



BUSINESS OF CHANGE: Success in a Gendered Approach to WASH

2021

Knowledge Partner



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Published November 2021

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Design and layout

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PREFACE



It is well established that access to water, sanitation and hygiene is a critical determinant of social growth in a society. Often, in households still suffering the burden of sub-optimal water supply and poor/no sanitation, the burden of providing for the same falls on the women. Women also bear an unequally large burden of the impact of poor WASH provisioning. Achieving gender outcomes in WASH sector would mean providing access to water and sanitation services to all, regardless of gender. It should also mean involvement of women at all stages of planning and decision making to implementation. This compendium, **Business of Change: Success in a Gendered Approach to WASH**, is a collaborative effort between KPMG and India Sanitation Coalition to bring together some of the many best practices across India that have led to gender inclusive sanitation.

Through forward looking government policies and programs such as the Swachh Bharat Mission (SBM), more and more women are now involved in planning and management of WASH services, including managing WASH infrastructure and services as enterprises or collectives. Women have not just taken up softer activities as motivators but have also taken part in constructing their own toilets and many women have been trained as masons as well. Transgender persons have also taken a forward-looking step, venturing into WASH entrepreneurship.

KPMG is very pleased to jointly bring forward this compendium with the India Sanitation Coalition with inspiring stories from Jharkhand, Tamil Nadu, Rajasthan, Maharashtra, and others that promoted and resulted in gender equitable solutions. This compendium brings forth stories of successes amidst discouraging social constructs, and hopefully demonstrates that gendered outcomes and associated impact are possible, even in the most discouraging, adverse and difficult environments. I sincerely hope that through this digest, WASH practitioners across the globe can appreciate the direction in which India is progressing to make water and sanitation universally accessible.

A handwritten signature in blue ink, appearing to read 'Abhinav Akhilesh'.

(Abhinav Akhilesh)

Partner – Human and Social Services KPMG in India



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Foreword

Story of Swachh Bharat Mission Grameen is replete with stories of exemplary leadership demonstrated by women and girls towards elimination of open defecation. In fact, the cardinal objective of the mission was to uphold and promote the dignity of women. I am pleased that India Sanitation Coalition has come out with a compendium titled **Business of Change: Success in a Gendered Approach to WASH**, where they have captured the stories of success of Swachh Bharat highlighting gender outcomes.

The Swachh Bharat Mission Grameen Phase I guidelines (2017) stated that "requirements and sensitivities related to gender including dignity and safety issues are to be taken into account at all stages of sanitation programmes from planning to post-implementation." In 2017 itself, the Department of Drinking Water and Sanitation, Ministry of Jal Shakti went a step ahead to release the guidelines on gender issues in sanitation. These guidelines recognise the gender dimensions of sanitation in India and emphasise not only the need for women's participation in planning and implementation of sanitation interventions but also 'their leadership in SBM-Grameen committees and institutions'.

Women made significant contribution towards community mobilization, construction of toilets, reinforcing improved sanitation behaviour and creation of new social norms around open defecation. The mission involved women in a variety of roles. At the village level, it assigned them the role of Swachhagrahis who lead the process of triggering behavior change. Mahila Nigrani Samitis in the villages counseled people to stop open defecation. Women masons were involved in the construction of toilets that were suitable for needs of both women and men. Elected women representatives of the Panchayati Raj institutions especially played a very active role in making their village environments open defecation free. Whenever and wherever women assumed leadership role, they delivered significant results for their communities and families. Sanitation programs are believed to spread more rapidly where women have a greater say.

By systematically encouraging women's leadership, the Swachh Bharat Mission Grameen seeks to bring about social change on an enormous scale. Women's mobility outside the home and active public roles change the traditional perception of their sphere of influence. Under Phase 2 of the Mission, special attention is being given towards creating an enabling environment which allows women to lead the implementation of solid and liquid waste management in their villages. The government fully supports women and have created incentives for those who continue to remain active as Swachhagrahis or Nigrani Samiti members or in other ways.

The emergence of women's leadership is part of a social change process. Significant benefits have accrued out of their active engagement in planning, implementation and operation and maintenance under SBMG. The long-term impact of women's leadership in SBM-G will expand far beyond the immediate efforts to achieve ODF. It will embrace the other SBM-G goals to sustain ODF over time and improve solid and liquid waste management for the well-being of the communities.

Looking ahead, the challenge is to sustain this leadership and promote the emergence of more women leaders in other places. Women's leadership is not only a matter of individual attributes and personalities; it emerges when the environment is conducive to women taking on new roles beyond their household. I am sure the compendium will help the actors involved in adopting a gendered approach to delivery of sanitation and hygiene.

Best Wishes,

(Arun Baroka)



ACKNOWLEDGMENTS

The curation of this compendium involved contributions from thirteen partners: ITC represented by Ms. Jagriti Singh; CDD Society represented by Mr. Krishna Swaroop Konidena, Ms. Sandhya Haribal, and Ms. Tarika Vaswani; EY, represented by Ms. Elisa Patnaik; Centre for Water and Sanitation (C-WAS), CEPT University, represented by Dr. Meera Mehta, Dr. Dinesh Mehta, Mr. Aasim Mansuri and Ms. Arwa Barmal; Aga Khan Foundation represented by Mr. Asad Umar; Samhita Social Ventures represented by Ms. Priya Naik, and Ms. Rishika Jaiswal; Centre for Advocacy and Research (CFAR) represented by Ms. Juhi Jain; Urban Management Centre represented by Ms. Manvita Baradi, Ms. Meghna Malhotra, and Ms. Kaninik Baradi; Indian Institute for Human Settlements, represented by Ms. Kavita Wankhade, Ms. Abhilaasha N, and Mr. Niladri Chakraborti; BBC Media Action represented by Ms. Anisha Singh and Ms. Reethira Kumar; WaterAid represented by Mr. VR Raman and Ms. Amulya Miriyala; UNICEF represented by Ms Shipra Saxena; PRIA International Academy represented by Mr. Kaustuv Bandyopadhyay and Mr. Anshuman Karol.

The secretariat, ISC would like to extend their gratitude to all the above organizations and individuals that contributed to the development of this compendium.

Special thanks are due to our knowledge partner Nayara Energy Ltd. for kindly sponsoring the publication.



PREAMBLE AND CONTEXT



The importance of gender in WASH has long been recognised, however, most of the discussions have focused on women as beneficiaries or users. The role of women as sanitation professionals has been largely ignored. An International Water Association (IWA) 2016 study identified women as key wash clients and it was realised that a more gender-diverse workforce was essential to understand and respond to them.

As it is more than six years of the launch of the Clean India Movement or Swachh Bharat Mission (SBM) and almost a year into the Phase II of the mission, there is no doubt in anyone's mind that sanitation is still very central to the Government's agenda with the central themes of sustainability and access to all. Most importantly, with the advent of Covid, it is recognized along with water as the central need to be addressed if issues in Hygiene, Health, Gender, and Livelihoods are to be addressed on an urgent basis. And in all this, the gender inequity for women once again comes to the forefront, like at the times of the Ebola and Zika pandemics.

SBM 2.0 aims, among other things, to find solutions for a sustained behaviour change, especially about women and their sanitary needs, while at the same time addressing the important role, they play in managing solid and liquid waste management.

Despite all the good things that have happened in the sanitation arena of the country, interventions have, by and large, adopted a short-sighted approach vis-à-vis the gender dimensions of sanitation and hygiene. As a result, women's sanitation and hygiene needs and vulnerabilities have not received adequate attention. While the legal and policy frameworks related to sanitation highlight some of the concerns of women, implementation at the local level is yet to cover them adequately, which raises apprehensions from a gender equality point of view.

Several authors in the past have examined the gender sensitivity of the legal and policy frameworks around sanitation in India. In the aftermath of these studies, there is a growing consensus now that whereas the statutory framework relating to sanitation is gender-neutral in its approach, the policy framework appears to be more progressive and recognises gender-related issues.

However, when it comes to implementation, it is evident that sanitation-related needs and vulnerabilities of women have not been addressed the way these were paid attention to in the policy framework of the programme.

Examples such as women not being consulted in decisions taken on sanitation-related matters such as the building and use of toilets and failing to take into account the prevalent socio-cultural norms, which for generations have defined the status of women as one that needs to be protected from all forms of exposure, while at the same time, force them to defecate in the open even if this is in groups, can be given to substantiate the above contention.

It has been suggested through several research studies that girls drop out of schools due to inadequate sanitary facilities being provided especially during their menstruation periods, however, it is equally true that this is also due to parental fear that their daughters may enter into premarital sexual relationships and bring dishonour to their families.

Another very important aspect of sanitation vis-a-vis gender is the inclusion of Transgenders and LGBTQ communities. In 2017, Mysore became the first city to allow Transgender to use a public toilet of their choice. However, due to the social stigmas and underlying discrimination, transgenders face discrimination and violence, such toilets become a site of social exclusion and violence in their day-to-day lives. While baby steps are being taken by the various state governments in this direction, the sanitation needs of the transgender community are addressed on the assumption that the community is a homogeneous group, and that public toilets earmarked for them address their total sanitation requirements. However, designing transgender-inclusive sanitation requires a deeper examination of the role of caste, gender, and age within the transgender community.

While much of what has been labelled above as negative stereotypes may still be widely held or are at least cloaked in external civility, gender stereotypes are also being challenged in a variety of ways in the present context. A lot of work has also been done to alter some of these beliefs in the last few years, with women coming to the forefront to take charge of addressing their own needs supported by various government schemes and NGOs working alongside them.

For example, in Odisha, women and transgender Self-Help Groups (SHGs) have been engaged in the operation and maintenance of treatment facilities (SeTPs) in eight cities; in Jharkhand, trained women masons built over 15 lakh toilets in one year, and the State was declared open defecation free (rural) much ahead of the national cut-off date of October 2, 2019.

These examples are rapidly increasing throughout the country, wherever women have been able to push through for reforms that better their overall wellbeing either through the help of support groups or through community-led efforts. Water management, sanitary complexes that answer their needs, and a host of other requirements to help them in their daily lives are now being driven by them rather than waiting for them to happen at the behest of the government or menfolk in their communities – the moot question, however, is whether this is a little too late for India to meet its SDG 6 goals in the next ten years?

At India Sanitation Coalition we are trying to help accelerate this process, through multiple partnerships, to deal with the current dilemma—the pressing need to achieve more without overstepping the principle of gender equality in all sanitation interventions in India.

This compendium entitled Business of Change: Success in a Gendered Approach to WASH is an effort in collaboration with our partner KPMG in that direction, aligned to the coalition's mandate to curate and disseminate best practices in sanitation advocacy space. We hope the intended knowledge product will go a long way in providing a ready reckoner for all those who as programme managers have an intent to stand up with a conviction for what they believe is the necessity to achieve the WASH goals of India without the equity around gender being compromised.



Natasha Patel

CEO, India Sanitation Coalition



**DIARIES OF
CASE STUDIES**





WOMEN-LED DECENTRALIZED SOLID WASTE MANAGEMENT IN RURAL AREAS OF HOOGHLY

Introduction to the programme

Solid Waste is an extremely crucial environmental and health challenge confronting both, rural and urban India. A key reason for this is the prevalent attitude of communities, households, and institutions who generate the waste but take no responsibility for its management. In response to this challenge, ITC through its social investments programme, Mission Sunehra Kal (MSK) designed and implemented the decentralized Solid Waste Management (SWM) programme. The end objective of this programme is “minimal waste to landfill”, by maximizing processing of waste by the generators themselves on the principle “My Waste, My Responsibility”. ITC MSK's decentralized waste management programme today covers close to 15,000 households across the Hooghly district of West Bengal. The programme entails direct collection of waste, its transportation and processing, home composting, and training & capacity building activities.



Figure 1. Block level Orientation on Decentralized SWM facilitated by BDO at Hooghly

The Problem and objectives of the programme

Baseline assessment done in Tribeni, Hooghly district highlighted that there was no mechanism of waste collection and processing. Most of the waste generated was dumped in open spaces and streets, blocking drains and polluting surface water sources. As source segregation of waste was not practiced, even valuable recyclable waste was also not managed.

ITC's objective was to design a decentralized, community sustainable SWM programme, to reduce waste dump and thus improve the overall environment in 4 Gram Panchayats of Hooghly district.

ITC's Approach

ITC's SWM programme in Tribeni is community-driven with a specific methodology for the sustainable management of waste. “Poribes Bandhu” – women from SHGs have been identified as change-makers in this programme. Poribes Bandhu along with the project team works on sensitizing community, awareness creation, training, and capacity building for behaviour change to imprint the concept of “My Waste, My Responsibility” among the waste generators to drive source segregation, and home/cluster composting.

32 Village Resource Persons (VRP) have been trained as the master trainer who trained further 90 identified VRPs. Women headed 56 Mohalla Committees are formed in project villages who are using phygital (Partly physical and partly digital) platforms for awareness generation, meetings, and encouraging households for changing their indifferent attitude towards waste management. A team of 60 women collect waste from over 13,500 households per day and clean the drains and roads.



Figure 2. Household waste collection by Poribes Bandhu

Impact of the initiative

- As a result of sensitization by Poribes Bandhu, 95% of the households now segregate waste at source, enabling decentralized management of waste and reduction of waste to landfills. 4,305 MT of waste has been processed to date.
- The biodegradable waste is converted into manure, which is sold at Rs. 8/kg to nurseries. Dry waste is sold to local vendors, providing additional income to Poribes Bondhu members.
- Multi-Layered Plastic (MLP) is sent to cement factories for co-processing. So far, 42.55 MT of MLP has been managed.
- ITC's programme emphasizes on payment by households for waste management and currently, 85% of financial sustainability is met from service fees by households and the sale of manure.
- The programme has also helped in developing a sense of independence and safety for the Poribes Bandhu members. Panchayats and Block administration also support the initiative by providing linkages for Poribes Bondhu in government schemes like MGNREGA, BMSSY, Swastha Sathi, etc.



“My family had been struck in the clutches of poverty, which had made my husband turn alcoholic. My family atmosphere had also become worst which was affecting my children. I got to know about the Solid Waste Management project in our Panchayat, I started working as a waste collector (Poribes Bondhu) in the project in 2014 with a monthly earning of Rs.1,200. Now I can earn Rs. 4,800/month. My family atmosphere has improved, and I can live a dignified life. I thank ITC Mission Sunehra Kal for the opportunity”

-Joba Bag, June,21, Hooghly, West Bengal



ODISHA LEADS THE WAY IN GENDER INCLUSION IN SANITATION

Background

Considering the large presence of Mission Shakti Women SHGs across the ULBs and their proximity to the community, the Government of Odisha viewed the collectives as a potential human resource to provide WASH-related services in the State. Nearly 35,000 Mission Shakti women SHGs are now functional in urban Odisha, many of whom are now actively partnering with all the 114 ULBs as sanitation service providers. From traditional unskilled/semiskilled economic activities women collectives are now engaged in high-end technical and managerial activities managing the complete sanitation value chain.

The Problem and objectives of the programme

With increasing urbanization and emphasis on safe sanitation, the demand for sustainable sanitation services has been rising in urban areas. However, the availability of a local skilled workforce in large numbers - who will not only provide quality services but also help in sustaining key sanitation behaviours - remains a challenge. It was felt that the contractor-driven model which works on maximizing the profit margins for providing sanitation services especially in smaller towns is unsustainable in the long run.

Hence an initiative was launched with the overall objective of gender-inclusive sanitation as well as to create a pool of locally available skilled workforce. To achieve this, during the design stage itself of the construction of sanitation infrastructure, the technology, and the process were kept as simple as possible so that the smaller ULBs with capacity constraints would be able to operate and maintain via locally available resources. As a result, it became possible to rope in women Self Help Groups (SHGs), train them adequately and long enough to operate and maintain the facility comfortably and with confidence.



Figure 1: Berhampur SHG managing SeTP

Engagement of Women & Transgender SHGs across the FSSM value chain



Figure 2: Bahucharamata Transgender SHG managing the plant at Cuttack_Odisha

Given the rapid progress of Faecal Sludge & Septage Management (FSSM) in Odisha and with a total of 55 Septage Treatment Plants (SeTPs) currently operational and expected to saturate in all 114 ULBs in the state with 118 FSTPs by March 2022, the Housing & Urban Development Department (H&UDD), in early 2020 took the path-breaking decision of handing over the O&M of SeTPs exclusively to women and transgender SHGs and their federations. Currently, the SHGs and their federations are operating and managing the plants in 43 cities. SHGs will be taking over additional plants in a time-bound manner as and when they become operational, after being trained and gaining confidence.

The members have been rigorously trained on various aspects of plant management, troubleshooting, safety aspects, group management, leadership, and communication skills. The transfer of the O&M of the treatment facilities to women and transgender SHGs is first in many ways. Not only does it mark an effort in improving the livelihood of the marginalized, underprivileged, and vulnerable communities but also breaks the stereotype that women and transgenders are not capable of executing work typically done by the male workforce with a technical background.

In addition, several collectives are also involved in the O&M of Community and Public Toilets across the State besides being actively involved in the promotion of mechanized desludging and demand generation. They have also started operating and managing cesspool vehicles in a few ULBs which are being adopted by others.

Decentralized solid waste management

Mission Shakti SHG members have emerged as a key workforce in decentralized solid waste management in the State and are actively engaged as Swachha Sathis and Swachha Supervisors. Besides serving as change agents for segregation of household waste and facilitating safe transportation through women-driven Battery-Operated Vehicles (BoVs), they are also involved in the management of Micro-Composting Centres (MCCs) and Material Recovery Facilities (MRFs) and collection of user charges. They are also involved in the promotion and sale of 'Mo Khata', the municipal compost.

A total of 2,378 SHGs with 3835 members are currently engaged across the SWM value chain. When all the under-construction MCCs and MRFs are completed eventually about 10,000 SHG members will be managing all the MCCs/MRFs in the State.



Figure 3: Swachh Sathis transporting solid waste, Odisha

Drinking water supply programme:

Besides sanitation, ULBs are also partnering with women collectives known as Jalsathis in the State's flagship Drink from Tap Mission – a 24x7 supply directly drinkable from the Tap adhering to IS 10500 quality standards. Jalsathis perform a range of functions like facilitating new house connections, regularizing unauthorized connections, field quality testing, meter reading, water charges collection, etc., Jalsathis also acts as a bridge between the water supply authorities and the consumers who work on a performance-linked incentive basis. About 1000 SHGs members are now working as Jalsathis which will be soon scaled up to 5,000 Jalsathis to service about 12 lakh house connections across the State.



Figure 4: Jalsathi

Figure 5: Women SHG members inaugurating a Micro Composting Centre_Odisha



Impact

The State's efforts have not only provided livelihood opportunities to women, transgenders, and other vulnerable groups like sanitation workers and rag pickers but have also demonstrated the huge potential for community engagement in the WASH sector.

The SHGs/federations are engaged through a service contract agreement between the group and the ULB and receive a regular monthly income for their services which are linked to performance.

"I want every woman in our federation to be able to work and earn her living," says Anita Mohanty, Secretary of Agrata City Level Federation (CLF) responsible for the O&M of the SeTP in Berhampur City. She emphasizes on creation of equal opportunity at the workplace for both men and women and suggests that government should run programmes where women are considered as efficient workforce and that they should be equally paid like men. She leads Agrata CLF comprising 7200 members from 700 SHGs in Berhampur and has been instrumental in leading the federation in financial inclusion, business development, and generating work for SHG members across the sanitation value chain. The CLF earns more than INR 7 lakh every month through the provision of WASH-related services only.

To facilitate and promote the engagement of SHGs, the State Government has prioritized their engagement in all sanitation-related activities across ULBs. Necessary directives, guidelines, and SOPs have been issued by the H&UDD to the ULBs on the same. Besides, regular capacity building of SHGs and sensitization of ULB functionaries, the groups' performance is also regularly monitored and reviewed both by the ULBs and the Department.

Importantly, the inclusion of women and transgender collectives in the sanitation value chain has set in motion the urgent need for the development of gender-friendly PPE, work conditions and timings, better work structures, and contracts.

The commitment of Odisha in empowering the women collectives and their efforts in facilitating their journey from engagement in traditional skill-based activities to techno-managerial skill-based activities leading to an enhanced sense of pride and achievement is worth emulating.



THE TWIN PIT TOILET REVOLUTION IN JHALANA KUNDA, JAIPUR, RAJASTHAN: BEST PRACTICE FROM CENTRE FOR ADVOCACY AND RESEARCH

Introduction to the Case Study

This is the story of the twin pit movement in Jhalana Kunda Mahal Basti, a kutchi, or informal settlement with 1050 households and a population of 6300, located in Moti Dungri Zone of Jaipur, Rajasthan. The settlement is 45 years old and was first inhabited by workers employed in a stone quiring mine located at the rear end of the settlement.

The case study documents the following:

- The journey of the community, living in informal slums from open defecation (OD) to open defecation free (ODF) through the construction of 1020 twin pit toilets.
- The role of capacitated and empowered community collective - Daksha Samooah, led by women, in implementation of the sanitation value chain on the ground
- Key processes which enabled system-community connect leading to transformative and sustainable behaviour change and lessons

Problem statement

In 2012, 75% of the settlement did not have access to household toilets or community toilets. There was only one community toilet, which was defunct and unusable due to the shortage of water. As a result, open defecation was common. Children defecated either in the open drain near their houses or in the area behind their homes. There was also a large open field at the rear end of the settlement which belonged to the forest department. Most community members especially women and girls used this open space for defecation as it offered them some privacy, but also made them vulnerable to violence, sexual assault, and fear of wild animals

The status of water supply in Jhalana Kunda was deplorable. Water was provided through tankers every two days. The arrival of the tanker meant long queues and frequent quarrels as fifty percent of families depended on tankers for their domestic needs. It also took the women two to three hours to collect the water and usually the quantity was insufficient

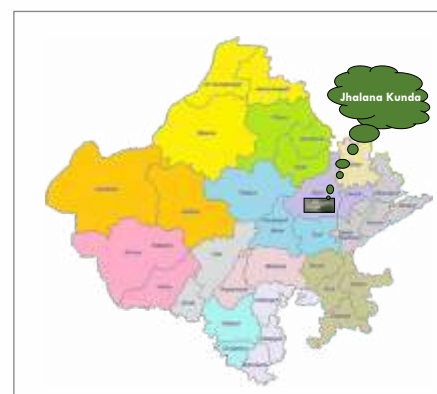


Figure 1 : Map of Jaipur with Jhalana Kunda



Figure 2: A view of the settlement



Figure 3: Open field used for defecation

“It is very difficult for women and adolescent girls who had to get up at dawn and go to the nearby hills. We always go in a group because there have been cases of sexual assault and harassment”- Gulab

An ignored community



Figure 4:; The water crisis

Despite daily hardships, residents had ruled out the construction of individual toilets because of lack of space or limited space in their homes. Moreover, even if they did build a toilet, there was the question of desludging the pits given the rocky terrain and high costs of the service.

The community was also not confident of getting a positive response from the authorities, having tried for many years “We are a deprived community. Our area does not have toilets, roads, water, or waste collection says, Teeja Devi. This sentiment was echoed by most families in the settlement.

Women Take the Lead to Break the Impasse

However, despite these challenges the women were ready to do their bit to stop open defecation. They were aware of the hazards of open defecation and the health risks but were compelled to do so, in the absence of toilets. They had also made efforts to get the community toilet functional and filed several requests for getting a water connection or a water tank to solve the water problem.

Approach to the initiative

Centre for Advocacy and Research (CFAR) has supported the community since 2012, providing capacity-building support to the residents and masons in the construction of twin pit toilets and encouraging continued usage of toilets. Facilitated by CFAR, the Daksha Samooah or the women's forum organized several door-to-door interactions and group discussions on the low-cost twin pit toilet technique. Fifteen masons were trained on the low-cost twin pit toilet construction technique and twelve members were taken for an exposure visit to Bikaner, where they interacted with users of the twin pit toilet. These interactions, training, and exposure visits included women, men, and young people from the community.



Figure 5:; Members of Daksha Samooah filling applications

“We had no idea what a twin pit toilet looks like. All we knew was single pits. Even this was difficult to construct as the terrain was rocky. The Bikaner visit was an eye-opener and we understood that this technique will work for us. The men were skilled in masonry having worked in the stone industry. CFAR helped them by training them in the construction of the twin pit. We also received Rs 12000/- from the government which made it easy for us to construct the toilet”, recalls Kaali Devi, a resident.

Post the exposure visit to Bikaner, a group of 12 women decided to construct twin pit toilets in their homes using their savings. They approached CFAR for technical support.



Figure 6: ; Training of masons in twin pit toilet technique

“After the training, I realized that it would be easy to construct a toilet using this technique and that I should construct it so that other people will also be inspired to build toilets. However, I was worried that the ground would not soak the water as it is hilly. This doubt was cleared when the rainwater that had collected was absorbed within an hour. Today I feel good. I do not have to go out every morning through dirt and slush and it requires only two to three litres of water for one use”, says Maya, another resident.

Outcomes

The snowball effect was that over 300 families constructed toilets using both SBM incentive and their funds. Between 2015-2017, 932 twin pit IHHLs were facilitated by Daksha Samooah. They supported the community in filing applications for the subsidy, procuring materials, connected them to masons, securing approvals, verification, geotagging, and finally getting the subsidy. Those who did not have enough funds after the first instalment were provided personal loans by neighbours and community members

Additionally, the Chief Executive Officer JMC and CFAR jointly organized a camp on December 22, 2015, at Jhalana Kunda, where all concerning municipal officers were available for verifying the household sites and sanctioning pending applications for the building of toilets.

In August 2015, Jhalana Kunda was declared a Learning site on ODF by Mr. Pushottam Biyani, Director ULB Rajasthan, to orient the newly recruited ULB officials on the importance of community engagement in sanitation. Three community representatives, Maya, Poonam, and Anil were designated as Swachhta Grahi (Sanitation champions) under SBM.

In December 2017, Jhalana Kunda was declared Open Defecation Free (ODF). 1020 twin pit toilets have been constructed and 30 residents who do not have space in their households use the community toilet set up by the ULB.



Figure 7: ; International Women's Day and Felicitation of community representatives from Jhalana Kunda

Since the declaration, over 800 newly recruited ULB officials and engineers have visited Jhalana Kunda to understand the benefits of involving the community in implementation of SBM.

On International Women's Day, 2019, 16 members of the Daksha Samooah were felicitated by the ULB and NULM for their contribution to make Jhalana Kunda an open defecation settlement and promoting the sanitation value chain through twin pit toilets. The group also shared their challenges and experiences with the audience

Lessons Learnt

1. To achieve small but significant milestones, staying with the issue and seeing it to its logical conclusion through persistent engagement is important.
2. The collective community ownership displayed in Jhalana Kunda established the need to engage communities to shape and lead the implementation of sanitation programmes on the ground.
3. Readiness of the community and confidence of the government to facilitate the process go hand in hand, one without the other will not give the desired results.
4. Sanitation is not a standalone issue of toilets, it involves an integrated approach to sanitation which includes, clean water, waste management, and safety of women and girls.
5. At the community level women, men, and young people, everybody worked in close partnership and coordination with each other making it possible to negotiate from a position of strength.
6. Pro-active leadership of women in Jhalana Kunda has established the importance of involving women at every level to demonstrate leadership and take innovative steps to improve their quality of life.
7. Convergence between various departments and active involvement of the community is the key to building long-term sustainability in sanitation programmes.





AGA KHAN FOUNDATION

MENSTRUAL HYGIENE MANAGEMENT – A COMPREHENSIVE SANITATION INITIATIVE

Background

Aga Khan Development Network's (AKDN) Menstrual Hygiene Management (MHM) programme works to empower and improve the quality of life of women and girls in both, rural and urban areas of the country. Commenced in 2015, as part of the AKDN Comprehensive Sanitation Initiative, the MHM initiative has supported over 25,000 women and girls and enabled them to improve their knowledge and practice of menstrual hygiene.

Programme objective

AKF's menstrual hygiene management program aims to: Strengthen women's and girls' knowledge of menstrual hygiene practices and safe disposal of menstrual waste; Engage communities in making informed choices regarding menstrual absorbents, and facilitate access to these products; Encourage community support to create an enabling environment around MHM and to address harmful socio-cultural norms; Empower women and girls to discuss menstruation freely and to practice safe MHM without cultural or practical restrictions and collaborate with governments and other stakeholders for better service and product delivery.

Approach of the programme - Breaking the taboo

AKDN agencies have empowered Swacchata Sakhi's, who are passionate young women, actively driving change on MHM in their communities - having witnessed the change in their personal lives. Solanki Vijayaben Jayantibha from Junagadh district, Mangrol, Gujarat says that "Cleanliness and good personal hygiene habits are essential to maintaining good health and preventing illness. It is therefore of great importance to impart young women and girls with the right knowledge on menstrual hygiene."

In her role as an AKDN trained Swacchata Sakhi, Solanki travels from village to village to share important information on menstrual health and personal hygiene.

Kishori Group meetings help adolescent girls to come together and openly discuss their menstruation concerns and the best practices for managing menstrual hygiene with ease. "I used to be plagued by menstrual cramps, and I thought there was no way to ease them. However, after joining a Kishori group for adolescent girls that was created as a



Figure 1: Solanki Vijayaben Jayantibha, Junagadh district, Mangrol, Gujarat

part of the MHM initiative, I started attending the meetings and learned how to manage my cramps by eating a proper diet and exercising. I have learned so much more about proper hygiene and nutrition during these meetings." says an enthusiastic, Sangeeta from Bokadthambha Village, Gujarat.



Figure 2: Sharda Ben from Daladi Village, Gujarat

As a part of the menstrual hygiene management training sessions for adolescent girls and women, Rudi Behen was among those who were oriented on good menstrual health practices. She found this training useful in her personal as well as work-life and is now confident in managing her menstruation. "I attend regular SHG meetings held on menstrual hygiene in my village. As a newlywed, I focussed on learning about how to track my cycle. In the meetings, I learned about appropriate menstrual hygiene practices. This has brought a positive change into my life. I am much more confident and do not hesitate when I have to travel long distances anymore." says Rudi Behen, Lunsariya Village, Gujarat

Sharda Ben from Daladi Village, Gujarat, who is a member of the school management committee, believes that girls should not be held back because of menstruation and has been proactive in engaging young girls on raising their confidence on talking about menstruation and making them comfortable to practice good menstrual hygiene practices.

She says that "I come across many girls who have been unable to continue their education, due to limitations being placed on them by their parents due to menstruation. By conducting MHM sessions for them and their parents at the Anganwadi centers, we are working together to build a positive future for the girls."

The AKDN field-level MHM training sessions are inclusive for all women to attend. Manjula Behen, Daladi Village, Gujarat found this training useful for her, especially during her time spent on the farm. According to her "I learned how to track my menstrual cycle and its hygienic management. Now, I am prepared every time I leave the house to work on the farm."

Impact of the programme

Empowering girl students with an enabling learning environment, AKF is creating MHM secure schools by strengthening girl groups, securing access to products, and ensuring access to soap and water, and functional facilities.

According to Nisha Kumari, UMS Ranipur, Patna, Bihar "Not only have I learnt of the science behind menstruation from our teacher, but I also make sure that all the girls in my school feel comfortable to talk about menstruation in the Meena Manch meetings. I am proud to say that our school has a pad bank at the MHM corner and an incinerator that we utilize to dispose of our pads safely."

Many of the girls who had dropped out of school at menarche expressed interest and

have taken steps to resume the studies that they left or to start taking jobs to support their families. Learning about their menstrual health has empowered them to make changes in other aspects of their lives too.

Through AKF's work on MHM in schools, 4586 teachers have been sensitized for menstrual hygiene and trained on delivering effective menstrual hygiene sessions for girl students. These efforts are helping teachers create an enabling environment for girls to be comfortable to speak about menstruation and follow good menstrual hygiene practices in schools.

Young girls now are gaining the confidence to approach the right people to seek medical assistance for their menstruation concerns and breaking the social stigmas on speaking about menstrual hygiene. According to Kajal, Anju, Sapna, and Mital from Junagadh district, Mangrol, Gujarat "Seeking help on irregular menstrual cycles was unheard of in our families. Now, we have learned how to seek medical help from Anganwadi and primary health center workers if we need it. We have also gained knowledge on the science behind menstruation, and how it is linked with the right kind of nutrition during this time."

More and more parents are understanding the importance of menstrual hygiene management and are eager that their wards learn about it. "I want to ensure my daughter gets all this information on menstruation and continues her schooling. I am proud to say she is now in class nine. I hope more parents of girls attend such sessions." Says a mother of two, Ranjan Behen from Bokadthambha Village, Gujarat. She wants to ensure her daughter remains in school and can receive as good of an education as her son. Through the MHM sessions, she has understood how important it is to manage menstruation hygienically, and how her daughter can manage her menstruation in school and at home.



*Figure 3: Nisha Kumari,
UMS Ranipur, Patna, Bihar*

SHAUCHA SINGH: RADIO INTERSTITIAL SERIES

Background

The ambitious Swachh Bharat Mission marked, for the first time, a move away from treating sanitation purely as an infrastructure development or access issue. It underlined the importance of behavioural change to achieve sanitation outcomes for the country to be declared free from open defecation by 2 October 2019. There were many barriers to changing the open defecation habits of people, including several myths about the value of safe sanitation among populations. To address these myths and encourage safe sanitation practices, BBC Media Action, with support from the Bill & Melinda Gates Foundation, produced ten short radio dramas (of 60 seconds each) for the Department of Drinking Water and Sanitation, Government of India featuring a fictitious travelling salesman called Shaucha Singh.



Problem definition and the objectives

In rural areas, toilets were not seen as an asset or as providing an adequate return on investment. Several inaccurate beliefs about the construction, maintenance, and use of toilets emerged from the research. It was important to address these myths and misconceptions while highlighting the risks of open defecation and the advantages of safe sanitation practices. Each Shaucha Singh episode focuses on one myth and debunks it while encouraging building, consistent use, and maintenance of toilets.

Highlights of the approach

Shaucha Singh modelled demand for and use of toilets from 'progressive' rural men. Women were positioned as influencers and first movers to promote changes in open defecation practices. The series built gendered narratives on individual toilet use issues, e.g., addressing the myth that 'healthy men don't use toilets', emphasizing the use of toilets by all and not just women or only vulnerable groups. The series took the stance that toilets are not just about protecting women's honour and dignity, that they are key to progress for communities. Other gender agnostic issues such as toilet technology,

schemes, health, and convenience were addressed too. It aimed to shift attitudes and enhance intent to use toilets among men and women, through quirky and humorous persuasion.

Impact of the initiative

Shaucha Singh was launched by DDWS on World Toilet Day 2017 on All India Radio, 109 FM channels, and 54 community radio stations, with an estimated INR 30 crores spent on the broadcast. Research showed that listeners had the highest recall of episodes challenging myths on men's use of toilets, impurity of toilets, and perception that open defecation is healthy. About 45% of listeners reported discussing it with others. Rashtriya Swachhata Kendra at New Delhi now hosts a Shaucha Singh bot.



COMMUNITY TOILETS IN SLUMS OF KOLKATA

Background

ITC Mission Sunehra Kal aims to transform the lives of the most marginalized amongst its stakeholder groups so that they can live a life of dignity. As part of improving sanitation, ITC along with its implementing partner, Water for People India Trust, has been renovating Community Toilets in congested urban slums of Kolkata Municipal Corporation, Ward Nos. 79 and 80, where Open Defecation was a persistent problem.

These slums had very few toilets but several users, no separate toilets for men and women, open bathing, and no disposal for sanitary items. Existing toilets were broken and beyond use, forcing women to defecate in open fields and bushes. "If we had diarrhoea, we thought of dying, rather defecating in open, as men would taunt girls/women and they felt ashamed", said Laxmi Devi.



Figure 1: Community Toilet Mohalla Committee Meeting

Programme objective

The objective of this programme is to provide dignity to women as also to promote a hygienic environment through the prevention of open defecation and reduction in the incidences of water-borne diseases. The intervention was aligned to the 'Swachh Bharat Mission (SBM)', a holistic approach to sanitation, including the construction of toilets and behavioural change.

Approach of the programme

ITC promoted the construction of toilets on a cost-sharing basis, coupled with high-impact awareness campaigns, to ensure enhanced levels of ownership and behavioural change. Since individual toilets were not possible, the focus was on reviving old toilets and most importantly setting up a mechanism of operation and maintenance so that situation does not slip back to its original state.

The programme involving Mohalla Committees (MCs) has five phases: Participatory field assessment; Planning and preparatory work; Retrofitting and renovation; Operation and maintenance, and Supervision and sustainability. The MCs are trained on health and hygiene practices as also on processes to oversee Operations and Maintenance independently. Involvement of women, focus on women's dignity and safety, and ownership of the community is built into each phase to ensure sustainability. For renovation, Households (HH) also contribute 10% of construction costs that also helps in creating a sense of ownership. Women take a leadership role in the collection of user fees from households and investing the same for future use.



Figure 2: Fund collection for O&M

Impact of the programme

57 Mohalla Committees have renovated 57 Community Toilets benefitting nearly 14,000 users from over 2,400 households, resulting in 80% of the area becoming Open Defecation Free. This in turn has helped in the reduction of water-borne diseases. Behavioral Change Communication activities have helped in breaking the attitudinal barriers. Over 4,000 women have benefited from well-maintained separate toilets and incinerator facilities, but more importantly, they now feel safe and secure. Women members collect user fees of Rs 70/- per HH and also take the responsibility of operations and management along with resolving community-level issues on a day-to-day basis.

“For many, open defecation is to be stopped for cleanliness, but for us, it has to be stopped for our lives”. “A woman in her 30s was crushed by a container while she was defecating in open in the night, a trailer without noticing her in the darkness laid a container on her! She was crushed. Only later when the container was removed the body was found.” Rojoni Devi shuddered!

These toilets with a change room, incinerator facilities, bathing space, urinals, and water closets, all separated from men's toilet blocks, are a blessing to the women.

BUILDING AGENCY OF WOMEN THROUGH ECONOMIC EMPOWERMENT: CASE OF SINNAR-FORMAL ENGAGEMENT WITH WOMEN'S SHG GROUP FOR MANAGING RESOURCE CENTER AT SINNAR FSTP

Background of the work

Sinnar Municipal council (SMC) in Maharashtra has successfully engaged a women's Self-Help Group (SHG) for managing a resource center that has around 8000 sq m of urban forest and garden area around its Faecal sludge treatment plant (FSTP). At this resource center, treated wastewater from the FSTP is reused for watering the landscaped area. This engagement has been brought about by SMC with the support of Center for Water and Sanitation (CWAS) at CEPT University. Sinnar is one of the first cities in India to provide scheduled septic tank desludging service and one of the very few to have an FSTP funded through its funds. After implementing the FSSM services, SMC developed a resource center at the FSTP and decided to reuse the treated water for its maintenance.



Figure 1: Garden at Sinnar FSTP

Problem statement

SMC in the past has not formally engaged women groups for sanitation-related works. Besides, they needed a skilled service provider for regular maintenance of the resource center and watering of the garden and urban forest area. The traditional approach of ULBs, so far, has been to outsource such works to private contractors. With support and sensitization by CWAS, SMC decided to contract this work to the women SHGs under National Urban Livelihood Mission (NULM).



Figure 2: On-site training for SHG organised by SMC along with CWAS team

Approach of the initiative

Post sensitization for gender inclusivity and encouraging women involvement, SMC actively engaged SHGs for different sanitation-related activities such as mobilizing IHHT applications, conducting awareness campaigns for scheduled desludging services, etc. Thus, when this work was to be outsourced, the

officials were confident that their SHGs could do it. A tender and contract for managing the resource center were drafted in consultation with the NULM department with clauses conducive to engage SHGs on a long-term basis as also safeguarding their interests. The SHG that qualified in all the criteria was awarded the work, through the tender seeking process. Such a formal engagement not only enabled SMC to efficiently operate its resource centre but also generate employment opportunities for SHG women and empower them financially. CWAS along with SMC has also been providing training to this SHG on the work-specific activities.

With support from CWAS, SMC officials were oriented towards gender-inclusive sanitation service delivery which would lead to employment-generating opportunities for women. The SHG women also showed their willingness to get involved and have been independently and successfully managing the resource centre.



Figure 3: SHG members engaged to maintain the garden and urban forest at the FSTP

Outcome

With much conducive support, the SHG women are now efficiently maintaining the resource centre as well as earning a fixed income. Women SHGs have also been engaged in various other activities under sanitation. Sinnar has demonstrated that by building the agency of SHG women and providing opportunity and relevant training they can perform at par or even better than any other private service provider. Being a part of their community, they also bring their knowledge and understanding of the local context and add value to the work.



Figure 4: Urban forest at the FSTP



BUILDING WOMEN AS SANITATION LEADERS AS PART OF SWACHH BHARAT MISSION (GRAMEEN): INSIGHTS FROM JHARKHAND



Figure 1: Building women as sanitation leaders

Introduction

Swachh Bharat Mission-Grameen's "Guidelines for Gender Issues in Sanitation" in 2017, emphasized the need for women's involvement in sanitation processes to make India open defecation free. In 2018, WaterAid India, in collaboration with the Government of Jharkhand, undertook a rapid study, to understand why and how women have led sanitation efforts in Jharkhand state, the challenges they faced, and the processes that helped in evolving and building their leadership to sustain the

government's ODF efforts.

Problem statement

While men mostly dominate WASH-oriented economic opportunities, only 10 percent of the WASH professionals are women¹. Further, given the nature of sanitation work and low bargaining power, most women are engaged in low-level sanitation jobs which are poorly paid or highly stigmatized. Despite the inequitable gender norms that prevail in our society, women, on multiple occasions, have collectively showcased success stories and victories in overcoming sanitation-related concerns in their communities by collaborating with governments and various implementing agencies. To sustain ODF at the community level, it is necessary to develop and sustain women's leadership in sanitation initiatives.

Highlights of the approach

The Government of Jharkhand created and trained a cadre of around 30,000 Jal Sahiyas (Community resource persons focusing on monitoring various water and sanitation initiatives and services), a cadre of Rani Mistris (women engaged in masonry works-

¹Bill & Melinda Gates Foundation (2017)

rare space that women generally occupy) and set up women's self-help groups that focus on sanitation-related activities.



Figure 2: activities undertaken by Jal Sahiyas and Rani Mistris

The study led by WaterAid found that:

- 90% of Jal Sahiyas belong to lower socio-economic groups where 34% of them were the sole earning members of their families.
- Each Sahiya covered 1200 beneficiaries, i.e., 300 households on average.
- They received training on toilet technology, community-led total sanitation (demand generation), Open Defecation Free (ODF) sustainability, and hygiene practices.
- About 52% of Rani Mistris belonged to tribal communities. They received training primarily on toilet design and construction.
- On average, a Rani Mistri constructed 18 toilets over 4.5 months after undergoing



Figure 3: A Jal Sahiyas

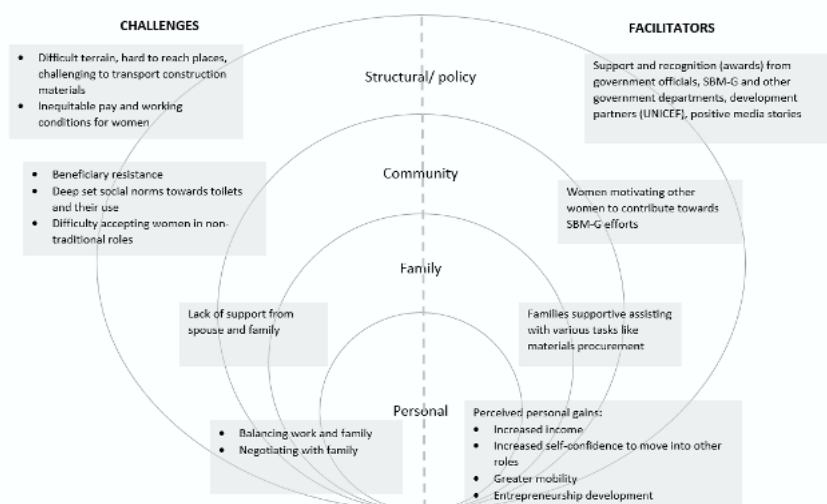


Figure 4: Challenge and Facilitators for women in WASH



Figure 5: A Rani Mistri

training, taking an average of 3-4 days to construct one toilet.

Visible and measurable outcomes and impacts of the initiative

The case underlines the ability of women to undertake roles that are otherwise not expected from them. Over 90% of Jal Sahiyas reported increased respect from family and community members and 73% reported personal development & 16% reported financial improvement.

95% of Rani Mistris indicated that they would like to continue their work as Rani Mistris. 55% of women reported that they may have positively influenced other women & girls to take up similar roles.



WOMEN TRANSFORMING INDIA, 2017 BREAKING THE GLASS CEILING

Background

This is the story of women who worked to empower their neighborhoods/society and set the ball rolling for addressing the needs of non-sewered urban areas across the country.

Devanahalli is a town of about 30,000 people located near Bangalore, Karnataka. Until November 2015, faecal sludge from the town's 6,000 households was being dumped into its fields and water bodies, risking both human and environmental health. CDD built India's first-of-its-kind, town-scale FSTP; which by 2017 was successfully handling 100% of the sludge collected in the town it served - Devanahalli. The plant's success motivated the town's officials to pass resolutions to ensure it faced no operational or financial hurdles, making this a model FSM town for India.

The Problem and objectives of the programme

Until 2015, most of the households in Devanahalli depended on septic tanks and soak pits for sewage disposal. There were about 5110 septic tanks as per the town municipal council and there was neither an underground sewerage connection nor any organized septage treatment facility in the area which led to washing of septage into existing open drains.

Having felt the need for a town-scale FSTP, CDD launched the Devanahalli FSTP project. The objective of this project was to establish a pilot independent septage treatment unit and treat it to prescribed standards.

CDD's Approach to the programme

In November 2015, Devanahalli got India's first-of-a-kind, town-scale Faecal Sludge Treatment Plant (FSTP). Since then, all the human waste collected in the town finds its way to this plant, where it is appropriately treated. This FSTP is a great example of managing sanitation at the town level in a country like India.

This was possible thanks to the efforts of a women-led team – women scientists and officers, who were part of the teams at the Devanahalli Town Municipal Council (TMC) and CDD Society, the implementing non-profit partner.



Figure 1: Left to Right: Ms. Sheetal Singh – City Managers Association Karnataka, Ms. Susmita Sinha – CDD Society, Ms. Shamala S – CDD Society, The Project Director - Bangalore Rural, Ms. Mamta J – Environmental Engineer, TMC-Devanahalli, Ms. Biji from TMC Devanahalli



Figure 2: Left to Right: Ms. Biji – TMC Devanahalli, Ms. Mamta J – Environmental Engineer with the Town Municipal Corporation at Devanahalli, Ms. Madhu Krishna – Gates Foundation, Ms. Ambika S – Chief Officer, TMC-Devanahalli, Dr. Sue Desmond Hellmann (ex-CEO of The Bill & Melinda Gates Foundation), Ms. Susmita Sinha, Ms. Sayeeda Nazim Munissa – Senior Health Inspector-TMC Devanahalli

The teams included: **Ms. Mamatha**, TMC's Environmental Engineer, who monitored the plant's operations and backed resolutions that needed approval by all the councilors of the Municipal body. **Ms. Biji** and **Ms. Sayeeda**, health inspectors, supported in educating community members about sanitation, helped households get funds from the Swachh Bharat Mission to build toilets, and mobilized desludging operators to receive training to improve skills and learn about health and safety standards. **Ms. Ambika**, TMC's Chief Officer, provided the leadership, vision, and political coordination to initiate the project, and educated elected town officials about it too. **Ms. Susmita Sinha**, senior technical advisor, CDD Society, oversaw much of the research and experimentation at the pilot plant set up for this project; and also contributed to policy and advocacy research for long-term management of the plant. **Ms. Shyamala S**, systems engineer and implementation supervisor, CDD Society, led the team that designed the plant and oversaw construction, battling monsoons and local regulations to set up the plant on tight budgets and **Ms. Rohini Pradeep**, research and development manager, CDD Society, monitored the system to ensure it ran efficiently. She continually ran experiments and made improvements to the system.

It's important to note that Devanahalli was selected for this project over other similar towns in Karnataka because of the proactiveness of their women led TMC team. They showed strong political will and took the risk of implementing something untested before in India - an FSTP at a town level. They understood that Devanahalli's inadequate water supply cannot support underground sewerage and were aware of the adverse health impacts of poor sanitation.

These women, despite their regular duties, have tirelessly interacted with the community, farmers, desludging vehicle operators, other Government departments,

and with the design engineers and planners to ensure sanitation became a reality in their town. Post-implementation, they have been involved in ensuring that management practices, as well as policy interventions, were in place– to ensure the long-term sustainability of the plant. Every Indian town needs a determined team like this one.

Impact of the initiative

Over the past 5 years that the plant has been running, more than 20 lakh litres (more than 660 truckloads approx.) of faecal sludge have been treated, minimizing further harm to the environment.

CDD's Devanahalli FSM model helped in changing the minds of officials regarding FSM as a viable alternative or complement to conventional sewerage. The plant's success motivated the town's officials to pass resolutions to ensure it faced no operational or financial hurdles, making this a model FSM town for India.

Out of 400+ FSTPs now tendered out in the country, at least half are based on the Devanahalli model. Additionally, the Devanahalli model of Unplanted Drying Beds is now mentioned in Swacch Bharat Gramin Guidelines as a model to be adopted by Panchayats across the country.

The model demonstrates that setting up waste processing facilities within city limits aided by community buy-in and without impacting land prices in the vicinity of an FSTP is possible. The Devanahalli model helped in building the popular narrative “beyond building toilets” and prompted people to think about sanitation more holistically.



REIMAGINING THE PUBLIC TOILET BUSINESS MODEL – ANGUL DISTRICT, ODISHA

Preamble

To develop and demonstrate an innovative and inclusive business model for making public toilets self-sustaining, Angul district administration, and Angul Municipality along with UNICEF, Eram Scientific Solutions, the Australian Government's Water for Women Fund, and the latter's India partner organization – RTI International collaborated efforts to create a business model. Termed as the Micro-Enterprise for Sanitation (MES), this model demonstrates a unique form of People-Public-Private Partnership (PPPP) and addresses multiple Sustainable Development Goals (SDG) including SDG 5, 6, and 8.

Problem Statement

The 2011 Census of India reports that 18.6% of India's population relies on community and public toilets (CPTs). However, the ratio of functional and safe public toilets to the population is very low. This deficit is amplified across gender lines, with 40% more public facilities for men than for women and very few gender-neutral toilets. The inadequacy of CPTs is exacerbated by their poor maintenance due to the lack of financial sustainability. This scenario necessitates augmenting the pure-play public toilet business model with initiatives that can generate sufficient revenues. Such revenue-generating models may also offer livelihood opportunities especially in the aftermath of COVID-led economic downturns.

Approach

The MES model comprises an integrated public toilet and shop complex which is owned and operated by women-led Self Help Groups (SHGs). Revenues from the sale of products and services from the shop would have to cover the cost of maintaining the entire toilet and shop structure. Implementation of MES implies setting up a new integrated toilet and shop unit or simply setting up a shop unit beside an existing toilet. Reflecting upon the PPPP aspect, this business model accords following responsibilities to the key stakeholders:

- a) women SHGs (PEOPLE) – investing, owning, and operating the unit
- b) the Government (PUBLIC) – providing land and necessary approvals for setting up the unit
- c) Eram (PRIVATE) – setting up the unit and providing extended handholding support (~5 years) to the women SHGs on their journey to become entrepreneurs

Outcomes and Impact

The MES model started receiving interest from several cities of Odisha and the foundation stone for the first-ever MES unit in the State was laid in Angul on World Toilet Day 2020. Funded by the Angul District Administration, the unit was later commissioned in Feb'21 and provides livelihood opportunities to members of the transgender SHG – Saptarang. The SHG members undergo periodic training in matters of personal, customer, toilet, and fund management. Supporting the upliftment of the LGBTQ community, this MES unit was christened Rainbow Café and is currently clocking monthly revenues of INR 50,000 and extending sanitation services to ~100 people every day.



Figure 1: MES Unit

SHG LED SANITATION CREDIT PROJECT IN JALNA, MAHARASHTRA

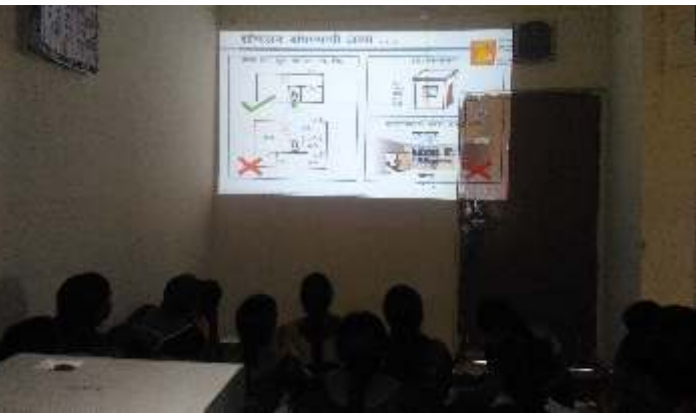


Figure 1: Training was designed to suit the audience to make them aware of ideal toilet construction

Background of the work

The Center for Water and Sanitation (CWAS), CEPT University with support from Mahila Arthik Vikas Mahamandal (MAVIM) successfully demonstrated a sanitation credit project for promoting the building of Individual Household Toilets (IHHT) in Jalna, Maharashtra. The project showcases collective actions led by women self-help groups for achieving access to quality IHHT construction. These interventions were fully managed and completed by the women members of the Community Managed Resource Centre (CMRC) of MAVIM. This project showcases how the living conditions of urban vulnerable

communities can be transformed through women leadership. Women self-help groups played an important role in mobilizing IHHT demand generation, overcoming perceived barriers of lack of space and funds, successfully mobilized sanitation credit, and completed construction of IHHT. The women involved in this project have become agents of change and have helped other women in their community to gain access to IHHT.

Problem definition



Figure 2: Loan mobilization was facilitated by the CMRC team by engaging banks (such as ICICI Bank) and borrowers. Such loan camps were organized to speed up loan disbursement

The targeted population belonged to the most vulnerable groups and slum communities from Jalna which faced financial constraints to construct IHHTs. The incentive subsidy of Rs. 12,000/- under Swachh Bharat Mission is only about 30% of the total cost of constructing a toilet in urban areas of Maharashtra. As only 50% of the subsidy was available upfront, bridge financing was needed. MAVIM and NULM were instrumental in building the capacity of women's self-help groups to mobilize access to sanitation credit to address the financing gaps for toilet construction.

Details of the initiative

MAVIM mobilized resource persons (CRP) through its CMRC for generating demand for IHHT construction. Several rounds of IEC campaigns were conducted for promoting sanitation credit for toilet construction. The demand generated was met by facilitating access to sanitation credit. The ICICI Bank provided toilet loans which were routed through the SHGs. Training sessions were conducted on various toilet designs as per the needs of users as also to ensure quality construction of toilets. CMRC set up a robust monitoring system to track the toilet construction process. CMRC also facilitated the timely repayment of sanitation loans to the beneficiaries. ICICI Bank and MAVIM ensured that instalments were paid on time and there were minimum delays.

Outcomes

- More than 270 sanitation credits were mobilized with a 98% repayment rate.
- Despite the small size of houses, IHHTs constructed demonstrated efficient space utilization.
- Bathrooms were also constructed alongside the toilet by those who were able to afford it and had space.
- The case showcases a shift in narrative from women being mere beneficiaries of sanitation schemes to becoming active leaders and change-makers in the sector.
- The project demonstrates a business case for SHG facilitators and banks for sanitation credit which has a high potential demand in the future. It is a sustainable model since each stakeholder gains in this process- women in SHGs, the CMRCs of MAVIM, and the lender banks.
- MAVIM has a strong presence in Maharashtra with over 50 CMRC in urban areas providing an excellent opportunity to scale up.



Figure 3: SHG women who have used additional sources or their own savings to build a toilet, have sued plastering, tiling and other finishing



Figure 4: Archana has constructed a toilet and bathroom with plastering and tiling. Access cover for opening the septic tank is also properly placed. Cost of construction of the toilet was approx. Rs 50,000. She has borrowed Rs 11,000 from ICICI bank

TOILET CHANGE LIVES: A FLAGSHIP INITIATIVE OF KIMBERLY CLARK PROFESSIONAL TO PROMOTE SANITATION FOR WOMEN AT INFORMAL WORKPLACES

Introduction

According to the International Labor Organization, 81.8 percent of women's employment in India is concentrated in the informal economy. Kimberly Clark Professional in collaboration with Samhita-CGF has started the "Toilet Change Lives" initiative to provide inclusive, safe, and sustainable sanitation to women working in the informal sector. The initiative aims to install portable, effective, and innovative sanitation infrastructure for women at informal urban workplaces.

Problem statement

Women, particularly those working on the streets as daily wage labourers or as micro-entrepreneurs, face disproportionate sanitation challenges due to a lack of access to clean toilets. To avoid embarrassment and harassment, very often, they refrain from

drinking water during the day to limit their trips to the toilet. Delaying urination and refraining from drinking often leads to dehydration, urinary tract infection and may even cause acute kidney injuries. Lack of toilets results not just in reduction of female participation in the workforce but also causes indignity, productivity loss, and health issues, both physical and psychological.

In addition to lack of toilets, non-availability of sanitary pads has serious consequences for women workers who have to spend 12-16 hours a day away from home due to demanding work conditions and highly inadequate and irregular public transport system.



Figure 1: Women friendly toilets in Kurla, Mumbai

Women having access to basic sanitation facilities at the workplace needs to be the norm and meeting this expectation is a 'win-win' situation for the employee and the employer, with public health benefits for the wider community.

Approach

Under this program, 28 women-friendly toilets are being constructed in Kurla, one of the busiest suburban localities in Mumbai, having a footfall of over 100,000 women daily.

These toilets come with a UV sanitation feature which keeps the toilets sanitized all the time. In addition, it has a sensor-based flushing system that flushes the water before and after every use, it is also equipped with a water tank, washbasin and the waste is directed to the bio-digester tanks / environment-friendly pits. To make the infrastructure more congenial for women, these toilets have been equipped with automatic sanitary pad vending machines & sanitary pad incinerators.



Figure 2: Promoting sanitation for women at informal workplaces through women friendly toilets.

Outcomes

This initiative aims to serve the sanitation needs of at least 500 women daily. Besides, it strives to ensure that women do not drop out of the workforce due to a lack of sanitation facilities. This flagship initiative promotes toilet usage by influencing community behaviour towards sanitation and also promotes interventions around menstrual health management, operations & maintenance, and faecal sludge management (FSM) to provide holistic and sustainable solutions for the women working in informal settlements.

MOVING INDIA TOWARDS SANITATION FOR ALL (MISAAL)

Preamble

The Urban Management Centre (UMC) led the 'Moving India towards Sanitation for ALL (MISAAL)' program aimed at supporting cities in sustaining Open Defecation Free (ODF) status by creating strong partnerships between vulnerable citizens and their ULBs. Supported by the United States Agency for International Development (USAID), MISAAL is being implemented in 200 slums and slum-like settlements in 4 cities.

Problem statement

ULBs face unique challenges while implementing WASH programmes, especially in informal settlements, due to limited information, lack of mutual trust, and technical and behavioural challenges. When WASH services are weak, women are disproportionately impacted. Generating ownership among the community and meaningful Information Education Communication (IEC) is the key to initiate strong partnerships between citizens and ULBs to tackle WASH challenges sustainably.

The objective of MISAAL was to support cities in achieving and sustaining ODF and ODF+/++ status, strengthening communities in becoming leaders of their development, developing meaningful Behavioural Change Communication (BCC), and Information-Education-Communication (IEC) strategies, and supporting state and national scaleup on ODF sustenance. MISAAL adopted a multi-stakeholder systems approach to address challenges like:

- Last-mile gaps in WASH services especially in slums and slum-like settlements.
- Absence of robust service delivery performance measurement and monitoring mechanisms.
- Limited public awareness efforts towards sustainable WASH.

“My daughters don't have to walk in filthy sewage water to go to school. They don't wake up every morning with an excuse to skip school anymore.”

– Rinkuben, Nagoriwad settlement, Ahmedabad, Gujarat

Approach

MISAAL closely worked with municipal officials, and women and children in urban poor communities, to develop local partnerships between them to strengthen WASH service delivery in urban poor settlements, besides reducing last-mile gaps. Under MISAAL, women-led settlement committees or MISAAL Settlement Committees (MSC) that are equivalent to Resident Welfare Associations were formed enabling them to voice their concerns as also support cities in sustaining ODF by using participatory tools developed by UMC.



Figure 1: Rinkuben in a MISAAL meeting

Rinkuben, an MSC member, worked with her ULB to improve her settlement's access to basic sanitation services. Along with other members of the committee, she motivated her neighbours to engage productively with the ULB. The members use Bindi Chart – a daily tracking tool to assess municipal services in the area, track complaints, collect evidence and coordinate with the relevant department. It led to the ULB fixing overflowing drains in the settlement which otherwise restricted movement and created an unhygienic environment. Seeing the impact of collectivization, she became an advocate and started encouraging other women to come together to address their issues. This strengthened the 'community connect' (constructive ULB-MSC interactions) and wider acceptance of the urban grievance redressal mechanism deployed by the ULBs.

Outcomes

This initiative has enabled many women in the MSCs to emerge as community leaders by bringing settlement level improvements in infrastructure and basic sanitation services. Being part of the MSCs gave the women confidence to explore financial independence while serving their communities. MSCs are now being contracted by ULBs to deliver municipal services like operation and maintenance of community toilets, waste processing units, community centres, etc.



Figure 2: A MISAAL committee member filling the Bindi chart

"My mother has become a huge inspiration in my life", says Rinkuben's young daughter.

MOVING INDIA TOWARD IMPROVING SANITATION SERVICES FOR THE URBAN POOR IN TRICHY THROUGH WOMEN-LED COMMUNITY TOILET MANAGEMENTS SANITATION FOR ALL (MISAAL)

Preamble to the programme

Trichy City was declared open defecation free in December 2016 under Swachh Bharat Mission. Community and Public toilets, and their maintenance played a critical role in this achievement. Trichy, Tamil Nadu has nearly 400 community toilets, of which almost 150 are being managed by women self-help groups organized as 'Sanitation Hygiene Education' (SHE) teams, for more than two decades. The SHE teams, federated under the Women's Association for Village Empowerment (WAVE) Federation, have not only been ensuring the operation and maintenance of the CTs but also creating community awareness about healthy sanitation and hygiene practices. Since 2018, the Citywide Inclusive Sanitation (CWIS) programme has been supporting the SHE teams in three key areas: operational improvements, institutional strengthening, and financial sustainability.



Figure 1: SHE team being trained

Problem definition and objectives

Community toilets promote sanitation coverage in low-income settlements where the provision of individual household toilets is not feasible. However, these toilets also typically suffer from poor operation and maintenance which can discourage users from using them, risking open defecation. Effective operation and maintenance are therefore important to ensure accessibility and continuous usage. The CWIS programme aims to improve sanitation outcomes across the full cycle of sanitation and ensure safe and sustainable sanitation for the urban poor.

Highlights of the approach

CWIS facilitated strengthening of the SHE teams by standardizing operations, promoting financial sustainability, and institutional strengthening. Infrastructure improvements to improve accessibility have been undertaken in 120 community toilets. Quality assurance mechanisms such as social audits of toilets, periodic assessment of

infrastructure and maintenance, and footfall monitoring have been set up. A self-assessment process to monitor their progress and address user feedback has been established. Periodical financial assessment is also undertaken to ensure proper maintenance of accounts as they follow the 'pay and use' business model. The members have been trained to record the revenue and expenditure which is reviewed every month and audited annually. Other income generation activities such as hoardings, petty shops, cell phone recharge points on the premises are also being explored to increase financial sustainability.



Figure 2: SHE team under the Women's Association for Village Empowerment (WAVE) Federation

Outcomes and impacts of the initiative

The SHE teams in Trichy is a successful model of community and women empowerment in sanitation service and delivery and has created direct employment for more than 400 women from Below Poverty Line households. Their participation in community toilet management has influenced a positive behaviour change towards sanitation and improved the sanitation coverage in the city. Federating the SHE teams has also helped in conflict resolution, periodic monitoring, and mobilizing mutual support.

WOMEN IN SANITATION: A DIGITAL CAMPAIGN AMPLIFYING VOICES OF WOMEN PROFESSIONALS IN TAMIL NADU



**WOMEN IN
SANITATION**

Figure 1: IWD 2020

Background

A 2019 World Bank study conducted across 64 WASH utilities in 28 countries said that 'only one in five persons' are women employees, suggesting limited participation of women across the sanitation chain. Earlier, a 2018 World Bank report revealed that women were leaving WASH companies at the rate of 8 percent compared to 5 percent for men. While the importance of gender in WASH has long been recognised, most of the discussions have focused on women as beneficiaries or users. The Tamil Nadu Urban Sanitation Support Programme (TNUSSP) supports the Government of Tamil Nadu in scaling inclusive sanitation across the state. TNUSSP works to break such gender barriers and empower women professionals and entrepreneurs across the sanitation chain through its inclusion initiatives.

Problem definition including the objectives

There are very few women sanitation professionals, and their contributions are often overlooked. To celebrate these women, TNUSSP runs an annual digital campaign called 'Women in Sanitation' aligned to International Women's Day. It aims to bring to the forefront 'missing' women professionals in the sanitation sector, by sharing their stories and highlighting the challenges they face, through video clips. It encourages women in sanitation from across the world to share their stories and start a discussion around this important issue.

Highlights of the approach

Social media was used as the primary platform to share their stories and raise important questions on the status of women working in this sector. The hashtag #WomeninSanitation was used across platforms along with polls, quizzes, and other audience engagement mechanisms to build momentum.

Around 20 women, men, and transgender professionals working across the public, private, non-profit, and informal spectrum have been featured so far. They talked about the roles, challenges they faced along with recommendations to overcome them.

It was important to feature these women at their worksite – an office, a de-sludging truck, a treatment plant, or a community toilet, spaces that were traditionally dominated by men. The target audience was organisations in the WASH sector, development sector professionals, women's organisations, government, and bilateral/multilateral organisations.



Figure 2: A Transgender sanitation professional

Outcomes and impacts

This campaign was amplified by various WASH organisations on their social media platforms. A tweet chat in collaboration with NFSSM Alliance and India Water Portal had 28,250 organic impressions and an engagement rate of 1.9%. The campaign also received significant media coverage with 10 new articles and one opinion piece. Building on this campaign, a session on Women in Sanitation was conducted at World Water Week 2021, highlighting these stories in a global forum. The campaign acts as a platform to enable discussions, showcase stories of change, and establishes the need to take action to strengthen women professionals across the sanitation chain.



Figure 3: Women in WASH



CHILD-FRIENDLY SCHOOLS IN TRIBAL AREAS OF BHADRADRI KOTHAGUDEM, TELANGANA

Introduction to the Programme



Figure 1: Child and gender-friendly toilets

Development of 'Child-Friendly Infrastructure' by integrating WASH facilities in government schools is one of the flagship initiatives of ITC's Social Investments Programme, "Mission Sunehra Kal" (MSK). The programme focuses on child and gender-friendly design, water availability, and sustainability in Operations and Maintenance through Child Cabinets and School Management Committees (SMCs). The programme is currently implemented in over 2,500 schools of 23 districts across 13 states. Programme aligned to 'Sarva Shiksha Abhiyan' has interventions for universal access and retention whilst bridging gender and social category gaps in elementary education and improving the quality of learning. One of the locations where ITC's School Wash programme is implemented is a tribal area of Bhadradi Kothagudem district in Telangana.

Problem and the Objectives of the Programme



Figure 2: SMC meeting to discuss the school development plan

A baseline study done in 49 villages in Bhadradi Kothagudem highlighted the absence of sanitation infrastructure, unavailability of hand wash and drinking water stations, improper sanitation and hygiene practices. Lack of sanitation facilities and awareness on menstrual hygiene led to high dropout rates among adolescent girls. Against this backdrop, ITC MSK initiated the School Wash programme to create a clean and healthy school environment for conducive learning contributing to higher enrolment, regular attendance, and improved learning levels. The programme aimed at the following objectives:

- Sensitize community and students on good sanitation and hygiene practices by creating awareness for behavior change. Provide separate age-appropriate toilets for girls and boys, handwash stations, drinking water facilities, and other needful child-friendly infrastructure.
- Generate awareness on menstrual hygiene.
- Put in place a system of community participation in schools and maintenance of WASH infrastructure by activating dormant School Management Committees.

The ITC Approach

Programme in partnership with WASHi focuses on creating vibrant community-based organizations i.e. SMC in this programme. SMCs generate about 15% of the infrastructure development cost as a contribution along with monthly maintenance funds from parents. This helps in generating ownership and ensures the sustainability of the programme. For inculcating good hygiene practices and ensuring behaviour change, Child Cabinets are formed that participate in school hygiene programmes and ensure that toilets are cleaned daily. Parent-Teacher Associations are involved in the overall monitoring of the programme. Scale-up is ensured by leveraging government schemes through collaboration with district administration.



Figure 3: Age-appropriate Hand Wash Station

Impact of the initiative

The programme has improved child and gender-friendly infrastructure in 56 Schools and 26 Anganwadi centers benefiting over 5,600 children including 2,688 girls.

In covered schools, a ratio of 40:1 toilet for boys and 30:1 toilets for girls is ensured as per Swachh Vidyalaya Guidelines. The specific impact observed through data collection and third-party assessment is given below:

- Attendance: Post intervention, on an average 18.25% increase in girl child enrollment.
- Toilet cleaning frequency increased from weekly twice to 6 days per week, helping in improving hygiene.
- Children from child cabinets take ownership in ensuring cleanliness and hygiene not only in schools but also act as change agents at their home and community.

- Regular contribution, both in cash (about Rs.5.3 Lakhs till date) and kind from community and parents is ensured by SMCs.
- Soaps in handwashing stations facilitating hand washing before mid-day meals.
- Swachh Vidyalaya Report for each school is prepared to capture information on all interventions. Two schools from the ITC project, namely Sompalli MPPS School and Anjanapuram MPPS School received District and State level Swachha Vidyalaya Award respectively in 2019.

The activities under the programme have become replicable, scalable, and sustainable with the slogan “Our School, Our Responsibility”, practiced both in letter and spirit”



Figure 4: Hygiene Promotion Session with students



Figure 5: Compound Wall



INCLUSIVE SANITATION THROUGH PINK TOILETS FOR WOMEN, GHAZIABAD, UTTAR PRADESH

Preamble/Introduction to the initiative:

In 2018, the Ghaziabad Municipal Corporation (GMC) undertook a gender-sensitive and safe sanitation initiative by introducing the 'PINK toilets' exclusively for women. Originally conceptualized by the National Commission for Protection of Child Rights (NCPCR), the PINK toilets with their distinctive colour make them easily identifiable. The location of these PINK toilets has been selected after an in-depth survey that mapped the footfall of women in these areas. Ghaziabad is the first city in Uttar Pradesh to adopt this model.

Problem definition:

Limited access to proper water and sanitation facilities during menstruation and pregnancy, cultural factors grounded in dignity, the responsibility of being the primary caregiver, and risk of sexual violence, are all pressing concerns in the context of improving sanitation outcomes for women and girls. In addition to lack of access to household toilets, a key issue for universal access is the low availability of public toilets. Where they do exist, these facilities typically do not meet the requirements of women and girls.

Highlights of the approach:

These toilets were set up on a Public-Private Partnership (PPP) model where the ownership of the toilet rests with Ghaziabad Municipal Corporation, and the operations and maintenance was given to Sugam Samaj Seva, a not-for-profit organization. The first toilet complex was inaugurated at Kaushambi in 2018. At present, Ghaziabad has two other PINK toilets – at Arjun Nagar market and the Rajnagar District Centre.

Catering to women exclusively, these state-of-the-art facilities have some defining features which include:



Figure 1: Inclusive Sanitation through PINK toilets by Ghaziabad Municipal Corporation



Figure 2: Inauguration of Ghaziabad's PINK toilet by Hon' Mayor, Ms. Asha Sharma

- i. Operations and Maintenance by women caretakers to ensure privacy and generate employment opportunities
- ii. Sanitary pad vending machine and incinerator for safe disposal
- iii. Child-care facilities like diaper changing and feeding rooms for lactating mothers
- iv. Airconditioning
- v. CCTV surveillance to ensure safety
- vi. Well ventilated spaces with features for differently-abled

Women can use these toilets at a nominal fee of INR 1/-, 2/-, and 5/- for using urinals, toilets, and bathing facilities, respectively. The air-conditioned PINK Toilets have wi-fi facility and have been designed following the universal design guidelines.

Impact generated:

The initiative is a promising step towards gender-responsive sanitation. PINK toilets address requirements such as menstrual hygiene and also provide a safe, private, accessible, affordable, and well-managed space for women, caregivers, and their children. The positive response and uptake garnered by the initiative has led to its replication across several other cities in Uttar Pradesh like Noida, Aligarh, Lucknow, etc.



A PEOPLE'S MOVEMENT: A FIVE-FILM SERIES

A preamble to the initiative

2014 marked the beginning of the Swachh Bharat Mission as a national movement for sanitation in India. Leading to an Open Defecation Free (ODF) India by 2 October 2019, it aimed at going beyond policy to become a Jan Andolan (people's movement) with active participation from all sections of society. A year into the mission, when individuals and communities started emerging as sanitation champions, it was considered important to recognize and celebrate their efforts. This recognition was also expected to inspire others to join in and continue to create a groundswell. With support from the Bill & Melinda Gates Foundation, BBC Media Action produced a series of five short films - A People's Movement - for the Ministry of Drinking Water and Sanitation (MDWS), Government of India.

Problem definition including the objectives

This five-film series was designed to celebrate individual and community sanitation champions and to share ideas and best practices about what works and why in the fight against open defecation. At a broader level, A People's Movement served as an example of a wider movement to inspire, motivate, and create momentum for a sanitation Jan Andolan.



Figure 1: Transgender community featuring in 'A People's Movement' represents the 'sanitation for all' approach of the series.

Highlights of the approach

The stories for A People's Movement came from across the country, telling real stories of people from different walks of life. These films feature people from across the gender spectrum – men, women, transgenders - who have adopted innovative ways of encouraging safe and inclusive sanitation practices in their communities. They talk about how these individuals have made sanitation a personal cause and how their communities have rallied to overcome obstacles. The stories are symbolic of a larger citizens' movement and celebrate sanitation for all. These films also highlight how the benefits for communities go beyond sanitation – children are able to attend school, recycling of waste is generating employment, addictions like alcoholism are being addressed and detrimental age-old practices against women are being abolished.

Outcomes and impacts of the initiative

Launched in August 2016 by the Minister for Drinking Water and Sanitation, through MDWS funding, A People's Movement films were shown in cinemas across the country, broadcasted on television, displayed through video vans to rural audiences, and were widely disseminated on social media. The Prime Minister of India launched a montage of these films at the IndoSan Summit in 2016. These outputs helped reinforce collective action on sanitation, amongst a wide spectrum of stakeholders.

BUILDING THE AGENCY OF WOMEN COUNCILLORS AND OFFICIALS FOR STRENGTHENING FSSM SERVICES IN WAI

Background of the work

Wai Municipal Council (WMC) in partnership with the Center for Water and Sanitation (CWAS), CEPT University demonstrated collective action in building agency of women councilors and city officials to ensure the provision of equitable and inclusive sanitation services. CWAS in partnership with WMC conducted a detailed institutional assessment of the municipal council from a gender perspective. Based on this assessment, an implementation strategy was developed for gender-inclusive sanitation service delivery. Capacity building of women in leadership and management positions was identified as one of the major areas of improvement. This was addressed through a) capacity building and exposure visits for elected women councillors for FSSM, b) frequent training and support to Chief Officer (CO) for FSSM, and c) capacity building of sanitation support staff including city engineer, sanitary inspector, supervisor and private operators for monitoring emptying and treatment operations. CWAS also facilitated WMC staff, especially women, to represent the Wai FSSM model at national and international platforms.



Figure 1: Training workshop for Women councillors

Problem definition

A need for enhancing capacity building and sensitization towards gender inclusivity for sanitation service delivery was observed in Wai. In WMC, positions of leadership for both Executive Chief Officer as well as the elected wing President were held by women along with 50% women councillors. All these officials in decision-making and management positions have the capacity to influence the local discourse by developing and implementing policies related to sanitation. It was thus important to capacitate and orient them with the right knowledge which would enable them to make well-informed decisions.

Details of the initiative

Institutionalization of gender-inclusive sanitation service delivery: WMC women staff members were oriented and trained about operational aspects for FSSM. These also included the monitoring mechanisms of the scheduled desludging services and treatment. Besides, they were trained to assess, plan and implement activities from a gender perspective. Such hands-on trainings have helped in the institutionalization of gender inclusivity for sanitation service delivery.



Figure 2: The City Engineer being trained to use the monitoring application for scheduled desludging service

Regular sensitization on aspects of gender sensitization:

Sensitization and orientation of women staff was conducted periodically. For the women councillors, a training workshop was organized by the field experts who conducted interactive sessions on municipal acts related to FSSM, gender inclusivity, communication skills, and field visits to FSTP. Regular orientation through meetings and Focus Group discussions (FGDs) on how women councillors could influence the decision on ensuring gender inclusivity in sanitation was conducted.



Figure 3: Regular briefings with the Chief Officer on day-to-day activities and progress

Outcome

- The budget allocation under Women and Child development funds is being used for making all community toilets gender-friendly.
- The informal women workers are now been engaged formally by private labour contractors with support from WMC



Figure 4: Supervisor for monitoring scheduled desludging



DEENDAYAL ANTYODAYA YOJANA-NATIONAL URBAN LIVELIHOODS MISSION

Preamble

The Deendayal Antyodaya Yojana-National Urban Livelihoods Mission (DAY-NULM) is an ambitious scheme of the Government of India, that aims at improving the livelihoods of urban poor by facilitating access to self-employment and skilled wage employment opportunities. DAY-NULM facilitates upskilling of marginalized groups in their present or alternative livelihoods based on their choice. DAY-NULM aims to ensure 10% of SHGs are formed from vulnerable groups such as sanitation workers, and transgender persons.

Problem statement and objectives

Over the last few years, under the Swachh Bharat Mission (SBM) – Urban, an increase in sanitation infrastructure catalyzed the demand for a skilled workforce to manage, maintain, and monitor this infrastructure. Besides, the momentum that SBM has created in sanitation, provides an opportunity for the creation of livelihoods for urban poor under DAY-NULM.

To facilitate convergence between the two programmes, the Ministry of Housing and Urban Affairs, with support of the Urban Management Centre's (UMC) technical support unit, published guidelines for this convergence to empower marginalized groups and create opportunities for safe and dignified livelihoods in sanitation. The guidelines provide a framework as well as models to mutually support efforts under the two programs through the promotion of livelihood options for women's Self-Help Groups (SHGs), informal workers, and other marginalized communities.

Approach

UMC has been supporting 7 cities across Odisha and Telangana since 2018 to implement these guidelines. Until now, UMC has provided handholding support to 60 SHGs and their federations who are engaged as service providers with the ULBs. UMC supports these SHGs and federations by -

1. Building eco-system for a safe working environment.
2. Formation of Common Interest Groups (CIG) of sanitation workers.
3. Formation of sanitation-sub committees at Area Level Federations (ALF).
4. Providing alternate livelihood avenues to existing sanitation workers.
5. Supporting the institution of Swachhata Excellence Awards.
6. Linking sanitation workers to safety nets.

Outcomes

Shalini is a trans woman who found livelihood under this convergence strategy. With support from Greater Warangal Municipal Corporation, Mission for Elimination of Poverty in Municipal Area (MEPMA), and UMC, she formed her Self-Help Group under the DAY-NULM and SBM convergence. Eventually, her SHG was awarded a contract for Operation and Maintenance (O&M) of community toilets. She decided to become a caretaker for the toilet complex and started earning INR 16,000 a month.

“I am a proud transgender woman successfully operating and maintaining community toilets in Deendayal Nagar in Warangal, Telangana. I am now well respected in my family and my community. I am glad to have an opportunity to earn a dignified livelihood. I want everyone to know about the benefits of forming SHGs”, she says.



Figure 1: Shalini at the community toilet she manages



ENGAGED CITIZENS, RESPONSIVE CITY- A CASE OF LEAVING NO ONE BEHIND

A preamble to the initiative/programme

When you bring people together, ideas and solutions abound. When you bring diverse groups together, bigger and better ideas are generated. Why then is planning, design, and development of cities ideated and implemented only by "experts" (planners and policymakers)? Achieving the ambitious agendas of SBM and AMRUT cannot be merely the responsibility of governments and municipalities. It will require inclusion and participation of all citizens. The diversity in a city's population -- from all walks of life, with different abilities, and capacity to innovate -- is a city's strength.

Engaged Citizens, Responsive City (ECRC) is PRIA's solution to citizen engagement that leverages inclusion and diversity with a particular focus on building the leadership of women in planning and monitoring of urban sanitation services. Among various other things, access to reliable sanitation services at the household is most crucial to women and girls as it considerably reduces drudgery, indignity, and insecurity. The ECRC initiative highlights how solutions are co-designed keeping women at the center to meet a recognised social need and how the city authorities and other actors were supported for implementing and applying citizen-inspired solutions at the local level.



Figure 1: Awareness generation campaign organised by women sanitation workers

Problem definition including the objectives

ECRC is premised on a theory of change that if capacities of the urban poor are enhanced and municipal authorities, middle-class residents, traders, market and professional associations are sensitised to work together with the civil society of urban poor, then sanitation services in the city can improve. Supported by European Union, the project was implemented in three Indian cities (Ajmer, Jhansi, and Muzaffarpur) between 2016-2019 to enhance citizen engagement in sanitation planning, implementation, and monitoring.



Figure 2: Settlement resource mapping by communities

Highlights of the approach

Using various Participatory Urban Appraisal (PUA) tools, ECRC focussed on mobilising and organising the urban poor into Settlement Improvement Committees (SICs) to counter the 'informality' attached to their existence and the services they receive, but most importantly it 'mapped' them and their settlements.



Figure 3: Mobile survey by community enumerators in informal settlements

ECRC focussed on a four-phase action strategy wherein it created an environment that enabled change and action.

- a) information or the understanding of and exchanging information about the sanitation conditions
- b) awareness or building individual and collective awareness of the hurdles and opportunities around the sanitation conditions
- c) mobilisation or organising communities to unite for a goal – sanitation for all
- d) action or jointly undertaking processes to achieve the goal – making sanitation services inclusive to the urban poor

There has been a specific focus on mainstreaming women (52%) and youth (48%) leadership through SICs and the SIC City Forum to amplify gender equality (SDG 5) at the local and city level.

Outcomes and impacts of the initiative



Figure 4: Youth from community drawing resource map of their settlement based on mapping exercise

The ECRC project created the following impact towards making the cities responsive:

- a) Critical awareness among citizens about their rights, entitlements, and responsibilities.
- b) Increased demand for government sanitation programmes.
- c) Awareness and action regarding sanitation services was an immediate outcome and the informal settlement dweller began thinking spatially and strategically about their locality.
- d) Increased ULB responsiveness and joint action by ward councillors, citizen forum, and SIC forum members leading to a visible impact on sanitation and related services and piped water connection and installation of public toilets in

marketplaces.

LEVERAGING SHGS TO MAINSTREAM INFORMAL SANITATION WORKERS

A preamble to the initiative

Sanitation workers provide a vital public service. However, their economic and social welfare is often neglected, especially the informal sanitation workers who take up varied activities such as de-sludging, toilet cleaning, rag picking, blockage removal, etc. Women make up more than 80 percent of the waste picker workforce and 50 percent of the urban sanitation workforce. They are especially vulnerable due to their gender.

A series of focus group discussions conducted as part of a needs assessment study with sanitation workers revealed that most of them borrowed from money lenders at exorbitant rates of interest. Ragpickers were unable to get linked to even micro-finance organizations as they could not show proof of house ownership or employment. Thus, the need for organizing them into SHGs was felt and efforts were taken under the CWIS initiative to organize the informal and contract workers in Tiruchirappalli into special groups under the National Urban Livelihood Mission (NULM).

Problem definition including the objectives

While identifying avenues to mobilise them as special groups under NULM, it was realised that contract and informal workers did not have a job card that certified them as sanitation workers. The Trichy City Corporation (TCC) in 2019-20 provided its contract workers with ID cards that eased the process. With a nod from the district collector, the informal workers were registered under the Tamil Nadu Manual Workers Welfare Board that provides Job cards that extend welfare assistance to informal workers.

Highlights of the approach

In Tiruchirappalli, 1,320 informal workers are working in departmental stores, theatres, malls, community toilets, private schools, hospitals, and households across the city. Under NULM, efforts were taken to organize them into special Self-Help groups (SHGs). The concept of SHG was better received by women. CWIS took special efforts to motivate transgender persons to get enrolled into the groups.



Figure 1: Meeting of SHG members

Due to the lockdown during COVID-19, in 2020 most of them were out of jobs and these SHG groups under NULM helped them tide the crisis. It is heartening to observe the members especially women having inculcated the habit of saving and lending. Trainings on group dynamics, financial management, and leadership are extended to the members. Vocation skill trainings as per preference are also being provided.

Outcomes and impacts

As of September 10, 2021, 57 special groups comprising 588 members have been formed, of which the majority are women and trans persons. In addition to member training, representatives are being trained in book-keeping while interested members are given access to vocational trainings. Twenty-four groups have received revolving fund loans and 11 have received bank linkage. Internal lending has helped them make ends meet during the lockdown, while bank linkage enabled a few to set up small enterprises such as mat weaving.



Figure 2: SHG members being trained on weaving mats



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