



## Dr. Kamal Kar

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**Professional Summary:** Dr. Kamal Kar an international development specialist in agriculture, natural resources and rural development is a prolific social entrepreneur, who has taken the challenge of ending open defecation head on in Asia, Africa and Latin America.

Being a specialist in livestock production, agriculture and natural resources Dr. Kar has pioneered a number of innovative approaches in natural resources management and low cost appropriate technologies in farming in Indian subcontinent and in Africa. He has also been a leading figure in the field of collective management of pasture and natural resources by the nomadic herder communities (*Nukhurluls*) living in the Gobi region of Mongolia. His other areas of work include urban poverty, slum improvement, and local governance in India and in many countries in South and South East Asia and in Eastern, Southern, Western and Central Africa.

Dr. Kar pioneered the Community-Led Total Sanitation (CLTS) approach in Bangladesh in 1999-2000. The CLTS methodology which is based on a no-subsidy – model of local community empowerment has radically transformed global sanitation policy focus from prescriptive and subsidised toilet construction to the process of collective behaviour change. It has spread to more than 69 countries across Asia, Africa and Latin America where more than 40 million people are now living in open defecation free (ODF) environments. CLTS has also been mainstreamed in the national government's sanitation policies of more than 25 countries in these regions.

He has worked extensively in poverty reduction and empowerment, dynamics of community based organizations, marginalization and extreme poverty including gender, microfinance, environment and ecological agriculture, livelihoods and food security.

Among others, his span of work includes participatory poverty assessment in Mongolia and Ethiopia, gender analysis and social development, universality, inter-linkages and tensions between different social development aims and policies. He supported major leading NGOs in Bangladesh like Proshika, BRAC, CARE, Plan International, Water Aid and many others in fine tuning and streamlining their poverty alleviation interventions and staff capacity building at different levels.

For more than two decades, Kar worked in the development of participatory development approaches including participatory natural resource management, participatory impact assessment, ensuring participation of the farming communities and the stakeholders at different levels.

Over the last 15 years, Kar has played an instrumental role in the spread of CLTS globally by providing capacity building, policy advocacy and process support to national governments and international agencies like, WSP, DFID, UNICEF, WSSCC, Irish Aid, WHO, Plan international, Water Aid, CARE and many more. After pioneering and scaling up the approach in Bangladesh, Kar introduced the approach in India, Nepal, Indonesia, Cambodia, Pakistan and a few other countries in Asia, Eastern and Southern Africa including Uganda, Ethiopia, Tanzania, Kenya, Zambia, Mozambique, Malawi, Eritrea, Sudan, Ghana and Madagascar. He took the approach to Western and Central Africa in 2007 by facilitating major training workshops in Sierra Leone, Liberia, Mali, Nigeria and Chad.

The '*Handbook and the Trainers Guide on CLTS*' authored by Dr. Kar has been translated into more than ten different languages. Additionally, he has written several practice papers on CLTS. He has been a Visiting Fellow and now a **Honorary Associate** at the **Institute of Development Studies (IDS), at the University of Sussex, UK**. Dr. Kar has recently been appointed as the Adjunct Faculty at the **Lee Kuan Yew School of Public Policy, National University of Singapore**. He is the member of the Advisory Committee of the Global Sanitation Fund (GSF) of Water Supply and Sanitation Collaborative Council, Geneva. The prestigious **Foreign Policy Magazine** of Washington DC selected Dr. Kar amongst the [Top Hundred Global Thinkers of the World in 2010](#). The Asian Development Bank declared Dr. Kar as the **Water Champion of 2011**. **Dr. Kar is the recipient of Sarphati Sanitation Lifetime Achievement Award 2015 given by World Waternet, Netherlands Water Partnership at Amsterdam last year**, which is a recognition of the immense work he has done in the sanitation sector spanning many continents, governments and communities.

### Education:

**Ph.D. in Applied Economics and Business Management:** *Rani Durgavati University of Jabalpur, Madhya Pradesh (M.P), India. 2000*

**M.Sc. in Animal Husbandry:** *University of Allahabad, UP, India. 1977*

B.Sc. Zoology, Botany and Physiology, 1972, University of Calcutta and Indian Dairy Diploma, Dairy Husbandry, 1975, State Institute of Animal Husbandry and Dairying, Haringhata, West Bengal under Indian Council of Agricultural Research (ICAR)

#### **Professional Experiences:**

His major professional interests include training in social and participatory development methodologies; participatory approaches to natural resources management by landless, small and marginal farmers in rain fed, draught prone and other complex, diverse and risk-prone, environmentally vulnerable areas. Integrated pasture management of nomadic herders of Asia and Africa; rural and urban poverty and participatory poverty and impact assessment, gender equity, decentralization and governance, community-led total sanitation and urban development in South and Southeast Asia and Africa.

Learning from the local community, he succeeded in persuading the local NGOs to stop top-down toilet construction through upfront household subsidy. He advocated change in institutional attitude and the need to draw on intense local community participation and facilitation to empower them to analyze their sanitation and waste situation and take a collective decision to stop open defecation without waiting for outsider's dole. The results were remarkable and the rest, as they say, is history.

Dr. Kar's recent area of interest and work includes institutionalization and scaling up of CLTS, applications of urban CLTS and understanding on infectious diseases and other human infections of zoonotic origin, related to open defecation and the interface between animal and human health. Kar is a Temporary adviser of the two Disease Reference Groups of WHO, namely, Neglected Tropical Diseases (NTD) and Zoonosis and Marginalized Infectious Diseases (ZOOM-IN).

In view of the growing demand for trainers, professionals and knowledge management globally, Kar founded **CLTS Foundation (2009)** in order to build capacity, render advocacy and support help develop functional linkages between the practitioners of CLTS, policy and decision makers and the governments.

## **ASIA**

### **SOUTH ASIA:**

#### **India:**

Starting his career as an officer in the Animal Husbandry department of the government of West Bengal in 1977, Dr. Kar worked more than 10 years in different projects mainly the *Krishi Vigyan Kendras* (KVK or Farm Science Centre) of the Indian Council of Agricultural Research (ICAR). While working with the ICAR system, he was a member of the national level team of trainers of ICAR Scientists on Experiential Learning Cycle (ELC) for the KVKs. He was a member of the team for preparation of the national project proposal on 'Farmer Participatory Research and Extension' under the National Agricultural Technology Project (NATP) India with the World Bank, and FAO Team (1994). He also trained national level Extension Scientists of ICAR on the participatory methods and approaches for the launching of Technology Assessment and Refinement of village Institution Linkage (1996-97). He facilitated training workshops with community participation in Water and Sanitation for the NGOs, (ACORD and Lupin) Bharatpur Municipality and other stakeholders in Rajasthan under the World Bank's Water and Sanitation Programme in South Asia (WSP-SA), New Delhi (2000-02). Further, he rendered consultancy support to WSP-SA in the Maharashtra Sanitation project and from March 2005, worked as a consultant to **WSP South Asia in introducing CLTS approach in India** initially in the states of **Maharashtra, Andhra Pradesh, Haryana and in Himachal Pradesh**. In 2005-06, Community-led Total Sanitation (CLTS) was rolled out in the 51 slums of Kalyani Municipality in West Bengal. The programme was implemented under the Kolkata Urban Services for the Poor (KUSP) funded by DFID. Kar was also a member of the project formulation team of KUSP covering 39 municipalities and three city corporations of Calcutta Metropolitan Area (KMA) with the population of about 14 million. The initiative was championed by a team of senior professionals from the Kalyani Municipality and State Urban Development Agency (SUDA) and led by Dr Kamal Kar. **Kalyani was declared the first open defecation free (ODF) town in India in January 29, 2009 and the President of India recognized the success of Kalyani Municipality** and awarded its dynamic Chairman Dr. Shantanu Jha the National Urban Water Award on August 13, 2009.

#### **Bangladesh:**

Dr. Kar have been rendering training, capacity building, advocacy, evaluation, impact assessment and other forms of support to INGOs, NGOs, bilateral and multilateral organisations in Bangladesh since 1992. Some of these organisations and agencies include, Water Aid, Plan International, CARE, Save the Children, OXFAM, BRAC, Proshika, IRRI, SDC, ODA, DFID, WSP, World Bank, GTZ, government ministries and many others. **As a Visiting Fellow of IDS, Sussex, UK**, Dr. Kar conducted a series of very early PRA training workshops for the NGOs, GOs and Agricultural Scientists of Bangladesh with Dr. Robert Chambers. He facilitated national level training courses on Farming Systems Research and Development using PRA tools for the scientists of **Bangladesh Agricultural Research Institute (BARI), Bangladesh Rice Research Institute (BRRI) and Bangladesh Agricultural Research Council (BARC)** of Bangladesh between in 1993. As a leader of inter disciplinary evaluation mission, he led a participatory evaluation of Water Aid UK supported Rural Safe Water Supply and Environmental Sanitation Project in Bangladesh in February 2000. As team leader for Water Aid and VERC

sponsored study for determining the differential subsidy strategy for water and sanitation in Bangladesh, organised series of training activities for capacity building and methodology development, field testing and strategy development for the third phase of WATSAN programme. **Community Led Total Sanitation (CLTS) approach** was pioneered and developed by Kar at this stage in Mosmoil village in Rajshahi district of Bangladesh. Dr Kar chaired and moderated many national/regional and international conferences on development and on water and sanitation in Bangladesh where he delivered key-note speeches and made presentations on many topics, which are available on CLTS Foundation's website. Leading national news dailies and television programmes of Bangladesh featured Dr Kar and his work on CLTS extensively over the past years.

#### **Nepal:**

Dr. Kar designed and carried out the Country Strategy Review of PLAN, Nepal International (an international NGO working all over Nepal with more than 50,000 sponsored children) using PRA methodology in 1999. While introducing the approach, he led the very first hands on training and capacity building of the mid management and front line extension staff of Plan Nepal, Water Aid, Nepal Red Cross, NEWAH, and other major actors of water and sanitation (WATSAN) of Nepal on Community Led Total Sanitation. Kar introduced CLTS for the first time in Hetodwa district of Nepal in July 2004. Since then Kar visited Nepal in many occasions and rendered training, capacity building and advocacy services to the government and different international and national agencies, those included, Plan Nepal, International Centre for Integrated Mountain Development (ICIMOD), FINIDA supported major water and sanitation project of Pokhara region and the government ministries.

**Bhutan:** Supported the Government of Bhutan in Diary Development (Cattle Breeding programme and farmers training 1984 - 88).

#### **Pakistan:**

Introduced CLTS in Pakistan through hands-on training workshops in Mardan, NWFP and in Peshawar in 2004 and 2005. For WSP-South Asia, World Bank, Islamabad and New Delhi, Ministry of Environment Ministry of Health, Government of Pakistan, Kar had organized the two-day workshop on Total Sanitation at Bhurban, Pakistan in 2005. He also participated and presented papers on global spread and dangers of **CLTS at the SACOSAN –II (South Asia Conference on Sanitation) in Islamabad** in September 2006.

#### **Sri Lanka:**

Rendered consultancy support to Dry Zone Participatory Development Project in Kurunegala Sri Lanka. During March-May 1993, through training and capacity developed of the staff of the Ministry of Policy Planning (as the lead ministry) and other Ministries like Agriculture, Livestock, Forestry and Irrigation jointly implementing the North Western Province Dry-Zone Participatory Development Project, in Sri Lanka, Kar supported decentralized planning and implementation of natural resources and agriculture. The innovative participatory development project was supported by IFAD, ADB and GTZ. In 2003, reviewed poverty and sanitation situation in selected districts of Rural Sri Lanka. Also facilitated regional workshop on rural sanitation for sharing experiences of Community Led Total Sanitation (CLTS) from India, Bangladesh and Cambodia in Sri Lanka. Delivered key note speeches in regional and international conferences at different times.

#### **MIDDLE EAST:**

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##### **Iran:**

In October 1999, Kar was invited as a resource person and speaker at the Asia Regional Workshop on Rural Infrastructure Development held at Tehran organised by Asian Productivity Council Japan, National Iranian Productivity Organisation (NIPO) and the Ministry of Jihad-e-Sazandegi (Ministry of Rural Development) Iran. He was felicitated by the Minister and Deputy Minister of Rural Development and Jahad-e Sazandegi in Teheran for his contributions.

##### **Yemen:**

In April 2007, Dr. Kar introduced CLTS approach and facilitated the first hands-on training workshop on CLTS for the staff of SFD (Social Fund for Development) in Yemen. Major actors of water and sanitation, national NGOs including the government agencies engaged in sanitation participated in the national workshop followed by the way forward planning meetings.

#### **SOUTH EAST ASIA:**

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##### **Cambodia:**

In 1995, Dr. Kar facilitated a Participatory Planning Workshop (**organised by Asian Coalition for Housing Rights, Bangkok and Royal University of Fine Arts and Architecture, Phnom Penh**) for the development of slum and squatter areas to improve the living conditions of the urban poor of Phnom Penh. In April 2003, he introduced CLTS in Pursat and Siem Reap provinces of Cambodia through the Irish NGO Concern World Wide. In November, 2009, as consultant advisor of IDS, Sussex project on 'CLTS-Going to Scale' he helped and facilitated East Asia and the Pacific Regional workshop on CLTS in Phnom Penh, which was participated by eight countries from the region. In the following years Kar advised and extended advocacy support to the Ministry of Rural Development GOC and UNICEF in the adoption of CLTS in the national sanitation strategy. He also visited Cambodia several times afterwards for

rendering training and capacity building support to Plan International, which is the Executing Agency of the Global Sanitation Fund (GSF) in Cambodia.

**Indonesia:**

From July-September, 1993, he rendered his service as an International Development Consultant and Participation Specialist, wherein he conducted PRA training workshops for Village Area Development Planning for the officials of the Ministry of Agriculture, Animal Husbandry and others involved in the implementation of East Java Rain-fed Agriculture Project (P2LK) supported by IFAD Rome and ADB Manila. The consultancy included institutionalisation of participatory approaches within the project, which involved various ministries like Agriculture, Social Services, Education, etc. As a visiting fellow of IDS, facilitated international Workshop on PRA for natural resources management planning for the national and international NGOs working in Indonesia, (e.g. Plan International, WWF, UNDP, etc.) organised by World Education, Jakarta. In early Dr. Kar rendered major capacity building support to all the technical staff members of the government ministry of Animal Husbandry engaged in the implementation of Decentralisation of Livestock Services in Eastern Indonesia (DELIVERI) in Sulawesi, which emerged as a successful programme and was later scaled up to other parts of Indonesia.

Kar introduced CLTS in Indonesia as a pilot with in the WESLIC-II (Water and Sanitation for Low Income Communities) project supported by WSP-EAP region and the World Bank in 2004. From the remarkable success of the CLTS pilot within WESLIC-II, it was scaled up in the entire project for the remaining period and later incorporated in the WESLIC-III (PAMSIMAS) project. CLTS became the main approach followed by the ministry of Health and Infrastructure of the government of Indonesia's and was included in the national sanitation policy. Dr. Kar delivered key-note speeches and presented global experiences on CLTS in many conferences and workshops in Indonesia including the East Asia SAN of 2012 held in Bali.

**Lao PDR:**

Rendered policy advocacy, and capacity building support on adoption and scaling up of CLTS in the national sanitation strategy and facilitated senior official level workshop and meetings for the ministry of health and other ministries including the UN agencies (UNDP, UNICEF, UNHCR) in Vientiane in 2008.

**Myanmar:** Introduced CLTS in Myanmar.

On invitation from UNICEF and government of Myanmar, introduced CLTS in the country through a couple of national level, hands-on training of trainers and and advocacy workshops in 2010. Rendered follow up advocacy support to concerned ministries responsible for sanitation, government of Myanmar and organized cross visits for the senior officials and policy / decision makers of the government and major NGOs including UNICEF, BESIK and Water Aid to an international workshop organized by CLTS Foundation in India. Distilling the international experience of scaling up of CLTS through policy change in the CLTS foundation's workshop in Gurgaon (2012) was a landmark event for the visiting Myanmar team of policy makers, who decided to act in favour of community led local empowerment approach. Being influenced by this event the sanitation policy of Myanmar was changed and CLTS was grounded on the nation on a firm foundation.

**The Philippines:** facilitated two major national levels, hand on training of trainers workshops on CLTS in eastern Samar province of the Philippines in 2012. Being organized by WSP, World Bank, the workshop was participated by the senior and middle level officers by the ministry of health, education and a few other ministries, UNICEF and major international and national NGOs of the Philippines. Also visited Philippines a couple of times for rendering advocacy support and sharing experiences related to Community led total sanitation and on consultation processes on rural infrastructure development organized by the Asian Development Bank (ADB).

**Timor Leste:** I was personally involved in institutionalizing and adoption of CLTS approach in Timor Leste from a very difficult circumstances after its initial introduction in the country in 2009. The early introduction of CLTS in Timor Leste was not done on a strong ground and without the ownership of the government. The approach was out rightly rejected by the then Prime Minister of Timor Leste on the understanding that the approach embarrasses local people and promotes filthy latrines. Faulty facilitation and inadequate involvement of the government from the policy through to implementation levels in the process of introduction led to apathy, disbelief and rejection of the approach. Through series of advocacy meetings, face-face interactions with the ODF communities, training and cross country learning visits, facilitated by Kar and his team from CLTS Foundation, CLTS approach was officially incorporated in the national sanitation policy of TL in 2014. Afterwards through a couple of follow up trainings and visits, CLTS was first scaled up in Bobonaro district. Institutional triggering was done with the district administration of Bobonaro, which soon experienced remarkable success in the emergence of the first nearly ODF district in TL. Bobonaro became the first ODF district and the success story started spreading to all the other 12 municipalities of TL which put TL on a fast track to achieve ODF national status.

**Thailand:**

In March 2004, as Consultant for the WSP-East Asia and Pacific region he participated and presented Community Led Total Sanitation approach at the regional workshop of WSP held at Phuket in Thailand. visited in several occasions related to high-level meetings and workshops with a number of international development agencies like, UNICEF, Plan International and others.

**Vietnam:** Visited primarily to strengthen early introduction and advocate for inclusion of CLTS in national sanitation policy and conducting training workshops. Additionally, facilitated training workshops on natural resources management, water and sanitation with UNICEF, Plan International, and National level training institutions in agriculture in Hanoi.

**EAST ASIA & THE PACIFIC:**

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**Kar has worked in countries such as China, Mongolia, Kiribati, Solomon Islands and Fiji**

**Mongolia:**

He conducted a national level training workshop on "Social Development and Participatory Planning" for the officials of concerned Ministries, World Bank, UNDP and NGOs involved in the implementation of National Poverty Alleviation Program (NPAP) of Mongolia for Save the Children UK and the World Bank (1995-1999). As a member of the international GTZ appraisal mission (March-May 2000), he visited Selengee and Tuv Aimags and carried out the feasibility study for the Western Khenti Forestry Project proposal for the of Government of Mongolia's Ministry of Nature and Environment on Sustainable Forest Management.

**Support to UNDP, GTZ and the Ministry of Environment and Nature, Mongolia**

- As Team Leader of the evaluation mission for UNDP's Water and Sanitation Project (WASH-21), carried out participatory evaluation of the project in five Aimags in the Gobi region with five members of the team and recommended way forward plan of actions.
- Conducted series of field level capacity building training workshops on joint management of national parks, pastures and natural resources for the staff of the Gobi Gurban Saikhan National Park Administration and the local government officials including the Buffer Zone Council members.
- Support to Integrated Management of Combating Desertification Project in Gobi regions of Mongolia.
- As Team Leader, carried out the appraisal and project formulation mission for the buffer zone development programme of Hustai Nuruu National Park of Mongolia supported by the Royal Netherlands Embassy in Beijing. The buffer zone development proposal was developed around the national park where Prezwisky horses (wild species-"Takhi") have been rehabilitated in their original natural habitat in Mongolia.
- Diversified support rendered to Integrated Management of Combating Desertification Project in Gobi regions of Mongolia.

Facilitated a major training workshop on "Community Led Natural Resources Management" for eighty (80) "Nukhurluls" (local people's organisations like CBOs) leaders from at least three Aimags (South Gobi, Bayankhongoor and Overkhangai) of Gobi. GTZ supported and New Zealand Nature Institute implemented programme of Community managed NRM is spreading all over Gobi and adjoining areas including Bayan Olgi province of western Mongolia.

On behalf of Asian Productivity Organisation, Japan, and NPDC of Mongolia, provided consultancy support to Improved Ger Area Project JFPR MON-9015 supported by Asian Development Bank. Community leaders from at least four major cities including Ulaanbaatar and staff members of the two projects participated in a capacity building workshop "Community Led Ger Area Management in Mongolia" facilitated by Dr. Kar.

As Team Leader, Kar led the Participatory Poverty Assessment and Monitoring (PPAM) project of Asian Development Bank. The first round of the ADB-World Bank study on community consultation for the poor living in the urban Ger areas and rural areas was conducted in Omn Gobi and Overkhangai aimags. The second round of the PPAM study was carried out in Khuvsgul, Hovd and in Dornod aimags of Mongolia with thirty researchers from the National Statistical Office (NSO), and other NGOs participated in wide scale community consultation. (Team Leader ADB-TA 4383)

For details please see ADB website.

Introduced CLTS in Mongolia through major training workshops being organised by UNICEF, World Vision and the government ministries at different times.

**China:** Introduced CLTS through a national level hands-on-training workshop, in Xanzi province of north-western China in 2006, which was organized by the Plan International. Afterwards visited several times to conduct CLTS training workshops in Jilling, Beijing and else where. Participated in number of consultation, planning and advocacy workshops in Chengdu and Lijiang related to solid waste management environmental protection of Kailash trans- boundary landscape of Himalayan Tibet region organized by ICIMOD (International Centre for Integrated Mountain Development), National academy of science and Schezuan university.

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**Fiji:** introduced CLTS in a number of island nations in the Pacific region, organized by UNICEF regional office in Suva, Fiji. Participated in a series of consultations and advocacy meetings on water and sanitation organized by UNICEF (2013)

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**Kiribati:** visited Tarawa, Kiribati in 2013 to introduce CLTS through a series of hands on training workshops and advocacy meetings with concerned ministries. Had meeting with the President and Vice president and ministers to develop their national sanitation policy using Community Led Total Sanitation. With the initiative of the President H.E Anote Tong, CLTS was included in the national policy of Kiribati and the island nation with 35 other islands is moving forward towards achieving ODF national status.

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**Solomon Islands:** Visited Honoria, the capital of Solomon Islands in 2013/14 to introduce CLTS through National level hands on training of trainers workshops. Also participated in series of consultation meetings with the concerned departments of the government, UNICEF to mainstream Community Led Total Sanitation in the national level sanitation policy of Solomon Island. The training video provided from the training workshop organized by World Vision Solomon Islands, became famous and a popular material for introduction of CLTS. Please see link...

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## **AFRICA**

### **EASTERN AND SOUTHERN AFRICA:**

**Eritrea –** Visited Asmara, Eritrea and other locations in connection with introduction and scaling up of CLTS. Dr. Kar's first visit to Eritrea was in 2008 followed by another visit next year. UNICEF and the government of Eritrea organized the national training programs. As a result of the hands on training workshops very efficient trainers and facilitators of CLTS emerged from within the ministry of health, who contributed in firm introduction and scaling up of CLTS in Eritrea.

#### **Ethiopia-**

Dr. Kar reviewed Ireland Aid's Support to Community Development in the Area Based Programmes of Tigray and SNNP Regions of Ethiopia in 2001 and advised and helped Ireland Aid to develop its strategy to enhance Participatory Development in Decentralised Local Governance in Ethiopia.

On behalf of Irish Embassy of Ethiopia, carried out a study to assess the extent of civil society participation in the Ethiopian PRSP. Also as a member of the mission of Development Assistance Group and the UNDP facilitated series of consultation on scope of participation on the PRSP finalisation process.

Facilitated major workshops on "Community – Led Sustainable Livelihoods Development" at Arba Minch in SNNP Region in Ethiopia. CLTS was the entry point to wider livelihoods strategy. Facilitated several sharing learning workshops in Addis Ababa on the same topic and on CLTS and introduced the approach in Ethiopia for Plan, International, WSP-Africa, Irish Aid and other NGOs and developed networks.

Kar introduced CLTS through two international training workshops in Dar es Salaam, Tanzania and in Addis Ababa, Ethiopia for the WATSAN Advisors of seven Plan Countries of Central, Eastern and Southern Africa in 2007. Since then CLTS is being rolled out by the governments of Tanzania, Kenya, Ethiopia, Uganda, Malawi, Zimbabwe, Zambia, Sudan, Eritrea, Djibouti, Somalia, South Sudan and partly in Egypt.

**Djibouti-** Kar facilitated the National Training of Trainers workshop on CLTS and held advocacy meetings with the senior Ministers and decision makers of the Governments for institutionalization. The visit was organized by UNICEF and the government of Djibouti in 2012

**Conducted hands-on training on CLTS in many countries in Africa. Please see the details at the end of this document.**

**Kenya-** Kar worked extensively in Kenya in the areas of agriculture and participatory natural resources management by the small holder farmers around Lake Victoria (Kisumu, Kakamega, Homa bay and Mombasa areas) with the programme support of Commonwealth Secretariat, London and ABLH, Nairobi

Facilitated International Training workshops on participatory development approaches and methodologies for natural resources management and watershed development for the national and international NGOs, from Kenya, Ethiopia and Uganda organized by ABLH (Association for Better Land Husbandry) and OMMN (Organic Matter Management Network) Nairobi. Kar supported the efforts of institutionalisation and scaling-up of use of PRA in the Government Departments of Agriculture, Animal Husbandry, Social Forestry, Soil Conservation etc. in selected districts which included training workshops, visits supporting participatory planning, implementation and formation of local groups in selected areas.

Since early 2000s Kar worked extensively in introduction and scaling up of CLTS in Kenya through a major international workshop organized in collaboration with UNICEF, WSP, Plan International, and the Ministry of Health GOK in Nairobi, Kisumu, Busia, Mombasa

and other places. CLTS is in the national sanitation strategy of Kenya and the country was one of the first in the region to set its target to ODF national status and developed roadmap to achieve the same under the guidance of Dr. Kar.

Presently Dr. Kar and the CLTS Foundation has been guiding the UNICEF, ESARO in Nairobi to develop a methodology called CLTS Rapid Appraisal Protocol (CRAP) to quickly verify the status and practice of CLTS in any country. All the 23 countries in the region have been receiving support from CLTS Foundation.

**Uganda-** Dr. Kar was involved in the process of institutionalisation of decentralised planning in Kibaale district of Uganda soon after the formation of the new Decentralisation ministry. Through specially designed training for different levels and host of other activities for the district officials and elected people's representatives, the District Councillors Kar extended a prolonged capacity building support to Kibaale, Kumi, Chiboga and other districts under the Irish Aid supported programme.

Later on Kar designed and carried out a Participatory Impact Assessment of the Irish-Aid supported KDDP's (Kibaale District Development Program) development interventions in the entire district.

Kar facilitated series of training workshops for the members of the DTPC of Kibaale district, the councillors from the District (LC5), Sub-County and Town Councils on approaches to participatory development through decentralised district planning. He also trained the officials of the Irish Embassy in Kampala, on approaches to participatory development and organised a study tour of Ugandan and Irish Embassy officials including the Irish Ambassador to India in October 1999.

In mid 2000s Kar facilitated number of hands on training workshops on CLTS to strengthen the practice and scaling up of CLTS in the country (TOT in Tororo organised by UNICEF Plan International and the Ministry of Health).

**Lesotho** – With his colleagues of CLTS Foundation, Kar introduced CLTS in Lesotho through a major hands-on training workshop involving all the major sanitation sector players drawn from all the districts in 2014. He rendered advocacy to the ministry at the national level in Maseru. The programmes were organised by UNICEF and the government of Lesotho

**Madagascar** – Following a review of practice of CLTS on the ground in Madagascar in 2011, facilitated National Training of Trainers workshop on CLTS and series of advocacy meetings with the senior decision makers and regional Governments for scaling up of the approach in the country. Afterwards three more follow up visits were organised by the by the Global Sanitation Fund (GSF), MCDI the executing agency of the programme and FAA, the national consortium of sanitation in Madagascar. From hardly any ODF villages in the entire country, Madagascar achieved more than 15,000 ODF villages within five years and moved very fast towards enhancing access to basic sanitation to millions of Malagasy people. The success at the grass roots level leveraged huge political buy in for CLTS and the country look forward to achieving ODF national status by 2017. The book "Promising Pathways" published by CLTS Foundation documented the entire process of introduction and scaling up of CLTS in Madagascar under the FAA programme supported by GSF.

**Malawi** – Introduced CLTS in Malawi through series of training of trainers, workshops in Lilongwe and Blantyre and held advocacy meetings with the senior decision makers of the country, government ministries/UNICEF, national and international NGOs.

**Namibia** – Facilitated the very first BNLS (Botswana, Namibia, Lesotho and Swaziland) country's national policy makers' workshop on CLTS at Windhoek in 2014. Rendered advocacy support to national political leadership for mainstreaming local empowerment approach of CLTS in the national sanitation policy.

**Somalia/Somaliland/Puntland** - Kar reinforced the practice of CLTS in Somalia, Somaliland and Puntland through hands on training of trainer's workshop for the government officials, NGOs, INGOs including UNICEF in Hargeisa in 2015. He rendered advocacy support to the concerned ministries of these regions in Somalia and facilitated a major workshop for the ministers and senior policy and decision makers in Nairobi in 2015.

**Tanzania** – Dr. Kar facilitated National Level Training of Trainers Workshops on Participatory approaches to natural resources management for the Senior staff members of Nine GTZ-Projects in Tanzania (Handeni Agro-Forestry Project was the lead) in March 1996. He worked with the Rural Integrated Programme Support Team of Mtwara and Lindi Region (supported by FINIDA) 1996 and conducted series of workshops for institutionalisation of Participatory Approaches in the functioning of the different line departments and ministries mainly Agriculture. In February 2007, he conducted the first 'hands-on' regional training workshops on CLTS in Dar es Salaam, Tanzania, which was participated by more than 60 staff members from major NGOs, INGOs, government officials, programme managers and WATSAN Advisors from 13 Plan countries of eastern and southern Africa region.

**Zambia** – In 2000, Kar as a Mission Team Leader evaluated Water Aid, Zambia's country programme in Monze district. Along with the Participatory Impact Assessment of water and sanitation interventions of Water Aid a training of trainer's workshop on participatory monitoring and evaluation was also facilitated for the Water Aid staff and other major actors and partner organisation eg. Ministry of Health officials and health technicians from the districts of Monze, Siavonga, Namwala and Kafwee.

Kar visited Zambia several times since then and rendered training and advocacy to institutionalise CLTS in the national sanitation strategy. In 2007 he first introduced CLTS in Zambia through a major national level training workshop at Lusaka and at Choma. The history of Chiefdom led scaling up of CLTS in Zambia began from this workshop. Chief Machha emerged as a champion of CLTS from this workshop.

#### **WESTERN AND CENTRAL AFRICA:**

**Benin** – Visited Cotonou in March 2014 and facilitated national level training workshop for all the major stakeholders of sanitation in the country and extended policy advocacy support to break the stalemate of non-adoption of CLTS approach in the country in spite of the fact that it was introduced in the country in 2009. The initiative was supported by UNICEF, the Dutch Embassy and the ministry of health.

**Chad** – Introduced CLTS in Chad through training of trainers, workshops held in Dardar, N'Djamena, Chad and meetings with the senior decision makers of the country/ UNICEF, Oxfam and other NGOs.

**Ghana** – Revived the practice of CLTS in Ghana by conducting a major review of practice and policy environment in 2008. After the review reintroduced CLTS and extended training, capacity building and advocacy support to five most backward regions (Volta, Central, Northern, Upper East and Upper West regions) in terms of access to basic sanitation in the country to fast track to access to basic sanitation in Ghana. Through CLTS Foundations support over last five years, Ghana made considerable progress in sanitation. Host of capacity building activities, including exposure visits, orientation workshops, meetings and participation in international conferences of CLTS Foundation was organised periodically for the Regional Ministers and senior policy makers of the country. Ghana had a national policy on CLTS but there was no clear mechanism to implement the policy at the local level.

Reintroduced and revived the practice of CLTS in Ghana by conducting a major review of practice and policy environment in 2008. After the review extended training, capacity building and advocacy support to five most backward regions (Volta, Central, Northern, Upper East and Upper West regions) in terms of access to sanitation in the country to fast track to access to basic sanitation in Ghana. Through CLTS Foundations support over last five years, Ghana made considerable progress in sanitation.

**Ivory Coast** – Arranged National Training of Trainers workshop on CLTS and held meetings with the Senior Ministers, Policy and Decision makers of the Governments for institutionalization and scaling up with a focus on achieving MDG on Sanitation. The visit was organised by the Ministry of Public Works, Water and Sanitation and UNICEF Cote d' Ivo ire.

**Liberia** – In March 2009 introduced CLTS in Liberia through training of trainer's workshops and meetings with the senior decision makers of the country/UNICEF

**Mali** – Introduced CLTS in Mali and in at least ten Franco Phone countries of West Africa through series of training of trainers, workshops and meetings with the senior decision makers of the government /UNICEF, Water Aid, and other bilateral and multilateral agencies.

In my second visit I ran a major hands-on training workshop in Kolokani which was participated by more than 55 government and NGO staff from all over Mali. UNICEF staff from Togo and DR Congo had also participated.

**Nigeria** – Participating in the WSSCC mission on Inception of Global Sanitation Fund programme in Nigeria. Advocacy with the national and state governments (Cross River state and Benue state).

**Senegal** – Visited in several occasions to extend advocacy and training support to scale up CLTS and for facilitating regional and pan African workshop (Africasan-2015).

**Sierra Leone** – Organised and facilitated three 'Hands-On' Training workshops on CLTS for the staff of UNICEF, Government departments of Health and Education, and other NGOs and INGOS and funding agencies in Free Town, Kenama, and Port Loko. This was the very first regional training workshop on CLTS in West Africa.

**Sudan** – Introduced CLTS in Sudan through training of trainers, workshops arranged by Plan Sudan and the Ministry of Health and other International and national NGOs held in Kosti in White Nile state. Facilitated first Sanitation Forum of Sudan arranged by UNICEF in Khartoum, which was participated by the senior decision makers of the country, UNICEF HQ and Organisations. National workshop on CLTS organised by the MoH, Plan Sudan and GOAL Sudan held in Khartoum and in villages of Khartoum state

## LATIN AMERICA:

**Bolivia** – Introduced CLTS in Bolivia through series of training of trainers, workshops and advocacy meetings with the senior decision makers of the country, UNICEF and other International organisations. The major training workshops were held in La Paz and in Llalagua area in Potosi. In my second follow-up visit I ran training workshops and consultations in La Paz and in Cochabamba.

## Publications:

Dr. Kar has published many articles in international journals. Some of his publications are:

- Old Wine in New Bottle? Kar. K. and Backhaus. C. (1994) Experiences with the application of PRA and participatory approaches in a large scale foreign funded Government development program in Sri Lanka. - Published in a number of journals and widely circulated by IDS, Sussex, U.K.
- Authority and Participation. Kamal Kar and Sabina Preuss (1995) Published in GTZ-Journal.
- Scaling up or scaling down? The experience of institutionalising PRA in the slum improvement projects in India. Kamal Kar and Sue Phillips (1996) Paper presented at the International Workshop on PRA and Institutionalisation held at IDS, Sussex, UK May, 96. This has been published in the book, "WHO CHANGES?" Edited by James Blackburn and Jeremy Holland with a foreword by Robert Chambers. ITDG Publications 1998. Page, 57. .
- Who will influence the Institutionalisation of participation and on whose terms? by Kamal Kar Tor Lundstrom and Julie Adkins. (1997)
- Articles on participatory planning and on slum improvement program published in the PLA notes of International Institute for Environment and Development London.

*Transforming Bureaucracies- institutionalising participation and people centred processes natural resources management- an annotated bibliography published by the IIED (International Institute for Environment and Development) London and the IDS (Institute of Development Studies) Sussex – 2000, contains seven references of Kar's work on the above subject (page112-114).*

- [IDS Working Paper 184 Subsidy or self-respect?](#) Participatory Total Community Sanitation in Bangladesh Kamal Kar September-2003, IDS Working Paper 257, Subsidy or Self Respect? CLTS An Update on Recent Developments. Kamal Kar and Katherine Pasteur November 2005

WSSCC (Water and Sanitation Collaborative Council) Geneva, has published my work on Community Led Total Sanitation in their recent publication "[Listening- To those working with communities in Africa, Asia and Latin America to achieve the UN Goals for water and sanitation- March 2004](#)"

## BOOKS, MONOGRAPHS, TRAINING MATERIALS AND TRAINING VIDEOS:

Written and developed several training manuals on participatory development approaches and experiential learning, including videocassettes on PRA and on CLTS in India, Indonesia, Sri Lanka, Bangladesh and in many countries in Africa in different languages. Notable among these are:

- Participatory Impact Assessment of Proshika's Development Interventions September 1997.
- Participatory Impact Assessment of Calcutta Slum Improvement Project. September 1997. This book has been published and widely circulated by DFID, New Delhi.
- Participatory Impact assessment of Kibaale District Development Programme in Uganda, Vol. II and I
- Review of Ireland aid's support to community development in the area based programmes of Tigray and SNNP Regions of Ethiopia Jan-March 2001, by Kamal Kar, Yeraswork Admassie and Talahun Workineh.
- Strategy to enhance participatory development in decentralised local governance in Ethiopia, Kamal Kar & Shimels Assefa, July-2002.
- [Practical Guide to Triggering Community-Led Total Sanitation \(CLTS\)](#), Kamal Kar, November 2005.
- [Facilitating 'Hands-On' Training Workshops for Community-Led Total Sanitation – A Trainers' Training Guide](#) – Kamal Kar. April 2010.
- [Hand Book on Community Led Total Sanitation](#), by Kamal Kar with Robert Chambers, published by Plan UK and IDS April 2008. This hand book has been translated in to French, Spanish, Portuguese, Arabic, Hindi and Bengali
- [Digging in Spreading out and growing up. Introducing CLTS in Africa by Kamal Kar and Christy Milward](#). IDS Practice Paper-8 August 2011. [www.cltsfoundation.org](http://www.cltsfoundation.org)
- ['Getting the Message Across: Promoting Ecological Agriculture in Bangladesh'](#), Gatekeeper Series 122, International Institute for Environment and Development, by Dipankar Datta and Kamal Kar, 2006 (PDF)
- [Promoting Organic Farming in Bangladesh](#) id21 Research Highlight: 3 November 2006.

- [Shit Matters – The Potential of Community-Led Total Sanitation](#). Edited by Lyla Mehta. Forward by Kamal Kar. 2011

A few other journals of repute those published Kar's work are: Journal of Poverty, Humanitarian Exchange of ODI, Community Development Journal, Journal of Microfinance, Development in Practice, Gatekeeper Series, Education 3-13, Social Aspects of HIV/AIDS, Participatory Learning and Action, World Bank, etc.

[Many training videos developed by Kar on CLTS are available on YouTube.](#)

**Kamal Kar was featured in the [BBC/TVE Earth Report, Clean Living Part 1, 'Top Down, Bottom Up'](#)(CLTS in Bangladesh)**

#### **Awards and Recognition:**

- In 2015, Dr. Kar was awarded the '**Sarphati Sanitation Life Time Achievement Award**' at the Amsterdam International Water Week.
- Honoured with the **World Toilet Organization (WTO) Hall of Fame Award at World Toilet Summit in New Delhi** in 2015.
- In 2013, he was honoured as '**The Global Leader in Humanitarian Service**' by the **Lions International**.
- The **Asian Development Bank** declared Dr. Kar as the '**Water Champion of 2011**'.
- **Foreign Policy Magazine** of Washington DC selected Dr. Kamal Kar amongst the '**Top 100 Global Thinkers of the World in 2010**'.

#### **Some of the important speeches and lectures delivered are:**

1. Session by Dr. Kar [at 6<sup>th</sup> World Water Forum, 2012 at France](#) - Winning the battle against cholera: Impact of community-led total sanitation (CLTS) in Africa.
2. Key note address at the inaugural session of World Water Week, Stockholm in August 2008
3. Key Note address at the South Asia Conference on Sanitation (**SACOSAN**) held in **Dhaka, Bangladesh** in October 2003 "Subsidy or Self Respect?"
4. Invited speaker at the regional conference of WSP-East Asia and Pacific held in **Phuket, Thailand** in March –2004.
5. Invited speaker at the United Nations Commission on Sustainable Development (**UNCSD**), **New York, U.S.A.** in April 2004.
6. Key note address at the regional conference on Sanitation- Challenges for the Millennium organised by WSP-South Asia of the World Bank Islamabad, WSP New Delhi, WSSCC, Geneva and Ministry of Environment Ministry of Health, Government of Pakistan held at Bhurban, **Pakistan** in June 2004
7. "Community Led Total Sanitation- A step towards greater Livelihoods Security, Accelerating Progress in Asia", Key note address delivered at the regional workshop on "Rural Sanitation – Issues & Options" at Peshawar, North West Frontier Province (NWFP) in Pakistan, 21st June 2006
8. Speech at the WAHS Conference 2011 at Brisbane, Australia in May 2011
9. Presentation at the ADB, Manila's international consultation on sanitation
10. Video presentation of my Key note lecture at the Rotary International conference WESRAG at New Orleans, USA, May 2011
11. Key note address on CLTS in Africa in Africa San 2011 at Kigali, Rwanda, July 2011
12. Thematic Keynote speech on CLTS at the international conference on "Water and Health: Where Science meets Policy" at The Water Centre at the University of North Carolina (UNC), Chapel Hill, USA in October 2015
13. Keynote speech on collective behavior change at the Amsterdam Water Week in Amsterdam in December 2015.
14. Keynote speech at the SACOSAN-VI in Dhaka in January 2016
15. Lecture on CLTS as an entry point strategy for wider livelihoods development for the communities living in the mountainous trans-boundary landscape of Hindu Kush mountain range" delivered at the ICIMOD, Kathmandu in February 2015.

#### **Membership in professional bodies:**

i) Member ODI London, ii) Founder member, International Federation for Women in Agriculture, New Delhi, iii) Former member of Indian Dairy Association, iv) Former member of International Goat Association v) Former member of Indian Society of Extension Education, vi) Life member of Water and Sanitation Rotarian Action Group (WASRAG), vii) CLTS Foundation is an institutional member of Sustainable Sanitation Alliance (SuSanA)

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