The Water and Sanitation Program is an international partnership for improving water and sanitation sector policies, practices, and capacities to serve poor people.
Background

According to the Census of India (2001), a little over a fourth of India’s 53 million urban households do not have sanitation facilities within their premises. The condition of sanitation across urban India has been deteriorating, impacting negatively on environmental health and livelihoods. Inadequate access to sanitation is one of the key impediments to poverty eradication, impacting health and hygiene, and thereby the quality of life and productivity.

The biggest challenge in the present millennium is to ensure that communities have access to sanitation facilities and are also totally insulated from fecal contamination. Not surprisingly, three of the eight Millennium Development Goals (MDGs) are directly linked with sanitation – reducing child mortality, combating diseases, and ensuring environmental sustainability.

In the larger context, even the first MDG – reducing extreme poverty – is linked with inadequate sanitation as poor people spend a large share of their income on medical expenses due to water and sanitation-related diseases and loss of productive time.

Ensuring sanitation and hygiene is a challenging task and past attempts at addressing this issue have not been entirely successful. Despite the failures in increasing access to urban sanitation for all, there are a number of successful initiatives demonstrating the provision of sanitation services to unserved areas by the government, the multilateral and bilateral donor community, and local and international non-government organizations (NGOs).

However, scaling-up of these innovative models of community-managed service delivery options remains the major challenge before city governments.

There has been an increasing shift in policy, from ‘supply-driven’ to ‘demand-driven’ approaches that promote community participation in the planning, implementation, and management of sanitation services. Communities look for solutions to improve their access to sanitation and, with the support of the local government, such efforts go to scale. Recent successes in Pune, Tiruchirapalli, and Mumbai demonstrate that sanitation challenges can be met by finding creative solutions in developing constructive dialog and partnership between local governments and communities to provide an entry point for slum upgradation.

Sources of financing need to be dovetailed to promote reform rather than inhibit the implementation of programs. A holistic approach needs to be taken for addressing the problems of scaling-up urban sanitation.
The Water and Sanitation Program—South Asia (WSP-SA) organized a two-day workshop on Provision of City-wide Universal Sanitation: Challenges and Strategies in Pune on February 19-20, 2004, in partnership with the Ministry of Urban Development and Poverty Alleviation, Government of India; the Administrative Staff College of India (ASCI); Yeshwantrao Chavan Academy of Development Administration (YASHADA); and Society for the Promotion of Area Resource Centers (SPARC).

The Joint Secretaries from the Government of India, Mr. M. Rajamani and Mr. Pankaj Jain, attended the workshop. Mr. S. Chattopadhyay, former Secretary, MoUD&PA, chaired the workshop. Senior government officials, elected representatives (members of the Change Management Forum and All-India Mayors’ Association), several NGOs, bilaterals agencies (DFID and AusAID), World Bank, Cities Alliance, and sector professionals participated in the workshop.

The main objectives of the workshop were:

● To expose policy-makers, local government officials and NGO representatives from selected cities to innovative approaches in urban sanitation;

● To understand the processes for scaling-up such innovative initiatives to a city-wide program;

● To deliberate on policy issues, components, and variables required for tackling sanitation challenges for low-income urban areas; and

● To facilitate the participating cities to learn, strategize, and take the initiative forward.

The first day of the workshop combined inaugural presentations on the current urban sanitation scenario in the country as well as presentations on innovative examples from urban slum sanitation projects in select cities and states. Innovative experiences from Tamil Nadu, Pune, Mumbai, Ludhiana, Ahmedabad, and Bangalore were shared and then analyzed to help identify the key issues, challenges, and strategies involved in scaling-up city-wide universal sanitation to urban poor communities.

A field visit was also organized for participants to expose them to the Pune Slum Sanitation Program so that they were provided with first-hand knowledge and were able to interact with user communities.

Following the field visit, a feedback session was organized that reported lessons from the field visit. On the second and concluding day, a Declaration was drafted which outlined some practical steps to be taken forward.
Heart of the Matter: Key Issues and Challenges

Based on the presentations, deliberations, and discussions by participants at the workshop, the following challenges in implementation and scaling-up sanitation services for the poor were identified.

Information and Awareness-building

For many, open defecation is a standard and accepted practice and its problems are not appreciated. Presently there is complete absence of awareness and information available to communities about the importance of sound sanitary practices or what users should reasonably expect from providers.

Appropriate information and communication for sensitization are necessary not only for service users but equally, if not more, for providers. International experience suggests that in urban areas the demand for sanitation exists. Information, Education, and Communication (IEC) has meaning once the service providers have taken the initiative for making the facilities available to the consumers. For example, an urban local body (ULB) had spent Rs 2.4 million in one year on an IEC program that yielded little or nothing as the basic infrastructure was delinquent. At the same time, user communities also frequently fail to associate disease and poor health with poor sanitation. An effective IEC program would require explaining the link as well as educating people about hygiene practices. This would, in turn, improve the sustainability of the project as user communities become more willing to pay for an improved service, and also better environmental sanitation through increased toilet usage and a fall in open defecation. Hence, appropriate information and effective communications are critical components of community mobilization and empowerment.

Fragmented City System Bases

The fragmented responsibility of key stakeholders has to be replaced by mutual responsibility and, in particular, through an approach driven by demand rather than supply. Looking at the issue from a South Asia regional perspective, fragmented government responsibility forms a major obstacle to better service delivery. In this context, the 74th Constitutional Amendment is seen as having consistently failed in achieving its objective of devolving responsibility for basic services, especially sanitation, to the ULBs. It is absolutely essential that any success in provision of sanitation services is possible only with the support of effective involvement and engagement of municipal bodies.

Pune is one example where a far-sighted Municipal Commissioner empowered and facilitated the involvement of communities in the entire process of the project, as well as engaged all elected representatives in project implementation. The most important lesson has been the establishment of a partnership between the Pune Municipal Corporation (PMC), NGOs and community-based organizations (CBOs) arising from the realization that the administrative machinery could not by itself reach the poor and, at the same time, that NGOs or CBOs could not go to scale without partnering with the Corporation. Hence, what was required was mutual
responsibility on the part of all project stakeholders.

**Lack of Political Will**

Politicians often create a predicament since they generally feel that unless they control and manage the program they will not be involved in the process. This problem needs to be tackled in order to find a meeting point for all stakeholders. The cooperation, support, and commitment of elected representatives are absolutely critical for the evolution and success of any city-wide project, especially projects introducing user charges and involving capital works. Pune showcased that strong administrative leadership and transparent procedures in seeking project approval left politicians with a lesser choice for denial.

**Supply-side Approach Versus Demand-led Initiatives**

The problems of the supply-side approach have been compounded in most cases where communities have no right of tenure. Incentives are much higher for demanding improvements in sanitation where people have some rights of tenure. Lack of tenure significantly reduces the community’s capacity to influence the process. Further, communities themselves may even be unwilling to invest in the services. In case financial help is required, the lack of tenure aggravates the credit risk as seen by financial institutions, who consequently refuse to support the community’s needs. The supply-led approach has frequently led to strategies being based on infrastructure development, requiring high levels of investment. Mumbai was cited as an example where, in the past, heavy investment in engineering ‘solutions’ had resulted in disastrous outcomes from heavy spending.

There is a need for more demand-led initiatives where communities are involved in the planning, implementation, and management of sanitation services. Through such initiatives, communities look for solutions to improve their access to sanitation, and efforts, with the support of local governments, can go to scale.

**Community Mobilization**

Closely linked with demand-led initiatives is the issue of community participation and mobilization. This would have to be an integral part of project implementation if the project is to be sustainable in the long run. Communities must be mobilized in such a way that ownership rests with the community.

In this respect, it must be noted that ULBs cannot withdraw from their responsibility totally even if communities take full charge of operations and maintenance (O&M) of assets created. Community mobilization is important but must be in the context of ULBs addressing challenges and responsibilities in undertaking sanitation service provision, as well as also providing funding as required.

---

**Voices...**

“Globalization has heightened competition in attracting investors between countries and even between cities. Broadly, the challenges of urban sanitation and other services are known; strategies are also known to a great extent. What is most important now is to decide on how to actualize these strategies.”

M. Rajamani, Joint Secretary, Ministry of Urban Development and Poverty Alleviation, Government of India

“Examples from other countries show that non-government utilities work, as in Dar-es-Salaam, where a cholera outbreak triggered a government decision to allow private services and a host of small independent operators sprang up to solve the problem within months, or in Brasilia, where neighborhood bodies have formed utilities that link up to the main service provider and have successfully brought about a 40 percent cut in costs. The lesson in this is that community mobilization and ownership is the most important factor in the success of improved service delivery.”

Junaid Ahmad, Lead Economist and Regional Team Leader, WSP-SA
Within community mobilization, one needs to recognize the remarkable spirit of women who are successfully running the program in different cities. In Pune, NGOs such as SPARC have worked with CBOs such as Mahila Milan. The latter has shown amazing initiative and grit in tackling even belligerent contractors. In Thiruchirapalli also, well-structured and efficiently managed CBOs, created through the local NGOs such as Gramalaya, SCOPE, and SEVAI, are the cornerstone of successful community-based sanitation initiatives. The uniqueness of the Thiruchirapalli initiative lies in the level of involvement of women through the formation of self-help groups (SHGs). These SHGs now manage the sanitary complexes through a system that uses transparent methods of operation and high levels of hygiene awareness.

**Financing**

ULB support will continue to be necessary in mobilizing financial resources. ULBs would have to mobilize resources for sanitation instead of blaming poor allocations. For example, the PMC, which had more than 30 percent of its capital budget unutilized in the year 2000, put forward a proposal before the elected members for undertaking additional construction without changing any budgetary provisions. Municipalities will have to find creative solutions for financing schemes and take advantage of the existing centrally sponsored schemes such as the Nirmal Bharat Abhiyan and others that provide funds for provision of sanitation services.

Resource mobilization from the community is one aspect of the partnership, which would indicate the community's seriousness in adopting hygienic sanitation services; the decision-making process, and community ownership in O&M are the more critical aspects of this partnership.

The other aspect of the financing issue is cost recovery. Past efforts have often been distorted by assumptions that people are not willing to pay for better services, that subsidies are necessary to meet sanitation needs, and that sanitation is a ‘social’ good that excludes any possibility of private sector involvement. This has led to limited approaches and to the use of financial options that seldom benefit the poor and give little or no attention to ongoing O&M. Both the Pune and Thiruchirapalli initiatives have shown that community sanitation facilities can be financially self-sustaining.

**Women as Catalysts**

Women and children must be a part of the project since they are considered prime agents of change. Practical experience indicates that women suffer the most from poor sanitation facilities and increasingly face problems of privacy.

Sustainable approaches now rely on leadership by women at all stages, including management. There is growing evidence, as also reflected in Tiruchirapalli and Pune, of the capacity of women to organize and manage community sanitation facilities, to unite for a common purpose and to keep their focus on the main objectives. Women are increasingly proving that they are able to create and sustain social capital.

**Scaling-up**

A major challenge is that of scaling-up demonstration projects to city-wide levels. Scaling-up innovative approaches does not only mean replication. This is especially true for cases where city authorities are not properly involved, structured, and committed. Scaling-up demand-led initiatives may also invite more interference from politicians, as they may perceive this as a threat to their ascendency.

---

**Voices...**

“Many contractors refused to deal with women and told us ‘send your men, so we can talk of our “interests”’, an obvious way of asking for bribes, which are often 30 percent of the amount sanctioned. When we stood firm – in the face of physical manhandling – even the police were so impressed that they asked us to form the Mahila Police Committees in our neighborhoods to help solve small disputes in the slums. The Police Commissioner has given us identity cards which are recognized by the local police force and others.”

Mahila Milan woman caretaker of a local sanitation facility
There have been many successes in pilot projects targeting sanitation. The focus has been to build huge capacity, especially at the local government level, in partnership with NGOs such as SPARC and Gramalaya who are involved in scaling-up urban sanitation facilities through a city-wide approach. Ultimately, while sustainable sanitation needs to be driven by a bottom-up approach, it also requires an environment of support and even active facilitation, at the top levels.

Procurement procedures need to be flexible to invite community contracting and NGO partnerships. Often procurement rules do not allow smooth operation. There is a need to ease out the hurdles caused by delays in financing that stall project works.

**A Tale of Three Initiatives: Innovative Approaches to Sanitation for the Urban Poor Communities**

**Pune Slum Sanitation Project**

The Pune Municipal Corporation, in response to changing the deplorable, dirty state of existing toilet blocks, took a conscious decision in the year 1999 to change the sanitation situation in all slum areas of the city and undertook a unique city-wide sanitation program. According sanitation top priority, the Corporation implemented the program with annual budgetary support in spite of many administrative and political hitches. The main objective was to change the implementation approach from PMC-centered and PMC-serviced toilet blocks to people-centered and community-managed facilities.

The project was implemented on a need basis and planned phase-wise, so that it was time-bound, properly monitored, and implemented. A needs assessment indicated that a total of 20,000 toilet seats were required for all 503 slum pockets in Pune, based on the national norm of one seat per 50 persons. Construction was undertaken in four phases, where Phases I and II involved demolition and reconstruction of toilets based on poor access, non-function, poor maintenance, and replacement of the oldest constructions, while Phases III and IV involved new constructions in areas of need.

PMC invited NGOs to construct and maintain toilet blocks in all slum areas irrespective of land tenure and ownership. Procedural simplifications were undertaken for issuing work orders, release of payments to NGOs, and so on, so that project implementation delays were prevented. Design and costing of the toilet structures were decided by the users, within the framework of the schedule of rates (construction cost ranging between Rs 40,000-Rs 50,000 per seat) while the O&M costs were to be met by user charges levied by NGOs through the introduction of monthly passes costing Rs 20 per household. NGOs were asked to cover the charges that they incurred in community mobilization activities. The Municipal Corporation provided infrastructure linkages such as water supply and electricity.

A regular weekly meeting with the stakeholders for monitoring progress ensured the smooth implementation of the project. The uniqueness of the project, however, lay in the funding arrangements, where project disbursements for capital costs were made by the PMC without cutting any project or appropriating funds. Since more than 30 percent of the PMC’s capital budget was not utilized in 2000, PMC general funds sponsored the project. In order to ensure transparency and prove construction constraints of public toilets fictitious, the toilet project proposal was placed before the Standing Committee and the General Body of elected representatives for approval. The elected representatives knew that there was strong will on the Commissioner’s part to undertake this
8

project and that if they objected to it he
would, in turn, oppose some of their
‘pet’ projects. This resulted in the
provision of 10,000 toilet seats at an
expenditure of Rs 43 crore (US$ 10
million) in one year as against 25-26
seats constructed between 1992 and
1999 for approximately Rs 28 lakh
(US$ 570,000). Today, around 418
toilet blocks have been constructed,
covering 80 percent of the slum
settlements, with the strong
commitment of political leadership,
local government, and NGO partners
to make this a success.

The Corporation invited NGOs to
come forward and participate in the
construction of toilets and undertake
maintenance for the next 30 years.
Construction costs for the toilets have
ranged between Rs 40,000 and
Rs 50,000 per seat, one of the lowest
across the country.

Toilet management is undertaken by
NGOs through local caretakers or by
local CBOs. Management and
maintenance costs are borne out of the
user fees charged, implemented on a
pay-and-use basis as per the monthly
pass system.

In this regard, NGOs such as SPARC
and others have reported success in
maintenance activities. Studies show
that SPARC and Shelter Associates,
because they have significant
presence within the community,
have had successful maintenance
management practices.

The Pune model demonstrates
that community participation and
mobilization are fundamental to
successful management of sanitary
complexes. It also depicts the
fundamentality of political commitment
and leadership as a key factor for the
formulation, implementation, and
sustainability of any such city-wide
project. This is absolutely critical
for the evolution and success of
any NGO-ULB arrangement.

Thiruchirapally: Urban Slum
Health and Sanitation Program

A very successful sanitation initiative
was undertaken by the Thiruchirapally
(Trichy) City Corporation where a pilot
project in 25 slums supported by
WaterAid India, an international NGO,
with its local NGO partners -
Gramalaya, SCOPE, and SEVAI - was
scaled-up to a city-wide sanitation
program. This model is very similar to
the Pune initiative but the uniqueness of
the Tiruchirapalli approach is the level of
involvement of community organizers in
managing the community toilet
complexes, the sense of ownership,
and the level of awareness among
communities about health and hygiene
behavior. Some slums have now been
declared as ‘completely sanitized’,
with no open defecation; Kalmandhai
was the first ‘100 percent sanitized’
slum in India.

The pilot project aimed at delivering a
range of options from conversion of dry
community latrines into modern flush-
out toilets, construction of new toilet
complexes as well as individual toilets,
depending on demand, status of tenure,
and availability of space. The project
also included provision of safe drinking
water through handpumps, standposts
and repair of existing sources. The
critical element of the project was
the formation, stabilization, and
institutionalization of SHGs, which
act as the community change agents.
The local NGO representatives held
detailed training programs for slum
women to form SHGs and Sanitation
Health Education teams to take up
toilet maintenance. These SHGs look
after the day-to-day functioning and
maintenance of the toilets, as well as promote hygiene awareness programs about the benefits of increased and improved sanitation. The SHGs have also been trained in detailed accounts keeping and keeping records of activities.

Community toilet complexes have been generally constructed and maintained by a pay-and-use system either through a daily token system or a monthly pass system. In the pilot project the capital costs were borne from funds from WaterAid India while the City Corporation provided the land. For the scaled-up project in the remaining 75 slums, the City Corporation undertook construction through its contractors, but community mobilization activities were left to the local NGOs. Child-friendly channels were also constructed to instill habits of improved sanitation behavior from a young age. Children below six years of age have been provided free usage.

The success of the SHG-managed pilot projects, even when scaled to the remaining 75 slums at the city level, led to the Thiruchirapalli City Corporation volunteering to hand over all existing 302 community toilets to SHGs for maintenance. A study conducted by WaterAid India showed that incidence of diarrhea among children fell from 73 percent to 10 percent and among adults from 10 percent to two percent. The successful O&M system by community-based SHGs has now become a model for the state of Tamil Nadu’s sanitation program.

Integrated Sanitation Program of the Tamil Nadu Urban Development Program

Implemented as a demand-driven participatory approach involving communities, ULBs, NGOs, and CBOs, the project targets improved sanitation for the urban poor communities living below the poverty line in five corporation areas, 102 municipality areas, and 611 village panchayat areas of Tamil Nadu, through a package of sanitary complexes in slums, with additional facilities such as water supply, lighting, garbage collection, and waste and sewage removal.

So far the project has constructed 481 units of 525 proposed toilet blocks in municipality and Corporation areas, of which 428 complexes have been handed over to community SHGs for O&M. In village panchayat areas, a total of 716 of the 720 proposed units have been constructed and handed over to communities for O&M. The program is implemented by means of community empowerment, either through existing community structures or creating suitable community-based institutions, through NGOs and ULB social workers or community organizers.

The three basic objectives of the program have been to institute infrastructure reform through the state; provide basic infrastructure to all; and focus on creating a demand for sanitation. For the corporations and municipalities, about 80 percent of the project costs is funded by grants either from the World Bank or VAMBAY-NBA, with the balance being provided from ULBs; project costs for village panchayats are entirely grant-based.

The unique element in the Integrated Sanitation Program-Tamil Nadu Urban Development Program (ISP-TNUDP II) project has been the emphasis on community mobilization for the promotion of IEC, where the NGO social workers are responsible for activities such as community awareness and mobilization, and also for facilitating communities to design and maintain their own sanitary complexes.

---

1The municipalities include Chengleput, Vellore, Salem, Tiruppur, Thanjavur, Madurai, and Tirunelveli, while the Corporation areas include Thiruchirapally, Coimbatore, Salem, and Tirunelveli.
Lessons Learnt

Sanitation improvements in the success stories presented have reflected that the process of involving communities in developing more effective sanitation generates empowerment, allowing them to move closer to achieving their potential of managing and maintaining the newly created improved facilities. Their involvement and participation in the process of project planning, design, implementation, and management creates among them a sense of ownership, responsibility, and accountability. At the same time, the willingness of ULBs to participate and facilitate such improvements is absolutely vital and fundamental.

The key lessons from these success stories are as follows:

- **Local choice**: Most of these cities tackled the problem of sanitation through a local choice of solutions and eventually local conditions determined the strategy adopted. The local community, allowing for location and time-specific choices and not those imposed from above, ensures ownership and allows decision-making in technical and operational design. This would make the solutions viable in the concrete context.

- **Political will**: There was strong political will to engage in low-income sanitation improvement projects. Even if the ULBs did not provide entire project funding, their willingness to facilitate community involvement, to reform and effectively interact with civil society, to overcome tenure problems, to be responsive to community needs and to create a vision for better partnership was absolutely vital.

- **Strong support from the ULB**: Municipal bodies need to be involved in allocating resources, funds, and land, and in negotiating what powers are to be devolved to the community body that would operate the facility, whether it be in construction contracts or negotiating terms with electricity and water supply providers. Closely related to this is the need for institutional reform in fragmented city system bases. The fragmented responsibility of ULBs has to be replaced by mutual responsibility. Willingness to create transparent and simplified procurement rules and financing mechanisms is crucial to ensuring that there are no delays in project implementation and in facilitating the various processes for timely implementation.

- **Community mobilization**: Community mobilization is absolutely essential for successful implementation, as community participation and motivation create greater dignity and self-esteem, allowing participating communities more opportunity to achieve their potential capabilities, individually and collectively.

- **Women and the children** are the most effective channels and, hence, agents of change. Empowering women, especially, builds accountability.

- **Transparency in procurement and financing rules**: Simplified tendering and procurement rules would allow greater participation by NGOs and communities. A transparent method of procurement would enable private sector participation. Timely disbursement of funds and payment would also enhance the effectiveness of the implementation schedule, indirectly building confidence and acceptance by communities to see projects grounded.

The Way Forward: The Declaration

There are several issues involved in successfully addressing and scaling-up the provision of urban sanitation at a city-wide level. Experiences in sanitation-specific projects in select cities reflect that in order to achieve the challenges of scaling-up as well as the provision of universal minimum sanitation facilities to urban poor communities requires finding creative solutions in many aspects. These include solutions to legislation issues, particularly those around tenure, fiscal resources, and constructive dialog, as well as finding solutions for creative partnerships between communities and local government.

In order to provide support for further thinking on urban sanitation issues, as well as take the message forward, the second and concluding day of the workshop ended with a Declaration for Provision of Universal Sanitation in Urban India. In addition, the participants stressed that the dovetailing of relevant schemes and convergence of existing centrally-sponsored funding schemes should be considered. It was also suggested that relevant government and donor agencies be asked to become signatories to the Declaration. Participants emphasized that the issues have to be kept alive through discussion and debate, especially between the center and the states.
One of the major development challenges in the present millennium is to ensure insulation of the community, especially the poor, against fecal-oriented contamination.

Of the eight Millennium Development Goals, three are directly dependent on the provision of sanitation.

The sanitation situation in most urban areas is serious and improvements in the current situation, especially for the poor, will positively impact public health, livelihoods, and environment.

Although there are some pockets of success in the provision of sanitation, very few delivery models have been replicated or scaled-up to city-wide levels.

Success in meeting this challenge requires widespread reforms and finding creative solutions to policy, legislation, finance, institutional mechanisms, technology, and so on.

Community-local government partnerships ensuring local choice are essential to the above goals. Successful experiences in Pune, Tiruchirapalli, Bangalore, and other urban centers are strongly indicative of the replicability and scaling-up of community-empowered models for providing universal sanitation in urban India, especially to low-income communities.

Large-scale capacity enhancement of various stakeholders is needed to achieve the mission of universal sanitation in urban areas in India.

The role of the Ministry of Urban Development and Poverty Alleviation, GOI, as an enabler is vital in achieving the goal of universal sanitation.

Recommendations: To take forward the universal sanitation agenda, it is recommended to:

- Establish an inter-ministerial taskforce on Universal Sanitation in Urban Areas under the aegis of the Ministry of Urban Development and Poverty Alleviation, GOI. The taskforce would include representatives of one or two leading states, key NGOs, and concerned international agencies. The SPARC-ASCI-Yashada (SAY) partnership has offered to serve as the secretariat of this taskforce.
- Utilize urban networks such as Change Management Forum (CMF) and City Managers Association and Mayors Association to promote universal sanitation agenda and disseminate best practices.
- The taskforce will identify states (initially five to six states) willing to be the vanguard of this process. State-level strategies will be developed and actively promoted.
- Within these states, on a demand-led process, cities will prepare their strategic sanitation plan and actively implement the same with state and central government support in partnership with the local communities and NGOs.

Process Mechanisms

- Engage policy-level dialog on this subject.
- Organize state-level workshops and consultations to raise awareness and develop local commitment to the universal sanitation agenda.
- Support the preparation of state-level frameworks and city-level strategies.
- Advice on effective and efficient implementation processes.
- During implementation, provide support and advice as requested.
- By establishing a knowledge management network, document and disseminate innovative experiences and lessons (website, newsletter, case studies, multimedia materials, academic papers, and so on).
- All the above initiatives can be orchestrated under the slogan of ‘Clean City Campaign’ (CCC), led by the Ministry of Urban Development and Poverty Alleviation.

Periodicity

The taskforce will meet once in two months, initially, for one year.
The Urban Think Tank

The Urban Think Tank is a participatory forum which enables experts and practitioners to address issues related to the service delivery of water supply and sanitation services to the poorest sectors of the community. The Think Tank is also intended to spark policy-level debate and provide a forum where the issues and concerns of municipal managers can be brought forward. Regular meetings have been hosted by the Water and Sanitation Program-South Asia (WSP-SA) since December 1994.

The 16th Urban Think Tank which was held in Pune on March 19-20, 2004, discussed the policy issues and mechanism for city-wide universal sanitation, especially access to minimum sanitation facilities for urban poor communities. The participants deliberated on the components and variables on sanitation service provision to those communities that do not have access to sanitation facilities. They drew lessons from innovative experiences from various cities and projects. The main objective of the workshop, which was consultative in nature, was to expose policy-makers and sector professionals to innovative approaches in urban sanitation and facilitate participants to learn, strategize, and take the initiative forward.

Through the publication of Nagari, the proceedings and key issues of meetings are disseminated to municipalities all over India. The purpose of this information note is to share lessons learnt, highlight emerging issues, illustrate examples of best practice, and provide a link between municipalities and other stakeholders to foster a better operating environment in the sector of water supply and sanitation services. We would welcome your ideas on any of the issues discussed and feedback forms are enclosed for this purpose. Please also write to us with any comments and suggestions on topics that you feel are important for managers of local urban bodies.

ACKNOWLEDGMENTS

Text prepared by Soma Ghosh Moulik, Pronta C. Agrawal, and Sucheta Vemuri
Photographs by: WSP-SA, Gramalaya
Created by: Write Media
Printed at: PS Press Services Pvt. Ltd.
Sixteenth Urban Think Tanks: Agenda and List of Participants

City-wide Universal Sanitation: Challenges and Strategies
March 18-20, 2006, Pune

AGENDA

Friday, March 17

Morning

10.00 – 10.20
Policies and Programs for Urban Sanitation in India
Mr. Pankaj Jain, Joint Secretary, PA, MoUD & PA; M Rajamani, Joint Secretary, UD, MoUD & PA

10.20 – 10.45
Policies and Programs for Urban Sanitation in India
Dr. Reddy’s Foundation
Mr. P. Kothandaraman, Mr. M. Prabakaran

10.45 – 11.15
Discussion
Ms. Sheela Patel, Ms. Sheela Patel, Ms. Sheela Patel, Ms. Archana Sharma, Mr. K. Mukundan

11.15 – 11.30
Executive Director, Dr. Reddy’s Foundation
Mrs. Nalini Gangadharan

11.30 – 11.45
Financing Mechanisms for Promoting Urban Sanitation in India
Mr. Matthew Ridout, Mr. Shubhagato Dasgupta

11.45 – 12.15
Group Work – Identification of Challenges
Ms. Pronita Chakrabarti, Mr. Nana Sahib Patel

12.15 – 12.45
Field Visits in Pune
Mr. Urban Planner
Ms. Archana Sharma

12.45 – 13.00
City-wide Universal Sanitation: Challenges and Strategies
Ms. Lalitha Iyer, Mr. Peter Zoller

13.00 – 14.00
Group Work Presentations
Ms. Mr. Peter Zoller

14.00 – 14.15
Society for Promotion of Area Resource Centers
Ms. Pushpa Shirkar, Ms. Savita Raju Sonawane, Ms. Malti Ambre

Afternoon

13.00 – 14.15
State Approach to City-wide Universal Sanitation: Integrated Sanitation Program – TNUDP II
Mr. Peter Zoller, Mr. Peter Zoller, Mr. Peter Zoller

14.15 – 15.00
Valedictory and Way Forward
Mr. Peter Zoller

Saturday, March 18

Morning

08.30 – 09.00
Experience Sharing by Participants Based on Field Visits in Pune
Mr. Peter Zoller

09.00 – 09.30
Financing Mechanisms for Promoting Urban Sanitation in India
Mr. Peter Zoller

09.30 – 10.00
Role of Skills and Institutional Partnership: Experience from Thrissur, Gramadyog S. Sosha, Mr. S. Subramanian, Mr. Subramanian

10.00 – 10.30
Best Practices in Urban Sanitation: Lessons from Across the Country Presentations by Selected Market Participants
Mr. Peter Zoller, Mr. Peter Zoller, Mr. Peter Zoller

10.30 – 11.00
Mr. Peter Zoller

11.00 – 11.30
Sign up by CFP for Achieving City-wide Universal Sanitation by Workshop Participants
Mr. Peter Zoller

11.30 – 12.00
Valedictory and Way Forward
Mr. Peter Zoller
<table>
<thead>
<tr>
<th>Name</th>
<th>Address</th>
<th>Contact Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Manager, Lucknow Jal Sansthan</td>
<td>I S Bagh, Lucknow, Uttar Pradesh</td>
<td>Ph: 0522-2260106, 2269178</td>
</tr>
<tr>
<td>Mr. U. C. Tewari</td>
<td>New Deluxe Building, Sector 17, Chandigarh</td>
<td>Ph: 0172-2549700</td>
</tr>
<tr>
<td>Coordinator, City Managers Association Orissa (CMAO)</td>
<td></td>
<td>Fax: 080-23363085, Mobile: 9845703609</td>
</tr>
<tr>
<td>Commissioner, Karnataka Slum Clearance Board</td>
<td>Off # 55, Risildar Street, Sheshadripuram, Bangalore</td>
<td>Ph: 0863-2256230</td>
</tr>
<tr>
<td>Biologist, Municipal Corporation</td>
<td>Guntur 522 003, Andhra Pradesh</td>
<td></td>
</tr>
<tr>
<td>Sulabh International Social Service Organization</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Abeed Hussain</td>
<td>Sikkim House, 12 Panchsheel Marg, Chanakyapuri</td>
<td></td>
</tr>
<tr>
<td>Mr. P. P. Narasimha Rao</td>
<td>Bangalore Agenda Task Force (BATF)</td>
<td>Ph: 040-23541952, 4/23541954</td>
</tr>
<tr>
<td>Dr. MCR-HRD Institute of AP</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ms. Snehaben Shah</td>
<td>Gujarat Mahila Housing SEWA Trust</td>
<td>Ph: 079-26589095</td>
</tr>
<tr>
<td>Mr. S. Rajanna</td>
<td>Bangalore Agenda Task Force (BATF)</td>
<td>Ph: 040-22504231, 500-22504231</td>
</tr>
<tr>
<td>Mr. P. V. Harshavardhoo</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dr. P. P. K. Mohanty</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ms. Geetha Sahasrabudhe</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. M. Rajamani</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Harsha Jaitli</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Pankaj Jain</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dr. M. Pratap Singh</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ms. Sambhaji Mandke</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dr. P. P. Mohanty</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. H. P. Lodha</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dr. M. Shrivastav</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Satish Lokhande</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Harsh Jaitli</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Pankaj Jain</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. H. C. Bansal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ms. Manjula N. Rao</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. H. P. Lodha</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Satish Lokhande</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. H. Pratap Singh</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Pankaj Jain</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. H. C. Bansal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ms. Manjula N. Rao</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. H. P. Lodha</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Satish Lokhande</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. H. Pratap Singh</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Pankaj Jain</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. H. C. Bansal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ms. Manjula N. Rao</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. H. P. Lodha</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Satish Lokhande</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. H. Pratap Singh</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Pankaj Jain</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. H. C. Bansal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ms. Manjula N. Rao</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. H. P. Lodha</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Satish Lokhande</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. H. Pratap Singh</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Pankaj Jain</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. H. C. Bansal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ms. Manjula N. Rao</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. H. P. Lodha</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Satish Lokhande</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. H. Pratap Singh</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Pankaj Jain</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. H. C. Bansal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ms. Manjula N. Rao</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. H. P. Lodha</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Satish Lokhande</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. H. Pratap Singh</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Pankaj Jain</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. H. C. Bansal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ms. Manjula N. Rao</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. H. P. Lodha</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Satish Lokhande</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. H. Pratap Singh</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Pankaj Jain</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. H. C. Bansal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ms. Manjula N. Rao</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Sixteenth Urban Think Tanks: Agenda and List of Participants

City-wide Universal Sanitation: Challenges and Strategies
March 19-20, 2004, Pune

AGENDA

Friday, March 19

Morning

10.30 – 11.15
Mr. Subroto Talukdar
Regional Team Leader, WSP-SA, Water Supply and Sanitation Department, Government of Maharashtra

11.15 – 11.45
Dr. Junaid Ahmad, Regional Team Leader, WSP-SA

11.45 – 12.00
Mr. Ratnakar Gaikwad, Director General, YASHADA

12.00 – 12.15
Ms. Pronita Chakrabarti
Regional Team Leader, Water Supply and Sanitation Program Project

12.15 – 12.45
Ms. Onika

12.45 – 13.15
Dr. A. Narender

13.15 – 14.00
Ms. Lalitha Iyer

Group Work Presentations

Focus Areas

14.00 – 14.15

Field Visits

Facilitated by WSP-SA/National Slum Dwellers Federation (BSDF) and Mahila Milan

14.00 – 16.00

Sunday, March 20

Morning

08.30 – 09.00
Mr. Subroto Talukdar

09.00 – 09.15
Mr. Ratnakar Gaikwad, Director General, YASHADA

09.15 – 09.30
Ms. Pronita Chakrabarti

09.30 – 10.00
Dr. A. Narender

08.30 – 09.00
Ms. Lalitha Iyer

09.00 – 09.15
Ms. Onika

09.15 – 10.00
Dr. Junaid Ahmad, Regional Team Leader, WSP-SA

09.30 – 10.00
Mr. Subroto Talukdar

09.00 – 09.15
Mr. Ratnakar Gaikwad, Director General, YASHADA


Best Practices in Urban Sanitation from Across the Country Presentations by Selected Workshop Participants

Cirrus Studio, Junior Urban Management Advisor, Indo-US Financial Institutions

Role of SMIs and Institutional Partnership: Experience from Thiruvananthapuram

S. Gomathy, Executive Director, Gnada

Role of SMIs and Institutional Partnership: Experience from Tiruppur, Tamil Nadu

S. Gomathy, Executive Director, Gnada

Role of SMIs and Institutional Partnership: Experience from Tiruvallur, Tamil Nadu

S. Gomathy, Executive Director, Gnada

Role of SMIs and Institutional Partnership: Experience from Tiruppur, Tamil Nadu

S. Gomathy, Executive Director, Gnada

Role of SMIs and Institutional Partnership: Experience from Chennai, Tamil Nadu

S. Gomathy, Executive Director, Gnada

Role of SMIs and Institutional Partnership: Experience from Tiruvallur, Tamil Nadu

S. Gomathy, Executive Director, Gnada

Role of SMIs and Institutional Partnership: Experience from Chennai, Tamil Nadu

S. Gomathy, Executive Director, Gnada

Role of SMIs and Institutional Partnership: Experience from Tiruvallur, Tamil Nadu

S. Gomathy, Executive Director, Gnada

Role of SMIs and Institutional Partnership: Experience from Chennai, Tamil Nadu

S. Gomathy, Executive Director, Gnada

Role of SMIs and Institutional Partnership: Experience from Tiruvallur, Tamil Nadu

S. Gomathy, Executive Director, Gnada

Role of SMIs and Institutional Partnership: Experience from Chennai, Tamil Nadu

S. Gomathy, Executive Director, Gnada

Role of SMIs and Institutional Partnership: Experience from Tiruvallur, Tamil Nadu

S. Gomathy, Executive Director, Gnada

Role of SMIs and Institutional Partnership: Experience from Chennai, Tamil Nadu

S. Gomathy, Executive Director, Gnada

Role of SMIs and Institutional Partnership: Experience from Tiruvallur, Tamil Nadu

S. Gomathy, Executive Director, Gnada

Role of SMIs and Institutional Partnership: Experience from Chennai, Tamil Nadu

S. Gomathy, Executive Director, Gnada

Role of SMIs and Institutional Partnership: Experience from Tiruvallur, Tamil Nadu

S. Gomathy, Executive Director, Gnada

Role of SMIs and Institutional Partnership: Experience from Chennai, Tamil Nadu

S. Gomathy, Executive Director, Gnada

Role of SMIs and Institutional Partnership: Experience from Tiruvallur, Tamil Nadu

S. Gomathy, Executive Director, Gnada

Role of SMIs and Institutional Partnership: Experience from Chennai, Tamil Nadu

S. Gomathy, Executive Director, Gnada

Role of SMIs and Institutional Partnership: Experience from Tiruvallur, Tamil Nadu

S. Gomathy, Executive Director, Gnada

Role of SMIs and Institutional Partnership: Experience from Chennai, Tamil Nadu

S. Gomathy, Executive Director, Gnada

Role of SMIs and Institutional Partnership: Experience from Tiruvallur, Tamil Nadu

S. Gomathy, Executive Director, Gnada

Role of SMIs and Institutional Partnership: Experience from Chennai, Tamil Nadu

S. Gomathy, Executive Director, Gnada

Role of SMIs and Institutional Partnership: Experience from Tiruvallur, Tamil Nadu

S. Gomathy, Executive Director, Gnada

Role of SMIs and Institutional Partnership: Experience from Chennai, Tamil Nadu

S. Gomathy, Executive Director, Gnada

Role of SMIs and Institutional Partnership: Experience from Tiruvallur, Tamil Nadu

S. Gomathy, Executive Director, Gnada

Role of SMIs and Institutional Partnership: Experience from Chennai, Tamil Nadu

S. Gomathy, Executive Director, Gnada

Role of SMIs and Institutional Partnership: Experience from Tiruvallur, Tamil Nadu

S. Gomathy, Executive Director, Gnada

Role of SMIs and Institutional Partnership: Experience from Chennai, Tamil Nadu

S. Gomathy, Executive Director, Gnada

Role of SMIs and Institutional Partnership: Experience from Tiruvallur, Tamil Nadu

S. Gomathy, Executive Director, Gnada

Role of SMIs and Institutional Partnership: Experience from Chennai, Tamil Nadu

S. Gomathy, Executive Director, Gnada

Role of SMIs and Institutional Partnership: Experience from Tiruvallur, Tamil Nadu

S. Gomathy, Executive Director, Gnada

Role of SMIs and Institutional Partnership: Experience from Chennai, Tamil Nadu

S. Gomathy, Executive Director, Gnada

Role of SMIs and Institutional Partnership: Experience from Tiruvallur, Tamil Nadu

S. Gomathy, Executive Director, Gnada

Role of SMIs and Institutional Partnership: Experience from Chennai, Tamil Nadu

S. Gomathy, Executive Director, Gnada

Role of SMIs and Institutional Partnership: Experience from Tiruvallur, Tamil Nadu

S. Gomathy, Executive Director, Gnada

Role of SMIs and Institutional Partnership: Experience from Chennai, Tamil Nadu

S. Gomathy, Executive Director, Gnada

Role of SMIs and Institutional Partnership: Experience from Tiruvallur, Tamil Nadu

S. Gomathy, Executive Director, Gnada

Role of SMIs and Institutional Partnership: Experience from Chennai, Tamil Nadu

S. Gomathy, Executive Director, Gnada

Role of SMIs and Institutional Partnership: Experience from Tiruvallur, Tamil Nadu

S. Gomathy, Executive Director, Gnada

Role of SMIs and Institutional Partnership: Experience from Chennai, Tamil Nadu

S. Gomathy, Executive Director, Gnada

Role of SMIs and Institutional Partnership: Experience from Tiruvallur, Tamil Nadu

S. Gomathy, Executive Director, Gnada

Role of SMIs and Institutional Partnership: Experience from Chennai, Tamil Nadu

S. Gomathy, Executive Director, Gnada

Role of SMIs and Institutional Partnership: Experience from Tiruvallur, Tamil Nadu

S. Gomathy, Executive Director, Gnada

Role of SMIs and Institutional Partnership: Experience from Chennai, Tamil Nadu

S. Gomathy, Executive Director, Gnada

Role of SMIs and Institutional Partnership: Experience from Tiruvallur, Tamil Nadu

S. Gomathy, Executive Director, Gnada

Role of SMIs and Institutional Partnership: Experience from Chennai, Tamil Nadu

S. Gomathy, Execu