



BUSINESS OF CHANGE

PARTNERSHIPS
IN SANITATION

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PREFACE

Partnership represents a critical factor in the success or failure of a welfare programme. It also takes years of painstaking effort and determination to build partnerships and deliver true impact at scale. Inherent differences in approach, suspicion of capabilities and motives, and serving different stakeholders all add to the complexities.

It is interesting to note that the success of the Swachh Bharat Mission typically exemplifies multi-sectoral partnerships between Government, corporates, civil society and donor organisations. These ensure systemic change and have helped the nation achieve unprecedented developmental milestones in the sanitation space in recent years.

As a proud associate of the Swachh Bharat programme, the India Sanitation Coalition, is constantly striving to enable sustainable sanitation by bringing multiple organizations on a partnership platform through a range of catalytic actions. These actions inter alia include curating and disseminating best practices in sanitation to better enable replication and scaling up by players. We have helped spread the needs and practices in the sanitation value chain covering our mission of build-use-maintain-treat (BUMT).

As we look to disseminate great examples, ISC is pleased to carry the 3rd best practices compendium of the series "Business of Change" titled "Partnerships in Sanitation". This compendium carries forty-five cases that typify instances of partnership that led to interventions addressing a host of issues critical to securing a sustainably 'cleaner' and healthier India.

As we move beyond an open defecation free India in 2019, we hope that this compendium, like the earlier ones, will be a useful publication for all the key players and sector practitioners and inspire many others to further intensify their efforts for a Swachh Bharat.



Naina Lal Kidwai
Chair, India Sanitation Coalition





परमेश्वरन अय्यर
Parameswaran Iyer



सत्यमेव जयते



एक कदम स्वच्छता की ओर

सचिव

भारत सरकार

पेयजल एवं स्वच्छता मंत्रालय

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Foreword

The Swachh Bharat Mission has revolutionised sanitation in India and in just 5 years, the rural sanitation coverage has increased from 39% in 2014 to nearly 100% as of April 2019. The Mission has transformed into a true people's movement, with more than 550 million people stopping the age old practice of open defecation. The Mission is arguably the biggest behaviour change programme in history.

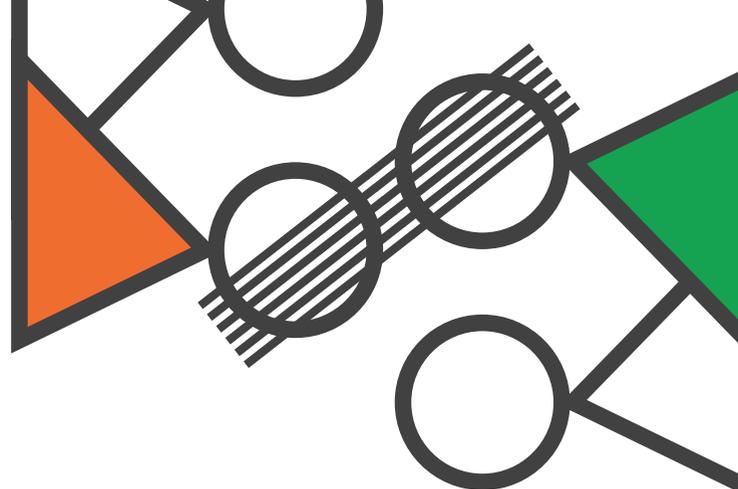
With the third edition of its best practices' compendium – "Business of change: Partnerships in Sanitation", the India Sanitation Coalition (ISC) highlights various aspects of the sanitation value chain - Build-Use-Maintain-Treat, besides innovation. I am particularly pleased that 'Partnership' has been chosen as the underlying theme for these stories, which are a testimony to how private sector organisations & corporates, international development partners, CSOs, national and international NGOs and networks and alliances, provide, through useful partnerships, the much-needed impetus that the Swachh Bharat Mission demands from time to time to become a citizen's movement. This compendium is a recognition of some of these initiatives along the sanitation value chain that have indeed made a difference on the ground.

I hope that this publication shall help in disseminating knowledge across organisations already working in the sanitation sector, and inspire others to contribute as well.

My best wishes to the ISC team.

Parameswaran Iyer
Secretary to Government of India

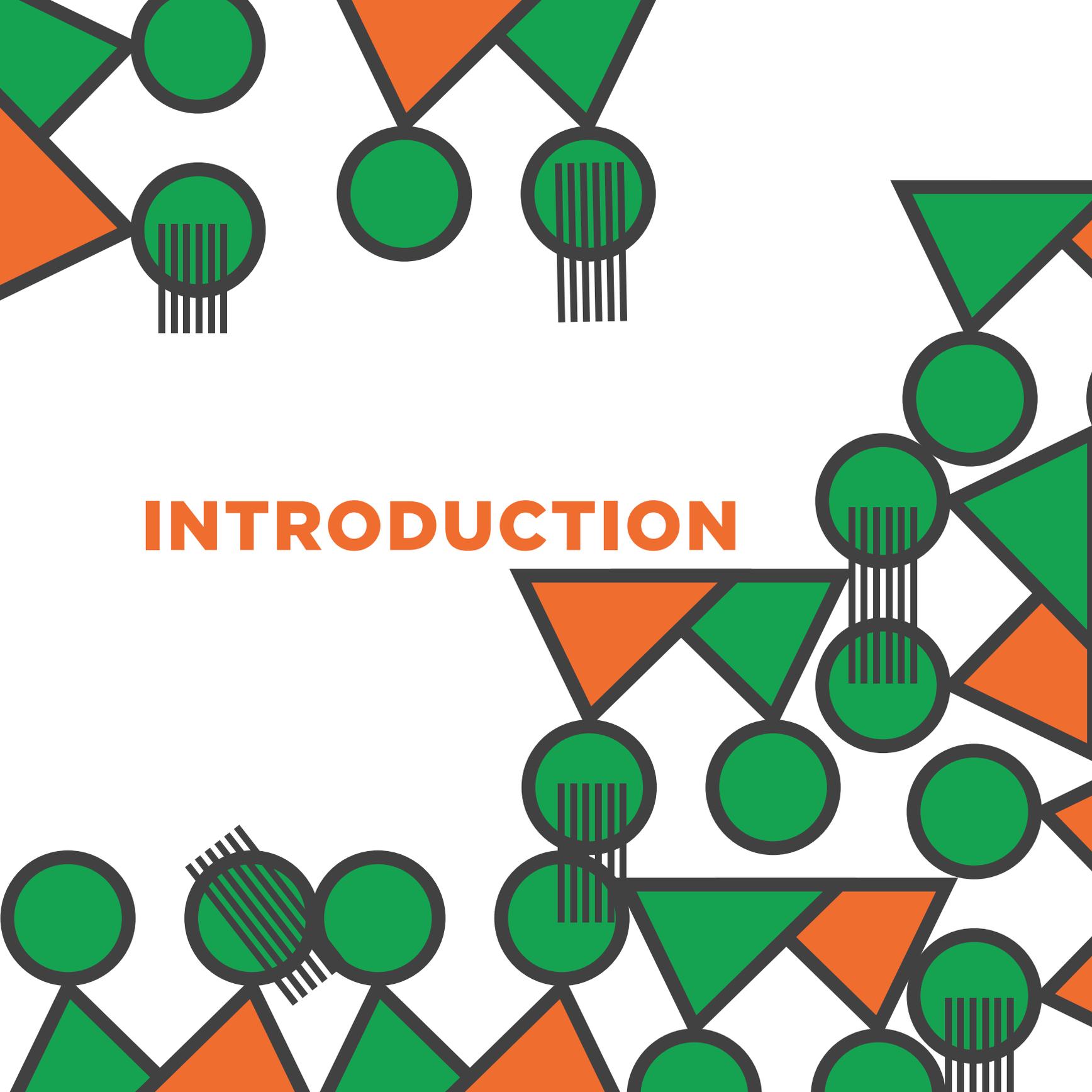
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The background features a repeating pattern of stylized human figures. Each figure is composed of a green circle for a head and a triangle for a body. The triangles are colored either orange or green. Some of the green circles contain five vertical black lines, and some of these circles have five vertical black lines extending downwards from their base, resembling a beard or a specific hairstyle. The overall style is minimalist and graphic.

INTRODUCTION

“Addressing global challenges requires a collective and concerted effort, involving all actors. Through partnerships and alliances and by pooling comparative advantages, we increase our chances for success”—Ban Ki-moon, Former UN Secretary General

Political desire on the part of the government to carry through a policy that would lead India to become open defecation free over a stipulated timeline, coupled inter alia with multi- sectoral partnerships between public, private, civil society and donor organisations, designed around the programme, have ensured a systemic change that has witnessed the nation achieve unprecedented developmental milestones in the sanitation space—nearly six hundred thousand revenue villages and more than three thousand five hundred cities already becoming Open Defecation Free (ODF). Better still, the programme stakeholders are becoming virtually unstoppable and already there are policies and plans in place to take care of a host of sustainability measures that include Faecal Sludge and Septage Management (FSSM), Menstrual Hygiene Management (MHM) and equity & inclusion under the broad umbrella of Swachh Bharat Mission (SBM), in fulfilment of the requirements for attaining SDGs 6 and 17.

Everyone who is involved in the programme (SBM), one way or the other has realised that this could not have been possible had there not been effective partnerships between stakeholders at all levels—Government ministries, departments and agencies responsible for SBM at multiple levels, including local, national and state-level municipalities, regulators and public utilities. Partnerships and collaborations were equally crucial with Government ministries, departments and agencies, in other sectors, including the ones responsible for education, health, urban affairs, social welfare and gender.

Private sector organisations, international development partners including bilateral and multilateral donors, CSOs, national and international NGOs, CBOs, networks and alliances, and advocacy and campaigning organisations provided the much-needed impetus that the programme demanded from time to time to become a citizen’s movement.

So, doubtlessly, the common thread running throughout the implementation of SBM has been and still is partnership and it is expected that there are scores of instances of success and innovation that are woven around this key attribute of the programme to tell a complex tale full of unexpected plot twists and turns that the programme has witnessed over a period of four and half years across geographies in the country.

We at India Sanitation Coalition bring out our best practices compendium this year capturing these successes and innovations, namely “Business of Change- Partnerships in Sanitation”. This compilation is third in the series, the previous two being “Corporates in Sanitation” and “Thinking beyond Shit-pots”.

We hope the compendium shall be well received by its prospective readers who are certainly going to benefit from the acquisition of this unique and ‘sanitised’ knowledge.

TECHNOLOGY PARTNERSHIP IN AID OF SANITATION WORKERS: KAMJET GR.

During the festive period in October 2018, while the country was celebrating, the sad news of 7 sanitation workers (Safai Karamcharis) lost their lives in the process of manually cleaning the sewers in Delhi. In the past 3 years, over 1300 sanitation workers have laid down their lives while entering sewer lines. Due to the presence of organic content and its degeneration, gasses like H₂S and Methane that are present in sewer lines act as lethal weapons against our sanitary soldiers. Many a times, due to the failure of pneumatic plugs, the pressure of the sewerage in a line can be a cause of death of Sanitation workers.

In order to alleviate the issue, a 3-member team from Delhi Jal Board, comprising of Mr. Mohaniyya, Mr. Bhupesh Kumar and Mr. Grover partnered with Avida and commissioned them to develop a machine that would replace the need for human manual intervention and can be mounted on a compact chassis in order to go into narrow lanes and city gallis (streets).

Through the design of the KAMJET GR, the aim was to bring about a transformation among Safai Karamcharis through mechanization, enabling them to carry out their profession with ease and dignity in compliance with the Prohibition and Employment of Manual Scavenging Act, 2013 and to elevate their professional, social and economic status on par with the likes of any other Maintenance Professional through mechanization and compliance with the occupational safety standards.

The machine is mounted on a 6-ton GVW chassis, capable of access in narrow lanes, gallis, and roads up to even 4 ft width. The Machine's application is vast and hence this model can be replicated in villages, towns and cities alike.



The Delhi Jal Board has purchased 200 nos. of Kamjet JR for the city and the company has advised that the project has been running successfully for a year across Delhi.

The KAMJET GR has won the AMRUT Tech Challenge organized by the Ministry of Housing and Urban Affairs for being an innovative solution for eliminating manual scavenging in India.

A fantastic case of top-end technology partnering with the urban local body to produce a game-changing solution!

VIACOM MEDIA PARTNERSHIP WITH MUNICIPALITY FOR A CHAKACHAK MUMBAI

Being a media company, Viacom is able to reach and mobilise the masses. After Hon. Prime Minister launched the Swachh Bharat Mission, Viacom identified with the cause. Infrastructure in the home city, Mumbai, presented itself with the immediate need. Viacom18 started the Chakachak Mumbai campaign by partnering with Municipal Corporation of Greater Mumbai (MCGM) and in less than two years, built 200 toilets, impacting 1,50,000 people across four slum clusters.

Viacom realised that in a city like Mumbai, real estate is scarce and comes at a premium. Hence, to keep the project sustainable in the long run, they identified a two-pronged model of infrastructure intervention and behaviour change communication. Storytelling is one of the cores to business for Viacom, so behaviour change messaging became a central pillar of the work as the process progressed.

Viacom's work in behaviour change is around three aspects - customized campaigns using colloquial language, which communities could easily relate to, large scale media assets such as Toilet- Ek Prem Katha, in-process production Navrangi Re! to engage civil society, and nurturing innovations and programme models that will help increase toilet usage – Swachh Maharashtra Grand Challenge.



Viacom considers leveraging effective communication channels and complementary collaborations central to their approach. Partnering with MCGM to align with local government goals and the Corporate Platform for WASH anchored by ISC and Samhita, supported by BMGF to nurture innovation, have driven large scale impact in the community and ecosystem. A large-scale media campaign has engaged many stakeholders in the dialogue for sanitation.

To ensure sustainability, Viacom18, through its innovative storytelling nudges users to go beyond habitual behaviours and social norms and social media campaigns such as 'Get Angry', engages the civil society at large. The continuous engagement from the community and local government stakeholders has helped in mitigating the risks of delays while creative messaging with the community, using relatable language and context, ensured adoption and sustained usage fulfilling the purpose of Chakachak Mumbai.

Access to toilets is essential and health benefits will be realised if communities adopt and sustain toilet usage. Viacom18, through its innovative storytelling and partnerships, that nudges users to go beyond habitual behaviours and social norms and social media campaigns such as 'Get Angry', engages the civil society at large, thus sustaining and replicating the message of the campaign.



SADRAG'S OUTREACH FOR RIGHT TO SANITATION



Madhu, a 26-year-old woman resides in a village called Dinanathpur Puthi. Dinanath Puthi is in Dasna block of Hapur District (U.P.). Before Dinanath Puthi, the family of Madhu was a resident of Makanpur village, 20 km away from Puthi.

Madhu's family does own some land for agriculture as also a modest house. The family has been dependent on Madhu's husband and his monthly salary of ₹ 6000 per month that he earns while working in a factory in the neighbouring district, Ghaziabad. Two of her three children study in a private school, which drains a major portion of their monthly earning.

Madhu had always wanted an in-house toilet but due to financial constraints, she could not get one. Embarrassment in open defecation due to a host of factors, such as men being present in the field during open defecation, thoughts of sexual violence and animal bite among others scared her on a daily basis, as this had been faced by other women in the village too. An idea of loan for constructing a toilet seemed dangerous and infeasible, considering the limited family income.

After considerable struggle and over time with the help of multiple sources, Madhu managed to have a room with 4 walls but could not complete the toilet construction. She reached out to different authorities and organizations for help but could not get any financial support. Sometime later, SADRAG reached out in the neighborhood and subsequently Madhu's house. SADRAG offered to complete the toilet construction with some contribution from Madhu and the balance from Coca-Cola's initiative to restore the sanitation facilities in the community.

The entire family uses the toilet now and they are planning to further expand it to include a bathing facility as well. With community-level intervention of SADRAG, social responsibility initiatives of organizations like Coca-Cola and similar partnerships, right to sanitation has been enacted house-by-house.



BODF (BLOCK OPEN DEFECATION FREE) PROGRAMME BY TATA TRUSTS

Behaviour Change Communication (BCC) is an interactive process of any intervention with individuals, communities and/or societies (as integrated with an overall programme) to develop communication strategies to promote positive behaviors which are appropriate to their settings. This, in turn, provides a supportive environment which enables people to initiate, sustain and maintain positive and desirable behavior outcomes.

Men and women of Gangolihat block had to go for open defecation at a distance from their homes. The defused cluster and tough terrain made it difficult for the members to find areas where they could defecate in the open.

With the objective of sanitation, BODF is an initiative which was launched by Tata Trusts and they created a kit namely SADAR (Self-Esteem, Associative Strengths, Resourcefulness, Action Planning and Responsively). It aims to create participatory community mapping and a capacity building tool. Demand generation and triggering methods such as shit mapping, water quality impact, school rallies, and puppet shows are also used.

The BODF programme has ensured that all members construct their toilets and practice OSS (On-Site Sanitation). The community has prospered as they have been able to lend enough time to everyday household routine and livelihood works, such as collecting fodder, wood, water, grazing cattle, or working in agricultural fields.



4200 individual toilet structures have been constructed in the block. Hygiene practices like cutting nails have increased by 61%, hand washing before the meal by 87%, hand washing using soap increased by 27% and covering water utensils by 27% from the base date. The healthy practices have translated to a reduction of water-borne diseases and less medical expenses.

This project operates across 312 villages of Gangolihat block of Pithoragarh district of Uttarakhand, India. Partnering with communities as an equal stakeholder in the programme is necessary for change, and Tata Trusts did it very well in this case.

WASH INSTITUTE'S MOBILE SEPTAGE TREATMENT UNIT (MTU) FOR ON-SITE TREATMENT

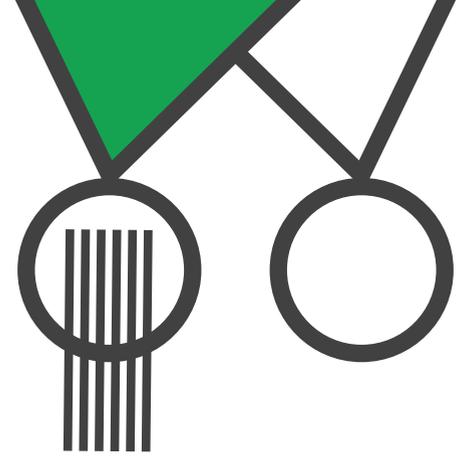
During the Kerala flood in 2018, the organization sent a relief team of 9 members for a period of 50 days to the heavily affected districts of the state that were under worse sanitation situation. The technology installed in 4 trucks treated a total of 9,18,222 litre of septage from the septic tanks and discharged hazard free liquid into the environment.

For the deep-seated faecal sludge & management challenges in India, WASH Institute, as part of its research and innovation programme, designed an onsite faecal sludge treatment technology called the Mobile Septage Treatment Unit (MTU). The technology with the operational capacity of 3000-6000 LPH, works on the concept of solid-liquid separation, sludge thickening, and effluent treatment processes. While the liquid is separated from the solid, the effluent passes through the treatment process and disposes of the treated effluent, complying with the pollution control norms.

The innovation treats the septage effluent onsite. Besides curbing environmental pollution, it brings economic/market competitiveness by eliminating the extra load of effluent during transportation. The lower operational cost of the trucks will benefit the customers who will pay less for desludging services.



Whereas MTU cannot empty leach pits, it is designed to empty septic tanks and treat the septage. As a cost-effective product of FSSM, MTU can be easily used by Truck Operators as a solution to the faecal sludge management challenges in India. The MTU is designed for the ease of operation and maintenance across geographical areas. The total cost of the unit is lower than the septage emptying trucks used by the private operators. With the convenience to treat the effluent onsite, an operator can empty multiple septic tanks in a day. The intervention helped in controlling the diarrhoeal outbreak. Importance of support and partnering during emergencies like floods can be learned from WASH Institute's MTU stint in Kerala.



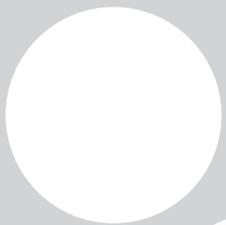
ON-SITE SANITATION IN SCHOOL OF ALWAR WITH HAVELLS AND BANKA BIOLOO

Havells' CSR initiative is focused on child health, nutrition, education, and sanitation. Havells's mid-day meal programme, started in 2005, has been taking care of 1,500 children every day, and today covers 60,000 children in 693 government schools in Alwar district of Rajasthan.

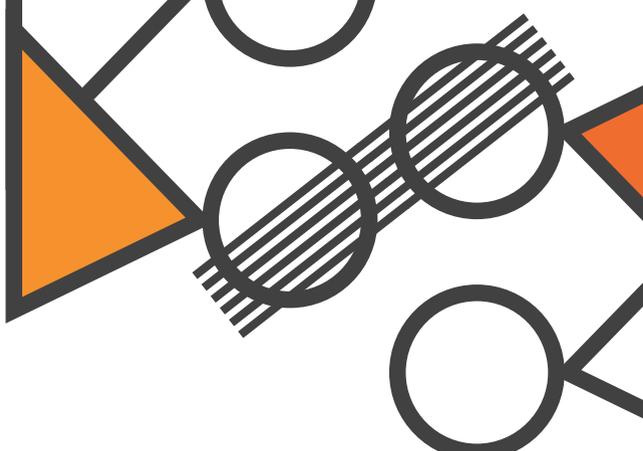
Understanding a very strong nutrition-sanitation nexus, Havells was desirous of providing sanitation facility in the schools they had been contributing through mid-day meal programme. Absenteeism and dropouts, more among the girl students, are common for want of adequate WASH facilities in schools. Havells offered to provide the eco-friendly and sustainable bio-toilets that treats waste onsite, in the same schools. Havells chose to partner with Banka BioLoo, to install the bio-toilets (or bioloos) in the schools. It included a toilet block with the bio-digester tank to treat waste onsite, overhead water tank and wash basin for handwashing. Post undertaking detailed planning on the structures, layout and the overall designs of the bio-toilets, blocks for girls and for boys were separately designed. Havells provided support from the corporate office and, the local employees in Alwar took a keen interest in the implementation and post-implementation process.

The partnership began in 2015-16. It has covered 100 schools every year – providing a minimum of 8 bio-toilets in each school (4, each, for boys and girls). The programme included organizing of sensitizing workshops. Education, initially, was about the classroom, the curriculum, and the books; but holistic education goes much beyond, and covers adequate nutrition for the students and appropriate WaSH (water, sanitation, and hygiene) facilities. The school sanitation partnership is a step in this direction.

This intervention is welcomed by the school students and staff. They have taken good care of the bio-toilets through upkeep and regular cleanliness. Since Havells has a strong relationship with schools through the ongoing mid-day meal programme, introducing school sanitation has not been a very difficult intervention. The students have been carrying the message of swachhata (cleanliness) and sanitation to their homes and communities







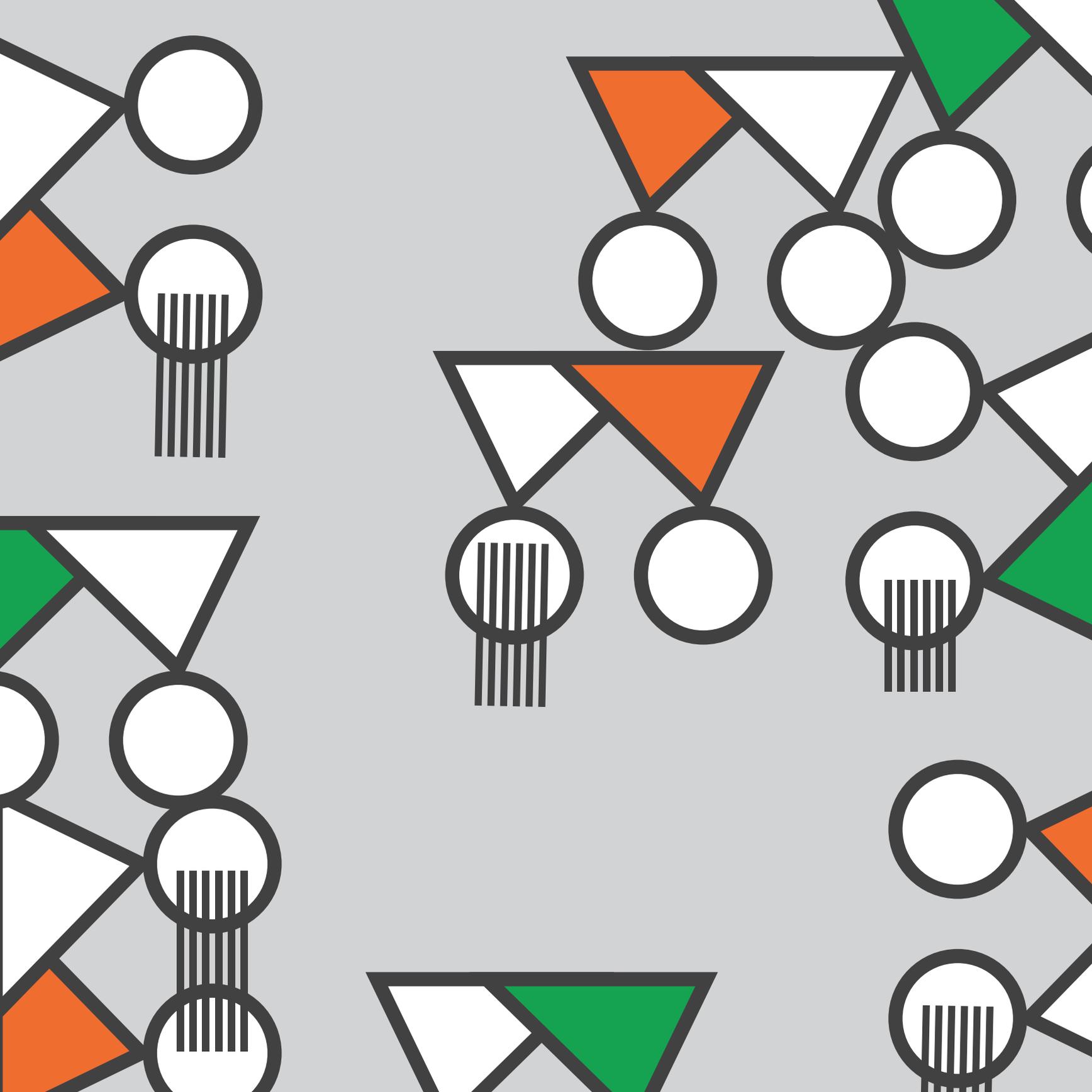
COMMUNITY LED TOTAL SANITATION WITH AMBUJA CEMENT FOUNDATION (ACF)

To promote good sanitation practices in the community, ACF initiated community led sanitation interventions in their operational villages. They adopted integrated approach for sanitation by including personal hygiene, environmental sanitation and safe drinking water in the programme.

The outcome of the programme included construction of 30,395 toilets, awareness on sanitation and health in 234 villages. 131 villages with a major population of marginal and vulnerable households constructed toilets. Villages with active Community Based Organisations (CBOs) and Women Self-Help Groups (SHGs) took the movement one level ahead to ODF+. The programme included making people aware of low-cost technologies on sanitation and getting loans, available through women federations/SHGs. This ultimately led to enhanced participation of women in decision making at gram panchayat level, better hygiene in villages and reduction in the water-borne diseases.

The programme included guiding women, youth and children to be frontrunners of the sanitation drive, which steered concrete behaviour change and further generated demand for change. It also focused on the supply chain of appropriate sanitation materials, trained masons, low-cost models, and on-field technical support. Women SHGs in Chandrapur (Maharashtra) and Kodinar (Gujarat) played a key role in encouraging households to construct toilets. Women federations and SHGs with the help of ACF created a revolving fund for sanitation and provided loan for toilets to members. Partner organizations of ACF gave seed funding to SHGs through the programme. As of December-2018, 1936 toilets were constructed through loans given by Women Federation and SHGs.

Perceptions and notions around usage of toilets, cost of construction, water scarcity, discomfort in the usage of toilets and existence of toilet inside/near the house bringing impurity, were some of the factors which had to be dealt with. As reported, involving more youth and women in the projects a programme gave it required momentum. Involved youth and women snow-balled in convincing other stakeholders to adopt changes and better instruments of sanitation. Such holistic change at village and block may not have been possible without participation and partnership of local government, CSR organizations, and community-led initiatives.





“Given FICCI’s on-going contribution to nation-building as the foremost industry body in India, I am delighted to see India Sanitation Coalition emerge as an effective multi stakeholder platform in sanitation and contribute to the national priority of creating a truly Swachh Bharat”

Sandip Somany, President, FICCI

MAKING BHARAT NAGAR SLUM ODF: MULTI-STAKEHOLDER INITIATIVE BY HINDUSTAN PETROLEUM CORPORATION LIMITED (HPCL)



Bharat Nagar is part of Chembur area in Mumbai (Maharashtra). Bharat Nagar is located near HPCL Mumbai refinery and is declared a slum under Development Plan of Municipal Corporation of Greater Mumbai (MCGM). Due to high industrial development in the neighbourhood, rapid influx of people and subsequently higher population density, the slum has struggled for basic amenities.

Under Swachh Bharat Abhiyan (SBM), HPCL focused on supporting Bharat Nagar to become open defecation free (ODF) with the help of multi-stakeholder engagement and holistic approach. HPCL affirms on socio-economic development of communities around and welfare of weaker, marginalized and less privileged section of the society.

HPCL initiated project was implemented with 4 pillars of support. The first pillar was creation of a twenty-seater toilet complex with running water and hand washing facilities. It was implemented with partnership of MCGM, SULABH, Civil Society Groups, and people. This toilet block stands to be one of the perfect examples of multi-stakeholder partnership leading to the success of SBM. The second pillar was the development of an available open area in front of the toilet into a public park with facilities of jogging track, open lawn, seating arrangement, lighting etc. The development of park resulted in an increase in safety, hygiene and community engagement, especially for children and women. The third pillar was the installation of sanitary pad dispensers and incinerators to make toilets inclusive for women. The fourth pillar was a focus on operation and maintenance, and appointment of a full-time specialized agency for the same. These pillars coupled the results with the help of special BCC programmes and awareness-cum-sensitization campaigns during 'Swachhta Pakhwada' and 'Swachhta Hi Sewa'. To imbibe the habit of cleanliness among children in the area, selected students were appointed as Swachhta soldiers in schools.

Despite facing big challenges during this intervention by HPCL, the collaboration of the people in supporting, owning and driving ODF campaign in a dense community like Bharat Nagar made this into a success.



INNOVATIVE PUBLIC-PRIVATE PARTNERSHIP BY HINDUSTAN ZINC LIMITED: A STEP TOWARDS ENHANCING WATER SECURITY

Udaipur city had a sewerage generation of 60 MLD and a major chunk of it ended up in the lakes. Hindustan Zinc Limited (HZL) is the second largest zinc miner and had a demand of 27 million cubic metre fresh water in the district. HZL and Udaipur Smart City Limited (USCL) came up with a partnership project where a 20 MLD STP plant has been set up in April 2014 and the treated water is being sent to HZL smelter through an 80 km pipe network.

The STP has been designed on Moving Bed Bio Reactor technology which treats water through various steps of treatment including biological treatment. The treated water is sent to HZL dariba plant where as generated is being sold by Udaipur Municipal Corporation (UMC) to local farmers respectively. This project leads to 85 % reduction in consumption of freshwater at RDC operation, 120 tonnes (approx.) of manure generation, improvement in aquatic biodiversity of lakes, reduction in health hazards, improvement in tourist appeal and more funding for greening Udaipur through plantation.



The project supports SDG 6,12,13 and 14 which includes sustainable management of water and sanitation for all. Financially viable land acquisition which should be close to the city, switching from freshwater to treated water at RDC, inconsistent treated water supply, stakeholder's agreement to the technology, operational elements and gaining stakeholders' trust, were some challenges that were well addressed and resolved. After the success of the partnership project and appreciation by the Rajasthan Government, it became easier to conceptualize similar subsequent projects in the city. HZL signed an agreement with USCL for the operation of STP of another 40 MLD on 22 June 2017 with an investment of ₹ 80 crores. This new infrastructure shall treat almost 100% sewerage of Udaipur city and will give 25% output to USCL for the city. HZL has further signed up an MOU with CPR (Centre of Policy Research), UMC and Vidhya Bhawan Society to treat the city's faecal sludge.

RANI MISTRIS BUILDING THE WAY FOR WOMEN EMPOWERMENT AND SWACHH BHARAT MISSION WITH JHARKHAND STATE LIVELIHOOD PROMOTION SOCIETY (JSLPS)

After the acceleration of building of toilets coming in due to Swachh Bharat Mission (SBM), there was a shortage of Raj- Mistris (Male-Mason). Most of the Raj Mistris preferred being involved in other construction facilities rather than building toilets. Rani-Mistri was a unique intervention of Jharkhand State Livelihood Promotion Society (JSLPS) under SBM where women were motivated, trained and certified to become Masons and build Individual Household Latrines (IHHLs).

This initiative filled the gap of availability of skilled masons in many districts and blocks of Jharkhand. It opened new doors of livelihood opportunities, financial (and social) empowerment and abolishment of contractual labour in the region. Rani-Mistris played a key role in accelerating the construction of toilets under SBM(G) and further motivating the village folks to make it a habit to use the toilets. They also surveyed the excluded households and motivated as also persuaded them for building toilets as part of their association with Sakhi Mandals. They were unofficially also named as Swachhagrahis considering the long-term public health change they were bringing in the region.



Social stereotyping of women and resistance from the male counterpart(s) and Raj Mistris acted as barriers to the movement but Sakhi Mandals throughout the region held the spirit of partnership and support. They spread awareness and motivated women to master the 'male profession' with elan. Being in a position of facing maximum hardship due to non-availability of toilets, Mandals (women participants) played a key role in developing a cadre of 55,000 Rani Mistris and catering to safe sanitation with behaviour change.

The increasing cadre of Rani Mistris all over Jharkhand is a testimony to the fact that this model has steadily gained ground and is sustainable for its corruption-free and demand driven nature.

SWACHHAGRAHA- SWACHHATA KA SATYAGRAHA WITH ADANI FOUNDATION



Swachhagraha- Swachhata ka Satyagraha (Drive/Movement of Cleanliness), is an initiative of Adani Foundation. The programme has been inspired by the mass movement 'Satyagraha' led by Mr. Mahatma Gandhi and is aligned with Swachh Bharat Mission launched in 2014. The programme cum movement has spread across 17 states with a mission of getting rid of dirt and unhygienic environment. This programme has focused on behaviour and attitude change, which have been reasons of littering and dirt arising in past. The programme has established student leaders and Preraks (teachers), who have influenced the mass and taken actions as part of the process.

The students of government, grant-in-aid and private schools along with guidance of teachers (Preraks), took ownership of cleanliness and hygiene activities. These activities were carried out in schools, homes, respective communities, and amongst themselves. Teachers (Preraks) played a pivotal role in the process of facilitating and passing the behavioural change among the students.



EDTAS (Explore, Discover, Think, Act and Share), a well-structured pedagogy with IEC tools has ensured the replicability of the programme. Communication materials in 11 languages have been developed to expand national outreach. The focus on behaviour change communication has ensured long term stability and sustainability of the project. The project has had handholding support of 2-3 years which has made stakeholders empowered enough to run it sustainably post exit of programme initiators.

Implementors faced barriers with translation, validation and printing of IEC material in multiple languages, different academic calendars of different state boards and transportation of materials but they managed well. Conducting regular launch and felicitation events, trainings, community events such as marathons, garbas, exhibitions etc. acted as boosters of the success of the programme. In this manner, the programme has targeted students, youth and community around, for creating a long-lasting culture of cleanliness. Such partnerships between philanthropic foundations, schools, teachers and students can lead to long lasting and sustainable change





BANEGA SWACHH INDIA WITH RB AND ADVENTIST DEVELOPMENT AND RELIEF AGENCY (ADRA)

ADRA India, in partnership with RB, are collaboratively working on improving knowledge, attitudes, behaviour, and practices related to WASH among school children. This project is being implemented in seven districts of Uttar Pradesh (Lucknow, Gorakhpur, Varanasi, Etawah, Kannauj & Noida) & Bihar (Bhagalpur). The partnership's aim is to change the mindset and behaviour of the school children and make them the catalysts of change in their school, home as well as the neighbourhood, which would deliver an inter-generational impact. Targeted towards school children, this can be termed as a comprehensive approach to bringing best practices of sanitation and hygiene, as a regular feature of life through a structured curriculum. This curriculum provides study materials, games & other WASH materials. It covers modules on personal hygiene, hygiene at home, hygiene at school, hygiene in illness and hygiene in neighbourhood. It fosters an enabling environment in schools for teachers to come ahead as a change maker in the behaviour of students and let them accelerate as catalysts in community. The project has trained 5671 teachers while outreaching more than 3 lakh children of age group 5-12 across schools.



Sometimes, teachers get transferred in the mid of the sessions, but the knowledge and skill stay with them wherever they go, the schools have taken the responsibility cum initiative to continue the sessions even beyond the project support. The project seems to have the capacity to be replicated widely as the trained teachers are following the curriculum to facilitate the hygiene promotion sessions in the schools. This initiative has garnered support from stakeholders and philanthropists, who have joined the programme to promote best practices and a cultural impact in the underserved communities.

CHAMPIONS OF CHANGE IN SANITATION WITH AGA KHAN DEVELOPMENT NETWORK

The school hygiene education programme was initiated in 2017 in 328 schools in Gujarat and Bihar, and in 2018, it expanded to 1000+ schools across 6 states of Bihar, Gujarat, Madhya Pradesh, Maharashtra, Telangana, and Uttar Pradesh. The programme aims to improve knowledge and practices on safe sanitation and hygiene among school children through a hygiene dedicated education curriculum. Along with students, it develops the capacity of teachers and students and is geared towards improving health and hygiene for all.

The programme has raised awareness and knowledge among children around key hygiene behaviours such as handwashing and personal hygiene. It has built the capacity of over 2000 teachers to streamline hygiene education in schools and to deliver sessions in an engaging and interactive manner. Because of the programme, children have increased adoption of handwashing before mid-day meals, and subsequently cutting the transmission routes of water-borne diseases.

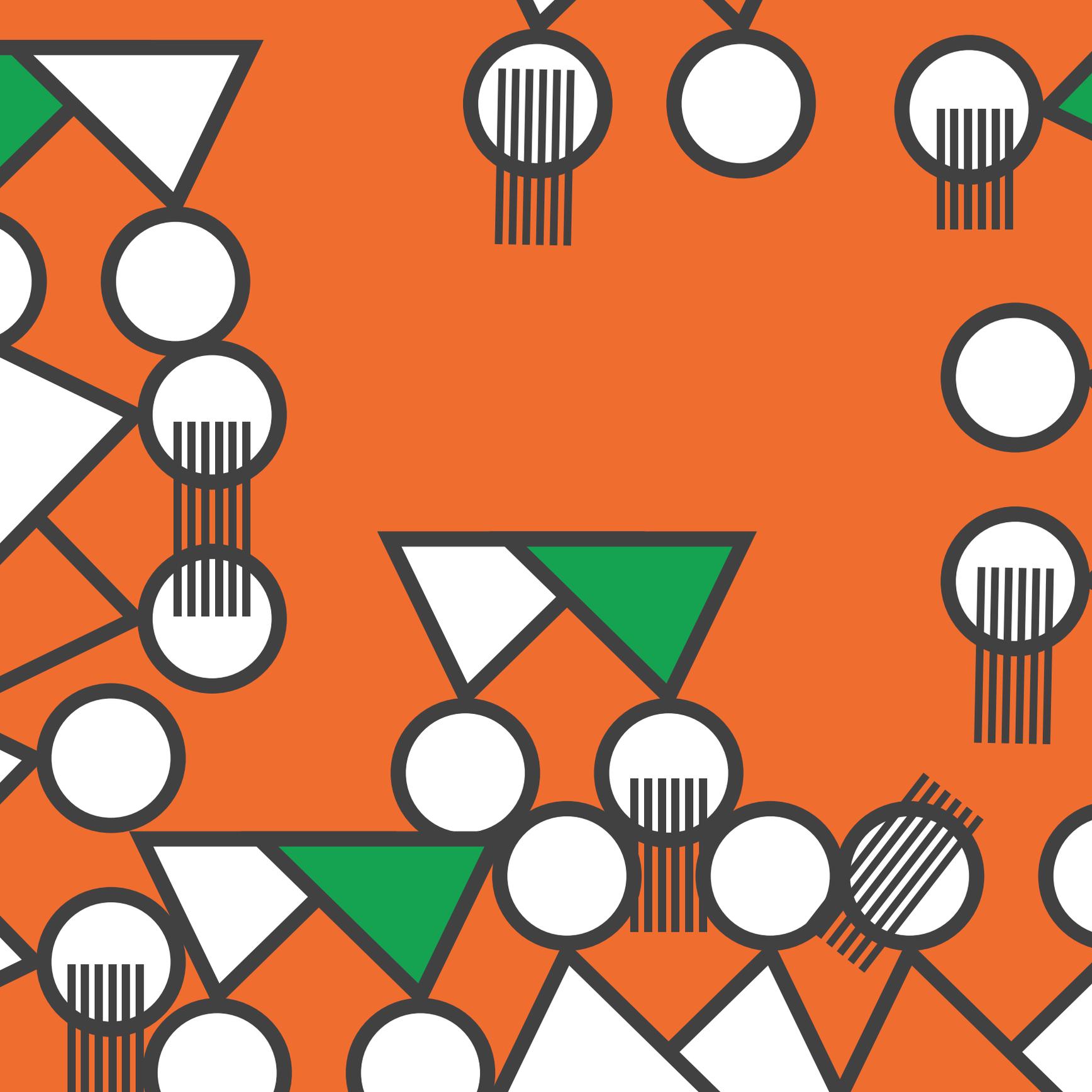




With the sessions in the programme, students have emerged as champions of change and assumed responsibility for advocating positive behaviours, monitoring sanitation and hygiene in their schools, homes, and communities. The efforts have been supported by teachers, trained on delivering hygiene education and strengthening Bal Sansads (Child Cabinets) and School Sanitation Clubs. Programme teams along with government officials and district education departments planned to scale this initiative to the neighbouring blocks and bring initiatives like Soap Banks on ground.

A limited number of teachers in schools and their capacities impacted the delivery at some points. This was supported with dedicated resource persons appointed at cluster-level, extending handhold support to teachers to deliver sessions using child-friendly techniques and tools. The programme has been supported with hygiene curriculum and modules developed by RB which served as a critical touch point to the target and deliverable.









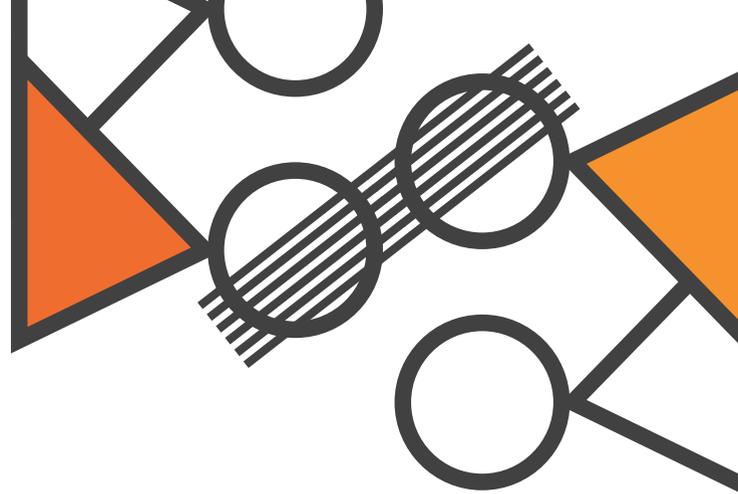
COMMUNITY RUN PERSONALIZED SOLID WASTE MANAGEMENT PROGRAMME WITH BAREFOOT COLLEGE

A community-run waste management system has been set up and it has ensured that all the waste is collected and treated scientifically. The rural solid waste management initiative by Barefoot College in Chhota Narena village of Ajmer district of Rajasthan has primarily impacted public health, by ridding village surroundings of filthy garbage mounds and clogged drains. Improper disposal of solid waste caused domestic animal poisoning, breeding of mosquitoes, germs on garbage heaps, blockages in drains leading to overflowing sewage water, contamination of soil, contamination of groundwater, and many more hazards. Owing to lack of awareness, women were burning plastic waste in their cooking stoves every day to dispose it off.

The initiative has improved communal hygiene, sparked behavioural change, created livelihood opportunities and generated an income stream through value recovery from waste. The village committee implementing the programme got socially empowered and trained to take up future development projects.

Personal interaction with community members, awareness generation through traditional and digital media lead to trust and empathy building, making project implementation smoother. Creation of a village committee consisted of members from all localities, castes, and sexes, which lead to collective decision making by the committee on project planning and implementation. It insured long-term sustainability and ownership. Creating dignified job roles for cleanliness workers, taking continuous feedback on system operation and collecting community contribution were keys to accountability and system sustenance. Long-standing caste discrimination associated with waste-related work and resistance from the community in paying monthly fee were some of the barriers which were addressed by methods like creating the diverse village committee to take decisions collectively and emphasizing on personalized communication.

A capacity-building module has been created for teams to implement waste management models in villages. This ensured that the system could be replicated in any geography. With support from external organizations such as NGOs/CBOs, villages committees along with Panchayats could take the project forward and sustain it through regular monitoring, community contribution and accountability of cleanliness workers to community members.



SUSTAINABILITY, A KEY TO WASH INITIATIVES WITH BASF

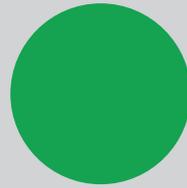
Keeping sustainability in mind, BASF has initiated multiple programmes under the umbrella of WASH. In India, it is done by focusing on supporting UN SDG 6 (Water & Sanitation) & UN SDG 4 (Education & Skill Development) through WASH & education programmes. The initiatives were focused on community development around their manufacturing sites in Dahej, Mangalore, Thane, Pune, and Chennai.

In Chennai, they installed two water treatment facilities with UF technology in 2015 and 2016. These facilities have gotten membership of 2900 households and disbursed 9.45 million litres of water till July 2018. In Dahej, they built 280 household toilets in villages, a waste management system, community waste bins, household waste bins, BCC for 5000 villagers, Menstrual Hygiene Management (MHM) awareness programs reaching out to 700 women and installation of 2 digital classrooms. In Mangalore, they constructed 40 school toilets which provided improved facilities to 6000 students, WASH training and behavioural change programmes for 2800 students in 9 schools. In Pune, they built washrooms in 4 schools and deployed RO water facilities too. In Thane, they installed Water ATMs which catered to a population of approximately 10000 citizens.

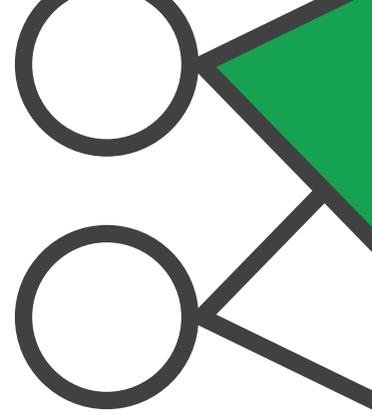
All the initiatives were implemented keeping sustainability in mind as a strategic growth driver and an integral part of risk management strategy. Keeping behaviour change programmes and continuous hand-holding helped in bringing prolonged and sustainable adoption of change. CSR programmes require long-term commitment and continuity, and BASF has invested continuously for years to make programmes sustainable. Investment had not been just monetary but also in volunteering by employees, by visiting schools and education students.

This has brought a positive impact on the communities and children. Girls feel safer in schools, the practice of open defecation has reduced and school absenteeism due to health-related reasons has dramatically reduced.





SATYA BHARTI ABHIYAN BY BHARTI FOUNDATION TO SUPPORT SWACHH BHARAT ABHIYAN



Satya Bharti Abhiyan was launched in 2014 with a budget allocation of ₹ 100 Crore. It aimed to improve sanitation conditions by providing access of toilets to households and motivating them to have better sanitation facilities through behaviour change communication and Information, Education, and Communication (IEC) campaigns. The initiative contributed to the achievement of ODF status in the intervened areas. Satya Bharti Abhiyan was launched in rural areas of Ludhiana district. It reached the urban areas of Ludhiana in October, 2016 and rural areas of Amritsar in September, 2017. It provided 18,000 toilets which benefitted nearly 1,00,000 residents of the intervened areas.

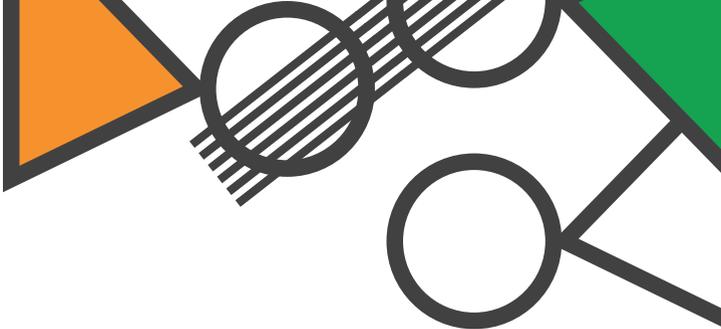
The post-project sample survey of beneficiary villages revealed that the communities had gotten aware of the proper usage, operation, and maintenance of toilets, and good sanitation practices. The survey also reflected that the elderly, disabled, women and children of the beneficiary families felt more secure, safer and independent as they no longer had to go to the remote areas at odd hours to defecate.

The following drivers were the key to change:

- Support to build the ownership of community,
- Convergence of beneficiaries with government schemes through IEC campaigns
- Engagement and empowerment of all stakeholders with transparent processes
- Involvement of communities with the help of social audit

Simple designs, outsourced contractors with ensured speed and quality, do-it-yourself maintainability of the toilet and subsequent ownership of toilets by individuals and communities got the sustenance in Ludhiana District. The survey post-exit of the programme reflected a high toilet usage at 98.5%.

The lack of availability of required funds could be a major barrier in similar projects. Transparency, structured and process-driven approach for the construction of toilets, and a well-planned and professionally executed IEC leads to empowerment of stakeholders and the ownership of toilets by them. This strategy would facilitate the development and implementation of any such programme.



PUBLIC-PRIVATE PARTNERSHIP BY BLUE WATER COMPANY (BWC) FOR TREATING FAECAL SLUDGE

In 2017, Blue Water Company (BWC) implemented India's first Public Private Partnership (PPP) in Faecal Sludge Management (FSM) in Leh, J&K, thus creating a model. A model which can quickly implement high quality and turn-key services in small towns which can address public health, sanitation and protection of the environment from untreated faecal sludge.

Groundwater pollution has become a major health and environmental concern in Leh, and this can further affect tourism, which will have an impact on livelihoods and the local economy. BWC designed, financed and built a Faecal Sludge Treatment Plant (FSTP) in Leh, and started providing integrated, turn-key scheduled FSM services in Leh to hotels, households, government buildings and the army. Customers have been charged a reasonable fee to make the service profitable for the Municipal committee of Leh (MCL).

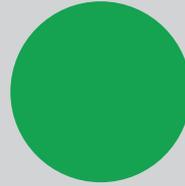
As reported, there were three key drivers of the programme which are listed below:

1. Support from ULB and local citizen group in accepting FSM and willingness to pay for services
2. Low cap-ex and op-ex model; easy to operate, green infrastructure
3. Well-defined scope of work and a clear partnership between MCL and BWC

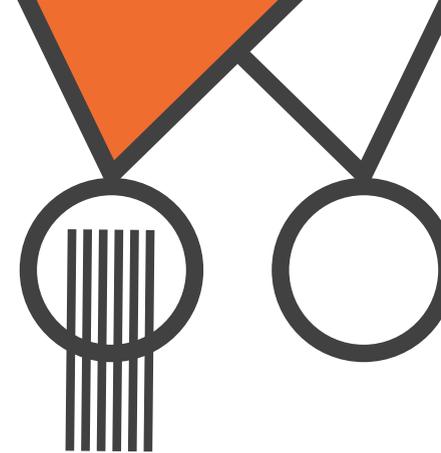
Leh model showcases perfect example of how a partnership can solve two problems that Urban Local Bodies (ULBs) have-- lack of funding and lack of technical expertise. Hybrid Annuity Models as used in the Leh model are viable and scalable for ULBs. Andhra Pradesh is in process of implementing something similar.

The support from the ULB staff in contract structuring and providing land was a huge facilitation. The extreme weather conditions in Leh reduce technology choices and make operations difficult, therefore innovation was critical. In most places, finding capable enterprises that can also invest in the PPP is a challenge, and implementing scheduled desludging and getting ULB support are not easy, however, this model has shown how smaller towns can work with private players to implement FSM services as a rapid response to public health and sanitation concerns.





WOMEN LEADERS AND SANITATION SINGLE WINDOW (SSW)

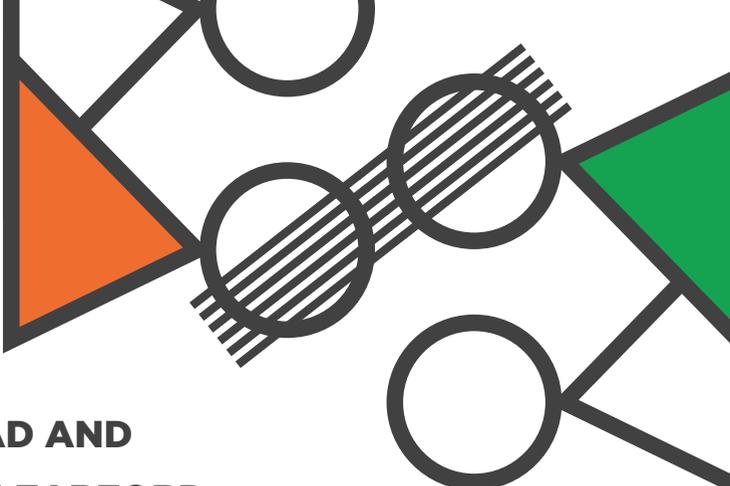


The community-led Sanitation Single Window (SSW) established at Ward 62 can be best described as a one-stop sanitation node, which can shape outcomes inevitably, bridging the sanitation divide in under-served settlements. This initiative has been achieved with a three-fold strategy structure which includes establishing a mechanism for fostering convergence and getting coordination between the community and the Urban Local Bodies (ULBs). It brings the support of allied departments like health, water supply, etc. It further includes forming a trained team, drawn from the community that works in a cycle and in coordination with the service providers. It works on mainstreaming gender, with getting women and other marginal groups having a say in all key processes, from prioritizing to planning and further in implementing services (sanitation).

SSW facilitates dialogue between representatives of the community, ULB (s) and other stakeholders to bridge the gap and bring more collaborations and partnerships. In case of Jaipur, this has gotten strengthened with Jaipur Municipal Corporation deputing concerned Junior Engineers and representatives of National Urban Livelihood Mission (NULM) with SSW to fast-track the delivery of services, timely redressal of issues and promotion of sanitation-based livelihood.

With SSW, a team of trained community persons is created at ward Level which also consists of team members of Mahila Aarogya Samiti, NULM, SHGs, certified masons, Community Management Committee (CMC) and Swachhagrahis. The members and teams break the gender stereotypes and work side-by-side of sanitation workers, engineers, and the male forum members.

The terrain and people's attitude were the major challenges. The terrain was uneven, and the settlements were highly congested; the majority of the population were migrant daily-wage laborers. The SSW from the beginning aimed to reach out to the most marginalized households and those living in the rear lanes and most adversely affected by the sanitation issues. With persistence and determination, they managed to build rapport with people, got them out of their state of isolation, identified issues, prioritized them and took on-the-spot actions like filing applications or using helpline numbers to highlight their plight and improve the quality of service delivered to them. If executed in a systematic manner, SSW can be replicated to reach under-served communities in any geographic area. For example, within six months the SSW got scaled up from one ward to seven wards.



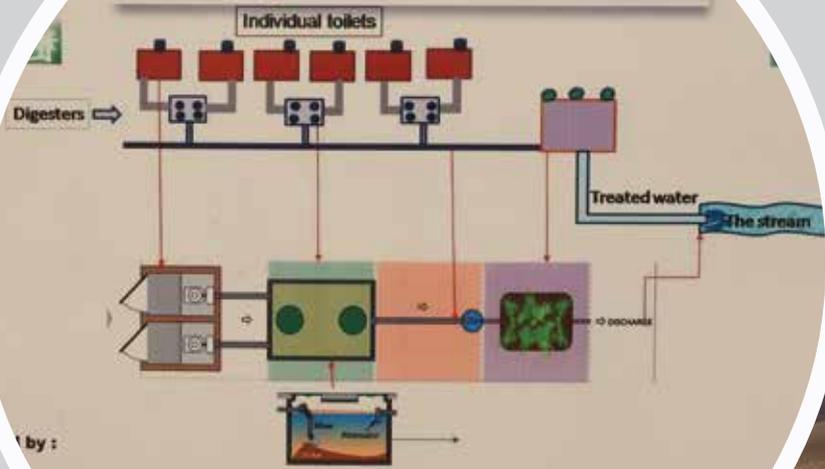
TRIBAL VILLAGE SANITATION AND ATTAINMENT OF ODF WITH GUJARAT ROAD AND INFRASTRUCTURE CO. LTD (GRICL) AND CLEARFORD

Gujarat Road and Infrastructure Co. Ltd (GRICL), a special purpose vehicle of IL&FS with support of Gujarat Government, designated the village of Jambudiyapura as a model site for creation of the first open defecation free village in Gujarat. Clearford designed a new communal wastewater system with private toilets, bathrooms, and a low-maintenance treatment facility. Clearford and Nalanda Foundation (ILFS) helped in setting up a village sanitation committee largely made up of women, which drove the project. The system collected entire wastewater (grey and/or black) using a communal sewerage system. After collection, it got conveyed through a low-cost treatment facility with lesser power use and, then got treated to a quality that was safe for discharge and reusable for agricultural irrigation in accordance with the regulatory requirements. The project was coupled with outreach activities including community involvement in project planning and a public ceremony of people giving a personal commitment to improved sanitation. Operation of the entire system needed only pumping costs. Pumping was required only in the treatment plant, which required less than ₹ 2300 per month for the entire village of about 250 people.

The system has almost eliminated the chance of groundwater and local water body contamination. The village has seen a subsequent reduction in gastro-related illnesses and an overall improvement in the quality of life (as per the opinion of villagers).

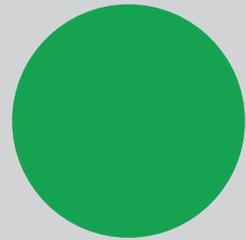
The project is replicable in different situations. Though CSR interventions sometimes require low-cost solutions which may compromise the sustainability aspects, yet the project has been replicated in two other cases with CSR support. Many visitors from across the country came to see the village including 200 lady sarpanches from Maharashtra on International Women's Day. The project has been operating successfully since May, 2016 and the village is verified as 100% ODF.

माडू गाम जुश गाम माडू गाम स्वच्छ गाम



Jambudiyapura Open Defecation Free Village Project 2015



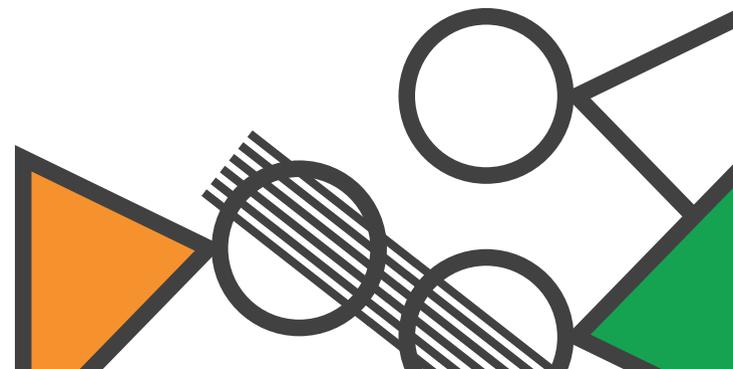


ENABLING ACCESS TO WASH, WITH GRAM VIKAS AND ODISHA POWER GENERATION CORPORATION

Gram Vikas partnered with the Corporate Social Responsibility initiatives of Odisha Power Generation Corporation to facilitate sustainable sanitation and hygiene in the Telenpalli gram panchayat of Lakhanpur block in Jharsuguda district. This initiative has been undertaken with the Gram Vikas' MANTRA approach. All 565 households of the 8 villages have built toilets and bathing rooms with support from the programme. Safe drinking water is supplied through a piped water supply system, owned and managed by the village. Each household gets water supply with three taps, one each in the toilet, bathroom, and kitchen. These villages have become ODF with the programme. The waste-water from the kitchens and bathrooms has been diverted to irrigate a backyard nutrition garden. The Village Water and Sanitation Committee (VWSC), consisting of an equal number of men and women, manages the water and sanitation system. The sanitation corpus and the water maintenance funds ensure that the financial sustainability of the infrastructure is ensured right from the beginning itself.

The principle cum foundation of the programme was the MANTRA approach – participation of the entire village, cost-sharing, social and gender equity, and institutional and financial measures for sustainability. The community ownership of the processes and facilities, along with the capacity building and handholding support provided by Gram Vikas ensured that the intended health and nutrition outcomes are fully achieved.

Financial and institutional sustainability was taken care by VWSC with the corpus and maintenance funds. The rigour and discipline required for ensuring 100% inclusion, especially in villages that are diverse in terms of caste and/or class were challenges that implementing organizations often found difficult to achieve. The cost-sharing by participating families which covers almost one-third of the total initial capital cost is challenging and requires long-duration mobilization, motivation and capacity building to achieve. The programme was in implementation from May, 2015 to June, 2018 across Telenpali gram panchayat, Lakhanpur Block, Jharsuguda district, Odisha.





The Swachh Bharat movement has captured the imagination of us as citizens. For the movement to succeed we need the corporate sector to work with the development sector and Government to ensure project delivery and outcomes. The India Sanitation Coalition is focussed on collaborations to take forward its agenda for BUMT (Build Use Maintain Treat) in Sanitation.

Naina Lal Kidwai, Chair, India Sanitation Coalition



HEALTH CAMPS FOR DESLUDGING OPERATORS ORGANIZED BY THE TAMIL NADU URBAN SANITATION SUPPORT PROGRAMME (TNUSSP)



Inadequate health coverage for desludging operators involved in the collection and disposal of faecal sludge is an issue that has remained largely unaddressed. While some rudimentary arrangements for health surveillance exist for the sanitary workers employed by the government, there is no similar arrangement for private septage operators. One of the major challenges of working with desludging operators and workers is creating systems and processes within the public healthcare delivery system. Conducting regular health camps with a focus on preventive healthcare would greatly benefit the desludging operators, who have limited access to proper healthcare facilities.

In this context, the periodic health camps organized by the Tamil Nadu Urban Sanitation Support Programme (TNUSSP) primarily focusing on the specific needs of the desludging operators, seeks to improve their ability to access quality healthcare consistently.

The City TSU-TNUSSP, which recognized the need for organizing regular health camps for desludging operators, entered into a collaboration with Equitas Development Initiatives Trust (EDIT), the CSR wing of Equitas Small Finance Bank to organize these camps as part of their CSR activity.

While CSR funds from corporates can be channelized into organizing periodic health camps, organizations, which provide free medical care, should be effectively linked to make the whole process replicable and sustainable. The ULBs should be roped into institutionalizing the camps and making them a regular activity of the ULB.

One of the key barriers in the uptake of preventive healthcare services is the inability of the desludging operators to access regular healthcare. Organizing periodic health camps will contribute towards facilitating the community in getting quality healthcare services consistently, thereby creating a healthy workforce.



INDIAN INSTITUTE FOR HUMAN SETTLEMENTS PARTNERS WITH GRAMALAYA AS PART OF THE TAMIL NADU URBAN SANITATION SUPPORT PROGRAMME

Since the early 2000s, Trichy has had women Self Help Groups (SHGs) led model for managing community toilets. Gramalaya has been one among the three NGOs that established the SHGs and enabled them to form a federation called Women's Action for Village Empowerment (WAVE).

In 2015 under TNUSSP, IIHS partnered with Gramalaya to provide a renewed thrust to the existing SHG managed model. This resulted in 100+ additional community toilets, including those with bathing facilities, being brought under this model. Earlier these toilets had weak overseeing by the ULB and had no caretakers, and the cleaning frequency ranged from twice a day to once every alternate day. Under this new model, the communities pay a fee of Rs. 1 or Rs. 2 per use per person and receive improved services in the form of a cleaner and maintained toilet. SHGs managing the toilets were also nudged towards improved record keeping and tracking their income and expenses. Sustained monitoring through Gramalaya 's field staff who doubled up as members of the WAVE federation, thereby ensuring that regular meetings were held to discuss to sort out the issues. Motivating communities to take an active role in the management of toilets can be deemed as the key to success.



In the case of toilets with fewer users (<200), it would not be possible to be solely dependent on user fees to meet the expenses. Hence, there is a need to explore alternate revenue generation avenues. A federated approach, as the case is in Trichy, cross-subsidy models between high and low revenue-generating toilets can be explored.

The existence of WAVE Federation for over 15 years has ensured the continuation of the initiative beyond the project period. ULBs within and outside Tamil Nadu have increasingly become reliant on SHGs also for both solid and liquid waste management. There is a high potential for scaling up similar initiatives if the right incentives are provided.

INTEGRATED APPROACH TO ENDING MANUAL SCAVENGING WITH HCL

Some sections of our society are devoid of opportunities as they are forced to do certain jobs or are being assigned work with old feudalistic caste framework. Manual scavengers are forced to engage in unsafe disposal of human excreta without any proper safety measures causing multiple health issues and, in some cases, risking their lives.

In Gauri Khalsa panchayat, Kachuana block of Uttar Pradesh, a WASH intervention was started in May, 2017 and a Community Led Total Sanitation (CLTS) programme in August, 2017. Gauri Khalsa had around 495 households then out of which, 144 did not have toilets. There were dry latrines across the panchayat and manual scavenging was practised. With a WASH intervention started in 2017, Nukkad Nataks were enacted to sensitize the villagers on humanitarian and legal implications of practicing manual scavenging. Imam and other faith leaders of that region discussed the issue of scavenging after namaz and during religious discussions. To end the practice of manual scavenging, the intervention team understood the importance of rehabilitation for the families engaged in manual scavenging.



According to Manual Scavengers and Rehabilitation Act, 2013, gram panchayats must map the dry latrines and it was accordingly done with facilitations from the WASH Samuday Mitras. There were 69 households with dry latrines and 2 families were engaged as manual scavengers. Both these families reflected the issue of being forced into the occupation and not having alternate livelihood facilities. Livelihood of both the families was supported with getting them jobs in Samuday's health centre and helping the families to set up and run a poultry farm. Both the initiatives helped the families generate enough income to be able to exit from manual scavenging. To prevent children from being forced into the profession in future, they were helped with getting admission to primary schools. All the three children continued attending school afterwards. The case typifies how strong will and suitable partnerships can help resolve the most complex of the social issues in our country.

ITC ADARSH HABITATION: COMMUNITY-MANAGED COMMON TOILETS FOR OPEN DEFECATION FREE ENVIRONMENT



ITC's sanitation programme aims to provide access and drive usage of toilets. It has three broad components – Individual Household Toilets (IHHTs), community toilets for households without land and WASH-in-Schools. Whilst, Swachh Bharat Mission led to the construction of Individual Household Toilets (IHHTs) across the country, there are household clusters which do not have the land to construct toilets and, community toilets, where provided, are sometimes in poor condition / unusable due to lack of community ownership and sustainable maintenance mechanism. ITC targeted these household clusters to create a sustainable model of community managed common toilets.

By September, 2018, about 33000 IHHTs were constructed; 35 community toilets were operationalized in Bihar, New Delhi and West Bengal benefitting 13,014 landless households. The programme has successfully driven behavioural change towards safe sanitation and personal hygiene leading to high usage of community toilets and subsequently getting ODF catchments.



Partnerships between stakeholders (target users), local government bodies and NGOs were critical to arriving at a common understanding as also a consensus for operating a community-managed common toilet as against an open public toilet. Formation of sanitation committee majorly included members who were users and their capacity building was done for ownership, sustainability through funds collection, record keeping and deployment of cleaners. Sharp focus on behaviour change through IEC activities, understanding of the non-negotiables of the community and contribution for usage/system for O&M by the community, prior to construction, were some of the key facilitators to the success of the programme.



Some barriers were observed including the “Dependant Development” syndrome, resistance towards mandatory community contribution, and challenges in getting participation for O&M of the community toilet. Facilitators of the project included focused IEC initiatives, formation and strengthening of sanitation committees, successful adoption of the model by initial 1-2 household clusters and the resultant positive impact which led to demand generation from other clusters, and agreement to the terms.



SURAKHSA AUR SAMMAN: SECURITY AND DIGNITY WITH JSW



The initiative of JSW helped five villages of the Jaigad gram panchayat of Ratnagiri taluka in Maharashtra achieve open defecation free (ODF) status through the construction of 576 twin-pit latrines benefitting close to 2800 residents of the area and 2 community toilets benefitting close to 140 residents. Considering the needs of the community, JSW team assisted the demand for toilets by stressing on health, privacy, and dignity (especially of women). The keystone of the initiative was a structured and targeted behavioural change intervention by the community itself. Continuous capacity building of the individuals and follow-ups permeated through their inertia, created a momentum that brought about the collective and sustained behaviour change. Among the most notable achievements, the best was the utilization of biogas generated from the community toilet blocks as well as the individual toilet blocks for domestic purposes benefitting 140 households. The community was otherwise using a significant amount of fuelwood.

Meetings with gram panchayat office bearers and sensitization of the government functionaries were primary stakeholder engagement strategies. Capacity building of the Anganwadi Sevikas and their wholehearted involvement in the project led to the success of it. Infrastructural support complemented with key messaging on health, social and environmental benefits were instrumental in mobilizing the community. The commitment shown by the local leadership and the key community influencers paved the way for successful completion of the intervention.

Repeated dialogues with the community helped dispel any doubts that the community had about the use of toilets, sanitation, bad odour, health, etc. Resistance to change was the biggest barrier to overcome. Lack of space and funds were the second most significant constraints. The painstaking, door-to-door counselling and a strong will on the part of the JSW team to dispel doubts really helped. Flexible funding arrangements improvised by JSW were further helpful. For every individual toilet built, the government paid Rs 12000 and JSW contributed Rs 8000. The rest of the contribution was in the form of shramdan or labor cost borne by the beneficiary household. The biogas toilet blocks were constructed at a cost bearing ratio of 40:60. The government bore 40% of the cost and JSW the balance 60%. The intervention has been successfully replicated at other locations by JSW across Maharashtra, Andhra Pradesh, Himachal Pradesh Rajasthan, West Bengal, Tamil Nadu and Karnataka.

L&T SUPPORTING SWACHH INDIA WITH SANITATION INTERVENTIONS



The project began with attempts to bring about holistic improvement in the space of WASH practices as adopted by the rural households, with the construction of toilet-cum-bathrooms equipped with a water supply. Collective behaviour change could be considered as the most significant achievement produced by the current sanitation initiative of L&T. The Integrated Community Development Programme (ICDP) was a multi-year programme, which addressed multiple dimensions of the water and sanitation problem. After more than a year of working to address water insufficiency in the project locations, sanitation activities were taken up.

In case of sanitation, the initial focus was on increasing awareness in the community. Community meetings and household visits were conducted. To continue community mobilization, Nigrani Samitis were formed where members were selected to work with specific roles and responsibilities, such as spreading the message around importance of usage of toilets, etc. Along with the community, school-level sanitation awareness programmes were taken up to cover primary schools where students were selected to work as Swachhta Doots. Cultural awareness programmes called Ratri Chaupals were also organized at some locations.



One of the challenges faced was the necessity to stick to the standard L&T design of the toilet in the rocky terrain.

Locally available stone slabs were used for roof-making, adapting the standard design as well as reducing the cost of the raw materials used. After the pilot phase, the need for a bathing space was felt, especially by the womenfolk of the community. Hence the standard design of the toilet was amended to include an area for bathing, besides the latrine. Another barrier-turned-facilitator was the increased awareness of the community. Over a few months' period, sustained awareness generation initiatives, targeting the community, led to collective behaviour change towards adopting safe sanitation practices.

This is a great case of partnership wherein the implementation partners in the programme who were local NGOs, Arpan Seva Sansthan and Seva Mandir sincerely supported the L&T initiative on the ground. The trained masons got livelihood avenues when the maintenance of toilet was locally undertaken. Additional toilet construction got triggered with enhanced community awareness. The members of the community contributed to toilet construction both with labour (Shram Daan) and money. The monetary contribution by the community was also utilised towards maintaining toilets. This helped the cause of sustainability post L&T's exit from the intervention. During the project, 1735 toilets were built in 33 hamlets of Rajasthan.



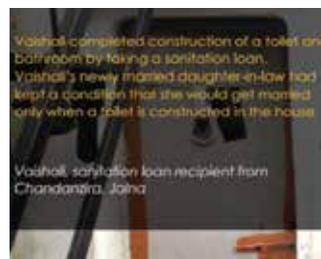


MAHILA ARTHIK VIKAS MAHAMANDAL SANITATION CREDIT PROJECT

Mahila Arthik Vikas Mahamandal (MAVIM) is the State Women's Development Corporation of Government of Maharashtra, established on 24th February 1975, during International Women's year. MAVIM has been declared as a Nodal agency by the Government of Maharashtra on 20th January, 2003 to implement the various women empowerment programmes through Self Help Groups (SHGs).

A demonstration case project for mobilizing household sanitation credit for individual toilets was implemented by MAVIM with the support of C-WAS, CEPT University. C-WAS and MAVIM agreed on the project design and signed an agreement in November 2017. Under this project, MAVIM was engaged to mobilize 250 sanitation loans along with completion of toilet construction, linkage with financial institutions for sanitation loan and conducting awareness generation programs in the Jalna city, Maharashtra.

It completed disbursement of toilet loans to 207 women as in October 2018. As part of the initiative, the SHG members from MAVIM's Community Managed Resource Centre (CMRC) in Jalna were linked to banks for sanitation credit. The loans were given through SHGs and it demonstrated that a high repayment rate could be achieved in the case of sanitation loans. Women built good quality individual household toilets, often along with bathrooms in this case. The project successfully reflected that with the provision of affordable sanitation credit, the households were able to get access to sanitation. The model for sanitation credit was considered sustainable with potential for upscaling through MAVIM's other CMRCs in Maharashtra.



That the support of Rs 12,000 provided by the government could be insufficient in some cases to build a quality toilet and that sanitation loan to build toilets not offered by the banks were areas of concern in achieving total sanitation. The waste from the septic tank was collected and dumped without treatment in most of the cases. The technical support for treatment and awareness on this aspect of the programme were thought a felt-need.

MAVIM has a strong presence in Maharashtra with over 50 CMRCs in urban areas. These provide an excellent opportunity to scale up sanitation credit in partnership with the SHGs in urban areas. Such credit will help households gain access to good quality individual toilets and help move urban Maharashtra towards universal access to improved household sanitation.

SANITATION IN FLOOD-PRONE REGIONS BY MEGH PYNE ABHIYAN (MPA) THROUGH PARTNERSHIPS

A community on the riverside of the eastern Gandak embankment in the district of Paschim Champaran in Bihar gets displaced from their original lands of inhabitation due to flooding and erosion by the river. They have to settle themselves on an old embankment along the riverside of the present embankment. Prone as they are to the vagaries of the river, the issue of sanitation gets aggravated when the river floods. In marooned conditions, with problems of access to space and privacy, increased time needs to be invested in the basic human process of defecation, especially by women and adolescent girls. Nature of the terrain and arrival of a major flood in August 2017 acted as major barriers during construction. The cost of EcoSan, which was relatively higher compared to that of the standard model, was just another impediment.



This hamlet gained name and fame because of sanitation as some of its women were willing to invest in a technology which was then unknown to the village. This technology is named as Phademand Shauchalay. These shauchalays are EcoSan toilets, which have been adapted to suit the flood-prone region and protect the groundwater from faecal contamination at the same time. These toilets indicated a quadruple victory. One, it was brought into an extremely challenging terrain which was prone to regular floods. Two, sanitation as a culture and practice was not a top priority for the households. Third, women risked investing in an unfamiliar technology which required a considerable contribution in terms of material, finances and time. Fourth, it reflected a need for having multiple and appropriate technologies to pick the most suitable ones for different settings. For adopting such a method, they were recognized as 'changemakers' during the Climate Change Adaption Policy and Science (CCAPS) Conference at Kathmandu, Nepal in September 2018. MPA made multiple and parallel partnerships with jeevika didis, beneficiary households, Lohiya Swachh Bihar Abhiyan (LSBA), district and block administrations, International Centre for Integrated Mountain Development (ICIMOD), etc.

ENABLING SANITATION AND EDUCATION FOR GIRLS IN PARTNERSHIP WITH TEACHERS: NESTLÉ INDIA LIMITED



In schools, the lack of sanitation is not just a matter of convenience. It could be a deciding factor for a girl to receive education or stay at home. It has been estimated that a quarter of girls drop out of school because of reasons related to basic sanitation. According to another estimate, nearly two-thirds of the female students skip school during menstruation and one-third eventually drop out completely. As reported by a teacher from Nangal Kheri government school, parents didn't feel secure about sending their daughters to schools with no sanitation facilities

Nestle built toilets in the government schools and it subsequently brought a positive impact on the attendance of girls in these schools. It has been supporting the building of sanitation facilities near its factories and branch locations since 2009. Nestle has built 550 sanitation facilities, which has given 180,000 girl students access to modern toilets and an opportunity to lead healthier lives and pursue their academic dreams. Over the period, Nestle moved to construct easily maintainable modular toilets made with durable materials instead of civil sanitation structures made of cement and ceramic. Modular toilets are quick and easy to install, more hygienic, durable, and ensure that the aspects of sanitation are not compromised.

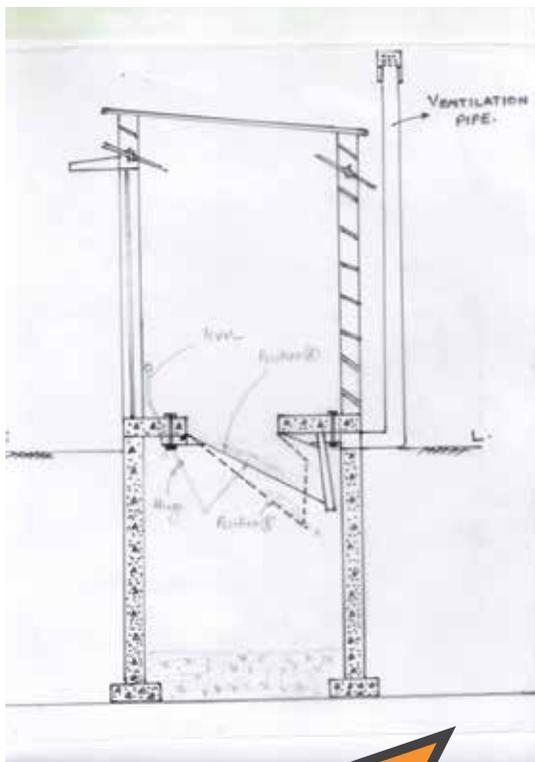
The intervention reflected that toilet construction was relatively easier than inducing behaviour change towards ensuring their usage. Maintenance, an operation of the blocks, responsibility to keep the toilets clean and updating knowledge of the stakeholders on health and hygiene, emerged as challenges faced by the programme. Thus, convincing students in schools to own the project turned out to be the facilitator. The programme has come out to be an exclusive one on the improvement of sanitation in schools and it is positively affecting the attendance of girl students.

The case typically exemplifies a successful instance of public-private partnership in sanitation.

WATER-SAVING TOILETS FOR THE RURAL AREAS OF INDIA BY NIRMALSHEEL WELFARE SOCIETY

Nirmalsheel Welfare Society formerly known as Tamrakar Shiksha Samiti is a non-profit, non-government voluntary organization. In last 12 years of its existence, it has dedicated its efforts for improving the quality of living for the poor and deprived sections of the society, covering sectors such as education, livelihood, health, sanitation and women empowerment.

Popular flush toilets based on water carriage system are unsuitable in areas with limited access to piped water. Nirmal Toilet developed by Nirmalsheel society can help promote the use of toilets by villagers and urban households, faced with a shortage of water supply and reduced availability of skilled workers and modern construction materials. The toilet can be cleaned with just about half-a-litre of water and is easy to assemble with prefabricated components. It uses carbon-rich solid waste like dust, leaves, agricultural waste, etc. during the cleaning and usage of toilets. With the help of these materials, human excreta are composted in the toilet.



Nirmal Toilet helps in recycling of minerals. It also prevents soil and water pollution by eliminating sewage. It provides aesthetic cleanliness and hygienic features, as offered by the modern water carriage systems, without polluting the water bodies. In the process of usage, a user is required to put a handful of organic waste (sawdust/wood ash/rice husk) on the receiving surface of the seat and then defecate. Once done with defecation, the user has to operate a lever which opens the back end of the seat and gives a sudden downward slope to it. This makes the whole content (sludge + waste) move into the disposal pit below. Downward rotation of the seat triggers the flow of water through a pipe fitted to the seat and it cleans the surface of the seat pan.

It uses only half a litre of water as compared to the conventional toilets which use minimum 3-5 litres. It can be fitted easily with nuts and bolts on a precast RCC platform with an opening. It can be assembled on the spot with pre-fabricated and pre-cast components which ensures better quality control while manufacturing the unit.

The case typically exemplifies an innovative instance of a voluntary organisation partnering with the government on their Swachh Bharat initiative to strengthen the cause of sustainable sanitation in the country.

ORGANICA BIOTECH UNDERTAKES SUSTAINABLE SANITATION PROGRAMME FOR KONKAN RAILWAYS

Konkan Railway is the link between Maharashtra and Karnataka along with southwestern coastal cities of India. It is used by numerous passengers daily, hence maintaining sanitation at public toilets of railway stations is a challenge. Earlier, the toilets were often subjected to heavy usage and overflow of respective biodigester tanks. This led to the emission of odour and an increase in mosquitoes. Keeping the toilets glitch-free was a constant struggle for the authorities. People also disposed off plastic bottles and other items in the toilets. Such untreated waste can be hazardous. Most toilets located along this line did not have access to defined sewerage networks. Aggregated volumes of faecal matter could leach through the soil and could potentially contaminate the groundwater hence onsite treatment of faecal matter was imperative.

Organica Biotech developed a microbial technology, coined as "Bioclean BD", for rapid degradation of the faecal matter. Bioclean BD was developed in a Department of Scientific and Industrial Research (DSIR), Government of India approved laboratory. It is a technology developed to tackle sanitation issues like emission of foul odour, clogged drain lines and spread of diseases. The product is accredited by Dr. R.A. Mashelkar Committee constituted for the purpose and the ministry of drinking water and sanitation, Government of India. The impact of the technology on society was assessed by the national service scheme (NSS) cell, SNDT University and Tata Institute of Social Studies. It was found that the technology had a positive impact on the individuals, communities and society



Bioclean BD imparts requisite features in a compact form. It is a cost-effective technology which costs 25 paise per usage, for 15 usages per day. It exists in a microencapsulated form which ensures that the product can be transported and stored easily. Bioclean BD works and can be termed as 'a biodigester in a pouch'. It comes in a powder form which can be mixed in plain water and flushed down the toilet.

Not many people were aware of the importance of onsite treatment of faecal matter and the technologies associated with the same. Suitable communication campaigns were warranted at certain periodicity to increase awareness among the masses.

It is a typical example of addressing issues of concern in sanitation in India with effective partnerships between public and private players benefitting both.

RB PARTNERING TO ALLEVIATE THE PLIGHT OF MANUAL SCAVENGERS: WORLD TOILET COLLEGE, AURANGABAD

This ambitious project commenced on 1st March, 2018 and is scheduled to for a period of two years at Aurangabad in Maharashtra. It focuses on multiple aspects of the sanitation value chain but mostly on the abolishment of manual scavenging. Manual scavenging refers to the practice of manually cleaning or handling of animal and/or human excreta from dry latrines, sewers and/or drainages. This inhuman practise has existed since ancient time in India.

Sanitation workers can be perceived to have a double disadvantage. One, they are members of lower castes (in most cases) and face enormous discrimination in society. Second, they are the ones who clean human excreta by hand hence prone to diseases. The challenge of rehabilitation is urgent, and it needs to move beyond expanding income generation and providing loans. It should involve developing comprehensive packages that capacitates community to access their rights and entitlements, and move towards discrimination-free, secure livelihood for self-reliance.





The drivers of change included capacity building on multiple fronts. It got enhanced with training on usage of the latest sanitation technologies, enterprise formation skills (book-keeping, marketing, negotiations, leadership, etc.) and exposure visits. The programme had training modules on career & psychosocial counselling, technical skills, soft skills, safety precautions, training in different job roles in the sanitation value chain, partnerships development and health check-ups.

The real challenge lies in the coherency of steps which would keep the project sustainable over time. The programme has multiple partners including RB (founding organisation), Jagran Pehel (implementation partner with BCC and advocacy generation), World Toilet Organisation provider of curriculum and training on WASH services), BVG (integration organisation ready to recruit 500 candidates), ILFS (provider of soft skill training on personality, etiquettes, anger management and CRM), Kamshala (trainer of manhole cleaning with health and hygiene context), Dalberg (provider of consultancy services on operational strategy and course correction), Goodera (monitoring and MIS support) and the government (municipal corporations and ULBs actively participating in the training of sanitation workers).

Cultural factors, caste and gender discrimination, lack of awareness about rights and alternative job options, lack of incentive to change behaviour, inadequate technology at grassroots, steady demand and availability of cheap labour are barriers which can be addressed as the programme progresses.

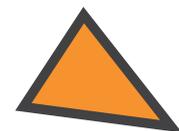
There could not have been a better example of successful partnerships delivering to address one of the most complex social issues of contemporary India as described above.



SAVE THE CHILDREN SUPPORTED COMMUNITY-MANAGED TOILET AT BHANWAR SINGH CAMP, DELHI



The 80-seater community-managed toilet complex (CMT) at Bhanwar Singh Camp, Delhi stands out as an exemplary partnership between community, civil society and the government. It demonstrates a fully operational, eco-friendly sanitation complex as also the entrepreneurial spirit among the urban poor. It features the facilities of bio-digester, decentralized wastewater treatment systems (DEWATS), Water ATM and a sanitary shop. More than 2500 residents, earlier practicing open defecation, are now using this facility. The water ATM installed in the toilet complex, operated by resident women, is fulfilling the requirements of safe drinking water for the community. More than 80,000 litres of water are being used monthly which in turn is generating revenue of 40,000 rupees per month. The sanitary shop established in the complex provides another income generation opportunity for the marginalized women in the community to earn their livelihood. The revenue thus generated through a water ATM and a sanitary shop is in part used for the operation and maintenance of CMT besides adding up to the earning of the women workers at the complex. It's a community-driven system where an optimized usage of the natural resources livelihood needs of the marginalized community has been taken care of.





The local resident welfare association (RWA) in Bhanwar Singh Camp played a catalytic role in mobilizing the community favouring the installation of a CMT. With the support of RWA, a small cluster of residents was formed and triggered for safe sanitation and usage of safe drinking water. Later, the members of these clusters formed user groups which consistently mobilized the community on improved WASH behaviours, besides monitoring the construction, functioning, and usage of the toilets. This was conjugated with behaviour change initiatives through capacity building of the community-based organizations (user groups, mother groups, PRIs, etc.) and children health and hygiene clubs (CHHC) as also through community-based campaigns and counselling through contextualized social behaviour change tools for using the toilets. The model is self-sustained, and community-owned and managed. The user groups formed for this toilet complex are actively mobilizing and partnering with the community for its usage.

Earlier, local committees and residents showed their resistance to the development of this toilet complex as the area occupied by this complex was being used for organising local events as also for other purposes. Political parties with their own political interests constituted another barrier that the intervention faced and then overcame to script a success story in complete alignment with India's sanitation programme.



‘SWACHH BHARAT MISSION’ MAKING ‘SKILLED INDIA’

The lean, bright skinned Gutti Bai of a Bhil tribe of Madhya Pradesh, with long dark hair and sparkling eyes is the only female mason of Alirajpur district who earns the US \$ 230 by building 15 toilets in a month. She has changed the hierarchy of masonry, but the life was not so smooth just an year ago. Gutti and her husband Sonu used to migrate frequently leaving three kids home to try their hands in the neighbouring Gujrat for a handful income. Gutti, as a helper, learnt the masonry there and built her own toilet here.

On the other side Debilal Dhurbe, a Baiga of 22, never worked as a mason before. Baiga is a vulnerable tribal group of Madhya Pradesh. As the campaign touched nooks and corners of Chandgaon (a moor village of Mandla district), Debilal took it as a challenge to build his own toilet and then seven more. He earned the US \$ 160 in a month.



Strategic partnerships between Panchayats and Rural Development Department (P & RDD), UNICEF and Construction Skill Development Corporation (CSDC) resulted in rolling out quality assurance protocol by enhancing the capacity of 17,343 rural masons under joint initiatives of SBM-G and Pradhan Mantri Awas Yojna (PMAY). While UNICEF supported in developing training modules and facilitating Training of Trainers (TOTs), CSDC took to assessing the capacity of participants and certifying them as skilled masons.

After the toilet revolution, both Gutti and Debilal and thousands of others, are earning a handful of income by building rural houses and toilets. The State identified more than 0.61 million households left out from the SBM baseline (LoBs) and intended to cover them with toilets.

Swachh Bharat Mission has been skilling the nation. It has created over 750 million mason days in rural India. Partnerships and convergence have made it more instrumental. Both Gutti and Debilal have become the role models to peers when collectors of the districts felicitated them with the prestigious Mukhyamantri Swachhata Samman.



SWACHH BHARAT MISSION WITH CREDIT FINANCING

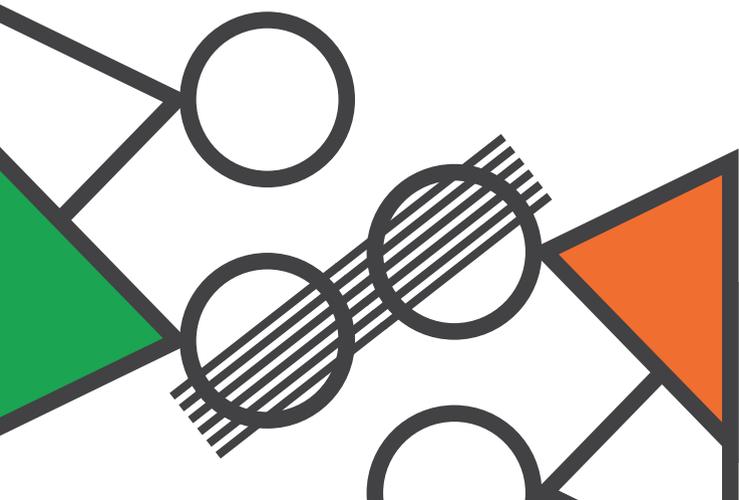
It was a gloomy morning in Badi Bankhad, a non-descript village of Alirajpur district in Madhya Pradesh. Villagers found the womenfolk reaching every nook and cranny of the village, urging people to stop defecating in the open. Though this was a huge surprise, it could not prevent the women from making Badi Bankhad free from open defecation. Rebeti Bamniya, a 32-year old Bhil mother of four, with a height measuring a mere 2.6 feet had figuratively touched the sky with her efforts.

Rebeti was not alone; Phoolwati of Umarhar, a moor village in Singrauli district, also played a significant role. Phoolwati, the head of the gram panchayat can never forget the moment when the life in the village changed for ever. Anarkali, a member of their group asked for a loan. Anarkali wanted to build her toilet. Anarkali got anxious about her eight-year-old daughter when her husband, a rickshaw puller, overheard a discussion of the two passengers about a molestation case when a girl had gone to the field to defecate.

Addressing the last quintile was a challenge and so the State SBM took a move to develop a partnership with State Rural Livelihood Mission (SRLM) for including women SHGs in the demand and supply of the resources. More than 1.5 lakhs households were reached through SHGs. This also helped the groups earn a sizeable profit by managing constructions and attributing collective labours.

The state has a partnership with IIM-Indore to validate ODF status. Their study showed that nearly 6% of the households did not have access to a household toilet, 11% of the toilets were not in use and 10% of them were dysfunctional. This influenced the decision to identify the left-out households and validate the functionality of toilets.

The state engaged 22,263 trained Swachhagrahis in this mission. Rebeti, Phoolwati, Anarkali and many others became Swachhagrahis in this journey. Rebeti knew her challenge. Most of the toilets were single-pit. People also wanted bathing rooms. That's why the state decided to roll out sanitation financing through women SHGs in collaboration with UNICEF and water.org.



SELF EMPLOYED WOMEN'S ASSOCIATION (SEWA) COMMUNITY-BASED APPROACH FOR MAKING VILLAGES ODF

"During the process of getting the toilets constructed in my village, we as WASH committee members used to get out of our houses in the wee hours of the morning, to follow those who would go out for open defecation and educate them. This is how we as WASH committee members worked together and motivated others to construct toilets. There were four households who had delayed constructing toilets, so we used to follow them consistently when they went out in the field to defecate and educate them to construct their toilets; and subsequently, we made our village ODF." – Dhapuben, Uplamodhra - Rajasthan

"There were no toilets in my village. I received training under the WASH programme and understood the importance of toilets. I got them constructed through a linkage with SBM. We further trained women members on open defecation covering elements such as fear, diseases and other problems faced by women on account of this unsafe practice. Today our village is ODF." - Tulsiben – Khajuria, Dungarpur

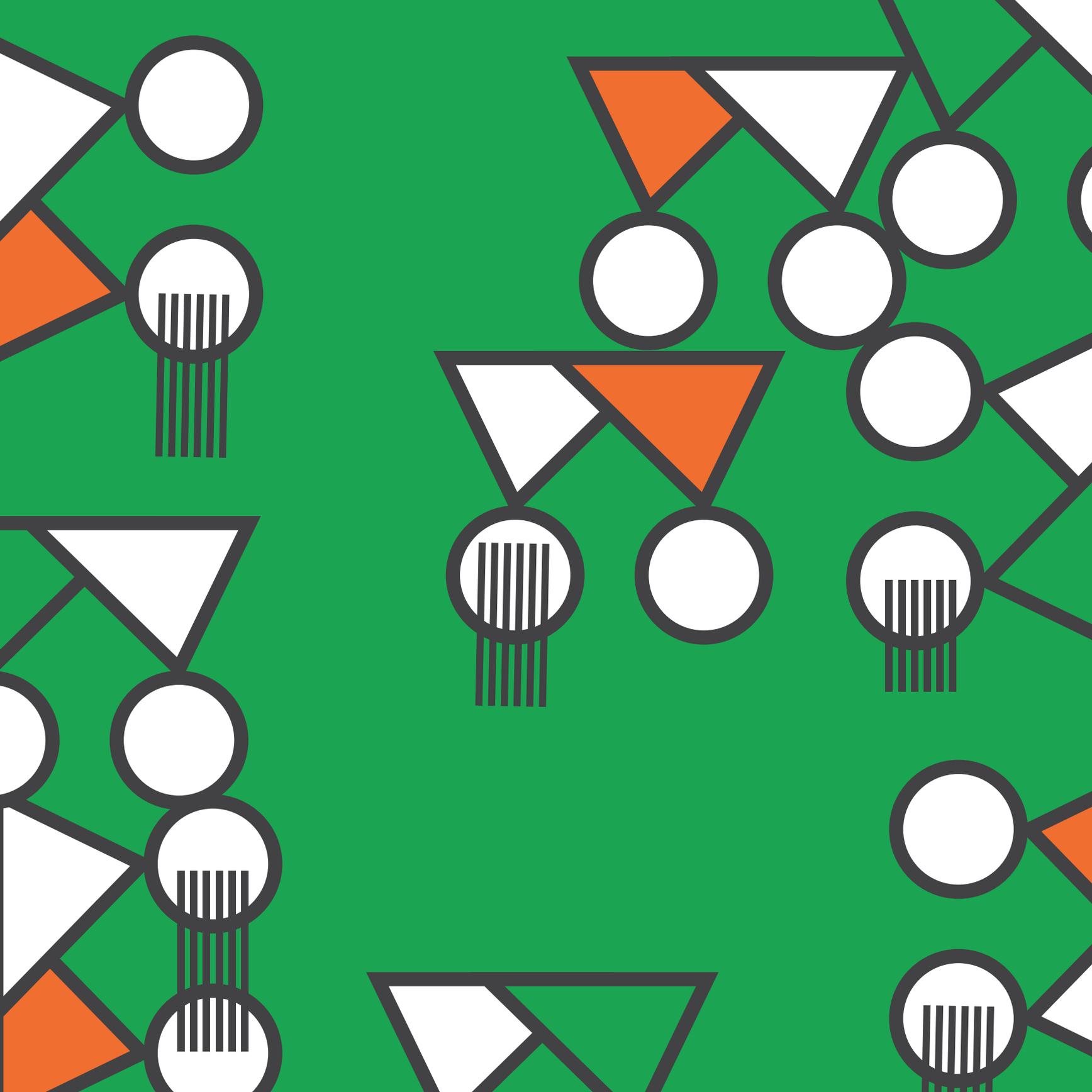
SEWA's community-based approach was followed under the SAARC Development Fund (SDF) supported WASH Programme, whereby WASH committees were formed and capacitated. These committees became the drivers of change within the communities at the State, national and international levels. SEWA's well-tested approach, women to women learning and grassroots level strength have the capacity to replicate and sustain the intervention.

A community-driven and need-based approach were replicated in an integrated manner combining water, sanitation, and hygiene. It has worked towards socio-economic empowerment of women with improved livelihood status and better health. Linkages and convergence with SBM, wherein construction was done while the programme helped in bringing the mindset change amongst community members for construction, usage, and maintenance of toilets.

Community plays a very important role in the implementation and dissemination of interventions where mobilizing and building capacities of the community members is a significant process. Initially, it may take a little time, but it sustains since it is owned and managed by the community themselves.

The case presents a powerful instance of community partnership in achieving the objectives of Swachh Bharat

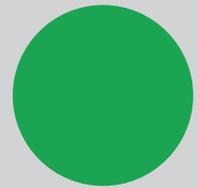
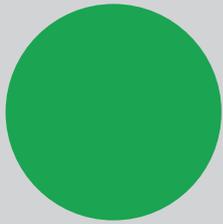




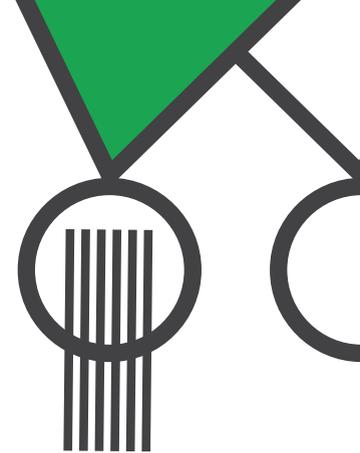


India is well-known for its pioneering position in the field of sanitation. ISC is an important step to make safe sanitation an attainable goal in India in some years. It will be fascinating to watch ISC overcome the challenge and develop in the coming years.

Bill Gates, Co-Chair, Bill and Melinda Gates Foundation



ZILLA SWACHH BHARAT PRERAK, MILESTONE PARTNERSHIP BETWEEN TATA TRUSTS AND MINISTRY OF DRINKING WATER AND SANITATION (MDWS), GOVERNMENT OF INDIA



The Zilla Swachh Bharat Prerak (ZSBP) initiative has put India's rural sanitation coverage on a fast track by putting young professionals on the ground to achieve the objectives of Swachh Bharat Mission (Gramin). A major output indicator of Swachh Bharat Mission (Gramin) is the sanitation coverage. ZSBPs act as eyes and ears to the District Magistrates (DMs) in the sanitation space. With ZSBPs providing boots on the ground, from 39% at the launch of the Mission, the sanitation coverage of rural India rose to a commendable 98.16%, over double of where it had started from. Two independent surveys, one by National Sample Survey Organization in 2016 and the other by Quality Council of India in 2017, have identified the usage of toilets at 85% and 91%, respectively. As an outcome, over 5.38 lakh villages and 580 districts have been declared Open Defecation Free (ODF), across 26 States and Union Territories where ZSBPs have played a pivotal role.

SBM has witnessed a phenomenal increase in rural sanitation coverage as the programme stakeholders are stepping beyond their roles as mere beneficiaries of the programme to becoming its leaders. Also, women are becoming a primary force in driving the nation to an ODF environment. Swachhagrahis, a community of foot soldiers and motivators are the key drivers for making the villages ODF and have been actively engaged in the implementation of SBM. The programme has succeeded in those states and districts where the chief ministers and district magistrates have prioritized it. Therefore, the political and bureaucratic willingness has been a key to the driver of change. One of the major challenges for the initiative was the acceptance of ZSBPs into the government system, however, most of them were able to establish themselves in their respective districts and shared a good rapport with their district and state government officials.

The focus now is on a few states which are lagging behind in sanitation coverage. The plan is to have more capacity building workshops and conferences for all the stakeholders involved. Looking at the massive progress made by the ZSBP programme, Tata Trusts have partnered with Nutrition Mission for the SBP – Swasth Bharat Prerak fellowship programme, which in principle is the replication of the design of the ZSBP program. In the present case, the government-private partnership amply reflected—the effectiveness of leveraging human resources, ownership by MDWS, demand-based boarding and placement of ZSBPs in the districts and rapid (100-day) response from Tata Trusts to bring a concept to reality.



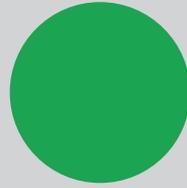
GOVERNMENT & CORPORATE PARTNERSHIP FOR OPERATION AND MAINTENANCE (O&M) IN SCHOOL TOILETS FACILITATED BY UNICEF, ODISHA

Corporate India responded enthusiastically to a Government of India's call to support WASH in Schools under Swachh Bharat Mission. In Odisha, eighteen public sector units (PSUs) and corporates contributed to 30,407 school toilets with water and other operational facilities across Odisha. The provision of toilet facilities in the schools has enhanced the sanitation standards in schools leading to better health and hygiene among the school children. With improved access achieved, the maintenance and repair of these school toilets are among the key challenges to sustain the efforts. Operation and maintenance (O&M), which is often neglected, is extremely important to keep the toilets functional for a long period of time. There is a lack of dedicated provisions for O&M of WASH facilities in schools. The government of Odisha (GoO) developed standard operation procedures (SOPs) for O&M with UNICEF's support to maintain the school WASH facilities and explored leveraging of funds from various sources.

To overcome the challenge, Odisha Primary Education Programme Authority (OPEPA), School of Mass Education and GoO did an MoU with PSUs and corporate entities to support O&M of school toilets. Indian Oil Corporation Limited, Hindustan Petroleum Corporation Limited, Bharat Petroleum Corporation Limited India and Mahanadi Coalfields Limited were among the ones who agreed.

The Swachh Vidyalaya Puraskar (SVP) has provided an opportunity to rate the schools on access, functionality, and behaviour on sanitation and hygiene practices. The initiative has provided an opportunity for regular dialogue involving PSUs and corporates and attract their interest to invest in WASH-in-Schools to sustain the contribution provided for schools and children. Nationally, Government of India has also taken efforts for securing corporate support for O&M which helps in motivating corporates and PSUs to do MoUs.

The sanitation space is linked to several Sustainable Development Goals (SDGs) which makes sanitation attractive to organizations looking to align their CSR and sustainability strategies with the national SDG targets.





no dumping
my waste my responsibility

FOUR PRINCIPLES OF NO DUMPING

UNHYGIENIC SANITARY WASTE (RED BIN)

SANITARY WASTE, DIAPERS, BANDAGE, COTTON, CONDOMS, WET TISSUE, SWEEP WASTE, TOILET PAPERS.

WRAP IT IN NEWSPAPER AND MARK X

DRY INORGANIC RECYCLING WASTE (WHITE BAG)

E WASTE, THERMOCOL, ALUMINIUM FOILS, GLASS BOTTLES, PAPER WASTE, CLOTHES, RUBBER, PLASTIC BAGS.

RINSE, DRY THE FOOD PACKAGES, GIVE IT BROKEN GLASSES, CFL, TUBE LIGHTS, SHRIMP WITH LID-GIVE IN A COVER & HAND OVER SEPARATELY

WET ORGANIC DECOMPOSABLE WASTE (GREEN BIN)

FOOD, PENCIL SHAVES, GARDEN LEAVES, TEA/COFFEE POWDER, VEGETABLE/FRUIT WASTE.

DO NOT GIVE IN PLASTIC COVERS

KEEP IT SEPARATELY GIVE IT DAILY

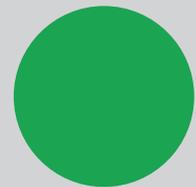
LET US AVOID USING DISPOSABLE PAPER, PLASTIC, STYROFOAM PLATE & CUP.

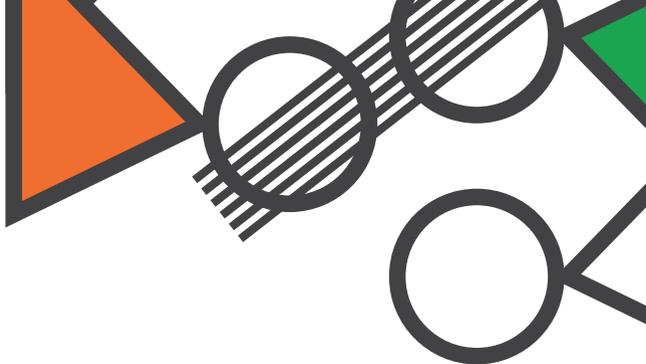
LET 'S SEGREGATE AND CELEBRATE

FOR NO DUMPING: 98428 01762 99461 43597
PLEASE CONTACT: 89405 40820 90257 82211

nodumping.in

Helpline: 90877 90877





CLEAN MADUKKARAI, CLEAN COIMBATORE WITH ACC CEMENT

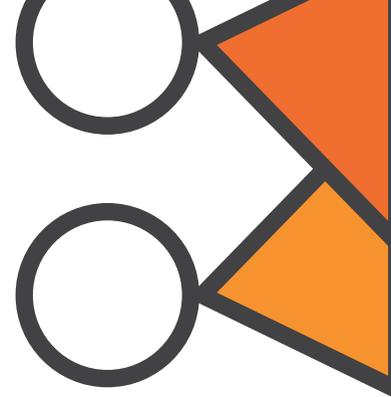
In a country with approximately 60 million tons of garbage dumped annually and landfills fast filling up, the garbage has nowhere to go now. 'No Dumping' initiative of ACC Cement in collaboration with Coimbatore Municipal Corporation (CMC) can become a template for managing urban solid waste across the country.

Coimbatore generates 900 metric tons of waste which directly enters the Vellore dumping yard. The twenty-acre landfill has become a mountain of garbage which poses a huge threat by affecting the surrounding environment through water and air pollution. It also occasionally catches fire and spews toxic fumes affecting the communities living around. The Swachh Bharat rankings which ranked 476 cities in the country on various parameters of sanitation and solid waste management in 2014 had put Coimbatore in 169th position. Stung by this unexpected result, Coimbatore Civic Body, which holds a Guinness world record on providing waste management lessons to the largest group of school students, redoubled its solid waste management efforts and upscaled it on a war footing.

ACC Madukkarai along with its implementation partners devised a process of segregation, collection, recycle and disposal of solid waste. The target was to minimize the amount of garbage reaching the landfill. The initiative was kicked off in two municipal wards (Nos. 90 and 92) in Kovaipudur and Kuniyamuthur localities. It covered approximately 15000 residents in apartment blocks and gated communities. The initiative was further extended to Coimbatore airport. Garbage was segregated at household level with a green bin for the wet organic waste, white bag for the dry inorganic recyclable waste and a red bin for the sanitary waste. It was collected in the corridor of apartments by the housekeeping staff and transferred to kiosks. Kiosks are managed by waste entrepreneurs who receive a fee for their services. The segregated waste was transported by e-rickshaws to ULB's transit facilities where secondary segregation of the waste was done.

The disposal process included—converting organic waste to organic compost, selling off recyclables to scrap dealers, combustible waste being burnt in the kiln at high temperatures, and rest of the waste being dumped at the landfill. At an aggregate level, the process reduced 75% of the waste entering the landfill. The project covered 25 apartment blocks with approximately 15000 beneficiaries in the beginning. CMC has planned to extend the initiatives to 50 more wards in the city. For this initiative, Coimbatore was credited by the Ministry of Urban Development, Government of India as having showcased one of the successful waste management practices in the country.

CREDIT FINANCING FOR SANITATION WITH IDFC BANK



It has been believed that to meet the Swachh Bharat Mission (SBM) target of 100% sanitation coverage and ensure ODF sustainability, there is a significant need for credit at the household and enterprise levels. Long-term ODF sustainability requires a deep understanding of the consumer needs, demand creation and significantly, the loan size must correspond to the toilet design and the user choice as to the extent and type of toilet desired.

IDFC Bank, with its headquarters in Mumbai, started its commercial operations as a universal bank on October 1, 2015. Their vision is to deliver banking anytime, anywhere at scale. IDFC Bank started sanitation and water lending in the financial year 2016-2017 and expanded to 6 states. These states were Madhya Pradesh, Gujarat, Rajasthan, Karnataka, Tamil Nadu, and Kerala. The bank makes these loans directly to the individuals through their retail branches and in a joint liability group (JLG) format through their business correspondents' (BC) network. The bank made over 63,000 sanitation and water loans with a repayment rate close to 100%. IDFC Bharat Ltd. (acquired in 2017 by IDFC), a subsidiary of IDFC Bank is making water supply and sanitation loans in Tamil Nadu for over 4 years now.

The target customer base comprised of people at the base of the economic pyramid, currently the underserved and unserved in the formal financial system. The bank conducted a credit needs assessment for understanding the customer need as also secondary research on the cost of materials, cost of labour, and the type of toilet structures to decide the amount range and tenure for the sanitation loan. A pilot project was launched in 4 districts of Tamil Nadu, and after successful completion, it was rolled out to 6 more states. Three loan products were launched with a range of 10,000 –1,00,000 rupees, with an interest rate of 20%, maturity period of 12-36 months, and repayment frequency between a week to a month.

The bank developed a detailed product manual for toilet construction, shared it with their customers applying for sanitation loans. The bank followed a “do it on your own” philosophy and encouraged the customers to be involved in the decisions regarding their sanitation and water solutions. The key to IDFC’s success was a mix of strong demand generation mechanism, customized product, simplified credit dispensing mechanism, regular monitoring, and huge customer base.

The case typifies private sector partnership enabling WASH financing in alignment with Swachh Bharat Mission.

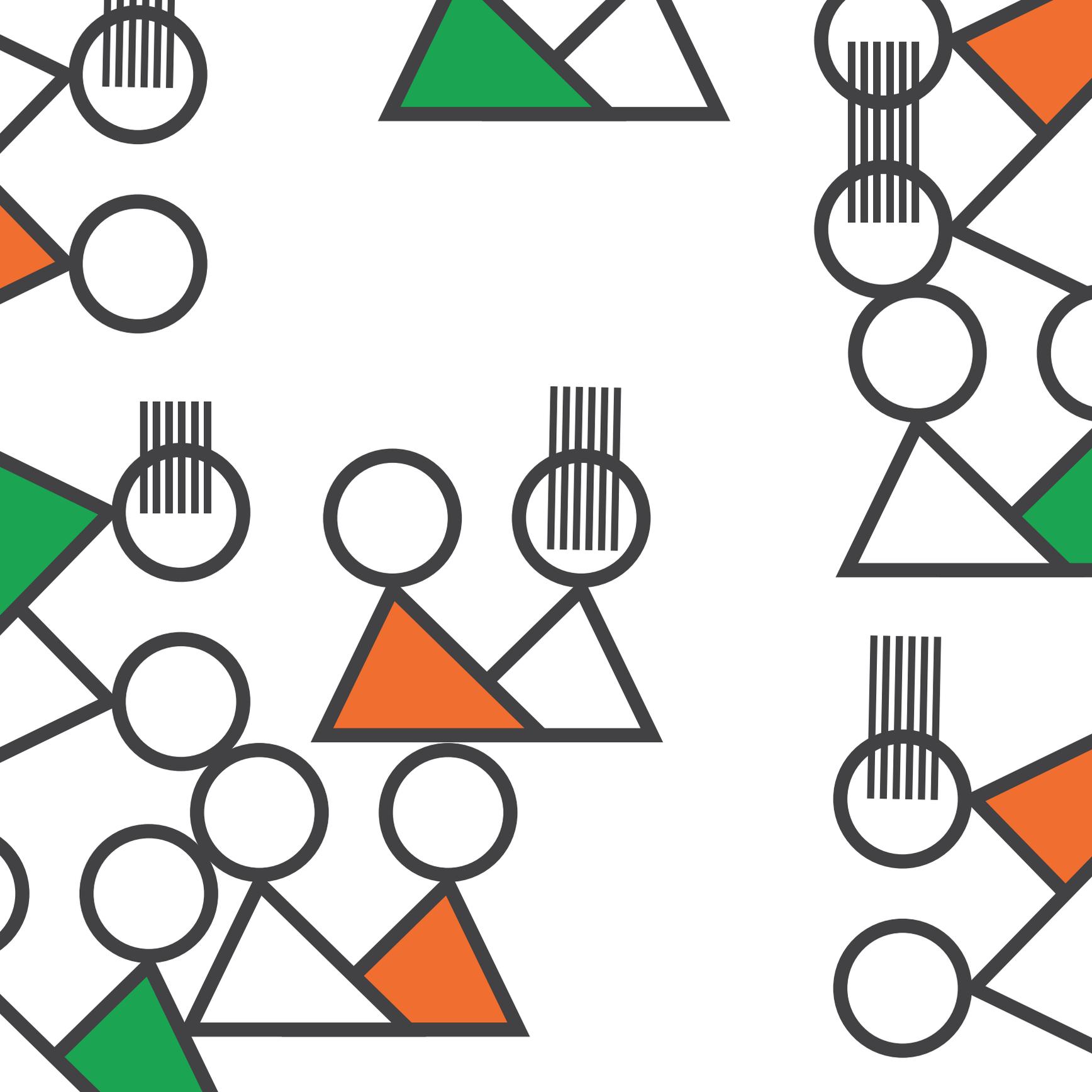




Since its inception, ISC has excelled at convening various stakeholders and building collaborations to push the needle on sanitation in India. ISC's various task forces in particular have been instrumental in tapping into the wide ranging experience of its members to come up with innovative ideas in the sanitation space for India.

Neeraj Jain, Country Director (India), PATH





CASHPOR OPERATIONAL AREA



Authorised Banking Correspondent of :



● Regional Office

NORTHWEST ZONE

- JAUNPUR
- AZAMGARH
- GORAKHPUR
- AMBEDKAR NAGAR
- PRATAPGARH

WEST ZONE (BUNDELKHAND)

- CHITRAKOOT
- TIKAMGARH
- HAMIRPUR

NORTHEAST ZONE

- BALLIA
- SARAN
- SIWAN
- KUSHINAGAR
- MUZAFFARPUR
- E. CHAMPARAN

SOUTHEAST ZONE

- CHANDAULI
- KAIMUR-ROHTAS
- BUXAR
- AURANGABAD
- GARHWA

SOUTH ZONE

- MIRZAPUR
- SONEBHADRA
- SARGUJA
- JASHPUR

MFI MODEL – CASHPOR MICRO CREDIT, UTTAR PRADESH

To meet the Swachh Bharat Mission (SBM) target of 100% sanitation coverage and ensure ODF sustainability, there is a significant need for credit at the household and enterprise levels. Credit is needed to serve: households that were left out of the SBM baseline survey; households with dysfunctional toilets; households with toilets in need of a retrofit; households that are not eligible to receive the SBM incentive because of having received some other government subsidy; and MSMEs that support the sanitation supply chain that is critical to toilets being constructed.

CASHPOR Micro Credit (CASHPOR) is a not-for-profit organization that provides microfinance services to Below Poverty Line (BPL) women in the states of Uttar Pradesh, Bihar, Chhattisgarh, Jharkhand, and Madhya Pradesh. CASHPOR offers multiple types of products that cater not only to income-generation but also to healthcare, women's empowerment, energy, water, and sanitation needs.

Loan products are developed based on CASHPOR's perception of consumer demand. To determine those demands, the organization conducts a credit needs assessment every three years. Loan products that appear most prominently in the needs assessment exercise are piloted or scaled. Before any loan product is developed, however, CASHPOR conducts a demand development survey. This survey is typically administered with its joint liability group (JLG) members to identify the various needs for financial products like health, enterprise, housing, education, etc. Based on the survey outcomes, CASHPOR develops new financial products. Thereafter, the cadre of community health facilitators (CHFs), who are promising individuals identified from among CASHPOR's existing client base, are trained in sanitation, water, health, hygiene, and women related health matters to deliver the awareness messages in their respective communities. CHFs are trained via different health modules to gain adequate knowledge in basic health and hygiene practices, and after the training, they are paid a one-time honorarium of ₹500. A wonderful case of a partnership between a lender and a beneficiary to create a snowball effect.

Currently, CASHPOR sanitation and water loans are offered in 32 districts of Uttar Pradesh, 16 districts of Bihar, 5 districts of Chhattisgarh, 4 districts of Jharkhand and 3 districts of Madhya Pradesh. The annual number of sanitation and water loans has grown from 5,000 to 40,000, bringing their cumulative total number of sanitation and water loans disbursed to 1,25,000 as of January 2018. The case is a successful example of MFIs enabling WASH financing to strengthen the cause of sustainable sanitation in the country.

DHAN's three Layers of Demand Generation for WASH



*Village level campaigns,
Mobile theatre [bus with AVs]
Gram Sabha Meetings/village
leaders meetings,
Posters, Banners,
Student rallies, Cultural events
on WASH etc
Demonstration Units*

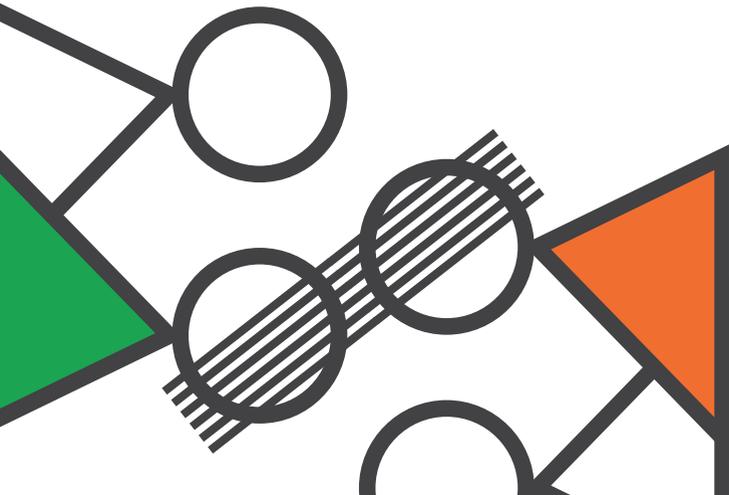
At the community level, it is all about educating the village (not just the SHG members) about the importance of safe water and sanitation. This happens through demonstration units, participation in Gram Sabha meetings, posters/banners, vehicles that have audio/visual messaging and in schools. The decision of deciding on target villages is done at the federation level, after rapid need assessment

*Message cards at SHG
meetings
WASH an agenda for monthly
DHAN Federation meetings*

At the SHG level, the cluster associate uses one message card (DHAN has 32 such cards with a picture on one side and a message on the other) at each SHG meeting. At the cluster level, there are different committees for follow-up on construction, disbursement of WSS loans, ensuring use of funds etc. At the federation meeting each month, it is mandatory to discuss WSS loans given in their clusters

*Program Orientation training
Exposure visits to best
performing models/institutions
Training to Civil Engineers
ToTs to Regional Staff*

Staff training is key to enable them prioritize and own the whole process of WASH financing. At the staff level, demand generation and awareness is done through general training, exposure visits and training of civil engineers. The Regional staff members after receiving ToTs, will impart training to frontline staff at their respective regions.



ESTABLISHED MOU AND TARGETS WITH FINANCIAL INSTITUTIONS - MADURAI, TAMIL NADU

Madurai district rural development agency's (DRDA) additional collector, an IAS officer, Ms. Rohini Ramdas had already gained national recognition for her "K to K" sanitation programme when the locally-headquartered NGO, DHAN Foundation approached her with the idea of formally uniting to facilitate toilet construction. She was eager to achieve an ODF status for the district while she was still in charge of Madurai, and a memorandum of understanding (MoU) was signed between Madurai DRDA and DHAN Foundation in just about one day, on September 14, 2016.

DHAN Foundation has been lending through its SHG federations for sanitation since 2013. SHGs are linked up with banks and given the minimum interest rate on bulk loans. The toilet loan is ₹25,000/- intentionally above the SBM incentive amount—the team believes borrower contributions instill a sense of ownership.

Upon receiving the loan, the borrowers are responsible for purchasing the materials and hiring a mason to construct their toilet. DHAN Foundation requires borrowers to use one of its approved masons who has undergone their training programmes and therefore skilled enough to construct in accordance with the SBM guidelines. These masons are also held to strict rules about what they end charging their clients towards toilet construction.

DHAN Foundation certifies that the requirement has been met for releasing the final tranche of funds, including taking a photo of the beneficiary and that of the newly constructed toilet. The block development office (BDO) engineer and panchayat clerk later visit and confirm. As a well-connected member of the community, the panchayat clerk's participation prevents misuse of funds. Funds are released from the Panchayat to the beneficiary's account.

The MoU set targets for DHAN Foundation to facilitate 2,500 household toilets in 60 panchayats of six blocks within the district by December 31, 2016. DHAN Foundation exceeded that target and oversees the construction of 2,762 toilets in that timeframe.

The above represents a good case of a successful model of enabling WASH financing through multiple partnerships.

WASH FINANCING THROUGH SHG MODEL - DHAN FOUNDATION, TAMIL NADU

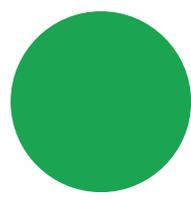
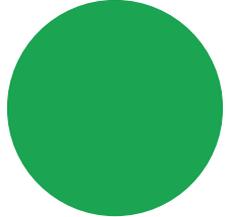
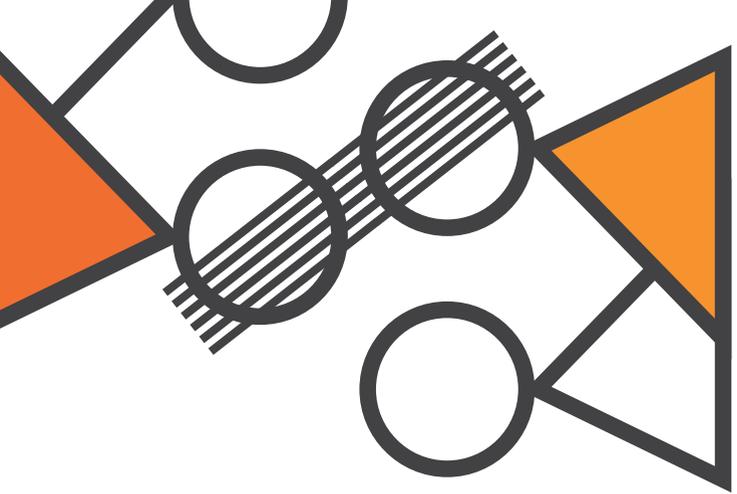
DHAN's sanitation and water financing options for its SHG members formally started in April 2013. The first program was implemented in 31 DHAN federations. Over the next three years, 17,755 families took loans to realize on-site access to sanitation and safe water, benefitting 82,198 people. A total amount of ₹24.39 Cr was mobilized through a combination of SHG-bank linkage and internal SHG funds. This experience provided the DHAN team internal expertise on lending for sanitation and water as also a sense of the demand for sanitation and water financing which they had not previously understood. Based on this, DHAN developed a plan to bring their sanitation and water financing program to scale

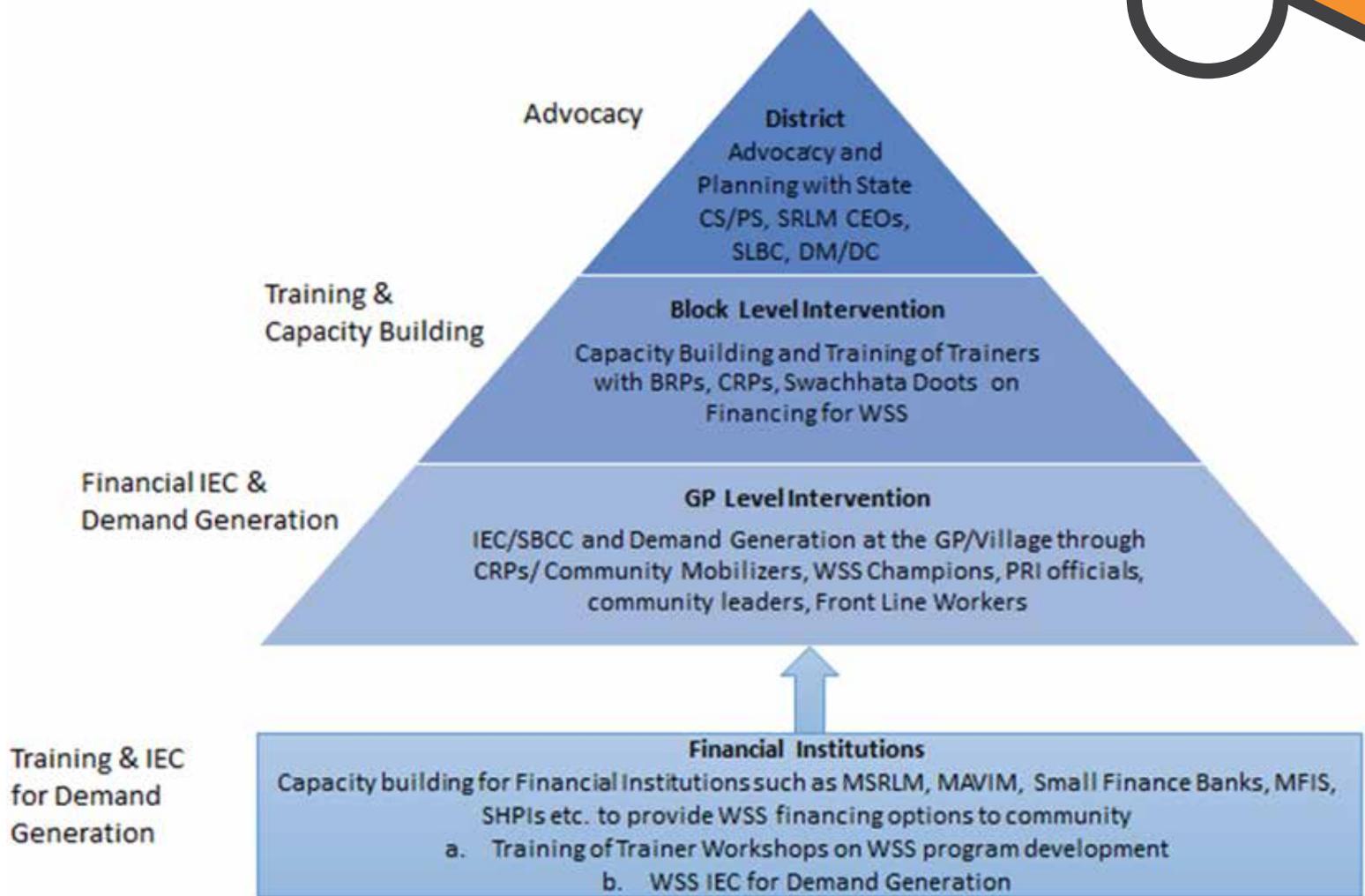
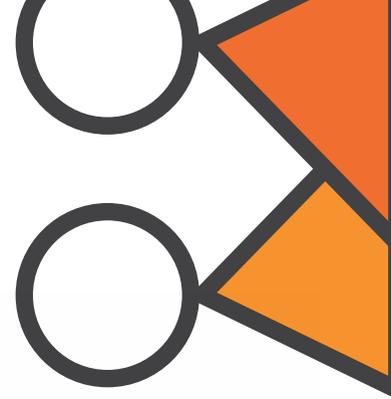
Started in April 2016, the SCALE-UP programme aimed to reach a minimum 250,000 households with access to improved sanitation and safe drinking water by March 2019. As of December 2017, 147 DHAN federations from 48 districts across 11 states had disbursed 1, 54,623 sanitation and water loans through the Kalanjiam network, with a vast majority of these loans being used for toilet construction.

To assess the appetite for these loans, DHAN Foundation conducted an internal potential survey, helping themselves to prioritize and focus upon federations and geographies with high sanitation and water needs as also to develop loan products that would be desirable for its SHG members.

The loan process and distribution were based upon the amount whereby loans of less than ₹10,000 were approved at the SHG level; loans between ₹10,000 - 20,000 were approved at the Cluster level; and loans above ₹20,000 were approved at the Federation level. In partnership and tandem with each other, the SHG, Cluster and Federation covered a large number of beneficiaries.

The demand creation for the sanitation credit financing evolved through the following three levels— community level, SHG, and the staff. Since the Kalanjiam programme began promoting sanitation and water loans as early as in 2013, DHAN SHG members have taken over 154,000 loans through the end of 2017. SHG repayment rates hover around 100 percent.





BUILDING AN INTEGRATED WASH ECOSYSTEM – MAHARASHTRA

Maharashtra, a State which achieved an open defecation free (ODF) status rather quickly, has been increasingly recognizing the need for an additional sanitation financing model to supplement the State efforts. For people to sustain the use of toilets, in addition to behavior change measures, funds will be needed for the operation and maintenance of the toilets, safe collection and disposal of the human excreta and for upgrading and retrofitting of the existing toilet structures to ensure their sustained use. Moreover, there will always be a demand for new toilet construction with the passage of time.

To ensure that the poor households get access to safe sanitation, SHG federations, microfinance institutions, and universal banks are already providing or facilitating small, affordable and easy-to-repay microloans for water and sanitation to construct toilets. Given the success of this existing model, UNICEF and water.org have collaborated to pilot a district-wide eco-system approach, in 6 districts in Maharashtra that will integrate the rural household WASH credit financing programs with the larger eco-system of district-wide ODF planning and implementation.

The approach that has been adopted is two-pronged: One, linking demand generation for WASH financing with district's sanitation behaviour change communication (SBCC) and other demand generation efforts, and two, aligning district SBCC activities with various financial institutions who provide WASH credit services ensuring the demand and supply to remain in correspondence. It currently aligns institutions such as Maharashtra State Rural Livelihood Mission (MSRLM), Mahila Arthik Vikas Mahamandal (MAVIM) as well as district and block level SHG/microfinance and alternative banking institutions to offer WASH financing. In the long run, other larger financial lenders like public banks, India post payments bank, etc. will also integrate within the ecosystem. For the approach to be successful, implementation is being carried out at three functional levels of the district eco-system: district / State level stakeholders; block level stakeholders; and gram panchayat / village level stakeholders.

The primary outcome of the programme intervention is a sustainable and rapidly up-scalable financing model for the State to support and sustain the ODF as also the ODF++ status through alternative funding. If the demand generation activities and financial lending programs could be harmonized, the initiative would have potential to achieve scale, especially as the model was designed to help the low-income households access sustained WASH services. Interestingly, the above constitutes another successful instance of multiple partnerships in sanitation financing yielding the desired results with scale.

INTEGRATING CREDIT FINANCING WITH THE SBM INCENTIVE - DHARWAD ZILLA PANCHAYAT

As in February 2018, Karnataka showed a coverage status of 87.35%, and Dharwad was amongst the 311 districts of India that were declared ODF. However, this status was not achieved until recently. The problem of people not building and using toilets despite the district's best efforts forced Dharwad Zilla Panchayat CEO, Smt. R. Snehal to take a critical look at the ODF bottlenecks in July 2017. Investigating the situation, she realized that while many people had understood the benefits of having a household toilet, they were not constructing them because they lacked the up-front capital required to purchase materials or pay for the labour. Moreover, consecutive droughts made people less motivated to invest in systems that required additional water use.

To consider options for achieving SBM-G targets, a meeting was called between the State level bankers committee (SLBC), the additional chief secretary, and the development commissioner. Subsequently, SLBC passed a resolution to support SBM-G by way of lending to the eligible households for toilet construction. To facilitate this, they devised a unique approach: delivering the incentive directly to the beneficiary's loan account upon completion of the toilet. The bank then used that incentive to settle the loan. Moreover, as a means to encourage the eligible households to participate, the district pledged to pay the interest accrued on any loans that did not receive the SBM incentive pay-out within three months.

Based on a resolution passed by SLBC, the district held a district-level consultative committee (DLCC) meeting involving block-level bank coordinators and the managers of all public banks and regional rural banks located in the district. The chairperson of the committee, the Dharwad Zilla Panchayat's CEO explained the scheme details to the attendees and requested banks to volunteer to participate in the scheme. To ensure the message reached as far as possible within the district, a block-level bankers committee meeting was held at each of the five blocks in the district to discuss the terms and condition of lending to the eligible households. Two banks came forward: Karnataka Gramin Bank and Vijaya Bank.

This concept proved successful. Within a span of eight months, a total of 1,910 loans were disbursed, amounting to ₹2.29 crores, and 100% of the borrowers got the toilets constructed. The district was able to deliver incentive pay-outs to all the borrowers within the three-month timeframe. The case typifies innovation from out of partnership initiatives enabling WASH financing within the ambit of Swachh Bharat Mission.



ABOUT

India Sanitation Coalition (ISC), launched in June 2015, at Federation of Indian Chambers of Commerce and Industries (FICCI), enables and supports safe and sustainable sanitation by bringing multiple organizations on a common platform through a range of catalytic actions. These include supporting the unlocking of WASH Financing with focus on private sector, forging partnerships with allied organizations for leading the discourse on sustainable sanitation, convening, curating and disseminating best practices in the sanitation advocacy space and providing inputs into the policy aspect of sanitation, through participation at allied forums. The ISC secretariat is a team funded by Bill and Melinda Gates Foundation and the activities of ISC are conducted under the guidance of the ISC Steering Committee which is chaired by Ms. Naina Lal Kidwai.



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