In this scenario, the GSF program was implemented with an objective to contribute in sanitation campaign of Nepal. GSF program was brought in such situation when the sanitation sector of Nepal was in a strong need of the resources and committed implementers. And it provided noteworthy contribution in strengthening Nepal's sanitation sector.

GSF fully committed itself to the policy and strategy of GoN. The quality of the sanitation promotion work has been improved because of the coordinating role provided by this program from central to lower level. Before implementation of this program, the achievement of the sanitation was measured on the basis of the number of the toilets constructed. But this program worked in the spirit of the Master Plan by establishing Tole, Ward, VDC and Municipality as basic unit of sanitation program intervention. A wave of sanitation came to the whole community due to this and a great achievement was possible.

Because of the these specialties, Bajura district, which had the lowest sanitation coverage in the country in terms of access to toilet (only some 10% of the households had toilets), was declared the 16th ODF district of the country, setting an example of the effectiveness of the GSF program. Another important point to be considered is that GSF program worked effectively by accepting the challenge of working in the Terai districts, that were considered backward in terms of sanitation at that time,

which contributed greatly in declaring the whole nation ODF. This program achieved excellent results by working in coordination with the government, civil society and the community.

I feel that SHF program needs to pay special attention to the work that has been done so far, that is, to make the ODF status sustainable. This will be a great help to achieve success in total sanitation campaign. As the SHF has already prioritized to sanitation and health, it will definitely contribute in total sanitation campaign.

In the coming days, the SHF program should thus focus its attention and energy on addressing the SDGs. Proper hygiene practices, such as hand washing with soap and water, have been developed in people to prevent the spread of the COVID-19 epidemic, but lot of hard work was done to achieve same success in the past. Thus, the sanitation programs to be conducted in the coming days should be pioneering in nature. It might not be necessary to make people aware to wash their hands with soap and water again and again, but special focus need to be paid to sustain the hygienic habits developed in the general public.





**Mr. Kamal Adhikari**

**Sociologist, Department of Water Supply and Sewerage Management**

*While working as the officer at the secretariat of SCNSA and Desk Secretary at the IYS-2008 Desk Nepal located in the then DWSS, Mr. Kamal Adhikari worked for preparation of the SoW for GSF program and for regular correspondence, coordination and facilitation with the WSSCC in capacity as a focal person. He was also associated with GSF program/UN-Habitat Nepal. Working now in capacity of the Sociologist at DWSSM, Mr. Adhikari presented following points in conversation with him:*



The GoN had made policy commitment to mobilize 20% of the budget allocated for water supply and sanitation projects for the promotion of sanitation and hygiene. This provision was made through Rural Water Supply and Sanitation National Policy, Strategy and Sectoral Strategic Action Plan 2004. Though this policy provision had been made for the promotion of sanitation, it was not effective in practice. Thus, although few activities related to sanitation were conducted, the issues related to sanitation remained neglected generally. Only few model toilets were constructed in some places and some schools, in the name of sanitation. This provision integrated sanitation with drinking water supply but only symbolically.

In this context, sanitation issues were strongly raised in SACOSANs. Nepal had expressed commitments in the SACOSANs for promotion of sanitation. Meanwhile, there had been initiations such as declaring Chitwan a model district in sanitation but these works were minor in nature. By 2008, initiatives such as IYS and End Water Poverty Campaign as well as strong advocacy by civil society created a situation where the nation required to be serious and committed in promoting sanitation. Thus, preparation for the formulation of the Master Plan commenced.

Before the IYS 2008, there was no committed sanitation program in the country to aware community people about the importance of sanitation and construct toilets extensively. Following it, the state had allocated Rs. 5 crore for a standalone sanitation program initially but carrying out the nationwide sanitation program with that amount of money was insufficient. It aroused the sensitivity of the state towards sanitation but could not fulfill the demand. The nation had already set a target of declaring it ODF but there was lack of investment in achieving it.

At the same time, WSSCC decided to launch a GSF program to promote sanitation in some of the developing countries. The GoN actively sought to bring this program to

Nepal. As a result, WSSCC submitted a letter of commitment to the GoN to provide 5 million USD to Nepal for first five years to launch an ODF campaign through the implementation of the Master Plan. At a time when the state was ready to promote sanitation, availability of a budget committed to sanitation was a huge relief to the government.

The epidemic of diarrhea in Jajarkot and the surrounding districts also made the government and the civil society realize the need to take sanitation seriously. In short, the positive pressure generated by the international environment, the situation of country plagued by diarrheal epidemic, the circumstances of additional resources required to implement the Master Plan and the situation where the date was already set for declaring the country ODF; the GSF program proved to be extremely relevant and useful for Nepal. It was a great opportunity for the WSSCC as well to invest in meaningful and result-oriented program of the Master Plan.

The contribution of the GSF program in Nepal's ODF campaign has to be viewed from different dimensions. First, as the GoN presented the proposal in accordance with the global call and the proposal got selected, the ownership of the program remained with the government. The strategic guidance and supervision of this program was done by the NCB initially and by the NSHCC later. It will not be an exaggeration to say that the GSF program is the only program in Nepal which fully complied the Master Plan and conducted the promotional activities on sanitation and hygiene by following its guiding principles.

One of the formulators of the Master Plan and the coordinator for the sanitation model district Chitwan who were the officials from the GoN had been associated with the GSF program/UN-Habitat Nepal right from its inception, because of which the program could fulfill the spirit of the Master Plan. The GSF program was implemented to the districts and the then VDCs and Municipalities as designated by the NCB, NSHCC and district WASH-CCs. The GSF program partnered with the local government with the provision of matching funds, which largely contributed to achieve sanitation target.

In its early days, GSF program was implemented through national and local level NGOs. As the local NGOs worked to empower the communities and National NGOs provided technical assistance, knowledge management and monitoring; the work from the local level to the center became effective. The GSF program remained close with the GoN in national level policy making, advocacy campaigns, capacity building and other programs. This program was successful in contributing to the national

campaign of the country to make it ODF by facilitating effectively in declaring its all program districts and Municipalities ODF through various aspects such as monitoring, collaborating with the local government, maintaining sustainability of sanitation and hygiene and promoting knowledge management.

Importantly, the GSF program worked in those areas that were considered as extremely difficult to work, with low sanitation coverage and high population density, especially eight districts of mid-Terai. While the attention of the state and the concerned stakeholders was focused only on ODF campaign, the issues of total sanitation were shadowed. The GSF program conducted total sanitation activities in ODF declared districts like Bajura, Bardiya, Arghakhanchi and Bhaktapur after the implementation of Total Sanitation Guideline 2017, thereby fulfilling the gap thus seen in the sanitation campaign of Nepal and provided remarkable contribution in achieving concrete learning on total sanitation.

The MoWS is preparing country package (proposal) in coordination with the SHF located in Geneva for the implementation of SHF program in Nepal. The GSF program had mainly focused on activities of the software aspects of sanitation and hygiene such as institutional development, capacity building of the stakeholders and awareness building while it lacked investment in construction of sanitation infrastructures as well as promoting water supply facilities. So, the GSF program's visibility in the community could not be as effective as expected while it also faced difficulties in developing sustainable hygiene behaviors. Therefore, apart from its globally specified activities, the SHF program has to give special emphasis on the following aspects in Nepal in the days ahead:

- ✍ Collaborate with the GoN to formulate and localize the Total Sanitation Master Plan following the essence of total sanitation campaign under the in line with SDG.
- ✍ In the ODF campaign, the activities were carried out as per the feeling of notion, emotion and motion. Now the focus should be given to achieve sustainable sanitation through integrated activities of sustainable water supply and sanitation, livelihood and income generation.
- ✍ Appropriate attention should be given to hardware activities such as installation of decentralized waste water treatment system, construction of small water supply systems, and installation of water purification system at school and HCF as well as demonstration units of sanitation.
- ✍ Nepal has inadequate expertise in urban sanitation, so SHF need to facilitate and assist in introducing best practices, mechanisms, technologies and

investment patterns adopted globally.

- ✍ We need to conduct evidence-based sanitation programs through scientific studies on impact of ODF status on leadership development and empowerment, poverty alleviation, public health promotion, environmental sustainability and overall impact in the economy of the country.
- ✍ Extensively use Sociological and Anthropological perspectives to conduct concrete activities to establish a feeling of achievement, equity, inclusion and good governance in the WASH sector by developing the capacity of the local government, local NGO and CBOs.
- ✍ Establish the technology transfer and knowledge promotion center at the local level for promoting total sanitation, safe drinking water and SDG and mitigating challenges posed by COVID-19.
- ✍ Documenting the learning, achievement and impact of HSF program for the sector strengthening.

## 7. Learnings of GSF Program in Nepal

The GSF program contributed as an integral component of the national sanitation campaign through its strategic partnership and functional collaboration with three tiers of the government and national and sub national level development partners as well as teachers, students, community and people. The learning that GSF program achieved in a period of a decade long journey was not limited to itself rather it will be the useful asset for the sanitation program in future as well. The past learning leads to perfection in future endeavors so that these learning should be reflected in policies, strategies and guidelines for future productivity. The overall learning of GSF program are as follows:

- ✎ **Sanitation as a factor for progressive move:** The community level triggering enabled community people to give up traditionally held practice of open defecation, build and use toilet and adopt proper hygiene behaviors even without subsidy. This is justified by a fact that earthquake affected people, were found busy in repairing their toilet rather than safeguarding their belongings from their demolished houses. The GSF program team observed this heart touching scenario in Sindhupalchowk district after three days of the devastating earthquake of 2015.
- ✎ **Wider coverage approach:** Following the guiding principles of the Master Plan, the GSF program covered entire communities in a designated area (VDC/Rural Municipality/Municipality) as its sanitation program intervention unit (area) for ODF attainment rather than confining it in constructing toilets in a few households only. This wider coverage approach made the campaign cost effective as well as promoted harmony in community and feelings of positive competition, which synergized the national sanitation campaign. NGOs and development partners working for sanitation were not allowed to 'cherry pick' projects but had to support a particular jurisdiction or sub-jurisdiction to achieve ODF status. This meant that WASH-CC at the VDC and district levels

was able to hold all partners to account against the delivery (or failure to deliver) support for an ODF area (UN-Habitat 2019).

- ✍ **Collaboration and coordination-the gateway to success:** Collaboration and coordination was the beauty of the GSF program, which could effectively congregate the efforts of the cross-sector stakeholders such as education, health, local development, women and children, security and general administration, socio-cultural and religious institutions, cooperatives, political parties and development agencies. The program thus reinforced their associative strengths.
- ✍ **Government's leadership-a custodian:** The government was the custodian of the entire sanitation campaign in general and GSF program in particular. So, the GSF program became result-oriented due to its close affiliation with and custodianship of the government in national and subnational levels.
- ✍ **Working policy becomes effective if people's sentiment is duly recognized:** Realizing the geographical and cultural diversity of the country, the GSF program made the program approach tailor-made based on ground reality. It obviously made the program effective. For example, the GSF program accelerated ODF campaign in hilly areas by linking sanitation with shame, social prestige and pride whereas in Terai it was associated as a matter of prestige of women and community's cultural/religious faith and beliefs.
- ✍ **Monitoring and evaluation-the custodian of campaign:** The GSF program always emphasized on regular monitoring and quality monitoring, which ensured effectiveness in program as well as curbed slippage and prevented quality deterioration. The collaboration of media in the campaign led to propagation of success stories, vigilance the work and effectiveness in monitoring and evaluation.
- ✍ **Matching fund-a means for universal coverage:** Although GSF program did not offer subsidy for construction of household toilets, it provisioned a matching fund to support poor and vulnerable communities in leadership of the local government. The matching fund was mobilized in behavioral change related activities such as door-to-door visit, engaging frontline workers and institutions and recognition of sanitation champions for their contribution. The fund remained indispensable for other development activities as well.
- ✍ **Unstoppable journey-a success factor of the campaign:** The pace of sanitation campaign which commenced along with implementation of the Master Plan in a systematic and integrated manner was lowered but it did not come to a complete halt even after the country ODF declaration in spite of



impediments like natural disaster, difficulties in cross-border mobility in Terai region and state restructuring. The slackness in total sanitation intervention occurred after country declaration made the future journey rather difficult thus demanding government's due attention towards enforcement of the Total Sanitation Master Plan and other proper measures.

- ✍ **Equity and impartiality-a basis of inclusion:** Although the GSF program worked in no subsidy approach as per the Master Plan, it provisioned support mechanism for poor and vulnerable people by following the principle of social justice. In addition, it promoted inclusiveness in sanitation related committees and groups, which became supportive to fulfill the commitment of SDG 'leaving no one behind' in GSF program areas as well.
- ✍ **Imperatives of innovative thought:** During sanitation campaign, a number of experiments were done to promote sanitation. For example; local innovations like community encampment program and media mission made the impossible act possible and enabled to achieve the target within the deadline.
- ✍ **Skilled human resources-backbone of success:** In GSF program districts, there was an amazing achievements in ODF declaration even in difficult areas and low sanitation coverage Terai districts with the creative engagement of skilled human resources in community sensitization and toilet construction. The GSF program trained local masons to fulfill community's demand in collaboration with business institutions.
- ✍ **Ownership for sustainability:** Sanitation campaign became a common agenda due to participation of the government and general people. The government, stakeholders and communities owned the sanitation campaign because of their physical and financial contribution, which contributed to sustain the physical structures and envisaged behaviors.



## 8. Challenges and Opportunities

*National sanitation programs in general and the SHF program in particular stand at both challenges as well as opportunities. So, the SHF program should carefully assess this situation to formulate effective program activities and to gain, retain and sustain the achievements in collaboration. The anticipated challenges and opportunities at policy, strategic and operational levels are summarized as follows:*

### 8.1 Challenges

#### 8.1.1 Institutional Linkage and Coordination

The national and sub-national level coordination mechanisms are not institutionalized in line with federal governance structure. So, there is lack of vertical and horizontal coordination among three tiers of the government and cross-sector stakeholders in respective levels.

#### 8.1.2 Lack of Human Resources

The reshuffling of government staff in federal governance structure and lack of human resources for emerging WASH issues is leading to weak capacity particularly at provincial and local level to cater the envisaged services.

#### 8.1.3 Sustainability of ODF Status

The findings of Multi Cluster Indicator Survey have indicated some regression/slippage in use of toilet, which will obviously hamper the sustainability of ODF and a journey toward total sanitation if the situation is not handled properly.

#### 8.1.4 Gap in Sector Financing

Nepal WASH Sector Development Plan and other studies have revealed that there is financing gap in the WASH sector. It will cause hinderance in achieving ambitious targets of total sanitation and SDG as per the ongoing trend of sector invest, particularly at the level of local government.

### **8.1.5 Priorities of Local Government**

Priority and commitments of local governments in terms of financing in WASH and their responsibility and accountability towards WASH sector are areas of critical concern as these are more inclined towards other physical infrastructure development activities.

### **8.1.6 WASH in Schools and Health Care facilities**

In general, WASH facilities in schools and HCF are inadequate, lack users' friendly features and suffer from poor operation and maintenance. Inadequacy of water supply is a pressing issue from the view point of functionality and sustainability of toilets and urinals.

### **8.1.7 Transiting from ODF to Total Sanitation**

The Master Plan had synchronized and harmonized overall sanitation/ODF related activities. However; the program process, collaboration approach and financing arrangement is not well defined in the federal context in lack of a governing policy and plan documents that have broader outlook on multi-dimensional aspects of total sanitation and SDG.

### **8.1.8: Impact of COVID-19 and Shift in Priority**

Amid pandemic caused by COVID 19, priority of the government and stakeholders has been obviously shifted to health sector. This situation has diluted priority to WASH sector activities though role of WASH intervention is decisive in mitigating such pandemic. For example, priority of local governments is shifted to immediate relief actions and emergency financing.

## **8.2 Opportunities**

### **8.2.1 Constitutional Recognition to WASH**

The Constitution of Nepal has enshrined water supply and sanitation as citizen's fundamental rights, made all tiers of governments responsible to promote water and sanitation and ensure access of all to these facilities. This has paved a strong path to promote leaving no one behind and achieve the SDG 6.

### **8.2.2 Total Sanitation as a National Agenda**

Nepal has been declared as the ODF Nation. The state has made announcement to move toward total sanitation leading to the SDG. The opportunity thus created for moving towards higher sanitation ladder will obviously create ample opportunities in collaboration and financing in national, regional and global levels.

### **8.2.3 WASH Initiatives under Federal Governance Structure**

The three tiers of government (federal, provincial and local) have been equipped with mandate, and budget to promote WASH. For example, MoWS's initiative for formulation of Total Sanitation Master Plan, launch of Chief Minister Sanitation campaign in Province No 2 and ongoing activities on Municipal WASH Planning and City-Wide Inclusive Sanitation Planning are some of the key steps for the attainment of total sanitation and SDG.

### **8.2.4 Recognition of Nepal WASH Sector Development Plan (2016-2030)**

Though it is in government's approval process, the plan has recognized to tap international dedicated Blue Funds like GSF.

### **8.2.5 Wider Sensitization for Hand Washing with Soap**

Although COVID 19 has appeared as a major barrier to development activities including WASH, the adverse situation caused by the COVID 19 pandemic has largely sensitized community people to adopt hand washing with soap in critical moments.





## 9. Annexes

### Annex-I: References

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## Annex-II : Participation in Capacity Building Programs

### List of GSF Global Exposure for Capacity Development, Sharing and Learning

S.N.	EVENT	COUNTRY	DATE	PARTICIPATION
1	GSF Learning Event	Malawi	10-14 Sept 2012	<ul style="list-style-type: none"> <li>- Ms. Sudha Shrestha, GSF Programme Manager/ UN-Habitat</li> <li>- Mr. Sunil Dhungel CPM</li> </ul>
2	Sanitation Marketing exposure	Cambodia		<ul style="list-style-type: none"> <li>- Mr. Raj Kumar Malla, Jt. Secretary, MoUD</li> <li>- Mr. Madan Malla, S&amp;H Analyst, UN-Habitat</li> <li>- Mr. Guna Raj Shrestha, National Coordinator</li> <li>- Mr. B Thapa, SEBAC Nepal</li> </ul>
3	WSSCC Learning Week	Geneva	17-21 June 2013	<ul style="list-style-type: none"> <li>- Mr. Abadh Kishore Mishra, Jt Secretary, MoUD</li> <li>- Mr. Guna Raj Shrestha, National Coordinator</li> <li>- Mr. Madan Sharma, CPM</li> <li>- Ms. Sudha Shrestha, GSF Programme Manager / UN-Habitat</li> <li>- Mr. Rajesh Manandhar, M&amp;E Analyst, UN-Habitat</li> </ul>
4	SACOSAN- V	Nepal	22-24 Oct 2013	<ul style="list-style-type: none"> <li>- Mr. Bhushan Tuladhar, UN-Habitat</li> <li>- Ms. Sudha Shrestha, GSF Programme Manager / UN-Habitat</li> <li>- Nepal delegates</li> </ul>
5	Roundtable on Promoting Sanitation	Bihar, India	3 July 2014	<ul style="list-style-type: none"> <li>- Mr. Abadh Kishore Mishra, Jt Secretary, MoUD</li> <li>- Mr. Kamal Adhikari, Sociologist, CRMISO/DWSS</li> <li>- Ms. Sudha Shrestha, GSF Programme Manager/ UN-Habitat</li> </ul>
6	SACOSAN- VI	Bangladesh	9-16 Jan 2015	<ul style="list-style-type: none"> <li>- Mr. Bhushan Tuladhar, UN-Habitat</li> <li>- Ms. Sudha Shrestha, GSF Programme Manager / UN-Habitat</li> <li>- Nepal delegates</li> </ul>

7	GSF Learning Visit to India (Bihar and Jharkhand)	India	2-8 Feb 2016	<ul style="list-style-type: none"> <li>- Mr. Manoj Ghimire, DDG, DWSS</li> <li>- Mr. Devendra Kumar Jha, SMESS Chief and NHSCC Member Secretary, DWSS</li> <li>- Mr. Chet Narayan Shrestha, Engineer</li> <li>- Mr. Hari Prasad Timilsina, SDE</li> <li>- Mr. Kiran Acharya, SDE</li> <li>- Ms. Sudha Shrestha, GSF Programme Manager / UN-Habitat</li> <li>- Mr. Madan Malla, S&amp;H Analyst, UN-Habitat</li> <li>- Mr. Rajesh Manandhar, M&amp;E Analyst, UN-Habitat</li> <li>- Mr. Govinda Raj Rokaya, WASH Officer, UN-Habitat</li> <li>- Mr. Gaurav Chaudhary, Programme Assistant, UN-Habitat</li> <li>- Mr. Binod Prasad Sharma, District Coordinator, UN-Habitat</li> <li>- Mr. Kashi Kant Thakur, District Coordinator UN-Habitat</li> </ul>
8	GSF Global Learning Event	Madagascar	24-30 Apr 2016	<ul style="list-style-type: none"> <li>- Mr. Prem Shrestha, ESS Chief, NSHCC member secretary, DWSS</li> <li>- Mr. Bipin Dangol, ENPHO</li> <li>- Mr. Madan Malla, S&amp;H Analyst, UN-Habitat</li> <li>- Ms. Sudha Shrestha, GSF Programme Manager / UN-Habitat</li> </ul>
9	WSSCC Stakeholder Conference on the final draft strategy for 2017-2020	Geneva, Switzerland	27-28 Sept 2016	<ul style="list-style-type: none"> <li>- Ms. Sudha Shrestha, GSF Programme Manager / UN-Habitat</li> </ul>
10	WSSCC GSF Results Framework Workshop	Geneva, Switzerland	03-05 Oct 2016	<ul style="list-style-type: none"> <li>- Mr. Rajesh Manandhar, M&amp;E Analyst, UN-Habitat</li> </ul>

11	GSF Results and Financial Monitoring Workshop	Tanzania	11-15 Sep 2017	<ul style="list-style-type: none"> <li>- Ms. Rosemary Kiragu, PMO UN-Habitat</li> <li>- Ms. Sudha Shrestha, GSF Programme Manager / UN-Habitat</li> <li>- Mr. Rajesh Manandhar, M&amp;E Analyst, UN-Habitat</li> </ul>
12	SACOSAN- VII	Pakistan	10-14 Apr 2018	<ul style="list-style-type: none"> <li>- Mr. Anil Bhadra Khanal, Jt Secretary, MoWS</li> <li>- Mr. Prem Shrestha ESS Chief, NSHCC member secretary, DWSS</li> <li>- Mr. Madan Malla, S&amp;H Analyst, UN-Habitat</li> <li>- Ms. Sudha Shrestha, GSF Programme Manager / UN-Habitat</li> <li>- Nepal Delegates</li> </ul>
13	FSM 4	India	9-23 Feb 2017	<ul style="list-style-type: none"> <li>- Mr. Madan Malla, S&amp;H Analyst, UN-Habitat</li> <li>- Ms. Yasoda Shrestha, WASH Officer, UN-Habitat</li> </ul>
14	FSM 5	South Africa	18-22 Feb 2019	<ul style="list-style-type: none"> <li>- Mr. Manoj Ghimire, Jt. Secretary MoWS</li> <li>- Mr. Mukunda Aryal, Section Chief, Gulariya Municipality</li> <li>- Ms. Sudha Shrestha, GSF Programme Manager / UN-Habitat</li> <li>- Nepal Delegates</li> </ul>
15	<ul style="list-style-type: none"> <li>- Workshop on “Supporting the Poorest and Most 10 Vulnerable in CLTS Programmes” (24th to 28th May 2017)</li> <li>- National Workshop on “Accelerating Sustainable Zero Open Defecation programme: Supporting the Poorest and Most Vulnerable” (29th May 2017)</li> </ul>	Philippines	20-30 May 2017	<ul style="list-style-type: none"> <li>- Ms. Sudha Shrestha, GSF Programme Manager / UN-Habitat</li> </ul>

16	"Strengthening advocacy action of CSOs to accelerate progress on realization of the WASH commitments made by the national governments in South Asia" organized by FANSA	Srilanka	14-16 Aug 2018	<ul style="list-style-type: none"> <li>- Ms. Sudha Shrestha', GSF Programme Manager / UN-Habitat</li> <li>- Ms. Lajana Manandhar, CSO Lumanti</li> <li>- Mr. Bipin Dangol, ENPHO</li> <li>- Mr. Nabin Kumar Shahi, KIRDARC</li> </ul>
17	Total Sanitation Study Visit to Indonesia	Indonesia	20-24 Aug 2019	<ul style="list-style-type: none"> <li>- Mr. Madan Malla, S&amp;H Analyst, UN-Habitat</li> <li>- Mr. Kabindra Bikram Karki, SDE, DWSS/NWSSTC</li> <li>- Mr. Bishnu Prasad Jnawali, Under Secretary/Accounts, Ministry of Water Supply</li> <li>- Mr. Bharat Mani Pandey, Under Secretary/Administrations, Ministry of Water Supply</li> <li>- Mr. Yam Prasad Bhusal, Under Secretary/Accounts, DWSS</li> <li>- Mr. Binod Kumar Bhujel, Senior Divisional Engineer, DWSS</li> <li>- Mr. Rajesh Kushwaha, Senior Divisional Engineer, DWSS/FWSSMP- Janakpur</li> <li>- Mr. Kiran Acharya, Senior Divisional Engineer, DWSS/FWSSMP-Kanchanpur</li> </ul>
18	Sulabh India Movement observation Visit	India	13-16 Dec 2019	<ul style="list-style-type: none"> <li>- Mr. Madan Malla, S&amp;H Analyst, UN-Habitat</li> <li>- Mr. Durga Nepal, WASH Officer, UN-Habitat</li> <li>- District Coordinators , UN-Habitat : 12</li> <li>- Mr. Prabhat Shrestha, SMESS Chief and Member Secretary NSHCC, DWSSM</li> </ul>
19	Exchange visit with Cambodia Government	Nepal	19-26 Jan 2020	<ul style="list-style-type: none"> <li>- Cambodia government</li> <li>- Development and implementing partners</li> </ul>







Global Sanitation Fund Program/UN-Habitat Nepal

December 2020