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ITC MISSION SUNEHRA KAL

Creating Social Value: Improving Health and Sanitation in Urban and Rural Communities

A Process Document of the urban Community Sanitation initiative implemented by Water for People India Trust and supported by ITC Mission Sunehra Kal, a social investment programme of ITC Limited (2016-2020)



Contents

I. Introduction	1
II. Project Interventions	4
III. Achieving WASH Goals	7
IV. Stories of Change	12
V. The Way Forward	18

The Journey

Transforming Community Sanitation

2016-17

Creating Demand and breaking taboos among urban poor communities living in slum areas and practicing open defecation

2017-18

Focusing on community sensitisation and attitudinal changes; Beginning the dialogue on WASH through people's participation in community mapping

2018-19

Building institutions at the grassroots level such as Mohalla Committees and WATSAN committees for sustainable operations and maintenance; creating ownership of the community through contribution towards renovations

2019-20

Renovated toilets blocks in the community and continuing behaviour change communication leading to demand generation; capacity building strengthening of Mohalla Committees to take over the operations and management of their community toilets

2020-21

Creating self-sustainable Community Toilets managed by Mohalla Committees and maintained by collection of user contributions

I. Introduction



The Context: Addressing WASH needs of the urban poor

Water has nourished Kolkata throughout its long history. Fed by the Hooghly River to the west and underground reserves and wetlands to the east, the City has had huge resources of water. However, rapid urbanization and increasing demands of nearly 5 million residents and a floating population of 3 million more are testing the ageing water and sanitation system. The stresses of a growing population have pressurized the natural environment and public health; undermined residents' quality of life, and hurt the city's ability to attract investment and create jobs. Urgent remedial action is necessary to support Kolkata as a fast-growing economy as well as reduce the burden of disease among its residents.

Safe drinking water and sanitation are two of the basic prerequisites to ensure freedom from infectious diseases and good health of communities. The National Swach Bharat

Abhiyan and Mission Nirmal Bangla of the West Bengal State Government is committed to improving the access of the poor and vulnerable to safe water, sanitation and hygiene (WASH) facilities and creating open defecation free communities. Despite this, Open Defecation continues to be a persistent problem particularly in extremely congested urban slums where sanitation is improving slowly.

Mission Sunehra Kal: The Community Sanitation Programme

Water for People India Trust is implementing Mission Sunehra Kal, a social investment

- Although WB has made rapid progress in public sanitation (swachhata status report 2016-17) in rural areas, urban cities are lagging behind.
- According to Swachh Survekshan (Urban) rankings, 19 out of 25 participating cities that were ranked among India's top 50 dirtiest cities were from West Bengal (MoHUA); they fared badly on all sanitation indicators such as waste collection, open defecation, solid waste processing and disposal.
- Until October 2019, about 45 urban local bodies of the state had been standing in the way of urban India being ODF*

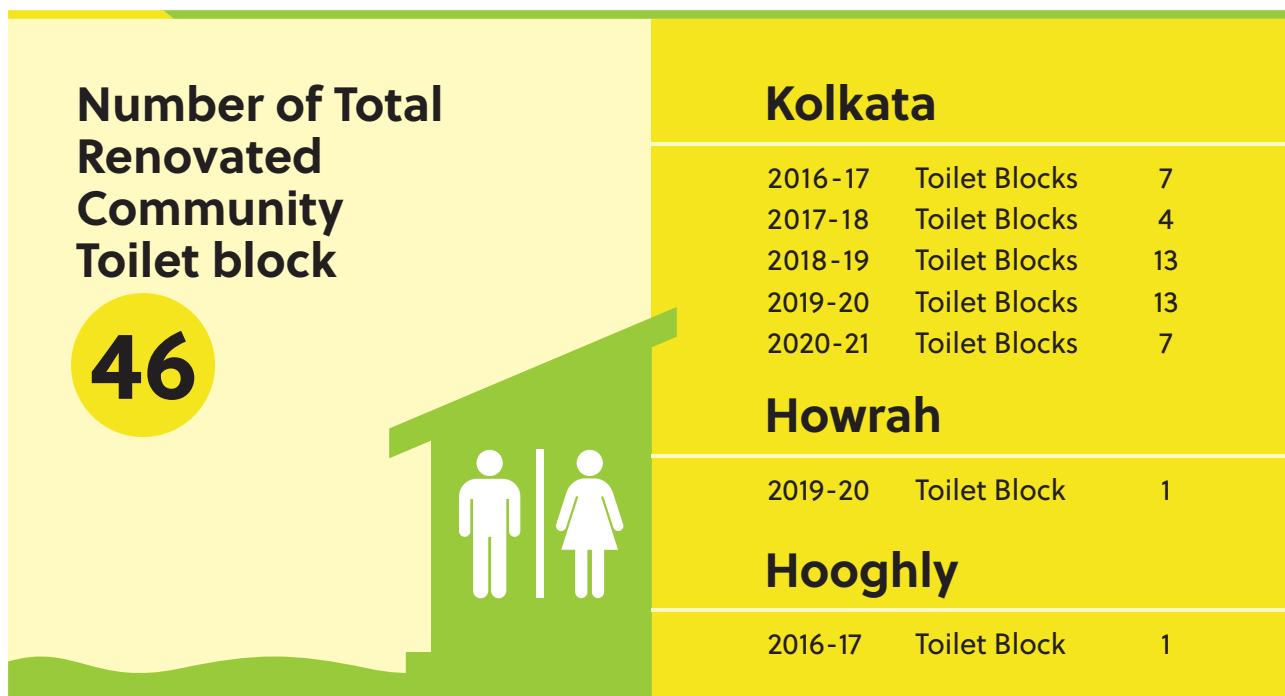
*Source:

<https://economictimes.indiatimes.com/news/politics-and-nation/west-bengal-may-get-odf-tag-in-november/articleshow/78937809.cms?from=mdr>

program (SIP) of ITC Limited, from 2016 in slum areas of:

- Kolkata Municipal Corporation (KMC) Ward Nos. 79 and 80 (high prevalence of Open Defecation)
- Chumulpukur community situated at Chandrahati-I Gram Panchayat, Chinsurah, Mogra Block, Hooghly district, and
- Chaturbhuj Kathi community in Kandua GP, Sakrail Block, Howrah district

The project covered community toilet blocks in the slums of BB Hall, Sick Line, Sonai and Hooghly Jute Mill Colony all of which are located within a 2 Km radius of the ITC Factory. All of these are unauthorized slums consisting of migrant labourers from Uttar Pradesh and Bihar. Though the unauthorized settlements have been in place for several decades, residents remain deprived of even the most basic amenities and services like proper electricity connections, drains/ sewerage and daily garbage clearance.



The Partnership: Collaborating for improved WASH indicators

ITC limited's Social Investments Programme (SIP) aims to transform the lives of even the most marginalised amongst its stakeholder groups to live a life of dignity. Their way of grassroots empowerment, based on knowledge and technology transfer, confronts livelihood challenges of today and tomorrow through a holistic approach to create healthy, educated and skilled

communities which look to the future with confidence and determination.

In line with the Company's CSR Policy, one of the key stakeholders comprise of Communities residing in close proximity to their manufacturing units. Situated in urban and semi-rural localities, these communities derive considerable benefits from the multiplier effects arising from the operations. The Company also helps in creation of the necessary socioeconomic infrastructure to enable significant

improvements in their Human Development Indices. One of the focus areas of its SIP – Mission Sunehra Kal is building skills and infrastructure through Health and Sanitation. Selected desired outcomes that are aligned to its partner WFP's mission are:

- No open defecation
- Every house to have access to potable drinking water

Water for People India Trust (WFPIT) is a public charitable trust (registered in 2008) focuses on water, sanitation, health and hygiene infrastructure development, institution building, and education projects. Its India programmes including the collaborative ventures with ITC share the vision, mission and values to Water for People USA.

The organization has longstanding programmes to achieve a goal of 'Everyone Forever' in the states of West Bengal and Bihar. The Everyone Forever model focuses on comprehensive service provision while ensuring sustainability through community contribution; health and hygiene promotion; setting up operations and maintenance systems, and conforming to government schemes and provisions. To achieve community development goals, the model also focuses on empowering both individuals and groups by building their capacities to become catalysts of change. The strengthened social groups eventually take on the responsibility of collective action to solve common problems.

Working Together for Cleaner Cities



II. Project Interventions

Implementing Community Sanitation: Bringing all stakeholders on board

Water for People India Trust team conducted interventions in five phases of activities. Sustainability is a multi-faceted issue and development of leadership and ownership of the community was built into each phase of the process of community sanitation to ensure it. Officials of the local governing body (KMC/PRI) were also involved and consulted at every stage. Experts were consulted in critical stages of implementation to ensure quality of materials and infrastructural development.



PHASE I:

Prior to starting project activities, the team conducted Participatory Social Mapping and feasibility studies of areas and selected the sites based on findings. Selection criteria included feasibility of community ownership; approval of Ward Councillor / Panchayat Pradhan and area not being exposed to possible damage from water bodies or tram lines.

PHASE II:

The team planned and prepared the base work related to site selection and site –specific investigations by strategically leveraging existing resources. Instead of constructing new facilities, existing facilities were renovated. The WFP engineer submitted the plan and explained the process to the vendor (see picture). Technical experts visited the site for several rounds of investigation and SWOT analysis.

PHASE III:

Defunct toilets were successfully renovated to fully functional gender segregated toilet units with running water, urinals and spaces for bathing, changing as well as washing clothes. Each toilet block provided incinerator for the hygienic disposal of used sanitary pads. The community agreed to contribute 5% against total cost.

PHASE IV & V:

The MC is the main community group that is responsible for management of all aspects related to the CT. Activities focused on strengthening the Mohalla committee / WATSAN Committee by building their capacities to fulfill their expected roles and responsibilities regarding Operation and Maintenance of the CT blocks. The WFP team formed, strengthened and finally handed over charge to the MC with completion certificate.

Phases of Project Intervention

01

**Participatory
Field
Assessment**

- Facilitating Participatory Social Resource Mapping with community members
- Conducting detailed feasibility study
 - a. Demographic profile of slums
 - b. Practice of Open Defecation
 - c. At least 30% households (HH) willing to pay cost of toilet construction; 80% HH agree to pay toilet operation and maintenance costs
- Selection of area for Community Toilets (CT)

02

**Planning And
Preparatory
Work**

- Triangulating findings from Phase I with community and KMC / PRI members
- Selecting the site and conducting site – specific investigations
- Consulting with user groups for voluntary contributions
- Conducting site investigation with community involvement and experts from partner organisations
- Obtaining No Objection Certificate (NoC) for beginning work
- Submitting a plan and explaining the process by WFPIT engineer

03

**Retro-fitting
And Renovation**

- Conducting community mobilisation
- Floating tenders for Retro-fitting and Renovation to 3 vendors
- Selecting vendor
- Testing of materials to maintain quality standards
- Implementing the renovation

04

**Operation And
Maintenance**

- Providing a completion certificate (by engineer) and handing over to the community
- Formation of Mohalla Committee (MC) / WATSAN committee (WC) as per norms
- Capacity building on operations, daily maintenance, collection of user fees, opening of bank account and taking care of minor /major needs regarding the CTs

05

**Adjourning,
Supervision &
Sustainability**

- Moving ahead with the exit strategy
- Strengthening the MCs; supporting them through review, consultation and monitoring
- Capacity building for advocacy with
- Tracking the progress of CTs and MCs based on 'Level of Service' indicators
- Exiting in a phased manner

III. Achieving WASH Goals

Improving access to sanitation: Renovating Community Toilets

Overall Impact:

- Provided safety – women/men no longer needed to go out in the dark
- Dignity and privacy – no need for women to share toilets and bathing spaces with men
- Health – considerable reduction in instances of diarrhea / dysentery, especially during monsoons
- Safe disposal of sanitary pads easier with incinerators that are a more hygienic system of disposal

Community Toilets: Usage and Community Contributions

Kolkata Municipal Corporation¹ Ward No. 79 and 80



Total House Holds
1886



Users
11433



Local Contribution
INR 701,649

Howrah Chaturbhuj Kathi² Community Toilet



Total House Holds
37



Users
239



Local Contribution
INR 112,769
Kanduah GP

Hooghly Chumulpukur³ Community Toilet



Total House Holds
46



Users
187



Local Contribution
INR 75,000
Chandrahati-I GP

For the ¹Financial years 2016 – 2020. ²Financial year 2019- 2020. ³Financial year 2017-2018

Transforming the CT in Sick line, Ward 80, Kolkata



Before intervention

This toilet block in Sick Line unauthorized slum under KMC Ward 80 was non-functional. People did not have adequate sanitation facilities of KMC because the land was under Kolkata Port trust. A toilet was constructed in 2012 but did not have adequate facilities. Lack of use and maintenance led to its state of disrepair and gradually it became defunct. Residents were forced to practice OD in unsafe conditions.



After intervention: The newly renovated CT

- 24x7 running water in wash basins, sanitary block
- Separate bathing enclosures for men and women; changing room & incinerator for women
- Underground water reservoir and electricity
- Wall paintings with instructions and messages on hygienic practices

"I have been living here since I was born. Going to the railway tracks to defecate was a habit and a daily routine for us including the women who went to fields before dawn. With the new toilet, they can live with dignity and self-respect. Friends and relatives come to our house now. Earlier we were too ashamed to invite anyone. We are very happy. I am enjoying my new role and taking full responsibility to look after the maintenance of the toilet block" -

Md. Khurshid, Member of WATSAN Committee



Communication and Capacity building: Ensuring Behaviour Change

The team begins community mobilization and sensitization on WASH simultaneously with site selection. Initially, the focus is on use of multiple channels like magic shows, street dramas, rallies, meetings, demonstrations and distribution of pamphlets to disseminate key WASH messages. Walls were painted in the toilet blocks to display instructions on use and other information. Project staff developed several tools to build capacities of the MC members such as a booklet on health and hygiene. A training document on formation of the Mohalla Committee was developed for WFP staff members. The manual presented indicators to be monitored pictorially for easy understanding and use. Large garbage bins (vats) for solid waste had messages painted on them.



Street theatre to create awareness regarding WASH issues in the community



Colourful wall painting on walls of community toilets with instructional messages for users



Community mobilization: Interactive games on WASH



Disposing waste in a segregated manner: Translating knowledge into action

Community Sanitation: Building Community ownership and enabling participation

The Moholla Committees (MC) are vibrant grass root institutions with much potential to ensure sustainability of interventions. Hence, Mission Sunehra Kal focuses on strengthening these with women at the forefront.

Each Community Toilet Block has a MC formed with 5-15 members (women being the majority) from the user households to conduct operation and maintenance of the block. Members discussed issues related to functioning of the CT and took decisions accordingly. MC members were trained as Master Trainers responsible for spreading WASH messages in the community. The formation of Mohalla Committees and their active involvement in day-to-day maintenance of the community toilets is one major indicator of sustainability. In some places the MC is also called the WATSAN committee.

Role of the Mohalla Committee

- Conducting Monthly Meetings with the committee members
- Collecting user fee of from every household
- Ensuring that the toilet block is functional with regular availability of water
- Maintaining cleanliness of the CT block – appointing a sweeper for regular cleaning and paying her/him
- Purchasing cleaning materials and record keeping of all purchases made
- Repairing and maintaining the toilet blocks
- Mobilizing labour from the community to support during construction, and minor and major repairs
- Settling minor issues raised by community/users and referring major issues to local leaders
- Arranging for the regular incineration of the sanitary pads
- Paying the electricity bill



- Opening a bank account in the name of the committee & Safe keeping of the cash collected
- Sharing the income/ expenditure details with the community periodically
- Reporting to the relevant local authority/key influential members on any problem relating to the CT
- Advocating for funds to address major repairs
- Acting as focal point of contact and being accountable to all stakeholders including the users/community, the local government, NGOs etc.
- Mobilising and sensitising the community; educating the users of the CT block on proper usage and hygiene practices
- Keeping updated records of income and expenses with back up documents and major resolutions /decisions for



- transparency of operations
- Celebrating special days related to WASH

Calendar of events celebrated by the community led by the Mohalla Committee

Event Calendar 2020-21	28 th MAY	5 th JUNE
	 28 May MENSTRUAL HYGIENE DAY	 5 th June WORLD ENVIRONMENT DAY
15 th OCTOBER	14 th NOVEMBER	22 nd MARCH
 GLOBAL HANDWASHING DAY OCTOBER 15	 World toilet day 14 November	 WORLD WATER DAY March 22

Sustainability: Transferring Leadership to the community in a strategic way

During the final phase of this project, WFPIT decided to exit from 10 Community Toilets of Kolkata that are capable to continue the operation and maintenance system. However, it will continue to provide monitoring support until March 2021. During that time, WFPIT will build linkages with Ward Coordinator where there is need for further support. In case of Hooghly Jute Mill Toilet Block, advocacy efforts to develop linkages with the Mill authorities for maintenance support are in progress.

The Exit Strategy

In alignment with the global strategy of Water for People and the ITC prerequisites for timely completion and exit from schools and community toilets, WFPIT practices an exit strategy for all interventions as explained below.

1st Year

Establishing Operation and Maintenance (O&M) mechanisms in schools and communities; emphasis is on forming, storming, norming and performing of the O&M committees

2nd Year

Adjourning stage, sustainability focus and oversight; focus is on Institutional strengthening, advocacy, monitoring support, review and consultative support; progress tracking is done based on the 'Level of Service' of community toilets indicators. For exiting, for 95% of the community toilets the 'LOS' should be at 'High/Intermediate Level of service'.

3rd Year

Exiting in a phased manner

Assessing capability and functioning of Mohalla Committees

WFPIT follows a systematic method of tracking the progress of the Mohalla Committees. Before the organisation exits, all MCs are assessed according to nine WASH sustainability indicators. Subsequently, the MCs are graded and as per the score, WFP decides from which CTs to exit and what type of hand holding support is further required. A high or intermediate Level of Service Score is required for WFP to exit from the institution. The team followed this method for the Mission Sunehra Kal project in West Bengal. The following graphic presents the indicators for assessment as well as the LOS Scoring key for community toilets.

Community Wash Sustainability Indicators

Infrastructural Sustainability

- Daily Cleaning of toilet block
- Hard cleaning at least twice a week
- Availability of WASH material in the toilet block
- Updated O&M register

Institutional Sustainability

- Active Mohalla Committee
 - Conducting Meetings regularly
 - Maintaining resolutions
 - Following up
- Meeting with Government stakeholders (conducting meetings once in two months)

Behavioural Sustainability

- Regular WASH information sharing done by the MC among community
- Functional MHM system at toilet block and monitored by MC
- Special Days celebration by MC

Level of Service Scoring Key

Score	Color	Label
0	Black	No Access to Sanitation or Improved Water
1-3	Red	Inadequate Level of Service
4-9	Orange	Basic Level of Service
10-14	Yellow	Inadequate Level of Service
15-16	Green	High Level of Service



IV. Stories of Change



Dignity, better health and safety: The Community Toilet in Sonai

The Challenge: Aniru Devi is one of many unfortunate women who are a part of the urban poor community living in Sonai slum, in Kolkata. Slums are generally unfit for human settlement, and unregistered and unrecognized slums such as Sonai are in worse condition. Hundreds of families, living in one-room shacks, made of easily combustible, plastics and bamboos, occupy the area. However, people continue to live this way because Sonai is near the Kolkata port, which makes earning a livelihood easy.

The drains in the area are clogged and open, roads are dusty and heavy trailers run on the open roads. Toilets are broken and beyond use, without a proper maintenance system. Women defecate in the open fields or in bushes, in the early hours before dawn. "If we had diarrhoea, we thought of dying, rather than going to defecate in the open", said Laxmi Devi. "Men and younger boys would taunt the girls and even older women

of their mother's age; the girls felt ashamed to defecate!" On asking why they went out in the open, she replied that the toilets were beyond use. Men and children bathed in the open.

"For many, open defecation is to be stopped for cleanliness, but for us, it has to be stopped for our lives". The reference was to a tragic incident that occurred in 2012. A 30 yr old woman was crushed to death when she had gone out in the open alone to defecate. A trailer had laid a container on her in the dark. "The body was found later, when the container was removed," narrated Rajani Devi, shuddering at the memory.

The Solution: Water for People has been running its community sanitation program in this area since 2016 and has renovated more than 19 community toilets, catering to thousands of people with an established operation and maintenance system. The toilet blocks have especially helped the women since the unit has a changing room, bathing space, urinal and water closets placed separately. "You have no idea how happy we are! Ever since we have seen the

"There were days when we feared going to the toilet. We had to show our worst side by using the choices of abuses, and darkness was our shelter."

**- Aniru Devi,
a slum dweller in Sonai**

new renovated toilets in BB Hall, we have been praying to have our toilets renovated as well," said a smiling Laxmi Devi. BB Hall is a neighbouring hamlet where WFPIT first launched its community sanitation programme. The five women who came to meet the WFP team during a visit thanked team members for the useful work and expressed their pleasure.

The Change: "Now, we wash hands with soap; children use these urinals; men bathe here which was unimaginable," shared Chandramoni Kewa. "Only a toilet as beautiful as this is making a change!"

Water for People advocates a system of cost contribution by the users, and as per policy, staff of the project has leveraged Rs. 18,000/- from the hamlet, the total cost of the toilet being Rs. 462563/-. Councillor, Mr. Anwar Khan has facilitated the provision of water connections to the toilet.. Presently, the community has a Moholla Committee to look after the operating and maintenance costs of the block. "This toilet is our symbol of Dignity. We will always look after it!" said Sarala devi.



From Left to Right: Aniru Debi, Komola Soroj, Alekjaan Bibi, Rojoni Debi, Laxmi Devi and Chandramoti Kewa

Testimonials: Stakeholders' perceptions of impact



"I have been a part of this programme since 2017. Over the years, the toilet we were using had become run down, dirty, and needed much repair. A guard separated the men and

women's sections and we used to bring water from outside. Then WFPIT along with ITC called all members of the households in our area and explained that they would renovate this. Getting a clean toilet with 24x7 – night and day water, and arrangements for lights has been very useful for us. Apart from getting a new toilet, there has been a lot of health-related change. Earlier, diarrhea was more frequent in the area. It has reduced now and we are following hygienic practices. We are very happy to have a clean and safe place to bathe with access to water.

- Shyamali Tudu,
Watsan Committee member,
Chumulpukur CT, Hooghly



"There has been much improvement (about 90%) regarding open defecation in our area. The MC is working well. Especially during Covid 19 lockdown situation, when people were facing lot of financial difficulty and it is the MC that came forward to carry on the work of cleaning and maintenance. I am sure it will do so in future. We also monitor the usage of the CT. We supply cleaning materials or other things that are required from the contribution money collected. MC members conduct house-to-house visits and try to make people understand the importance of WASH and importance of garbage disposal in designated areas. Along with the CT, the incinerator has really helped the women dispose their sanitary pads. It will be good if WFP continues to provide handholding support to the MCs and also look into the provision of a garbage vat in BB hall 1 and 2.

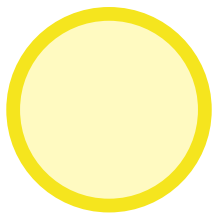
- Raj Nath Chowdhury,
President, Mohalla Committee,
BB Hall, Ward 80

"People of this area have received a good service. There was no community toilet and they used to practice open defecation – going anywhere they could or on the railway tracks. Now they have progressed to becoming aware of the need to stop OD and receiving a space for sanitation which they are using. The situation is much better than before. This awareness and behavior change has been successfully achieved. I try to do my best to support the initiative.

- Mithu Das,
Pradhan, Chandrahati I, Hooghly

"Of course, the initiative is good and has led to change. People have accepted the renovation work of the community toilet gladly and as a good initiative. The maintenance work is also progressing through the Mohalla Committee with contributions from the community.

- Md. Anwar Khan,
Councillor, Ward 80, KMC



"There was open defecation in the area with people using the railway tracks. Many accidents occurred due to this. WFP approached KMC with the project intervention plan

after consulting with the Councillor, Md. Anwar Khan. The team acted on his suggestions and undertook the renovation based work. Some places did not have enclosures; others did not have water or electricity, or a water reservoir. We provided all this including an incinerator during the renovation. Handholding and steering regarding how to use, operate, and maintain the toilet was also done by WFPIT.

– **Bitanu Biswa,**
Sanitation Coordinator,
Ward 80, WFPIT

"We discussed this project together and are happy that ITC and WFP have collaborated to implement the community sanitation project in our area. There were no toilets earlier and people used to practice open defecation in this area. This community toilet has benefitted the people greatly. The team has done good work. Awareness, the most critical aspect to sustaining change, has increased greatly among the people. They do not practice open defecation any more. We have to take the good work forward and hope that our collaborative efforts will take people to a healthier future."

– **Alok Kr. Dati,**
Pradhan, Kandua GP



Earlier, people who did not have bathrooms used to go out in the open and defecate wherever they could. Water was also not available. Facilities for bathing were lacking. The

women used to wrap their private things (sanitary pads) and throw them in the ponds /canals. Even though many people have individual toilets now, they lack proper space and water for bathing. Now we all have access to these facilities. Even people who have toilets can use this toilet for bathing. The CT has helped greatly in improving the situation. The incinerator has also helped to burn the sanitary pads.

We have been trained on how to operate and maintain the community toilets – how it has been done in other places, how to conduct meetings, how we should keep records of fees collected, how we should keep the money etc. We have proceeded accordingly. The Panchayat has supported us a lot. We hope that WFP will be with us for some more time to provide support so that we can regularize our activities.

– **Chapa Barik,**
Member, Watsan Committee,
Chaturbhujkathi CT, Howrah

V. The Way Forward



Lessons learned

- Developing sanitation facilities combined with regular behavior change communication activities can end the practice of open defecation and creating ODF communities
- People are willing to contribute and own community sanitation facilities since it benefits them greatly. Even in times of financial crisis during the pandemic, users have contributed / expressed a willingness to contribute for maintaining newly renovated toilets.
- Creating functional toilets in some areas has a ripple effect. Initially, WFPIT was selecting the areas for community toilets; now people from neighbouring slums are coming forward to suggest the building / renovation of toilet blocks in their areas. They approach KMC / PRI and WFPIT; Councillors / Panchayat Pradhans also share requirements of constituencies
- It is imperative to follow a systematic exit strategy. Continued presence of external agency in the community leads to dependence on the agency for problem

solving.

- Functional CTs set examples of good practices for others and make community mobilisation easier

In conclusion

The COVID-19 pandemic has greatly affected the urban poor living in the slums with limited access to clean water and sanitation. It has highlighted the criticality of working in this domain to prevent diseases. Hence, collaborative interventions such as Mission Sunehra Kal initiative are a major step forward to increasing the health of Kolkata's residents and providing a solution to its age old water and sanitation problems. This community sanitation programme has shown that a building a sustainable system is possible if all stakeholders are involved and participate at every stage. All humans aspire for a cleaner, better life with access to better living and basic amenities. Like Shyamoli, once they achieve a cleaner and hygienic environment, they aspire to work together to make it a greener one. Therein is the key to future collaborative efforts. The need for change has to come from within. Building infrastructure is one of the key factors to usher change; it is equally critical to ensure that the change is sustainable, financially and socially, in the long term to achieve a mission of a 'Sunehra Kal'!

Addressing other aspects of WASH

Focusing on inclusion of interventions related to Solid Waste Management; addressing the issues of degradable and non-degradable waste and segregating waste at source during awareness and sensitization activities; linking the MCs to Solid Waste Management as well as making and selling of compost in future.

Impact Assessment and Evaluation

Conducting baseline /endline survey, impact assessment or evaluative study to inform other scale up interventions in both urban and rural areas.

Adopting a holistic approach

Adopting a more holistic WASH intervention models by looking at indicators across the broader interlinked SDG Goals related to health and well being (SDG 3), water and sanitation (SDG6) and sustainable cities to water sanitation. All of these are critical are interconnected. Lack of progress against one goal is bound to delay progress of another goal.

Leveraging of resources

Developing an action plan to leverage resources not only from the community but also from the local government's (Urban Local Body / Gram Panchayat) Development Plan



water for people
INDIA TRUST

Water for People India Trust
26/1/1 Gariahat Road (South)
Kolkata – 700 031, West Bengal, India