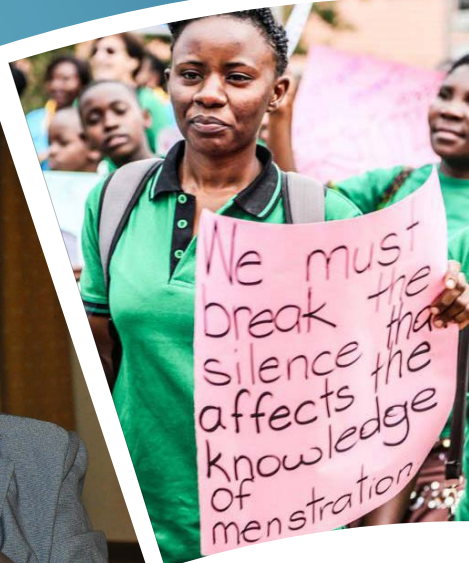


CONNECTING THE DOTS

Advancing the WASH Agenda in 16 Countries with WSSCC's National Coordinators



About WSSCC

The Water Supply and Sanitation Collaborative Council (WSSCC) is at the heart of the global movement to improve sanitation and hygiene so that all people can enjoy healthy and productive lives. Established in 1990, WSSCC is the only United Nations body devoted solely to the sanitation needs of the most vulnerable and marginalized people. In collaboration with our members in 141 countries, WSSCC advocates for the billions of people worldwide who lack access to good sanitation, share solutions that empower communities, and operates the Global Sanitation Fund (GSF), which since 2008 has committed over USD 112 million to transform lives in developing countries.

Acknowledgements

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Disclaimer

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FRONT COVER PHOTO: NATIONAL COORDINATORS LED ACTIVITIES IN ZIMBABWE, PAKISTAN, KENYA AND UGANDA. ©WSSCC

BACK COVER PHOTO: GLOBAL HANDWASHING DAY 2016 CELEBRATIONS IN KENYA. ©WSSCC





ABBREVIATIONS AND ACRONYMS

AfricaSan	Africa conference on Sanitation
CLTS	community-led total sanitation
EA	executing agency
GSF	Global Sanitation Fund
ODF	open defecation free
PCM	programme coordinating mechanism
MHM	menstrual hygiene management
NC	national coordinator
SACOSAN	South Asian Conference on Sanitation
SDGs	Sustainable Development Goals
WASH	water sanitation and hygiene
WSSCC	Water Supply and Sanitation Collaborative Council

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A WOMAN TESTS HER NEW HANDWASHING FACILITY BUILT BY HER NEIGHBOURS DURING A COMMUNITY-LED TOTAL SANITATION SESSION IN UGANDA. @WSSCC/USF



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FOREWORD

Chris Williams, Executive Director

It is with great pleasure that I introduce this publication, dedicated to highlighting the incredible efforts of WSSCC's treasured national coordinators from 2013 to 2016. Situated at the heart of our global movement to improve sanitation and hygiene for everyone, the national coordinators play a highly strategic role, working with governments and WASH coalitions to bring the sector together, and sharing lessons from our programmes around the world to inform efforts at national level to improve sanitation and hygiene for everyone, everywhere.

This report highlights the important collaborative role that the national coordinators play. The examples of their work are impressive. Whether it is facilitating cooperation between civil servants and professionals outside of government, holding NGOs accountable to the people they serve, laying the ground work for policy advocacy, or serving as members of GSF-supported Program Coordination Mechanisms, national coordinators are making important contributions to the WASH sector.

These and other accomplishments are particularly impressive when we consider how much they achieve with modest support from the WSSCC. Since 2013 the Council has supported 16 strategic engagement plans (SEPs) in 16 countries with technical assistance and financing totaling USD 1.7 million. The impact of their work is testament to my firmly held belief that small funds, strategically placed in the capable hands of respected and networked professionals, go a long way towards delivering the change we want to see - in the case of WSSCC, universal access to sanitation and hygiene. In an era where more and more funding is tied to outputs, I am glad that WSSCC can add value by supporting the less tangible but still very crucial areas of governance, coordination, collaboration, policy advocacy, and knowledge exchange.

I am humbled by the progress made by communities, local governments, NGOs and line ministries to implement the national sanitation improvement programmes supported by the Global Sanitation Fund (GSF). Collectively, these programmes have empowered over 14 million people to end the practice of open defecation, invest in sanitation and adopt good hygiene behaviours. I am also impressed with the policy makers, trainers, NGO practitioners, and grassroots activists who have "taken the pledge" to promote equality and non-discrimination having participated in menstrual hygiene management trainings and policy formulation sessions in East Africa, West Africa and South Asia.

While these developments are encouraging, WSSCC will require new ways of working in our efforts to assist countries achieve the 2030 Agenda for Sustainable Development. As highlighted in our 2017-2020 strategy, we will continue to focus on the sanitation target 6.2 while also forging partnerships with those committed to the associated goals of education, health, women's empowerment, climate change adaptation, and urban development. The role and position of our national coordinators is more critical than ever as in the coming months we develop a more coherent approach that aligns at country level the various parts of the WSSCC family towards a shared set of goals and targeted actions.

I would like to take this opportunity to thank the national coordinators for their hard work and commitment. They hold the key to driving progress in the sector and contributing to our shared vision of universal access to sanitation and hygiene.

INTRODUCTION

THE WATER SUPPLY & SANITATION COLLABORATIVE COUNCIL

The Water Supply and Sanitation Collaborative Council aims to accelerate the achievement of sustainable sanitation, hygiene and water services for all people, with special attention to the unserved poor, by enhancing collaboration and coordination of all sector stakeholders.

As a membership organization, the Council is unique, both among international development organizations and within the water, sanitation and hygiene sector. The Council's vibrant and diverse membership is composed of 3,600 individual members in 141 countries, from government, civil society, non-governmental organizations, academia and the private sector.

APPOINTING NATIONAL EXPERTS

WSSCC works closely with highly respected professionals in the water, sanitation and hygiene arena who are nominated by their peers and appointed by the Executive Director to be volunteer experts, known as national coordinators. The 16 national coordinators work in priority countries in Africa and Asia and are an important and distinguishing feature of WSSCC. **This report is focused on the WSSCC national coordinators, the vital work they lead at country level and their considerable ongoing impact.**

National coordinators possess local knowledge of what is happening on the ground and understand the dynamics of their particular country contexts. Their day jobs range from heading up national NGOs to holding senior positions in government offices or consultancy firms. With this kind of combination of experience, capacities, exposure and contexts, the national coordinators bring a wide range of rich knowledge and ways of working to the WSSCC mission that allows our work to reach sectors and partners that would not otherwise be possible.

The national coordinators lead WSSCC's work in their home countries, serving as coalition heads and spokespersons, reinforcing WSSCC's national advocacy for sanitation and hygiene, and working through collaborative platforms in every national context.

Alongside their existing professional responsibilities in the WASH sector, each national coordinator fulfills the following roles on behalf of WSSCC:

1. They represent the Council in their respective countries, ensuring the strategic engagement of WSSCC, in ways that add value to the WASH sector
2. They play a catalytic role in advancing the WASH agenda in-country
3. They advise WSSCC activities at national, regional and global level

As volunteer experts, they receive an honorarium to cover their expenses, technical support from a small team in the WSSCC Secretariat and financial support to implement activities, as well as drawing on support from key partners in the countries where they work.

DRIVING STRATEGIC ENGAGEMENT AND ADVOCACY

Since 2012, each national coordinator has been responsible for developing and coordinating the implementation of a strategic engagement plan, with technical and financial support from the WSSCC Secretariat. Plans were developed in close collaboration with in-country members and partners, including key Global Sanitation Fund (GSF) stakeholders.

These plans focus on a range of objectives, including:

- ◆ increasing government WASH budgets
- ◆ improving accountability
- ◆ increasing inclusion of the underserved
- ◆ improving sector coordination
- ◆ increasing participation of civil society in decision-making

They work to achieve this change through a series of activities such as lobbying government, working with parliamentarians, contributing to sector coordination meetings, networking, capacity building, awareness raising through campaigns and milestone days, engaging the media, commissioning research and promoting learning. The core objectives and activities of the strategic engagement plans can thus be defined as strategic advocacy. Since 2013 the Council has supported the implementation of strategic engagement plans in 16 countries with a total expenditure of USD 2.3 million.

MEASURING IMPACT

The national coordinators continue to significantly increase the visibility of WSSCC in their respective countries through their hard work, expertise, high profiles, strong personalities and their coordination of WASH stakeholder forums to discuss traditionally unspoken issues.

Due to the nature of support to national coordinators, the collaborative nature of their work, and the fact that policy and behaviour change is an ongoing process, often difficult to measure, it is often difficult to evaluate the impact of WSSCC's contributions to their work.

That said, all 16 national coordinators are undertaking a diverse range of strategic activities, which showcase the dynamism and success of WSSCC's collaborative approach. **This report draws out examples of results from 2013-2016, the impact they are making, and how this contributes to WSSCC goals.**

INNOVATIVE APPROACHES

This report also demonstrates that national coordinators have been highly successful at not only applying innovative approaches to WASH work, but that they are often ‘ahead of the game’. For example, when this programme started there was a general lack of expertise in engaging the media to cover sanitation and hygiene work, but it is now an increasingly common and successful approach.

See **chapter 1** for ways national coordinators have been using training and collaboration strategies to get great coverage out of the media. It was also not the sector norm to integrate sanitation and other development issues as the national coordinators do, for example in nutrition (**see chapter 6**), but now this approach is part of the international drive to meet the Sustainable Development Goals. As seasoned advocates, national coordinators fully understand the challenges in achieving government prioritization of sanitation and hygiene, and have invested in forming innovative allegiances with key players inside the system, for example through the creation of WASH parliamentary networks (**see chapter 2**).

01 ENGAGING THE MEDIA

Building and maintaining relationships with the media is essential to effective advocacy work. The national coordinators understand that having strong relationships with journalists helps reach decision makers and influence wider public opinion.

Despite its importance, advocates struggle to capture the attention of the media with stories about sanitation and hygiene. Good media coverage on issues of sanitation and hygiene can be used as a lobby tool for policy change and increased sector engagement, and innovative ideas have been developed within the scope of the national coordinators' strategic engagement plans to get more journalists on board and writing about the issues.

→ Niger

The national coordinator in Niger, Ms. Ai Abarchi, working closely with Ministry of Water and Sanitation, facilitated a country-wide roadshow for a national network of journalists working in WASH. Run in partnership with WaterAid Niger and called 'La caravane nationale WASH', it was a huge success, getting WASH messages to thousands of Nigeriens and raising awareness among the general public, media and decision makers alike.

A series of awareness raising and advocacy activities targeted the media, decision makers and the general public and resulted in considerable media coverage. The work was endorsed by high-level officials including the Minister of Water and Sanitation, who used the opportunity to reaffirm his commitment to ending open defecation, and attended by local politicians and traditional leaders. The roadshow went from region to region, hosting open air debates and talks at health centres and youth groups on good hygiene practices.

The national coordinator and her partners are continuing to work on this initiative in 2017.

→ Nepal

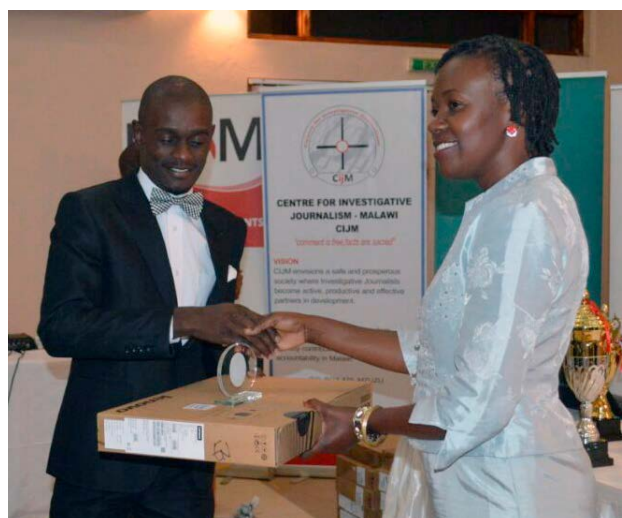
The national coordinator Mr. Guna Raj Shrestha recognizes the power of comedy and celebrity in driving behaviour change. He worked with two famous TV comedians - Dhurmus and Suntali - to develop a **50-minute documentary, with key messages on toilet use, handwashing with soap and menstrual hygiene**. The video was played in over 500 long-distance buses every day for a period of three months, **reaching an estimated 80,000 people**.

With the support of the national coordinator, a range of cartoons, graphics and jingles were also developed on handwashing with soap and menstrual hygiene. These materials were broadcast in cinemas, and TV and radio stations. Some radio stations were also supported to broadcast a regular programme on menstrual hygiene, and allowed the audience to provide feedback on the programme content.

→ Malawi

National coordinator Ngabaghila Chatata partnered with the media WASH forum to develop a series of WASH publications, which were widely distributed as pull-outs in daily newspapers. She also works closely with the Media Institute of Southern Africa to organize and promote the Annual Media Awards with funding from WSSCC, which form part of the celebrations to mark World Press Freedom Day. Thanks to this collaboration, there was an introduction of a category on **Water, Sanitation and Hygiene Journalist of the Year**, for both print and electronic media.

These efforts led to an increasingly engaged media industry around WASH issues, which resulted in media lobbying for more investment in WASH services by the government, in situations such as during the flooding in 2015 and drought in 2016. In response, the government agreed to **allocate money in the disaster mitigation budget for WASH items** such as water treatment tablets and sanitation facilities, alongside food distribution.



WSSCC national coordinators use a range of methods to increase media engagement, such as in Malawi where Ngabaghila Chatata launched an award for Water, Sanitation and Hygiene Journalist of the Year, won by Cliff Kawanga from The Daily Times. ©WSSCC

→ Cambodia

The national coordinator Dr. Chea Samnang in collaboration with WaterAid, UNICEF, CRSHP,¹ the Ministry of Rural Development and the World Bank, launched a new media initiative on rural sanitation called the **Media Fellowship Project**. Financed by WSSCC, the initiative aims to increase awareness on rural sanitation amongst journalists as well as strengthen their overall capacity to report on sanitation and hygiene. The journalists represent print, online, radio and TV press who previously have no experience of sanitation and hygiene reporting.

This on-going initiative includes an innovative coaching programme, where a senior journalist provides coordinated support to an assigned junior journalist, such as reviewing their stories.

In collaboration with the Media Department of Phnom Penh Royal University, a one-day **media orientation workshop on rural sanitation** gathered 24 journalists from across the country. Through a series of sessions, the journalists gained a better understanding of the sanitation situation in Cambodia and South Asia, including social and health impacts and existing programmes and approaches. Equipped with solid information, the journalists visited three villages where they were exposed to the negative impacts of open defecation, the construction and costs of toilets and the benefits of living in a clean environment. The journalists also had the opportunity to seek clarification on what they saw and heard during a meeting with officials of the Provincial Department of Rural Development.

A Media Awards competition was also launched at the end of 2016. Nine journalists from radio, TV, print and online media received a Letter of Appreciation to further encourage them to write stories on rural sanitation and hygiene. For the near future,

“It was exciting for me to meet and interview different people and report on air on rural sanitation improvement and its impact on economic development. Before the orientation workshop, I’d never reported on sanitation and I did not understand clearly the importance of sanitation and hygiene. I commit to continue to interview and report on this important topic.”

Ms. Than Reasmey, a young journalist from Veayo FM Radio

¹ Cambodian Rural Sanitation and Hygiene Improvement Programme, a GSF- supported programme through Plan International

the Media Fellowship Project aims to continue to work with media as part of strengthening the sanitation sector.

→ Uganda

The national coordinator, Ms. Jane Nabunnya Mulumba, worked to build capacity of the WASH Media Network (WEMNET) by creating a **handbook for WASH journalists**. The focus is on sustaining high quality reporting and ensuring mass awareness of the importance of WASH in development.

The handbook has led to increased engagement with key stakeholders, and it is helping to ensure that the WASH story is told in a clear and accurate way to enhance the likelihood of follow-up action. Additionally, the national coordinator supported the inaugural WASH Media Awards in Uganda. These contributions helped to build the rapport that is required to keep media interested and in constant contact with the WASH sector.

→ Tanzania

The national coordinator, Ms. Wilhelmina Malima, is targeting media houses to create awareness on the transition from the Millennium Development Goals to the Sustainable Development Goals, and the implications for the WASH sector. This called for a series of workshops with journalists and other stakeholders, to take a critical look at the impact of WASH stories. The aim of these sessions is to **shift the focus of the journalists from reporting on numbers to the quality of work being done and who the target beneficiaries were**. This led to a different style of writing WASH articles in Tanzania, positioning issues of sanitation and hygiene as key contributors to other goals of development, such as health, education and inequality, and not just stand-alone issues, thereby drawing more attention from policy makers and other stakeholders. This led to an increase in quality in WASH-related articles in the national dailies (from hardly any to more than a story a month) and numerous discussions on-air.

National coordinators regularly arrange training for journalists to explain the complexities around WASH issues, for example this 2015 event in Tanzania to put water and sanitation within the context of the Sustainable Development Goals. ©WSSCC



WORKING WITH PARLIAMENTARIANS

02

National coordinators are active advocates for WASH issues in their countries, especially towards parliamentarians. Parliamentarians need to know about policy, government performance and conditions in their respective districts. They are busy people and, as their elections approach they are even harder to reach. As such, lobbying efforts with parliamentarians can be time consuming and they require effort. However, there can be big pay-offs since parliament must review and approve proposed government budgets.

National coordinators target policy makers with advocacy messages to educate them on the need for adequate attention to be paid to sanitation and hygiene issues. They aim to influence change, be it in the form of education, information, awareness, collaboration, support schemes, public procurement and infrastructure, regulatory frameworks or fiscal frameworks that affect WASH service delivery. Despite their focused interventions, the national coordinators have faced challenges in their advocacy towards key decision makers such as changes of government officials, which means convincing a new set of people; very slow bureaucratic processes, shifting interests, time constraints or simply disinterest in WASH issues. National coordinators continue to try out different ways to engage with policy makers so that the advocacy process eventually bear fruit.

→ Niger

Much of the work of the national coordinator, Ms. Ai Abarchi, has been focused on the establishment of a **Network of WASH Parliamentarians**. This is with the aim to promote rights-based, gender-sensitive and poor-inclusive WASH advocacy, for policy makers at all levels (see chapter 10 for more on equality). The Network of WASH



National coordinators use their role to target key policy makers to effect change on WASH issues, by providing training, building coalitions and running advocacy campaigns. In Niger, Ms. Ai Abarchi built a network of WASH parliamentarians who then took part in 'institutional triggering' events such as this one. ©WSSCC

Parliamentarians was established through a resolution by the Niger National Assembly in November 2015.

The network consists of 15 elected members of parliament with the power to influence other key decision makers to change the country's poor results in sanitation.

The aim is to identify, update and disseminate legislation on hygiene and sanitation issues; advocate for increased and more efficient budget allocation; raise awareness of the links between disease and poor hygiene and sanitation; and create exchanges with similar networks.

The president of the network has shown great leadership, for example mobilizing influential parliamentarians and mayors to attend the national consultation for the WSSCC strategy in 2016. The national coordinator took advantage of the presence of the Minister for Water and Sanitation, senior government representatives from all key ministries, members of parliament, mayors, international and national NGO representatives and the media to hold an institutional triggering during the consultation.

The goal of the institutional triggering was to ignite participants to spread behaviour change, commit to improving access to sanitation and hygiene services and kick start a systematic advocacy process in building vibrant sanitation movements to end open defecation at scale.

The event was a great success. Dr. Rija Lalanirina Fanomezana, Global Sanitation Fund (GSF) Programme Manager from Madagascar who was invited as a special guest, led the triggering, making persuasive arguments to key officials, and the Minister for Water and Sanitation committed to 'redouble' government efforts to end open defecation. Two more institutional triggerings are planned for 2017, followed by an awareness-raising day for the entire national assembly, which will coincide with the development of the GSF-supported programme in Niger. This is designed to facilitate the ownership and commitment of government to the GSF-supported programme.

→ Uganda

The national coordinator, Ms. Jane Nabunnya Mulumba, provides technical support to the **Uganda Parliamentarians Forum on WASH**, which ensures WASH issues get the high-level attention they deserve.



Parliamentary WASH forums supported by WSSCC national coordinators can have a powerful impact, such as this one in Uganda that instructed all school principals to provide sanitary towels to female students. ©WSSCC

Institutional Triggering

Institutional Triggering is a powerful methodology for building a broad-based movement to improve sanitation and hygiene behaviour at scale. Rooted in the same principles and processes as Community-Led Total Sanitation (CLTS), Institutional Triggering ignites leaders and key organizations to spread behaviour change and mobilize their own resources to improve access to sanitation and hygiene services. Civil society organizations, traditional and religious leaders, private sector associations and government authorities at all levels are all examples of potential targets for Institutional Triggering.

Why Institutional Triggering?

To rapidly achieve results at scale: instead of one organization trying to do it all on their own, Institutional Triggering ignites a process where large numbers of influential actors become the principle drivers of sanitation and hygiene behaviour change. When implemented systematically alongside other CLTS activities, Institutional Triggering is a key tool for stopping open defecation at a far greater scale than through village-level triggering alone.

To boost sector governance: Institutional Triggering is a powerful tool for changing the behaviour of key decision makers to prioritize sanitation and hygiene. Driven by emerging champions, members of key organizations and agencies realize for themselves that open defecation impacts everyone's dignity – including their own – and that it's their collective responsibility to take action.

To ignite vibrant movements: Deepening and sustaining collective behaviour change at scale means making sanitation and hygiene everyone's issue. Institutional Triggering focuses on building movements of diverse actors united in ending open defecation and ensuring that there is adequate, safe, and affordable sanitation for all people, at all times, and in all places.

For example, the forum is credited with facilitating a 2015 government directive that **instructed all school principals to provide sanitary towels to female students**, and also putting sanctions in place to address any failures (more detail in chapter 7).

The forum presents WASH issues through parliamentary motions during both committee and plenary sessions of parliament. This has facilitated discussions and decision making on such issues as menstrual hygiene management, WASH in schools and handwashing with soap. Due to the forum's efforts, sanitation was a focus of the President of Uganda's re-election campaign in 2016, a fact that was further confirmed when he officiated at the 2016 National Handwashing Day celebrations in Kamuli district.

After the election, when a number of forum members did not retain their seats, the national coordinator played a key role building capacity and creating awareness for the newly recruited Members of Parliament to the forum.

Parliamentary WASH forums supported by WSSCC national coordinators can have a powerful impact, such as on menstrual hygiene management in Uganda - as covered in this leading daily newspaper. ©WSSCC



03 USING AMBASSADORS

WASH ambassadors are high-level champions of the cause, identified by the national coordinators and appointed by WSSCC to raise the profile of sanitation and hygiene, and trigger political commitment. Unlike the national coordinators they are generally not WASH professionals themselves but they embody WSSCC's vision and mission and endorse it through their influence, connections, credibility and visibility.

→ Nigeria

WSSCC ambassadors, such as the highly credentialed and respected Eng. Ebele Okeke in Nigeria, are able to use their influence and credentials to take the WASH agenda to new heights.
©WSSCC



WSSCC's ambassador in Nigeria, Eng. Ebele Okeke, is the first female civil engineer in the country, as well as the first woman to hold the post of Permanent Secretary of the Federal Ministry of Water Resources. She founded the Association of Professional Women Engineers of Nigeria Abuja Chapter in 1991, and in 2015 was named their Woman of the Year, as well as being duly honoured by several other bodies. Her numerous contributions to the profession have greatly impacted on her reputation and by extension, that of female engineers in Nigeria.

With such a high profile and respect in Nigeria, Eng. Ebele Okeke has been able to push the WASH agenda into corridors that would not necessarily be accessible to other practitioners, for example **negotiating for states to commit to counterpart funding for the GSF-supported work** in Benue and Cross River states. She has attracted high-level attention on WASH matters from the federal government, who have contributed to creating an enabling environment for increasing access to improved WASH services and facilities.

→ Malawi

WSSCC's ambassador in Malawi is the First Lady Her Excellency Gertrude Maseko Mutharika, who has a deep interest in WASH issues and has been instrumental in promoting improvements both locally and globally. As First Lady, her portfolio includes a project called the Beautify Malawi Initiative, which Her Excellency has expanded to include more work on solid waste management and menstrual hygiene management for adolescent girls.

She also led the unveiling of a Declaration on Sanitation and Hygiene that was launched for World Earth Day at the National Geographic Society in Washington DC in 2015. This declaration calls on politicians and decision makers in the health sector to recognize the importance of WASH issues and to commit to improving access for all those living without clean water and adequate sanitation. The declaration was signed by 44 influential women from global leadership, media, and powerful organizations around the world. WSSCC was instrumental in securing commitments from many of these high profile women through the national coordinators.

National coordinators have been highly successful engaging with 'first ladies' with a passion for water and sanitation issues. Here the First Lady of Malawi, Gertrude

Maseko and the First Lady of Madagascar, Voahangy Rajaonarimampianina, meet with other key players in the global WASH movement.



(Left to right) Geeta Rao Gupta, Deputy Executive Director (Programmes), UNICEF; Alice Albright, Chief Executive Officer, Global Partnership for Education; First Lady of Malawi, Gertrude Maseko; First Lady of Madagascar, Voahangy Rajaonarimampianina; Chairman, CLTS Foundation, Dr Kamal Kar; Junaid Ahmad, Senior Director, World Bank Group on Water Global Practice. ©WSSCC

→ Nepal

The national coordinator, Mr. Guna Raj Shrestha, works closely with Miss World Nepal 2015, Ms. Evana Manandhar, as a champion in breaking the taboo on menstruation. Her regular involvement in a national menstrual hygiene campaign led her to be appointed as a local Good Will Ambassador for menstrual hygiene management in Nepal.

Ms. Manandhar is recognized by the media, the public, and particularly young people as a spokesperson changing the stigma around menstruation, which is still very prevalent in remote areas of Nepal. In May 2016, she appeared on the popular show 'Talk of the Town' on Image Channel Television, together with the Director General of the Ministry of Water Supply and Sanitation, Mr. Ram Chandra and the national coordinator Mr. Guna Raj Shrestha. The show addressed 'Men in Menstruation – Break the silence and build awareness'.



Miss World Nepal 2015, Ms. Evana Manandhar, has been working with the national coordinator to break the taboo on menstruation in the country. ©WSSCC

04 RUNNING BEHAVIOUR CHANGE CAMPAIGNS

National coordinators are focused on the ongoing effort of not only changing public and government mind sets around WASH issues, but of sustaining that change. Only then will WASH practitioners find themselves in an enabling environment to implement the projects needed to improve lives. To change minds at this scale, and ensure it leads to changed policies and eventually changed behaviour, requires a huge amount of innovative advocacy and lobbying.

→ Madagascar

The national coordinator, Mr. Jean Herivelo Rakotondrainibe, is leading a campaign known as the WASH Partout, targeting everyone from the President to everyday citizens. This campaign promotes three key messages: the importance of washing hands with soap; the effective use of latrines; and safeguarding the water supply between source and point of use.

The campaign strategy is to build on the successful results of the GSF programme known as the FAA,² which has enabled 1.63 million people to live in open defecation free environments. WASH Partout works to ensure the sustainability of these results, drawing lessons and evidence from the programme, involving WASH champions who have changed their behaviour and engaging them to commit to educating others to do the same. The WASH Partout campaign mobilized communities at all levels to cascade these messages through a rapidly growing network.

The national coordinator facilitated and led the 'Diorano Tour', a national roadshow that saw the Diorano committee **travel around the country spreading the campaign's key messages in all 22 regions**. The representatives travelled from district to commune to village promoting the messages of positive behaviour change, engaging NGOs, government staff, local authorities, schools, primary healthcare centres and the media. Sector milestone days, such as Global Handwashing Day and World Toilet Day reinforced the messages, engaging the media and politicians and local leaders, such as elected district mayors, which led to entire groups committing to end open defecation in their communities.

Natural leaders, community consultants and other champions who have worked with the FAA, are engaged in strategic follow-up, with a focus on sustainability of results. These follow ups ensure that there is no 'slippage' (the return to unhygienic behaviour), by working through local leaders to reinforce the messages, which can often mean issuing official decrees from heads of regions, mayors and district leaders to prohibit open defecation.

² 'Fonds d'Appui pour l'Assainissement' (FAA) is the national programme supported by the GSF in Madagascar

→ Togo

National coordinator Mr. Achille Lokossou and his team have launched a major campaign as a call to action for every citizen to engage in the movement for an open defecation free Togo.³

The 'Je m'engage' or 'I engage' campaign aims to raise awareness of the negative consequences of open defecation and to trigger different groups of citizens to engage by taking specific action.

The targeted groups include journalists, students, sport celebrities, musicians and artists, decision makers at national and local levels, religious authorities, the private sector and the wider public.

The campaign was launched in Atakpame, the fifth largest city in Togo with a road-show and concert starring local artists that was attended by over 6,000 people. For the campaign song, "Je m'engage", eight famous Togolese singers⁴ came together to showcase the health impacts of open defecation, especially on children.

The media is both a key target and partner. Over 20 journalists participated in the 'Walk of Shame', seeing open defecation areas first-hand. In response, radio and television spots in French and in the local languages were developed, aiming at raising awareness of the general public. About 2 million Togolese or almost one third of the population was reached by them. The media campaign is complimented by a road-show of theatre plays in 40 large cities. The same messages were reinforced and reached more than 120,000 people.

The campaign continues engaging different stakeholders in 2017, aiming to create a true national sanitation movement in Togo.



Triggering

Triggering refers to a journey of self-realization where a community identifies faeces in the open environment, and through a facilitated understanding that they are unknowingly ingesting faeces, takes action to end open defecation and improve their sanitation and hygiene behaviour. Central to the triggering methodology is the provocation of disgust and shock to achieve and sustain behaviour change, which is why the most graphic terms are used during triggering sessions.

³ This campaign was a contribution to the "Mouvement Togo Sans Defecation a l'Air Libre" (Togo SanDAL) or the "Open Defecation Free Togo-movement", launched by the government of Togo in 2015.

⁴ <https://www.youtube.com/watch?v=Uy3c5ODHCuA&feature=youtu.be> by Toto Patrick; Oli Big; Pondy Cyssé; Kaporal Wisdom; Mirinda; Wapoundy; Synthèse and Folo

Music and theatre are strong tools for national coordinators to engage the public around hygiene issues. In Togo, 6,000 people came to hear these famous local singers highlight the dangers of open defecation. ©WSSCC

05 MOBILIZING WSSCC MEMBERS

WSSCC mobilizes and equips members with the relevant knowledge, tools and opportunities to collaborate, increase awareness and advocate for sanitation and hygiene. In doing so, WSSCC supports members in their efforts to put sanitation and hygiene on their local and national agendas while harnessing the collective voice of the membership to spur a global WASH movement.

WSSCC members speak on behalf of those in need, identify pressing issues in their communities, and share challenges in sanitation and hygiene with the Council and one another. Through their knowledge and broad understanding of the issues, members make an important contribution to the large body of knowledge on which WSSCC relies to orient its policy, establish priorities and contextualize its country strategies.

THE BENEFITS OF WORKING TOGETHER

National coordinators bring members together to share innovative approaches and best practices in sanitation programming, and to gain practical knowledge through participation in advocacy campaigns.

Membership provides an opportunity for like-minded individuals to connect with a network of professionals in the WASH sector.

With collaboration at the heart of its approach, WSSCC members have a key role to play in the decision making of the organization through their direct involvement in the governing body.

Significantly, the WSSCC membership base is diversifying; it now includes more youth than ever before and women members have increased by over 17 per cent over the past two years. Their interest in joining reflects a growing recognition by both women and men across age groups of the importance of adequate sanitation and hygiene in the achievement of a healthy life. As more women and youth become advocates of improved sanitation and hygiene and look for ways to get involved in designing the solution, WSSCC offers a network that they can tap into to access knowledge, resources and support. Exchanges within the network are facilitated through an online Members' Community - a broad, digital community that brings individuals together from around the world. As the world becomes more complex, the importance of WSSCC's role continues to grow: **supporting our members with the knowledge, skills and networks needed to navigate the changing WASH contexts.**

As the member base grows and changes, it is the national coordinators who are best placed to energize this new group, show them the benefits of collaboration and find innovative ways to get the most out of their network. The 16 countries where national coordinators are present saw a huge membership revitalization in 2016, especially

during the national consultations that were held to listen to the views of members about WSSCC's work and ways to increase its impact.

→ Nigeria

National coordinator Ms. Priscilla Achakpa used a research opportunity to revitalize membership in Nigeria, by thinking outside of the box to promote collaboration beyond learning and sharing meetings and the dissemination of publications. Ms. Achakpa decided to actively task the membership to carry out action research on menstrual hygiene management (MHM) amongst marginalized girls, one of WSSCC's main priority areas for Nigeria. The members were invited to apply for a small grant to undertake the research across Nigeria. Out of 500 members, 230 applied and 11 received a grant to carry out the research.



Membership retreat for WSSCC Nigeria in August 2016. ©WSSCC

This was extremely successful for the following reasons:

- ◆ Most of the members in Nigeria are junior professionals, highly educated millennials with research skills. It was evident that most are keen to make contributions to the body of knowledge that would influence policy and implementation.
- ◆ Using small grants to carry out the menstrual hygiene management research allowed for greater representation across Nigeria than would have been possible had it been undertaken by the national coordinator alone or through other, more costly means such as paid studies.
- ◆ Engaging members in this sort of research had a big ripple effect, as other senior WASH players were interested in the results, leading to new connections being formed with policy makers as well as the First Lady of Benue State.
- ◆ The interest that was generated in preparation for this research led to the membership coming together on other pressing matters of equality policy – for example reviving the call to lobby for the passing of disability policy into law in the Nigerian parliament.

CELEBRATING MEMBERS



Ms. Michèle Rasamison Andriambahiny is the Chair of the Programme Coordinating Mechanism (PCM) in Madagascar. Michele is a Technical Advisor in the Ministry of Water which was established in 2008, as a result of successful lobbying efforts on the part of WSSCC national coordinator Herivelo Rakotondrainibe and the Diorano WASH network comprised of several WSSCC members. As a trained engineer and teacher with over 10 years of experience in WASH, Ms. Andriambahiny utilizes her experience and position to support WSSCC's work in Madagascar, in close collaboration with the WSSCC national coordinator and membership. In facilitating the implementation of the GSF, she benefits from the guidance of the National Coordinator who has facilitated national and local knowledge-sharing opportunities and capacity-building for the sector.



Mr. Hari Devkota is a WASH Project Management Consultant and trained engineer with over 20 years of experience providing technical support in the humanitarian sector, in areas such as climate change and disaster relief. Mr. Devkota has used his knowledge and skills to support WASH recovery efforts following the 2004 Tsunami in the Maldives and Indonesia and most recently, the 2015 Earthquake in Nepal. WSSCC membership allows him to acquire additional knowledge and skills that can be transferred to communities in need and offers him a platform to learn and share what is happening in the sector and what is working. WSSCC membership keeps him up-to-date on the latest approaches, techniques and solutions that he can tap into and apply to his work in Nepalese communities.



Her Excellency Mrs. Christine Mvurya, first lady of Kwale County in Kenya, has a passion for development and gender. When her husband joined the Governor's office in 2013, Ms. Mvurya took on the role of the first lady in the County and decided that she would work to improve the lives of women. Ms. Mvurya has since set out to find networks that could offer access to more resources and materials to facilitate her work in Menstrual Hygiene Management (MHM). For her, membership provides capacity building opportunities in MHM and access to learning and networking forums that facilitate her work with women and adolescents. As a celebrated MHM Champion and leading MHM trainer, she recently spearheaded the First Lady's MHM initiative in Kenya to raise awareness about the issue.



Mr. Alamgir Chowdhury is based in Dhaka, Bangladesh and works in the country office of Practical Action, an International NGO working in development. Mr. Chowdhury spends much of his time volunteering as a WASH activist, advocating for improved sanitation and hygiene to government and other influential sector actors, under the leadership of the Bangladesh national coordinator Mr. Anowar Kamal. In collaboration with the WSSCC WASH coalition in-country, he has actively participated in grassroots consultations and capacity-building activities to equip the poor with the knowledge and resources needed to build relationships with local government and influence sanitation policies.



“Having taken part in the WSSCC National Consultation in August 2016, it was such an honour and privilege to know that as members, we are shaping the immediate future of a global organization. Membership offers us the opportunity to learn about what other countries are doing. This platform has also helped us gain access to professional networks in the WASH sector that we otherwise would not have had”.

Hon. Maria Lubega Mutagamba is a leading figure in WASH in Africa, having been the Minister of Water and the Environment in Uganda, the President of the African Ministers’ Council on Water, the Coordinator of the Global Women Leaders Forum for Water and Sanitation and the Vice Chairperson of the United Nations Task Force on Integrated Water Resource Management.



Mr. Daniel Iroegbu is the Founding Director of the Daniel Iroegbu Global Health Foundation in Nigeria. His passion for WASH was triggered at an early age when he witnessed the kind of challenges that the poor – particularly women and children – had to face in terms of access to WASH services. He has since been active in the sector and recently participated in the MHM baseline study led by the WSSCC national coordinator of Nigeria. Mr. Iroegbu uses WSSCC’s resources to equip himself with the knowledge and skills needed to break the silence on MHM issues while also promoting sustained behavior change in WASH in rural communities of Enugu State in East Nigeria.



Ms. Nancy Orshie works for Radio Benue and also serves as a member of the State Task Group on Sanitation in Benue State in Nigeria. She was inspired to join WSSCC as a member after participating in the MHM baseline study in 2014, during which she was moved by the needs and issues that became apparent. This experience inspired Nancy to work on the ‘Enlighten Campaign’ which entailed gathering more knowledge and facts about menstrual hygiene by interviewing a doctor in the Makurdi Federal Medical Centre. She also held ‘enlightenment’ talks with the Makurdi government secondary school for girls. Ms. Orshie has also produced and coordinated the airing of MHM jingles on Radio Benue in an effort to break the silence on menstruation.



“Being a government official and the GSF’s Programme Coordinating Mechanism (PCM) Chair came with lots of responsibilities that would shape the GSF Nigeria programme. But after my retirement in 2016, I remain available to be consulted over WASH matters and this is when WSSCC membership is important, as this means that I am still connected to a very wide network of professionals globally, providing me with opportunities to continue learning and sharing knowledge about emerging WASH issues.”

Eng. Samuel Ome – Former Director of Water Quality Control Sanitation - Federal Ministry of Water Resources & PCM Chair GSF, Nigeria.

06 INTEGRATING WASH AND NUTRITION

A growing body of evidence indicates that access to safe drinking water, sanitation and hygiene services has a significant positive impact on nutrition. Given the complexity of factors that cause undernutrition, especially lack of access to water and sanitation and poor hygiene, no single intervention alone will achieve effective or lasting results. Effectively and sustainably improving nutrition outcomes requires a coordinated, multi-sectoral approach among the health, WASH and agricultural sectors and strong community engagement.

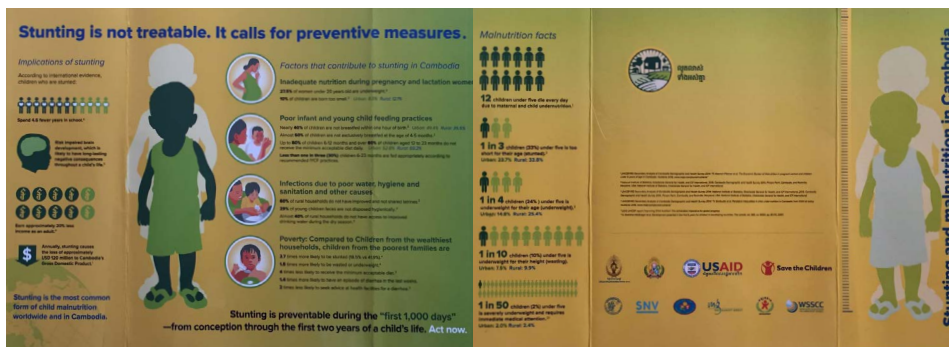
With this realization, WSSCC national coordinators support initiatives to promote an integrated and innovative approach between WASH and nutrition stakeholders, to ensure that WASH becomes an enabler to improved nutrition. This unique approach requires working with different stakeholders not necessarily accustomed to the WASH technical spheres. This is a clear attempt at integrated working that was already initiated by national coordinators before the launch of the Sustainable Development Goals (SDGs) calling for integrated interventions, collaborative efforts and partnerships.

→ Cambodia

The national coordinator, Dr. Chea Samnang, prioritized combining WASH and nutrition within his country's strategic engagement plan and has already seen considerable success as a result.



National coordinators are working to integrate WASH and nutrition campaigns, as in Cambodia where Dr. Chea Samnang participated in round table talks on WASH and nutrition integration that were facilitated by the state-owned TV channel on National Nutrition Day. ©WSSCC



WSSCC has been working with a range of partners in Cambodia to produce campaign materials that explain the importance of providing quality WASH services to enhance nutrition. ©WSSCC

One element of his work was to create a partnership between the Ministry of Rural Development and the Council for Agricultural and Rural Development, with the goal of integrating water, sanitation and hygiene for improved nutrition. Its objective is to address stunting in children under five years old by focusing on total sanitation programmes, where everybody can access a toilet and practice handwashing with soap.

The national coordinator, in close collaboration with Plan International Cambodia (the executing agency for the GSF) and WaterAid Cambodia, commissioned a study to better understand the current barriers as well as the opportunities to overcome those barriers relating to further integrating WASH and Nutrition in Cambodia. The outcome of the study provided a clear set of recommendations and a basis for future discussions about the integration of WASH and Nutrition.⁵

A concrete step towards better integration is the WASH and Nutrition sub-group, which includes focal points from the Ministry of Rural Development, the Ministry of Health, the Ministry of Agriculture, Forestry and Fishery, the Ministry of Economy and Finance, the Ministry of Information, WASH NGOs, nutrition NGOs and the media.

This sub-group is spearheading work such as:

- ◆ determining the minimum indicators to measure successful WASH and nutrition integration
- ◆ facilitating regular information sharing between different NGOs on WASH and nutrition integration in the Food Security and Nutrition Forum
- ◆ initiating a pilot project on WASH and nutrition integration in some provinces
- ◆ developing a guide note for documentation and learning for WASH and nutrition integration
- ◆ ensuring that the sub-group meets every two months to monitor progress on integration

07 REACHING GIRLS

Studies confirm that schools can be powerful agents of change in society. Ensuring that children learn to practice the key WASH behaviours at a young age gives them skills that benefit them, their families and communities. The effects of community hygiene education programmes for both adults and children are found to be sustained at least seven years beyond the end of an intervention, according to research.⁶

Experts conclude that when handwashing becomes part of daily routines in childhood it becomes habit. WASH in schools improves attendance, health and cognitive development, increases girls' participation, establishes positive hygiene behaviours, offers the opportunity to introduce better WASH practices in families and communities and addresses issues of inequity and exclusion.

National coordinators in various countries are working to increase their impact by combining their advocacy efforts on issues of handwashing and menstrual hygiene management. All make use of milestone days such as the **Global Handwashing Day** celebrated on the 15th October, and **Menstrual Hygiene Day** celebrated on the 28th May every year. These days focus on children's participation in various activities, aimed at triggering discussions on habits, and disseminating knowledge on handwashing and menstrual hygiene management amongst children and communities at large. These commemoration days are also used to launch national campaigns towards policy change by engaging governments.

National coordinators support peaceful marches and the harnessing of 'people power' to raise awareness and push for change in their home countries. For example in Uganda, Jane Mulumba worked with the national menstrual hygiene management taskforce to bring a petition to parliament (pictured) which eventually led to all schools providing sanitary towels. ©WSSCC

6 UNICEF 2012: Child Friendly Schools Manual



→ Uganda

The national coordinator, Ms. Jane Nabunnya Mulumba, has used her role to push for the integration of menstrual hygiene management in the school curriculum, which led to the Ministry of Education and Sports allocating an annual budgetary provision for sanitary towels for public schools in Uganda.



National days for handwashing and menstrual hygiene provide useful opportunities for national coordinators to gather public support around a particular issue, while drawing attention from decision-makers. Here school children gather with activists and the National Assembly Speaker, Hon Rebecca Kadaga (second row, brown dress) during celebrations in 2014 after the menstrual hygiene petition signing. ©WSSCC

This success was achieved through membership of the National Menstrual Hygiene Management Taskforce, which organized the first ever menstrual hygiene conference in 2014, widely attended by senior government officials.

The taskforce also uses Menstrual Hygiene Day to engage policy makers and to facilitate dialogue that has seen these issues being discussed in parliament. The discussion of menstrual hygiene issues in parliament was also promoted by the Speaker of the Parliament of Uganda, Hon Ms. Rebecca Kadaga who received a signed petition during Menstrual Hygiene Day.

As a result of their actions, **the Menstrual Hygiene Management Charter was passed**, presented to the Parliament of Uganda and adopted for implementation by the Ministry of Education and Sports to ensure that all schools make sanitary towels available for all girls.

The national coordinator is continuing to play a key role in ensuring this good work is sustained in her role as part of the Menstrual Hygiene Management Taskforce. She is working closely with the WASH Parliamentarian Forum to ensure that there is enforcement from the Ministry Of Health, and the taskforce also makes follow ups in schools to carry out spot checks on the availability of sanitary towels, accompanied by the media for publicity.

→ Kenya

The national coordinator, Mr. Tobias Omufwoko, also uses national commemoration days to mobilize stakeholders to improve WASH services in public schools. These days provide an opportunity for children to learn about the importance of handwashing and handwashing techniques. By exposing the children to various fun handwashing



Children show off their clean hands during the Global Handwashing Day celebrations in 2015 in Kenya. These celebrations help teach children the importance of handwashing, while also putting political pressure on governments to commit to increased WASH funding. ©WSSCC

innovations like tippy taps and leaky tins, they are encouraged to take this habit back home and share it with other family members.

National coordinators such as Mr. Omufwoko use their local knowledge and connections to make the most out of these opportunities, bringing policy makers, politicians and the media to these events.

This type of advocacy often has an immediate and noticeable effect, for example at the 2016 Global Handwashing Day commemoration, where the Director of Public Health announced that all public utilities (such as schools, shopping malls and markets) must have access to sanitation facilities, especially for children and women. This was widely covered in the mainstream media, and the national coordinator and his team are working closely with the Public Health Office to ensure that such commitments are fulfilled.

And after seeing the handwashing innovations, a number of other policy makers also made commitments that led to various schools getting improved access to WASH facilities.

EXPANDING WASH KNOWLEDGE

08

WASH professionals require reliable, up-to-date and well-organized information for effective decision making. There are increasing amounts of scientific and anecdotal information available, but unfortunately these materials are not always widely shared or easily accessible. To counter this issue many national coordinators are leading learning and sharing forums.

These forums pave the way for the WASH sector to unlock the wealth of home-grown knowledge of sustainable sanitation and hygiene programmes. Aware that learning requires a collaborative effort between governments, researchers, WASH practitioners and private sector actors at country and regional levels, the national coordinators facilitate various forums, activities and resources. This ensures that there is continuous flow of information and a built-in system for capacity building and knowledge management on WASH related issues.

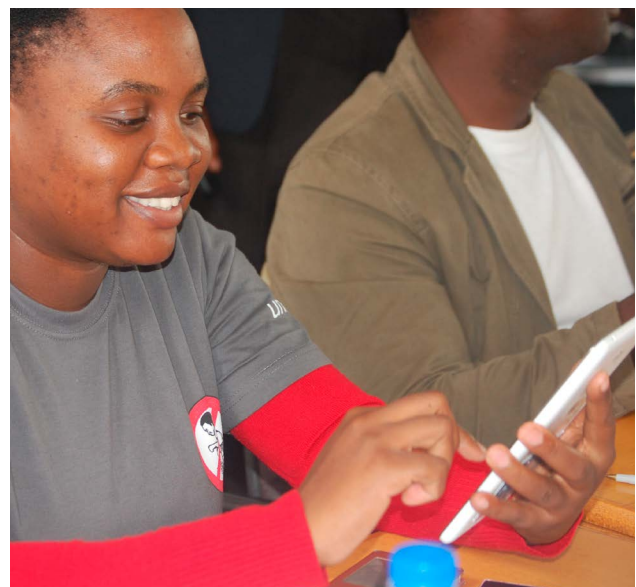
→ Zimbabwe

The national coordinator, Mr. Lovemore Mujuru, is leading an innovative learning programme to counter the massive ‘brain drain’ caused by the economic and political challenges in the country. Working closely with key players in the Ministry of Water Resources Development and Management, the aim is to build up the number of WASH professionals active in Zimbabwe. A key step was upgrading the Institute of Water and Sanitation Development (IWSD), previously considered a centre of excellence for generating WASH professionals in Southern Africa.

In accordance with WSSCC’s national strategy and with ministry support, the IWSD is upgrading its computer equipment, digitizing WASH resource materials, and designing face-to-face and online training courses. These processes allow IWSD to provide more trained professionals to deal with WASH issues in the country and beyond, as well as providing a wide base of easily accessible resources, whilst also attracting participants from across Southern Africa.

Due to this kind of intervention, and with ongoing training and other support from the national coordinator and WSSCC, practitioners are increasingly involved in real time reporting on WASH issues in Zimbabwe, using a large national WASH data base covering 23 districts, online at www.ncuWASH.org.

Through these collaborative efforts with partners, WSSCC supported the production of the following documents:



In Zimbabwe, the national coordinator is focused on creating a new generation of qualified WASH professionals, through innovative training schemes such as this one to teach community health workers to use mobile technology to gather real-time WASH data. ©WSSCC

- ◆ a national data harmonization framework
- ◆ a monitoring, evaluation and learning framework
- ◆ a sanitation and hygiene advocacy strategy where national WASH definitions, standards and indicators were developed and adopted by the sector. Six thousand copies were disseminated to WASH stakeholders during the quarterly meetings supported by the national coordinator, with funding from WSSCC.

→ Ethiopia

The national coordinator, Mr. Michael Negash, is focused on mobilizing civil society groups in Ethiopia through the WASH Ethiopia Movement.



In Ethiopia, the national coordinator has been working closely with the government to improve knowledge management, such as through this training session in 2016. ©WSSCC

One of the key concerns that emerged during the sector assessment in preparation for the strategic engagement plan was the limited capacity for knowledge management within the WASH sector. The national coordinator worked with the Water Sanitation Programme of the World Bank to assess the situation, and then partnered with the University of Addis Ababa to research the knowledge gaps and how best to address them sustainably.

Following the study and a number of high-level meetings between the government, key stakeholders and the national coordinator, it has now been agreed to launch a knowledge management hub in the Ministry of Water, Irrigation and Environment. This will ensure that all stakeholders are able to access critical WASH information when they need it.

→ Pakistan

The national coordinator, Ms. Tanya Khan, committed to use her convening power to bring practitioners and policy makers together to share learning and knowledge. One of the key milestones of her strategic engagement plan was a **national learning event on sanitation and hygiene**, which she took facilitated in Islamabad in 2016 in collaboration with a variety of WASH partners in the country. The representatives of all four provinces of Pakistan attended, together with implementing organizations, multilateral and unilateral agencies, and government officials. It was inaugurated with a video message from the President of Pakistan about the importance of ending open defecation, practiced by some 25 million people in Punjab province alone.

Field staff working at the grassroots level shared their experiences and success stories around sensitizing communities and officials about sanitation and hygiene. The speakers highlighted the current open defecation situation and other key other issues faced by the population.

During interactive sessions, the partners explored how their programmes leverage and support locally-based structures to transform sanitation and hygiene behaviour at scale, and ensure equity throughout their work. They also discussed the potential for wider application and replication.

→ India

The national coordinator, Mr. Vinod Mishra, is working closely with the government of India to promote enabling processes, such as the **Rapid Learning Unit**. The Rapid Learning Unit facilitates the quick sharing, learning, adaption and adoption of WASH interventions necessary to achieve progress set out in the Swachh Bharat Mission.⁷ These flexible units at the national, state and district levels were conceived as a mechanism to advise on corrective actions and share knowledge to scale-up successful innovations, methods and approaches. The national scheme was launched in 2015 by Mr. Mishra in partnership with the Institute of Development Studies and the government of India. This has led to various states, partners and practitioners creating their own units to institutionalize their learning and sharing processes.



To speed up the drive to end open defecation in countries such as India, national coordinators run large-scale training schemes to facilitate the quick sharing, adaption and adoption of WASH interventions. ©WSSCC

The units have already had considerable impact. WSSCC worked with the Ministry of Drinking Water and Sanitation to organize a number of workshops and consultations through the Rapid Learning Units. One outcome of this work was the government of India issuing 'Open Defecation Free' (ODF) and 'Sustainability' definitions. This meant that India was able to have a harmonized understanding of what was expected in order to become an ODF country, with joint efforts that have facilitated a great investment in sanitation work led by the Prime Minister.



Mr. Mishra with Robert Chambers during a training in India. ©WSSCC

⁷ 'Swachh Bharat Abhiyan' or Clean India Mission was launched by Prime Minister Shri Narendra Modi on the 145th anniversary of Mahatma Gandhi's birthday. The government is aiming to achieve an Open Defecation Free India by 2 October 2019, the 150th anniversary of the birth of Mahatma Gandhi.

09 ADVOCACY THROUGH CIVIL SOCIETY

A strong and vibrant civil society can hold governments and other powerful institutions to account and work with them to transform the way in which sanitation and hygiene services are managed, accessed and respected. In order to maximize the impact of development interventions, many international organizations are increasing their collaboration with national civil society organizations (CSOs).

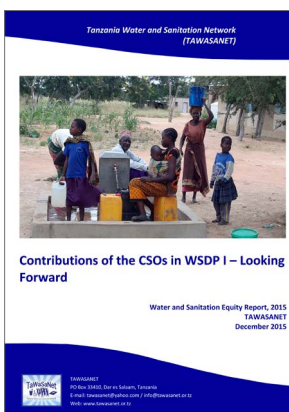
National coordinators understand that working with CSOs amplifies voices advocating for sanitation and hygiene issues to governments and private sector, also reaching out to grassroots groups that would be less accessible to a global organization like WSSCC. WSSCC supported several CSO initiatives through the strategic engagement plans in different countries, providing technical and financial support to the National CSO networks on WASH issues.

→ Malawi

The national coordinator works with the national CSO network (WESNetwork) to ensure they share information about their WASH work, with each other and with the government. This improves transparency and accountability and increases opportunities for collaboration.

For the first time, CSOs have held meetings to discuss their financial and technical contributions towards the WASH sector and this led to a formal report. When this report was shared with the government, it granted an opportunity to CSOs to present their WASH work at the national Joint Sector Review meeting in 2015, also for the first time. This subjected CSOs to accountability discussions with the government, setting a precedent that the CSOs would be expected to report on their contributions to the national efforts on WASH annually. Due to these efforts led by the national coordinator, the WESNetwork has continued to facilitate the accountability of WASH CSOs work in Malawi, building their credibility with government.

In Tanzania, the national coordinator is working with CSOs to highlight their contributions to a WASH government programmes, in order to lobby for more equitable financial distribution on WASH services, focusing on hard to reach, very poor, hardship areas and addressing gender issues. ©WSSCC



→ Tanzania

The national coordinator, Ms. Wilhelmina Malima, also serves as the chairperson of the Tanzania Water & Sanitation Network (TAWASNET). This provides an opportunity for the national coordinator to engage with CSO members of the network to carry out advocacy work on equity issues around WASH.

A key aspect of this work is providing an annual equity report on the 20-year Water Sector Development Programme, which highlights how CSOs have improved the implementation of the programme.

These reports have been used effectively for lobbying for more equitable financial distribution on WASH services over the past three years, focusing on hard to reach areas,

the very poor, hardship areas and gender issues. The reports include case studies that have spurred government into action to reconsider budgetary allocations due to the accountability questions raised and solutions posed by the CSOs.

Due to these successes, the national coordinator is mobilizing stakeholders to lobby the government for a more inclusive approach to the implementation of the second round of the WASH sector programme.



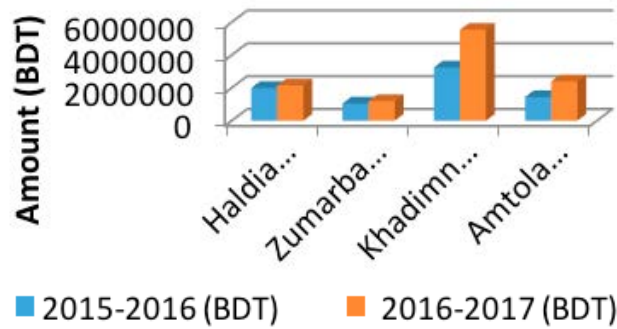
In Tanzania, the national coordinator is mobilizing WASH Stakeholders to discuss SDGs aligning with national targets and how it is impacting on the delivery of programmes to get sustainable results for the National Sanitation Campaign. ©WSSCC

→ Bangladesh

The national coordinator, Mr Anwar Kamal, is leading the WSSCC-B Coalition, which includes over 35 national and international NGOs, grassroots organisations, development agencies, local and national government and WSSCC members. The vision of the WSSCC-B Coalition is that all people are equal and everyone has the right to access to water, sanitation and hygiene. It promotes the participation of poor people in water and sanitation related policies and activities. One way to achieve this is by working with grassroots organisations to share information, build capacity and facilitate processes with the government.

One of the key activities funded by WSSCC was the leadership development training for grassroots leaders. About 250 leaders in ten selected areas were trained on leadership aspects, conflict management, the rights to water and sanitation, gender and equity. This training was developed on the principles of leaving no one behind, as expressed in the SDGs. As a result, the trained grassroots leaders were able to advocate and obtain an increase in the budget allocations for WASH in a number of local union councils (see graph below). In addition, seven local union councils held open budget meetings inviting public opinions.

WASH allocation increased Union Parishad Budget



10 ENSURING EQUALITY

Equality, human rights and non-discrimination are central to ensuring access to WASH for all people, ensuring no one is left behind. WSSCC takes a life cycle approach to sanitation and hygiene programming. The sanitation and hygiene needs for everyone, at all times, need to be considered if programmes and policies are to be equitable for all.

National coordinators have been involved in lobbying for programming in their countries that allows for a more nuanced understanding about which groups and individuals may face inequalities in accessing WASH services.

The national coordinators engage with authorities during the development of WASH plans to call for more equitable resource allocation. National coordinators champion a range of initiatives in their countries to bring existing inequalities to the attention of the practitioners and policy makers.

This has been in an effort to facilitate equitable improved access to all people everywhere, aiming at applying the minimum standards of inclusion to every WASH initiative. For example, in the field of MHM, which is a key issue to promote gender equality, these included:

- ◆ carrying out an extensive MHM study in Nigeria (see chapter 5 for more details), focusing on physically challenged and marginalized women and adolescent girls – the study results have led to more open discussion and stakeholder engagement
- ◆ holding policy dialogue meetings and facilitating university students to carry out research on various aspects of menstrual hygiene in Nepal – leading to talks on the policy revisions that need to take place to deal with the discriminatory practices against women such as ‘chhaupadi’ (banishment) during menstruation
- ◆ mobilizing governments and stakeholders in menstrual hygiene training of trainers to break the silence in India, Kenya and Tanzania - developing the capacity of a mass of trainers who are sensitive and committed to equality issues, such as government officials and heads of organizations that contribute towards WASH

→ Benin

The national coordinator, Mr. Félix Adégnika, is focusing his work around the unique opportunity of **changing the country’s constitution** – an effort which seems likely to show considerable success. Over the past two years, he coordinated civil society voices in a national campaign to include the human rights to water and sanitation into the new constitution. The inclusion of these rights would provide a solid legal basis to **prioritize policies for water, sanitation and hygiene - giving specific attention to service delivery for the most vulnerable**.

A key target audience was the government. Taking advantage of the consultative nature of this constitutional reform process, the campaign mobilized civil society around

a united action plan. The advocacy messages for the inclusion of the rights were communicated through a number of meetings with the major actors in this process.

Another approach was to create a WASH Parliamentarians Network to bring the key messages to the heart of the constitutional change process. The network aims to go beyond constitutional change and intends to become a long-term partner in advocating for increased prioritization of WASH.

The role of the media in the campaign has been crucial. Key media outlets were engaged with the support of the WASH Journalist Network. Documentaries, reports and interviews on WASH were broadcast during primetime. The inclusion of water and sanitation as rights in the constitution became a major theme for the media during the campaign period.

At the time of writing, the government was about to receive the report with the proposed changes to the constitution, including those referring to the human rights to water and sanitation. The Minister of Water acknowledged the work of civil society with a letter saying their message was well received and that these human rights would indeed be included in the new constitution.

→ Kenya

The national coordinator, Mr. Tobias Omufwoko, reached out to the First Ladies of 11 counties where the GSF programme is present. The First Ladies, wives to governors who are the county budget holders, have the potential to draw their spouses' attention to WASH issues. Currently all the 47 governors are male and only nine deputy governors are female. Due to the interest and rapport created by the national coordinator and his GSF colleagues, seven of the eleven targeted First Ladies were available to take part in a MHM training in 2016. Subsequently some of the First Ladies have taken up the initiative of creating awareness on menstrual hygiene issues in their counties with support from the governors. These initiatives have created an entry point to discussing various WASH issues with the governors, and some financial commitments made towards WASH work, a scenario that would not have been easy to achieve through other means.



Cross section of policy makers and organizational heads during the MHM training in Kenya in 2016. ©WSSCC

11 CONTRIBUTING TO REGIONAL SANITATION MOVEMENTS

National coordinators have a key role to play representing their countries at regional WASH events, and ensuring the results of these events are then successfully implemented at a national level.

AFRICASAN

The national coordinators support key Africa-wide water initiatives in various forms, but most importantly by keeping the national duty bearers in government in check, and by providing them with the technical support required.

In 2015, national coordinators took part in the **AfricaSan** conference that was held in Dakar and participated as facilitators of their own country delegations as well as representatives of their agencies and WSSCC in Africa. Subsequently the Africa-based national coordinators took up the N'gor Declaration⁸ and have been disseminating it in various platforms to the WASH sector, bringing it to the attention of governments during the Joint Sector Reviews where sector performance is discussed, and using it to hold governments to account to their commitments.



In 2015, national coordinators took part in the AfricaSan conference that was held in Dakar and participated as facilitators of their own country delegations as well as representatives of their agencies and WSSCC in Africa. ©WSSCC

In July 2016, national coordinators from Benin, Uganda, Nigeria, Kenya, Malawi and Tanzania were involved in the **Africa Water Week** held in Tanzania. The CSO dialogue at the water week was to exchange and share ideas on the performance and plans for the national CSO networks that participate in Joint Sector Reviews, to ensure that the sanitation agenda is well represented and addressed.

With financial support from WSSCC, the Ugandan national coordinator participated in the seventh **Rural Water Supply Network Forum** that was held in Côte d'Ivoire at the end of 2016. The forum takes place every five years and provides an opportunity for members to learn from one another and for those new in rural water supplies to gain from those with experience.

SOUTH ASIAN CONFERENCE ON SANITATION

The South Asian Conference on Sanitation (SACOSAN) is a government-led biennial convention that provides a platform for interaction on sanitation. The objectives of SACOSAN are to accelerate progress in sanitation and hygiene promotion in South Asia and to enhance the quality of people's life. This process is instrumental to generate political will towards better sanitation in the region. The sixth SACOSAN was hosted in Bangladesh in 2016, where national coordinators from Pakistan and Bangladesh made major contributions to the conference, such as being a lead rapporteur (Pakistan) and a session chair and moderator (Bangladesh).

⁸ Adopted by the African Ministers responsible for sanitation and hygiene on 27 May 2015 at AfricaSan4, http://wsscc.org/wp-content/uploads/2015/06/final_ngor_declaration_27_05_for_ministers_-_english_2.pdf

CONTRIBUTING TO GLOBAL SANITATION MOVEMENTS

12

THE GLOBAL SANITATION FUND

WSSCC operates the world's only fund solely dedicated to improving sanitation – the Global Sanitation Fund (GSF). The GSF invests in collective behaviour change approaches that enable large numbers of people in developing countries to improve their access to sanitation and adopt good hygiene practices.

National coordinators are critical to the success of the GSF. Designing country specific GSF-supported programmes is vital to ensure that the various contextual issues are taken into consideration, and this is mainly facilitated by the national coordinators.

Since its establishment in 2008, the GSF has committed over \$112 million to programmes in 13 countries: Madagascar, Benin, Togo, Senegal, Nigeria, Ethiopia, Uganda, Kenya, Tanzania, Malawi, Nepal, India and Cambodia. GSF-supported programmes aim to demonstrate to national governments and other stakeholders that it is possible to achieve large-scale, nationally-owned results in a sustainable and cost-effective manner. These programmes receive a catalytic fund that spurs action both within communities and amongst governments.

GSF-supported programmes aim to generate a ripple effect of learning, sharing and more investments into WASH by the various stakeholders to ensure that the new behaviour acquired is sustained, namely the continuous use of latrines at all times and handwashing at critical times.



GSF ACHIEVEMENTS AT THE END OF 2015

10.87 million more people living in open defecation free environments

6.62 million people have gained access to improved toilets

15.69 million people have gained access to handwashing facilities

47,109 million communities have been declared open defecation free

A staff member from the GSF-supported programme in Kenya taking part in a National WASH coalition activity coordinated by the NC in celebrating the Global Handwashing Day in 2016. ©WSSCC

“From the beginning of this 10-year journey, I have always benefitted from the wisdom and advice of Herivelo, as national coordinator of both Diorano-WASH and WSSCC. Whether for the initial contacts with the WSSCC staff in Geneva in 2009, for the various national and international knowledge-sharing meetings in the WASH sector, for the recruitment of the executing agency and the implementing agencies, for field activities and the training of the different actors of the programme at national, regional and even local level, Herivelo has always been present. Through his efforts, he has helped to make the WASH sector in the country vibrant and dynamic while managing to integrate WSSCC and place the people at the centre of water, sanitation and hygiene matters.”

Ms. Michèle Rasamison
Andriambahiny,
Technical Advisor in the
Ministry of Water and
Chair of the Programme
Coordination Mechanism
for the GSF in Madagascar

THE ROLE OF THE NATIONAL COORDINATOR IN GSF SUPPORTED PROGRAMMES

The existence of a national coordinator in a country is one of the pre-requisites for GSF to work there. The design phase of a GSF programme, usually initiated and led by the national coordinator, is essential to ensure that the programme is nationally-owned, sector-led, and plans for national coverage from the outset. The resulting Country Programme Proposal (CPP) is the accumulation of the collaborative process supported or catalyzed by the GSF, usually led by the national coordinator, in collaboration with the Programme Coordinating Mechanism (PCM).

From the outset, GSF financing aims to serve as a conduit for actors across the sector – government, international organizations, and civil society – to come together and discuss how to create a context-specific, replicable model for transforming their country’s sanitation and hygiene situation at a national scale. Instilling strong national ownership through this collaborative process is crucial for both delivering results during the demonstration phase and scaling up the model to the national level. The role of the national coordinator is central.

With the considerable achievements of GSF-supported programmes, the national coordinators work closely with the executing agencies to support learning, knowledge sharing and networking to improve on effective implementation. The results from the GSF-supported programmes provide concrete evidence for advocacy for more investments, especially on counterpart funding among governments that made commitments at the onset of the programmes. The national coordinators continue to work closely with the executing agencies to keep lobbying and leveraging the governments to mobilize more investments and raise awareness of the impact of the GSF-supported programmes.

→ Benin

Mr. Félix Adégnika has used the prospect of GSF financing as a powerful catalyst to build relationships between WASH actors and provide a platform for achieving universal coverage. The potential for GSF funding triggered the WASH sector to establish a government-led ‘Steering Committee for Hygiene and Basic Sanitation’ to replace an externally driven entity.

→ Niger

Niger has recently been selected as a pipeline country for a new GSF Programme and national coordinator Ms. Aï Abarchi has been instrumental in laying the ground. The overarching goal of the strategic engagement plan for Niger, to support the achievement of the national strategy on hygiene and sanitation, is well aligned with a future GSF Programme. The work Ms. Abarchi has been leading to enhance advocacy and awareness raising about the need for sector harmonization, increased funding, capacity building, and improving coordination among WASH coalition members has contributed to the creation of the enabling environment needed for a future large scale-sanitation programme in Niger. Ms. Abarchi acts as the key liaison between

WSSCC HQ in Geneva and representatives from the Ministry of Water and Sanitation in Niger. She has been working to engage government focal points, decision makers and sector players and overseeing the work of a local consultant with strong anchorage in the sanitation section in Niger to facilitate the sector review, which will serve as the basis for decision making on how to proceed with the Country Programme Proposal. The plan which will ultimately evolve out of these sector-wide collaborations should be aligned with sector strategies and reporting frameworks set by governments, in consultation with the national WASH coordinating body.

→ Tanzania

In Tanzania, a similar process led by the national coordinator resulted in shifting away from hardware-orientated monitoring (measuring individual ‘improved’ and ‘unimproved’ latrines) towards a comprehensive definition of open defecation free (ODF) status at the community level. Raising the threshold of ODF criteria to include handwashing with soap subsequently became a key advocacy tool for moving hygiene indicators up the development agenda.

As the programme matures, the role of the national coordinator and PCM tends to evolve into a programme advisor, providing oversight, and acting as a champion for policy and advocacy in the WASH sector. The national coordinator works with the GSF-supported UMATA programme to train media and facilitate field exposure visits for journalists to GSF-supported areas.

→ Malawi

The continued engagement of the national coordinator in the implementation of the GSF programme has improved quality of results by the involvement of an active National ODF Task Force, facilitated by the national coordinator, which supports the programme’s results verification.

The ODF task force involves the government as a key stakeholder and other sanitation and hygiene implementers such as UNICEF, WaterAid, SNU and Engineers without borders.

EVIDENCED-BASED ADVOCACY

As GSF programmes start to bear fruit, the results of the programme become the material for securing the high-level support needed for realizing the nationwide vision and the ideal advocacy window for securing scale-up commitments opens up. As representatives of the wider WASH sector, leadership by the PCM and the WSSCC national coordinator has proven to be essential.

Evidence-based advocacy aims to further catalyse a nationally-owned process. It is therefore critical that commitments for scaling-up the GSF delivery model are backed by new government funding. This, in turn, is used to leverage funding from other sources, including key international development partners active in the country such as the World Bank, regional development banks, international NGOs and bilateral development partners.

Several GSF-supported programmes that have reached maturity have initiated their transition to national scale by leveraging external resources to reach even more peo-

ple. For example, the United States Agency for International Development (USAID) is funding the replication of the GSF delivery model in Uganda and Madagascar towards national coverage. This includes a focus on collective behaviour change at scale, anchored within national WASH coordinating bodies. Similarly, in Cross River State, Nigeria, the results of the GSF-supported programme attracted additional funding from the UK Department for International Development (DFID) to replicate the programme model, in order to achieve statewide ODF status. As GSF-supported programmes transition, the national coordinator and PCM play a strategic role in making sure that external resources are fully aligned with national sector roadmaps and strategies.

→ Uganda

The national coordinator is supporting the GSF/Uganda Sanitation Fund (USF) team to document and share information including innovation and best practice in the 30 districts where GSF/USF operates. The documentation took place at learning meetings and field visits jointly organized by the national coordinator and the GSF/USF team.



A MEMBER OF A GSF-SUPPORTED COMMUNITY IN UGANDA BUILDS A FLY-PROOF COVER FOR HIS LATRINE. ©WSSCC/USF

SANITATION AND WATER FOR ALL

The leading global sanitation partnership is known as Sanitation and Water for All (SWA), which works to catalyse political leadership and action, improve accountability and use scarce resources more effectively. There are over 100 partners, including governments, donors, civil society organizations and other development partners.

In Benin, Pakistan and Malawi, the WSSCC national coordinators also work as civil society focal points for SWA. They help to mobilize CSOs to contribute towards progress reporting for sanitation, and hold national governments to account to commitments made by finance ministers during SWA's High Level Meetings, held every two years in Washington DC. The SWA secretariat and partner governments acknowledge the work that national coordinators do in-country to support SWA partnerships. They are involved in the multi-stakeholder meetings to lobby their governments to engage, drawing on their own expertise and networks to contribute to advocacy messaging, and engaging in the follow-up monitoring of high-level commitments made to prioritise sanitation and hygiene in their countries plans and budgets.

Supporting Special Projects: Water for Sanitation and Hygiene in East Africa's Great Lakes Initiative

Water For Sanitation & Hygiene (WAFSAH)

The national coordinators in three East African countries provided support to the Water for Sanitation and Hygiene in East Africa's Great Lakes (WAFSAH) initiative, which was a special project aimed at supporting low-income households through relatively small organizations to increase access to water in order to improve hygiene practices. The project implemented from July 2013 to October 2015. It supported the development of water projects that rely on the natural flow of water to increase the supply to more people with rainwater harvesting systems, shallow well improvement, self-supply and simple, cost-effective options for water treatment. In collaboration with the ministries responsible for water, sanitation and hygiene

services and local authorities, WSSCC implemented the initiative in selected communities of the districts bordering Lake Victoria in East Africa; in Uganda, Tanzania and Kenya.

WSSCC provided a grant of USD 500,000, aimed at two simultaneous strategic operations that were undertaken by the national coordinators. The first activity involved a comprehensive mapping of the stakeholders involved in WASH and the existing technologies associated with water harvesting, shallow water wells and water treatment options. The initiative also assessed the water supply needs of communities of the Lake Victoria region. In parallel, WSSCC provided a series of small innovation-related grants to

community-based organizations and entrepreneurs with defined projects for making water available for sanitation and hygiene. The national coordinators managed the processes of recruiting the executing agencies in the three countries and ensuring the effective implementation of WAFSAH. The small grants provided immediate results, with more communities going open-defecation free, and relieving the burden for women of walking long distances or queuing for many hours to fetch water. Practical lessons from implementation were shared among the implementers during a learning meeting in December 2015, to improve WASH intervention integration and spur more investments into water for sanitation.



A family that benefited from the WAFSAH project in Muleba District in Tanzania. ©Helena Goldon

13 PEER LEARNING AND KNOWLEDGE SHARING

National coordinators are exposed to a range of platforms to share ideas, and participate in a range of activities that lead to extensive learning. Peer learning and the sharing of knowledge, ideas and experience is seen as an increasingly important part of meetings involving national coordinators. They have improved their skills in organizing and planning learning activities, working collaboratively with other stakeholders, giving and receiving feedback and evaluating their own learning.

ANNUAL NATIONAL COORDINATOR MEETINGS

The annual meetings are part of WSSCC's ongoing objective to provide greater support to the national coordinators so that they feel empowered to oversee the implementation of strategic engagement plans in their respective countries, understand the national coordinator model and provide input on ways to improve upon it.

The national coordinators consider these meetings to be a highlight of the year. The 2016 event, held in Tanzania, presented the opportunity to come together to review progress following the country engagement workshops, to discuss various issues affecting their work as national coordinators (both in terms of structure and content of their national plans), to better optimize their influence, and to discuss their role in developing the 2017-2020 strategic plan.

A consultation on WSSCC's new strategy took place over two days, while also presenting the opportunity for the national coordinators to exchange ideas and share lessons in order to strengthen their country engagement, strategic advocacy and membership engagement; and improve efficiency by identifying challenges and agreeing on shared solutions.

Annual national coordinator meetings are held each year and are a vital tool to share knowledge and ideas. This meeting in 2016 was held in Tanzania with 15 national coordinators. ©WSSCC





Anglophone Africa regional meeting in Uganda with Executive Director Dr. Chris Williams. ©WSSCC

REGIONAL MEETINGS

During the national coordinators' meeting in 2015, support was requested in these areas: advocacy and communications; the need to integrate GSF work more closely with national coordinators; to update national coordinators about the Council's work on menstrual hygiene management; and membership. In response the Council hosted three country engagement workshops attended by national coordinators, GSF executing agency staff and government representatives. These events were held in Togo for Francophone West Africa; Uganda for Anglophone East, West and Southern Africa; and Nepal for Asia.

With a focus on strategic advocacy, the meetings involved extensive discussion, troubleshooting and agreeing on proposed solutions. Working relationships between the different attendees were improved and symbiotic relationships cemented. Sessions provided practical training on advocacy, working with parliamentarians, working with the media and equity and non-discrimination issues. There was also ample time for peer learning and sharing. The host countries invited professionals to share practical examples of how they were undertaking advocacy in their own work; these involved parliamentarians, media personalities and other sector players.

Subsequently, the national coordinators reported a large improvement in the partnership with the GSF team. This has resulted in joint planning and implementation of activities due to the improved skills and networks built over the course of the meetings.

Evaluation of the three workshops was unanimously positive and has undoubtedly increased motivation and engagement of the national coordinators.

"Not only did we learn from each other in this workshop on advocacy, GSF implementation and other issues around WASH improvement, but I also now feel very clear on the role of the national coordinator and WSSCC membership to support the WASH sector in Cambodia and link to the GSF programme. In general, I learnt many interesting topics during my five-day-workshop which will improve my responsibility as national coordinator to support the WASH sector in my country."

Dr. Chea Samnang,
Cambodia.

14 NEXT STEPS

Over the course of the next four years, WSSCC will continue to support national coordinators in their strategic efforts to leverage the gains made by national sanitation improvement programmes in order to strengthen coordination mechanisms, mobilize public investment, and reinforce the push for more inclusive sanitation policies.

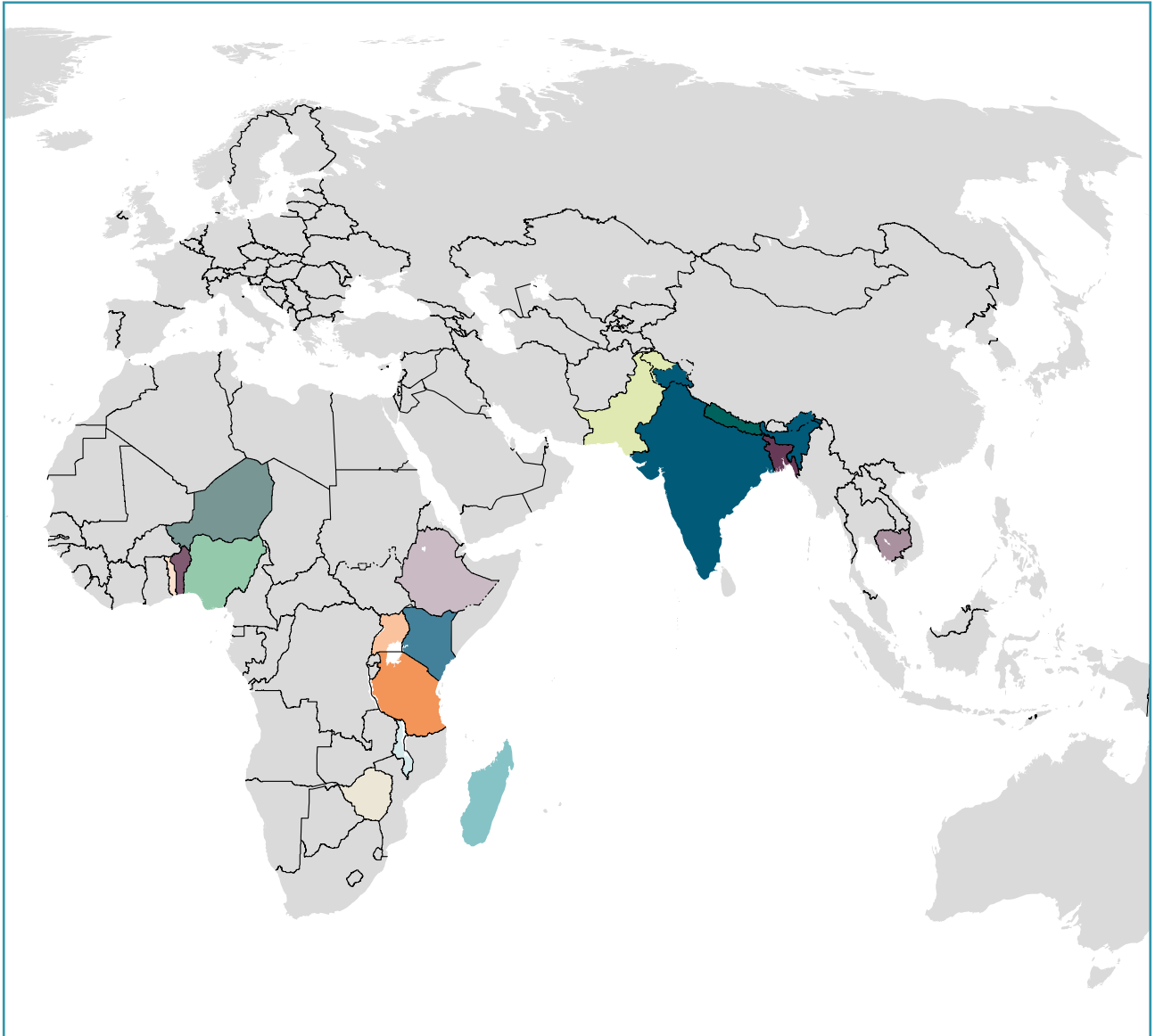
WSSCC will support them to build on their work of strengthening the national sanitation coordination mechanisms and identifying creative ways to promote coordination among line ministries.

















The Council will increase its ability to affect lasting change in the countries where it works by consolidating the focus of the national coordinators, along with strategic partners, GSF implementing agencies and partners, civil society organizations and members. Their results and targets will be aligned, and WSSCC will support them to join forces behind a coherent and integrated WSSCC strategy in each country, resourced and serviced by different sections of the Secretariat. In this way the various strengths of partners (advocacy, mobilizing, developing models, ensuring equality etc.) will complement each other.

To do this, the organization will introduce holistic strategies in the countries where it is active in Africa and Asia. Partners working on GSF-supported programmes and WSSCC policy advocacy initiatives will work closely with the national coordinator and the leadership of the Council to design, implement, monitor and adjust the country strategies. These will not be rigid documents, instead offering a set of priorities and tactics that can guide coordinated actions by participants of policy advocacy listening platforms, PCMs, and national consultations. WSSCC will support national coordinators in their engagement of national members in the implementation and monitoring of the country strategy.

The national coordinators role in the WSSCC 2017-2020 strategy is more robust as they facilitate more policy and advocacy work with a vision of reaching all people with sanitation and hygiene facilities and services, leaving no one behind.

WSSCC'S NATIONAL COORDINATORS



- | | | | |
|--|--|--|--|
|  BANGLADESH |  INDIA |  NEPAL |  TANZANIA |
|  BENIN |  KENYA |  NIGER |  TOGO |
|  CAMBODIA |  MADAGASCAR |  NIGERIA |  UGANDA |
|  ETHIOPIA |  MALAWI |  PAKISTAN |  ZIMBABWE |

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