



**JOURNEY TOWARDS WASH SDG IN BANGLADESH** 







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## WASH SDG PROGRAMME

The WASH SDG programme was launched in 2017 by the Dutch WASH SDG consortium and responds to the Dutch commitment to contribute to the 2030 Agenda for SDG 6, with the aim of achieving an improved WASH situation for all.



SNV is a mission-driven global development partner working in more than 20 countries across Africa and Asia. Building on 60 years of experience and together with our team of over 1,600 people, we strengthen capacities and catalyse partnerships that transform the agri-food, energy, and water systems, which enable sustainable and more equitable lives for all.

Grounded in the 2030 Agenda for Sustainable Development, we work on the core themes of gender equality and social inclusion, climate adaptation and mitigation, and strong institutions and effective governance.

To know more: snv.org



Simavi works together with women and girls in Africa and Asia on lasting change. Change that starts with women. Because the power of women and girls is central to us. We fight for equality and climate justice. For clean drinking water and safe toilets for all. We believe in local solutions to tackle the climate and water crisis.

To know more: simavi.nl



The WASH Alliance International is a multi-national network of over 100 partners worldwide. We work together with local NGOs, governments and businesses to make sure everybody on this planet has sustainable access to water and sanitation. We envision a world where all people have access to sustainable and affordable water and sanitation services. This is a world where all people can live under hygienic living conditions to improve their health, dignity and economic living standard.

In the Netherlands, WAI is conformed by 9 organizations: Simavi (lead), Amref Flying Doctors, Akvo, RAIN, WASTE, IRC, Wetlands, Practica and RUAF.

To know more: wash-alliance.org

## **About the WASH SDG Programme**

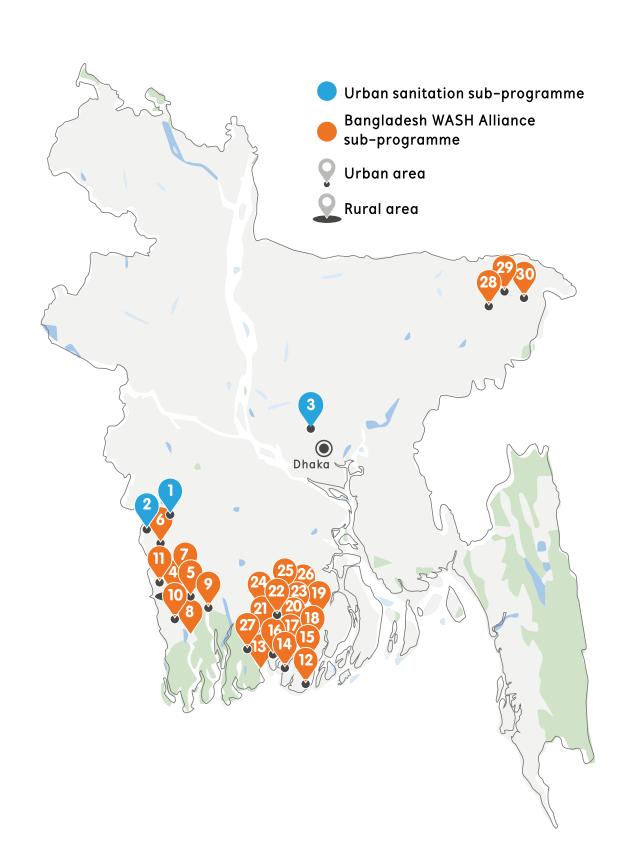
The WASH SDG Programme responds to the Dutch commitment to contribute to the Sustainable Development Goals (SDG), particularly SDG 6, with the aim to reach an improved WASH situation for all.

Funded by the Dutch Ministry of Foreign Affairs, this multi-country programme has been implemented in Bangladesh, Ethiopia, Nepal, Indonesia, Tanzania, Uganda, and Zambia since July 2017.

It is built on three core strategic objectives, namely: (1) increasing demand for improved WASH facilities and practices; (2) improving the quality of service provision; and (3) improving the governance of the sector. Gender and social inclusion will be an area of specific attention in each of the three strategic objectives, as well as climate vulnerability and resilience.

With support from the Netherlands Government, WASH SDG Programme has been implemented by SNV and Simavi, partners of WASH Alliance International (WAI) with SNV as the country lead in Bangladesh. The programme has been implemented in collaboration with Local Government Institutions (1 City Corporation, 9 Paurashavas and 20 Unions including 3 tea gardens).

While implementing the programme in Bangladesh, both SNV and WAI emphasised closing gaps in service delivery, especially in low-income communities, around professionalisation of services and sustainability. SNV and Simavi have also worked extensively on governance and the institutional embedding of WASH in alignment with national priorities.









Jashore
Jashore
Benapole

Patuakhali **Kalapara**  Barguna
Barguna
Patharghata
Amtali

Betagi

Satkhira Satkhira kolaroa



Barguna

Sadar Upazila

Barguna Sadar Noltona Dhalua Fuljhuri Gaurichanna Badarkhali

Baguna Upazila

Aylapatakata
Burirchar
M Baliatali
Keorabunia
Betagi Upazila

Hosnabad

Satkhira

Sadar Upazila

Agardari

Balli

Jhaudanga

Tala Upazila

Jalalpur Union Khalishkhali Union Nagarghata Union

Sylhet

Sreemangal Upazila

Rajghat Union (Rajghat Tea garden) Satgaon Union (Huglia Tea Garden) Kalighat Union (Lakhai Tea Garden)







Bangladesh WASH Alliance sub-programme



More budget to a new road or to safe water facilities? WASH SDG ensures that citizens know the importance of the latter and can use their voice to advocate for inclusive WASH. As the lead of the WAI, Simavi provided training sessions and guidance to water and sanitation committees in Bangladesh, building their confidence tov urge their local government to prioritise safe water and sanitation in their budgets.

Safe drinking water and good sanitation costs money. A lot of money. Especially in a country like Bangladesh, where 21% of the population still has no access to safe drinking water and 51% has no access to a decent toilet. Financial support from foreign governments and development organisations can contribute a little, but the biggest responsibility lies with central and local governments.

### More funds for water and sanitation

While the budget for water and sanitation in Bangladesh has doubled since 2019, this is not nearly enough. Calculations show that much more is still needed to meet the development goal of water and sanitation for all in Bangladesh by 2030. This means that local governments in particular need to give greater priority to water, sanitation and hygiene (WASH). And especially to communities and groups that are most disadvantaged and often have the least access to WASH. But how do you ensure a larger share of the budget will be invested in much needed WASH facilities? The answer: public participation. Especially by women and girls, for whom lack of access to water and sanitation is often a major problem. In Bangladesh, all budget discussions are public and governments are obligated to show how the money is spent. This is called the open budget process, something that was introduced in 2006 but is still far from taking off everywhere.

## **Strengthening WASH committees**

To increase the effectiveness and accountability of the open budget process, Simavi has focused within the Bangladesh WASH SDG subprogramme on making the communal water and sanitation committees, stronger. For example, by providing training and guidance and ensuring that women are given a more important role within these committees. This enables the WASH committees to make well-founded requests during local budget discussions for more and improved targetted WASH investments, for example for building toilets for girls at schools, and better maintenance for sanitation services and water facilities. This committee also monitors the implementation and how much of the budget benefits people who are often overlooked - women and girls, the elderly, people with disabilities and people with low social status or low income.

## **Growth of hundreds of percent**

The results are impressive. In the three municipalities (Satkhira, Kalaroa and Barguna) where Simavi works, spending on water, sanitation and hygiene has increased by hundreds of percent since the 2018/2019 financial year. In Satkhira, the budget increased from € 260,960 to € 1,524,991 in the 2022/2023 financial year. In Kalaroa, it went from € 27,862 to € 500,590 and in Barguna from € 54,794 to € 664,960.

#### Tax revenue

While the budget increased, so did residents' confidence in their local government. With the open budget process, people can see what happens with the budget and how it reaches the people who need it the most. "In four years, tax revenue in my community has tripled," observes Abdul Kuddus Alo Akand, chairman of the Barguna Sadar Union Parishad. And that money and trust is important to ensure that changes are not temporary, and sustainable change can be made.



Prodip Chandra Karmokar (38) is working as a Municipal Coordination Officer for Practical Action at Barguna as part of the WASH SDG WAI sub-programme Bangladesh. He advocates and builds capacity of Kalapara Municipal Authority for the inclusion of socially excluded group like waste and sanitation worker.

Prodip supports waste and sanitation workers, women, persons with disabilities and ethnic communities to raise their WASH demands and occupational health issues to the relevant authorities. Town Level Coordination Committee (TLCC), WATSAN and the Multi Stakeholder Coordination Committee (MSCC) WASH committees are key platforms for connecting these socially excluded groups with the and municipal authorities.

Traditionally, socially excluded groups are not active participants in such platforms. However, since the inception of this programme, the waste and sanitation workers are now welcomed and even supported by the municipality mayor. Moreover, they are now encouraged and comfortable to speak up to local government officials, share their concerns and jointly look for solutions for issues discussed. These changes have been possible due to the change in attitude of the municipality and of the waste and sanitation workers. Training, continuous coaching, and advocacy at WASH meetings with the municipal officials as well as with waste workers have been some key activities in the WASH SDG programme.

During implementation of the WASH SDG programme in Barguna by Practical Action, the poor working conditions of the waste and sanitation workers came to their attention. Prodip discussed these with the waste and sanitation workers and they decided to take the rights, safety and security issues of the sanitation workers to the MSCC meetings. Thanks to the lobbying efforts, Practical Action, was able to convince Shahadat Hossain the honourable mayor of Barguna Municipality and chair of the committee that these conditions should be improved.

could set up a Memorandum of Understanding between Delta Life Insurance Company and the Waste Workers Cooperative on December 2020 which executed from January 2021 and lasted for one-year. As a result, Prodip was able to set up a Memorandum of Understanding (MoU) between Delta Life Insurance Company and the Waste Workers Cooperative on December 2020 which executed from January 2021 and lasted for one-year involving the Barguna Municipality. Currently, Practical Action together with the municipality is working on the renewal process of the MoU.

The increased capacity of sanitation workers, prioritisation to the interest of the waste and sanitation workers by the municipality authority and life insurance coverage of waste-workers greatly inspires him. He feels proud of this initiative and feels his contribution has finally brought smiles on the faces of underprivileged and socially excluded people. Besides, he is happy to see how sanitation workers are more aware and motivated to follow the safety equipment while working.

Prodip feels that sanitation workers play a vital role to achieve safely managed sanitation in any union/municipality. If sanitation workers get proper facilities and a platform to bring up their issues, they will become motivated to deliver better service.

To Prodip, these results prove the impact of lobby and advocacy initiatives. That is why Prodip argues that the insurance of waste worker collaborative should be replicated in other unions and municipalities as well to gather more success and evidence from those places as example, to place in lobby and advocacy initiatives. Therefore, Prodip feels WASH SDG subprogramme should continue as a programme in the coming years.



Since 2018, Practical Action has been executing the WAI WASH SDG project in the Barguna Municipality for the improvement of WASH facilities as well as the establishment of waste and sanitation workers' rights, safety, and security. Practical Action incorporates waste and sanitation workers at the Multi Stakeholders Coordination Committee (MSCC), WATSAN committee, and supports them in forming cooperatives to ensure active participation in decision making. Several workshops and trainings were given to enhance the capacity of waste and sanitation workers on subjects such as gender equity and social inclusion, workplace health and safety, and the provision of WASH services that are inclusive of all genders.

Conservancy department of Borguna Municipality consists of 72 male and 88 female waste workers. 33-year-old Rashida Khanom works as a master roll basis waste worker for the Borguna municipality. She lives in Sonakhali, Ward No -3 with her two children. She got married at early age and her husband abandoned her after she gave birth to her second child. She raised her two children alone, having earned very little from the municipality as a waste worker.

Like other part of the country, the employment conditions of waste and sanitation workers in Borguna Municipality were terrible. They were socially isolated and unaware of their legal rights. The situation was more awful for female waste workers, who has been working on a master roll basis under the Borguna Municipality. Rashida Begum usually cleans the road at night or in the early hours of the morning, putting herself at risk of abuse. She did not, however, receive an equal salary for doing the same job as a male waste worker. The municipality had as usual gender wage disparities. For the identical position, male waste worker got BDT 3,500 and female waste worker got BDT 3,000.

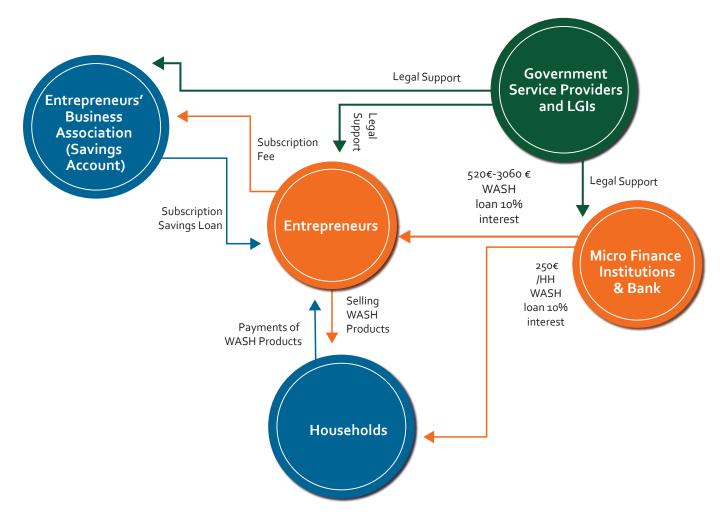
Like other waste and sanitation worker Mrs. Rashida Begum also attend various capacity building training and workshop organized by Practical Action. Participating in various trainings helped female waste workers better understand their rights and increased their ability to communicate with municipal officials. With other female waste workers, she spoke out against gender wage inequities and appealed to the Municipal Authority for equal pay regardless of gender.

According to Ms. Rashida Khanom, "We were unaware of equal rights and believed it was normal. We thanked Practical Action for enlightening us on our rights. We are grateful to municipal authority for considering our appeal. We feel honored and dignified."

The Municipal Authority initially didn't take the appeal seriously, but with persistent efforts from the female waste workers and their appeals to the municipal authority through TLCC, MSCC and WATSAN meeting, as well as WAI WASH SDG projects advocacy activities helped Practical Action, to insist the issue seriously. Finally, the municipality agreed with the female waste worker's demands. By the declaration of mayor, Borguna Municipality, pay disparities were finally eliminated. Starting in January 2022, waste workers of both male and female received not only the same salary but also an increment of BDT 4500.

The mayor of Borguna Municipality, Advocate Md. Kamrul Ahsan Moharaj stated, "Female waste workers received less than the male waste workers for doing equivalent activities from the beginning of the municipality which I realized not appropriate. As part of our commitment to equality, we eliminate pay gaps in accordance with national strategy." This decision of Municipality has helped Rashida Khanom, her family, and the broader community of 88 female waste workers of Borguna Municipality to get equal salary and dignity like male waste workers. Other women in her society also inspired from there and learned that equality between men and women is indeed possible. Where they were once neglected because of low pay, they are now respected because of equal pay. This change has been made possible through increasing waste workers' ability to speak up and by WASH SDG project's advocacy program.





### **Results**

- Micro Finance Institutions Provided WASH loan
   €560,095 in 2022 and €288,114 in 2021.
   In 4 municipalities.
- 128 Entrepreneurs sold 7,382 Sets latrines in 2022.
- 128 Entrepreneurs sold 6,578 Sets latrines in 2021.



## What is Asset Management of Water Supply System

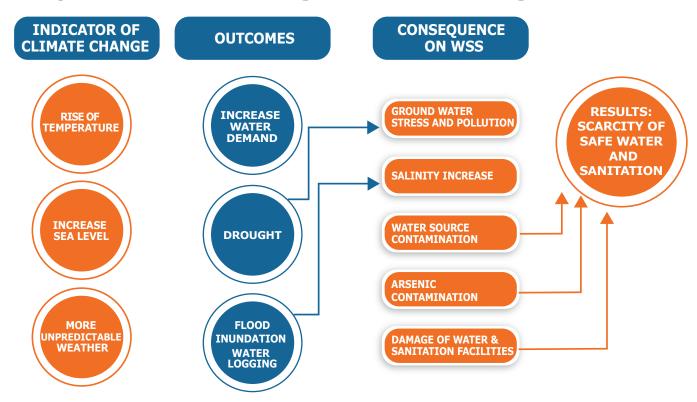
Asset Management is the activity of achieving and maintaining the intended service level during a certain period of time. The main goal of asset management is to support water user committees, water operators, caretakers, and governmental institutions in optimising the technical and financial performance of their water supply system. This ensures effective, efficient and sustainable delivery of high quality water services to communities while minimising cost, risks and disruptions.

## Why is Asset Management important?

- 1. Asset Management of water supply systems plays a crucial role in ensuring the efficient and sustainable delivery of safe and high quality water to communities. As large investments are being made in the water infrastructure, Asset Management allows these investments to be optimised by priority maintenance, repairs and replacement based on asset condition and performance. Proactively addressing issues and monitoring asset conditions reduces disruptions to water supply, enhancing reliability amd customer satisfaction.
- 2. A well structured Asset Management plan enables effective management of risk associated with aging infrastructure, natural disasters, and water quality concerns. This approach not only ensures compliance with regulations but also strengthens resilience and preparedness for future challenges. Asset management of water supply systems promotes resource conservation, creates trust and transparency when shared openly, reduces operational costs, and contributes to the long term viability of water services, ultimately benefiting the health and well-being of communities and the environment.



## Impact of climate change on safe drinking water



- 1) 4 entrepreneurs
- 2) Cost and volume:
  - A. Concrete: 700 euro for 6000L.
  - B. Plastic: 400 euro for 4000L.
- 3) 6 families (30 people) get water throughout the year
- 4) Technical maintenance by entrepreneurs with average cost of 2 euro/month

- 5) Responsibility of daily maintenance: Caretaker and community people
- 6) Water quality testing by Department of Public Health Engineering (DPHE)
- 7) Operation & maintenance training provided to caretakers
- 8) Technical training provided to entrepreneurs



A one stop information hub where public gets free\* access to WASH-related information, provides feedback, seeks help to improve or repair WASH facilities, and receives services from Municipalities and Union Parishads. The WASH Desk is located in Municipality and Union Parishad Offices. The WASH Desk helps to provide operation and maintenance of WASH facilities. Also, services are provided following the human rights principles of access to information, accountability and sustainability.

#### One stop information hub consisting of -



INFORMATION HUB: Water, Sanitation and Hygiene (WASH) service and facilities related information



LINKAGE:
Manage complaint and feedback;
connect you with relevant institutions and individuals to resolve
WASH issues



MAINTENANCE (0&M):
Monitor, maintain and repair for sustainable WASH services

#### WHAT IS THE ROLE OF A WASH DESK?

#### **ACCESS TO INFORMATION**

- General up-to-date and correct WASH-related information (including budgets, tariffs, quality, testing, subsidies etc.) for all
- Contacts for mechanics, sanitation workers, menstrual health products, operation and maintenance and other service providers, and linking the users with them
- Information on availability, accessibility, affordability, quality, and acceptability of main WASH services and products in the area of the desk
- Disaster related information such as disaster warning, shelter, relief and emergency services
- Information on key WASH events, meetings and possibilities of public participation in committees

#### SUSTAINABILITY & ACCOUNTABILITY

- ✓ Connects with relevant actors for WASH issues
- Ensures monitoring, and supports operation and maintenance (O&M) of water and sanitation services
- ✓ Receives and follows-up on complaints and feedback
- Addresses issues and lessons learned in various WASH Committees by local government authorities
- ✓ Special attention given to women, girls, people with disabilities and socially excluded people

#### WHO IS INVOLVED WITH THE WASH DESK?















Uttaran WASH SDG WAI Programme WASH SDG WAI Bangladesh program is working to increase the awareness and practice level of the community people in the project area about WASH and to ensure that they will get affordable and equitable WASH services from public and private sectors. The project activities are awareness rising at the family and community level about WASH related rights and practices, engaging with the public sector (LGI, DPHE, MPs, Ministry of Education and LGRD) and benefiting the private sector at the local level. Primarily working with poor and socially excluded community, women, children, PWDs, students, teachers and SMC so that leave no one behind, community networks and civil society have been engaged to make it easier for community people to raise their voices and assert their WASH-related rights and demands. To measure the qualitative improvement of these activities, we use different type of tools. Community based monitoring tool is such a tool which we use to monitor the progress and take the next steps.

Community based monitoring is the self-assessment of the community itself. All members of the committee monitoring their own water, sanitation, hygiene, disaster, and gender practices themselves and place them in front of all members of the committee at their practice level. Community-based monitoring activities use pana with pictures and practice level charts. The members of the committee get together and under the leadership of one member they give the bintee according to their practice level. When the members put the bintee in the practice level box, all the other members see and give feedback where necessary. Finally, everyone's practice level is discussed. If one's practice level is not satisfactory then there is a detailed discussion and they commit to improve their position, then the project staff and committee members take the next step for them. Family leverage is also collected through community-based monitoring. Community based monitoring has shown an increase in household wash budgets. Women are managing their menstrual hygiene properly. As a result, their health risks are reduced and the economic condition of the family is improving.



Social mapping of of WASH WAI Subprogramme mainly represents the water, sanitation and hygiene status of a particular area through drawing the households according to Joint Monitoring Programme (JMP) ladders; find out the waterlogged area, entrepreneurs of water, sanitation and hygiene dividing the whole area into clusters. In the review period, to evaluate the project activities and the changes in households whether improved or not, social mapping was conducted again according to the information of each cluster.

## **Social Mapping procedure**

Uttaran WASH SDG WAI Programme started social mapping from January 2019 which ended on December 2023 on Satkhira, Kalaroa municipality of Satkhira district and Barguna municipalities of Barguna district, Kalapara Municipalit of Potuakhali district and Satkhira sadar upazila and Tala Upazila of Satkhira district.

Firstly, the WASH authority from Uttaran WASH SDG WAI Programme introduced the social mapping procedure with field staff. They discussed JMP ladders elaborately with the field staff. After that, field staff visited the municipality or union parishad authority. WASH staff then discussed the whole procedure of social mapping with the administrative authority through several meetings.

Municipality or Union parishad selected councillors or members and fixed specific dates to visit the local area. On the specific day, Uttaran WASH SDG WAI Programme staff and selected government authorities visited the local area. At first, they talked with the local people, informed them about social mapping, and divided the area into clusters. One cluster includes 200 Households (HHs). From each cluster, 15 to 20 local persons gathered in one place within the cluster area and started to draw the social map.

To draw the map, initially, they find out the local institutions i.e. educational, religious, and present institutions. Then they selected the households as per the JMP ladders and with the specific colour they drew the households on the map. Uttaran WASH SDG WAI Programme staff guided and supported them to draw and the attended people and administrative authority drew the map. After completing the map, Uttaran WASH SDG WAI Programme WASH staff checked the information on the map visiting the whole area.

After six months in October '2019, in the review period, Uttaran WASH SDG WAI Programme staff again contacted the people of mapping. Within these six months, several committees of WASH activities had been aware of water, sanitation and hygiene issues. To evaluate the changes, this review was then conducted among the selected clusters. During this review time, the municipality or union parishad authority is present always and supported to complete the review activities.

In social Map, Uttaran WASH SDG WAI Programme find out

- Water, sanitation and hygiene status according to JMP ladders.
- Waterlogged area.
- Number of entrepreneurs on water, sanitation and hygiene sectors.
- Number of disable people household

The overall social mapping review discloses that the water, sanitation and hygiene issues improved from the original mapping time. As Satkhira is mainly an area of natural disaster, waterlogging is a common phenomenon here. Because of the unchanged and somewhere the increased waterlogged situation, the water, sanitation and hygiene status remained the same or changed a little bit.























Urban sanitation sub-programme



The WASH SDG Programme in Bangladesh adopts a system change approach to address complex challenges in the Water, Sanitation, and Hygiene (WASH) sector. This approach focuses on understanding and influencing the underlying systems and dynamics that shape WASH outcomes. Through collaborative efforts and innovative strategies, the program aims to foster sustainable changes in policies, practices, and behaviors to achieve long-term impact. The key components of the system change approach within the WASH SDG Programme.

- Understanding the System: The program begins by conducting comprehensive assessments to understand the intricate systems and dynamics influencing WASH outcomes in urban areas of Bangladesh. Through baseline surveys, formative research, and stakeholder consultations, the program gains insights into the prevailing challenges, behaviors, and institutional arrangements within the WASH sector.
- Identifying Leverage Points: By analyzing the identified systems, the program identifies leverage points where interventions can catalyze transformative change. These leverage points are areas within the system where strategic interventions can yield significant impact and trigger cascading effects throughout the system. Examples of leverage points include behavior change campaigns, policy advocacy, and capacity-building initiatives targeting key stakeholders.
- Engaging Stakeholders: A crucial aspect of the system change approach is fostering collaboration and engagement among diverse stakeholders, including government agencies, civil society organizations, private sector entities, and local communities. Through multi-stakeholder platforms and participatory processes, the program ensures inclusive decision-making and ownership of interventions, thereby enhancing their sustainability and effectiveness.



# **Behavior-Centered Approach**

Transitioning from generic awareness campaigns to behavior-centered interventions significantly enhances the effectiveness of WASH initiatives.

- Benapole Municipality's shift towards a behavior-centered approach in 2019, focusing on specific behaviors like water seal maintenance in toilets, led to increased demand for improved WASH facilities among low- and middle-income households.
- SNV implemented tailored BCC campaigns in Wash-SDG cities, such as the "Sabuj Sheba" campaign in Jashore, targeting specific sanitation issues like irregular septic tank emptying. This approach increased community awareness and demand for safe sanitation practices tailored to different consumer segments.
- Gazipur City Corporation (GCC) implemented a comprehensive BCC intervention focusing on containment building and upgradation, addressing the significant percentage of households lacking containment facilities. This initiative integrated various components such as demonstration of appropriate septic tank technology, skill development of masons, and coordination with relevant authorities. The proactive approach of engaging building owners through phone calls and on-site assessments contributed to increased awareness and adoption of safe sanitation practices.

#### **Evidence-Based Design**

Baseline surveys and formative research are essential for designing targeted interventions that address the unique challenges and preferences of communities.

 ashore Municipality's BCC intervention on safe and regular emptying of containment was based on findings from formative research, resulting in a campaign tailored to the needs of septic tank users.

# **Stakeholder Engagement**

Collaborating with relevant stakeholders, including government agencies and community leaders, enhances the relevance and ownership of WASH interventions.

SNV initiated collaboration with the District Education Office
 (DEO) of Jashore to develop an action plan on MHM in schools.
 Through stakeholder meetings and assistance in developing
 monitoring tools, SNV facilitated a participatory process to
 strengthen MHM facilities in alignment with national strategies.
 This collaborative approach demonstrates the significance of
 engaging relevant stakeholders and leveraging existing
 systems to address complex issues like MHM effectively.

#### **Multi-Channel Communication**

Utilising a diverse range of communication channels, including mass media and social media, maximizes the reach and impact of awareness campaigns.

 Benapole Municipality's use of mass media, community media, and online platforms alongside interpersonal communication channels effectively disseminated messages on water seal maintenance, leading to increased awareness and demand.

#### **Continuous Monitoring and Evaluation**

Regular monitoring and evaluation allow for timely adjustments and ensure the relevance and effectiveness of WASH interventions.

 Gazipur City Corporation's conducted an effectiveness study in 2023 provided valuable insights into the impact of their BCC interventions on containment building and upgrading, facilitating further improvements.

# **Integration into Policy and Planning**

Integrating BCC strategies into municipal sanitation plans institutionalizes behavior change efforts and ensures sustainability.

 Both Benapole and Jashore municipalities have included BCC interventions in their sanitation plans, demonstrating a commitment to sustaining improvements beyond the lifespan of individual programmes.

# **Capacity Building**

Building the capacity of local stakeholders enhances their ability to design, implement, and monitor demand generation activities effectively.

 Jashore Municipality's investment in training officials and relevant staff on BCC intervention design and implementation has strengthened their ability to address sanitation challenges and drive behavior change effectively.

In summary, the thematic objective of increasing demand for improved WASH facilities and practices yielded critical lessons on the importance of adopting a behavior-centered approach, leveraging evidence-based design, engaging stakeholders, utilizing multi-channel communication, integrating policy, planning, and capacity building for sustainable impact.



#### **Affordability and Payment Systems**

The affordability of emptying services remains a challenge, necessitating the development of installment-based payment systems to enhance accessibility.

 The absence of installment-based payment systems in all cities contributes to the financial burden on residents, hindering the widespread use of emptying services.

# **Occupational Health and Safety (OHS) Practices**

Providing Occupational Health and Safety (OHS) training and Personal Protective Equipment (PPE) impacts service practices; however, the suitability and usability of PPE by emptiers require improvement.

 Despite the provision of OHS training and PPE in Jashore and Benapole, challenges persist in ensuring their effective use, highlighting the need for ongoing monitoring and enforcement of safety protocols.

#### **Formalisation of Services and Agreements**

Formalising agreements between cities and service providers enhances service quality and accountability.

 While Jashore's mechanical emptying services are formalized with clear procedures and tariffs, manual emptiers lack formal agreements, leading to inefficiencies and financial management challenges.

# **Navigating Regulatory Challenges in Partnership Initiatives**

Navigating regulatory challenges in partnership initiatives requires strategic advocacy and evidence-based decision-making to overcome obstacles effectively.  Benapole municipality encountered difficulties implementing scheduled desludging services due to regulatory changes amidst administrative transitions. Despite challenges in imposing sanitation tax, support from SNV enabled the municipality to provide convincing data and facts to the administrator.

#### **Use Rate and Scheduled Services**

Implementing more regular and scheduled emptying services improves utilisation rates and prevents emergency desludging.

 Variances in use rates across cities underscore the importance of scheduled services in maintaining stable utilization rates and preventing sanitation emergencies.

#### **Financial Management and Sustainability**

Establishing separate financial management systems and exploring private sector partnerships enhance the financial sustainability of emptying services.

 The lack of separate bank accounts for emptying services hampers financial transparency and sustainability, necessitating comprehensive public finance management and private sector engagement strategies.

# **Business Model Approach for FSM Services**

Implementing business model approaches, such as pro-poor tariff structures and public-private partnerships, improves accessibility and sustainability of FSM services.

 SNV supported private sector engagement to strengthen Faecal Sludge Management (FSM) services, addressing the challenge of accessing mechanical emptying services. This initiative resulted in increased demand for safe and affordable mechanical emptying services, enhancing overall sanitation service delivery.  Jashore's introduction of a pro-poor tariff structure and development of a PPP project for FSM service expansion demonstrate the effectiveness of business model approaches in enhancing service provision.

# **Innovative Financing Models for Sustainability**

Leveraging private financing and government funding for infrastructure development ensures sustainable service delivery.

- Jashore's engagement with private investors and submission of development project proposals demonstrate proactive efforts to secure financing for infrastructure projects and service expansion.
- Benapole municipality implemented a bulk lease model for public toilets, engaging a private company to operate and maintain them for three years. Additionally, a pro-poor tariff structure was designed to ensure financial sustainability and affordability. This underscores the importance of innovative financing mechanisms and business models to ensure the long-term viability of sanitation services.

#### **Resilience and Persistence in PPP Initiatives**

Resilience and persistence are essential qualities in PPP initiatives, particularly in the face of challenges and delays.

 Despite setbacks in PPP projects for wastewater management, exemplified by the situation in Gazipur, the SNV remained steadfast in supporting municipalities to develop suitable business models and involve private operators.

#### **Treatment, Disposal, and Reuse**

Upgrading treatment facilities and promoting safe disposal and reuse practices contribute to sustainable faecal sludge management.

 Jashore's investment in FSTP upgrading and development of O&M manuals for safe faecal sludge reuse highlight the importance of comprehensive treatment and disposal strategies.





In conclusion, the journey towards improving the quality-of-service provision in sanitation and hygiene has been both challenging and enlightening. Through rigorous efforts and collaborative initiatives, critical lessons have been learned that pave the way for sustainable and equitable service delivery.



# **Inclusive Participation**

Women's active participation in decision-making processes is essential for inclusive governance in the sanitation sector.

In the case of Benapole, women's involvement in various meetings and gatherings, facilitated by NGOs and the municipality, has gradually increased their influence in decision-making. Despite challenges such as economic instability and limited attention from political leaders, women have advocated for their needs, leading to some improvements in sanitation facilities. Their empowerment is evidenced by their vocal advocacy and the resolution of certain issues, such as the provision of household dustbins and tube-wells. However, the dissolution of councilor committees has hindered their ability to influence municipal-level decisions.

# **Voice and Impact**

Ensuring women's meaningful participation requires creating an environment where they feel heard and valued in discussions.

• In Jessore, although women participate actively in meetings and raise various issues affecting their communities, their influence on decision-making outcomes remains limited. While they can freely express their concerns, there is little evidence of their input translating into actionable solutions. However, after persistent advocacy, women successfully secured the construction of an 800-metre road and a 700-metre drain, demonstrating the impact of sustained engagement.

# **Empowerment and Advocacy:**

Building capacity among women and providing them with advocacy tools can enhance their effectiveness in influencing decision-making processes.

 In Gazipur, women's participation in meetings organized by NGOs and community leaders demonstrates their willingness to engage in discussions on issues such as hygiene and solid waste management. However, their lack of representation in municipal-level meetings focused on sanitation indicates a gap in their involvement in decision-making processes.
 Empowering female community leaders with advocacy skills and knowledge of their rights can help amplify their voices and bridge this gap.

# **Structural Integration:**

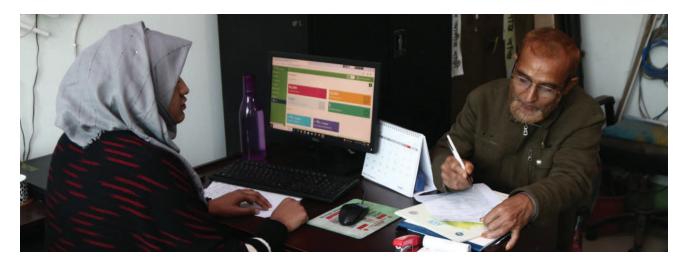
Institutionalising mechanisms for women's participation and ensuring their inclusion in governance structures are crucial for sustainable development in the sanitation sector.

- In Jashore, the designation of a Gender Focal Person to reflect women's sanitation needs in annual planning and budgeting demonstrates a commitment to fostering women's participation in decision-making processes. Additionally, the integration of women's perspectives into the city sanitation plan and the enforcement of sanitation standards further reinforce their role in shaping governance outcomes. This inclusive approach lays the foundation for effective and sustainable development initiatives in the sanitation sector.
- SNV conducted smart enforcement activities and policy reviews to improve faecal sludge containment and management. By collaborating with relevant authorities and conducting mason training on construction standards, SNV enhanced compliance with building regulations, contributing to safer and more sustainable sanitation infrastructure.

#### **Role of Digitisation in Sanitation Management**

The effective use of technology, such as Integrated Municipal Information System (IMIS), demonstrates its potential to revolutionize sanitation management practices. Investing in technology and skilled personnel can lead to significant improvements in service delivery and overall sanitation outcomes.

• SNV implemented IMIS, a web GIS-based information system, to facilitate data-driven decision-making and planning for municipal services. Municipalities and City Corporations utilised IMIS real-time dashboards to monitor FSM service delivery, plan activities, and set key performance indicators (KPIs) for achieving sanitation goals. This initiative improved transparency, efficiency, and accountability in sanitation governance.



Lessons learned emphasise the importance of inclusive participation, empowering women's voices, integrating gender perspectives into decision-making processes, and strengthening institutional structures to enhance sanitation governance.









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