



MOBILIZING COMMUNITIES

A Toolkit for delivering Sanitation in Slums

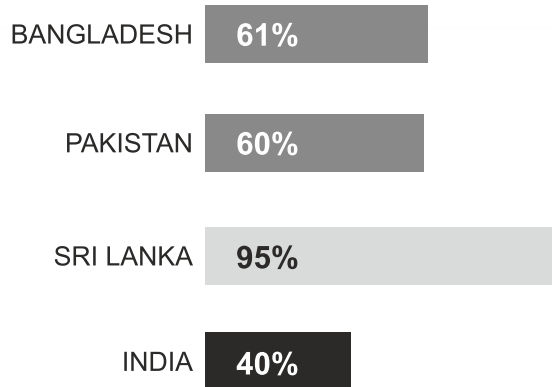
2/3

Contents

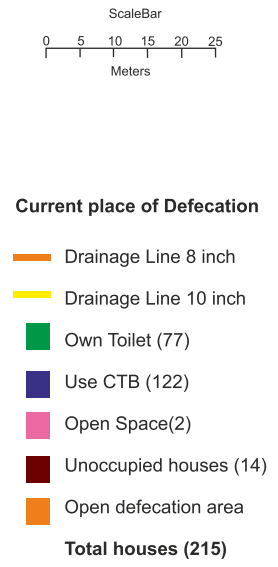
2	Foreword
4	Introduction
8	List of Abbreviations
	BOOKLET 1
	Creating Spatial data
	BOOKLET 2
9	MOBILIZING COMMUNITIES
	BOOKLET 3
	Delivering Toilets

Foreword

According to the World Bank only 40% of Indians have access to improved sanitation and as a result India performs worse than Bangladesh (61%), Pakistan (60%), and Sri Lanka (95%). Lack of access to improved sanitation, meaning a facility that hygienically separates human excreta from human contact, has a detrimental impact on the health, education, financial security, and safety of 600 million Indian citizens, the majority of which reside in informal settlements.



Shelter Associates (SA) was established with the vision of an India where every citizen has access to the infrastructure essential for human survival and dignity and since its founding SA has designed and implemented many slum rehabilitation projects and influenced national policy. Historically SA has been involved with Community Toilet Block (CTB) schemes but experiences with these projects led us to conclude that CTBs are ineffective endeavours which are high on capital expenditure and commit Urban Local Bodies (ULB) to expensive maintenance regimes. CTB's are usually a default option adopted by ULB's due to the lack of accurate data which would enable a targeted approach; a problem that our OHOT methodology addresses with the collection, verification, organisation, and interrogation of data. The data is presented as overlays on remote sensing images, such as Google Earth® Maps, to enable a detailed understanding of the surveyed settlement and resident community.





As an organisation SA have moved away from CTB projects as it has been our observation that wherever families have been provided with their own household toilet, they have not only maintained them but also upgraded them over a period of time. This has led to the conviction that whenever possible individual sanitation is the most sustainable and scalable option to address the lack of access to improved sanitation that is experienced across the country. The OHOT model links well with the Government of India's Swachh Bharat Mission (SBM) and the National Urban Sanitation Policy (NUSP).

This document represents the culmination of years of practical experience in the slum rehabilitation sector and is intended to serve as a guide for facilitators, sponsors, and governments to steer the design and implementation of sanitation projects within informal settlements. This toolkit can be used in full or in part, facilitators can adopt the whole OHOT model or use parts of this document to strengthen their existing approach so that collectively we can elevate India to the status of 'Open Defecation Free' (ODF).

Last but not the least, I would like to thank DASRA Foundation for all their support and my colleagues Ross, Resham, Smita, Dhanashree and Shabana for painstakingly going through the innumerable drafts and refining the tool kit that I take great pleasure in presenting to all our readers.

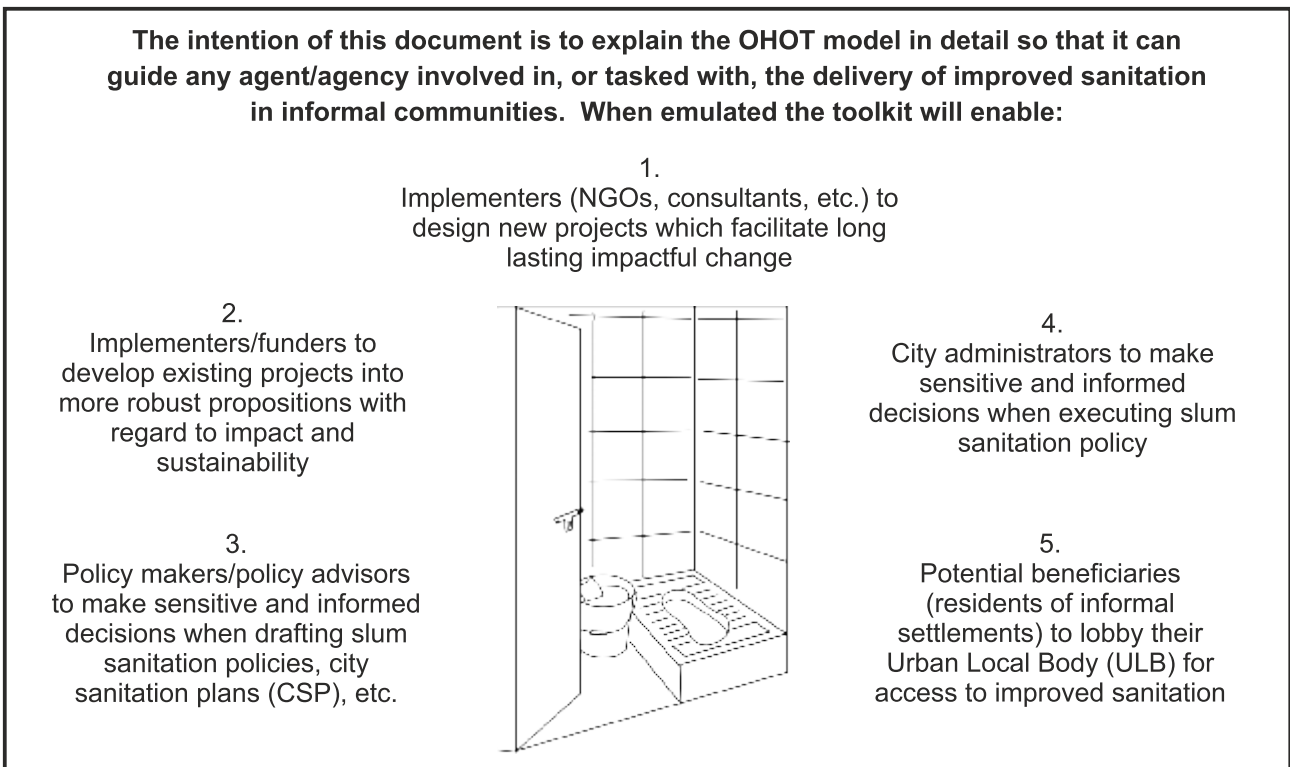
A handwritten signature in black ink, appearing to read 'Pratima Joshi'.

Pratima Joshi
Founder & Executive Director
Shelter Associates

Introduction

This toolkit is compiled using SA's experiences of facilitating a range of sanitation solutions in informal settlements of urban Maharashtra since the year 2000. SA's 'One Home, One Toilet' (OHOT) model is a result of experimentation and continuous refinement over a period of time and developed from the observation that the provision of sanitation on a household basis is more impactful and sustainable as compared to the provision of Community Sanitation facilities.

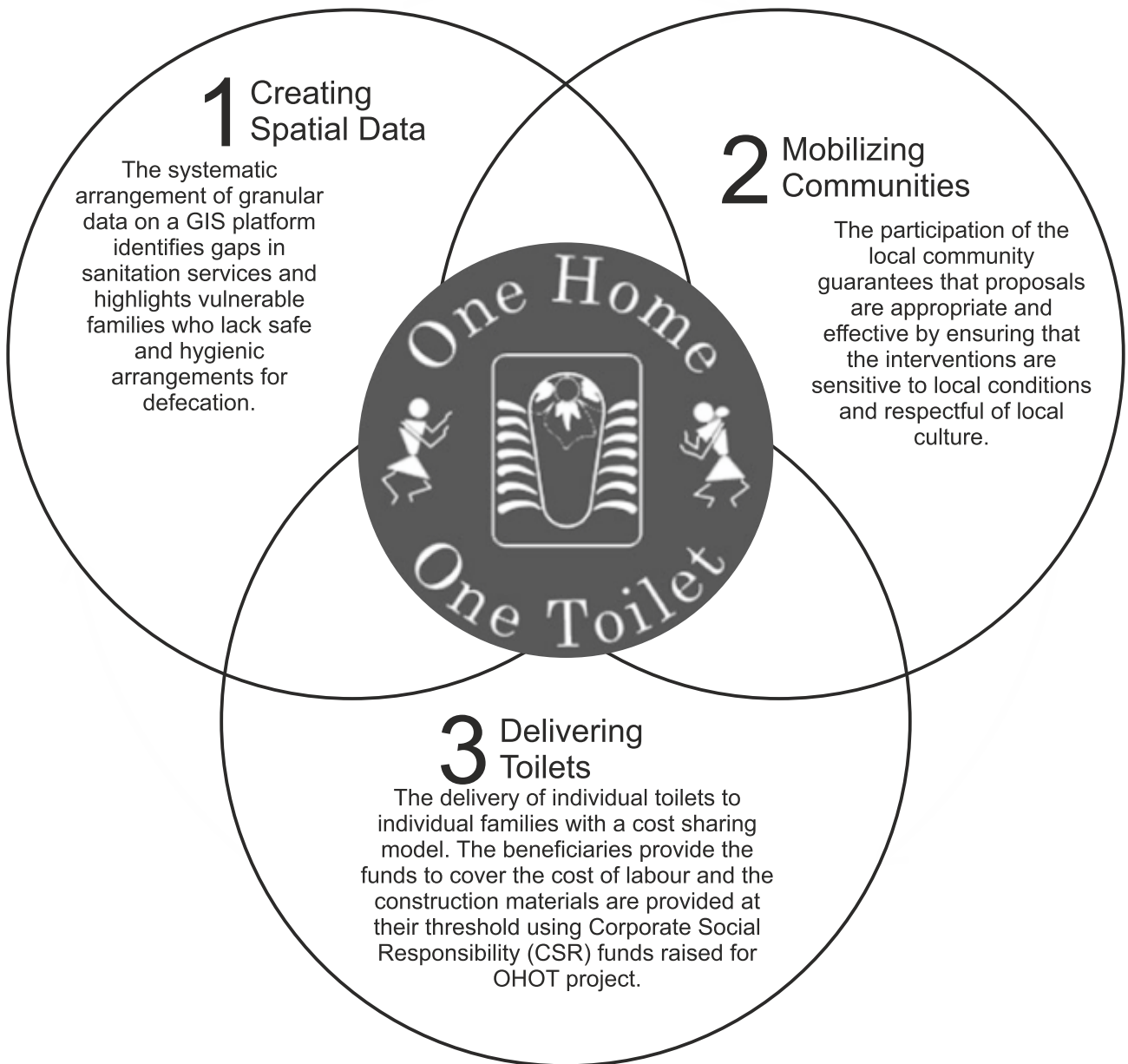
SA's OHOT model has also proven to be a holistic and a cost effective option for achieving 'Open Defecation Free' (ODF) status in informal settlements. Due to the universal nature of the objectives of each work stage, the OHOT model, in addition to being cost effective is replicable and scaleable, and therefore represents a solution to India's sanitation crisis that is both appropriate and feasible.



The toolkit can be used in full or in part; users can carry out any work stage as an individual exercise or repeat all work stages of the OHOT model. It is recommended that the user understands the full model, especially the objectives and prerequisites of all work stages prior to omitting a work stage. Each work stage is explained in detail and includes a description of the objectives and the prerequisites so that the user can be sure that a stage or stages can be omitted i.e. If an accurate understanding of the ground reality is already present then the users, if they trust the data available, could opt to omit stage 1 (data collection and GIS) and start their involvement from stage 2 (community mobilization). Users can also adopt the model to suit their local conditions and local project context, so long as the alterations do not negate the primary objectives of the work stages.

This toolkit is arranged sequentially to describe the progression of the model. The OHOT model has three distinct work stages which flow as a series; the results of a stage are the prerequisites for the next which is why care must be taken if the users of the toolkit decide to skip a stage. In this toolkit each stage is detailed in an individual booklet.

DATA DRIVEN, COMMUNITY CENTRIC SANITATION MODEL



by **SHELTER ASSOCIATES**

TOOLKIT

BOOKLET 1

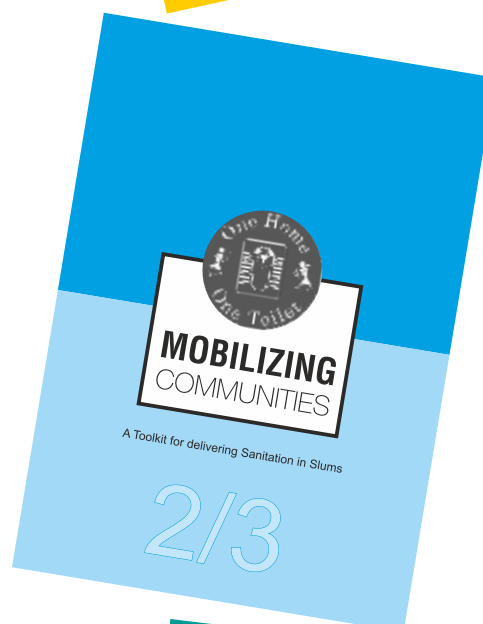
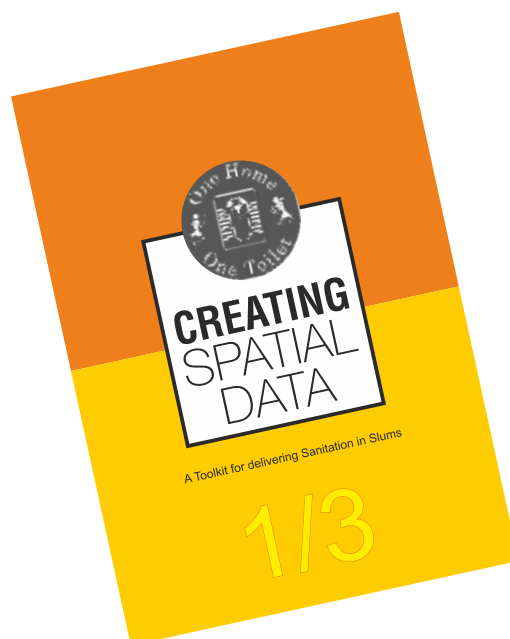
CREATING SPATIAL DATA covers the primary stage of the OHOT model where the objective is to gain an understanding of the ground reality. Accurate data is required for sensitive and appropriate rehabilitation strategies and so should form the foundation of any intervention in an informal community. The meticulous collection of information is described in the booklet along with the spatial organisation of the data to create a data set that can be used to understand the sanitation situation of the community and plan interventions in the informal settlement. SA's use of data superimposed on Google Earth's remote sensing images to develop slum rehabilitation strategies earned SA the title of 'Google Earth Hero' in 2009 and has enabled SA to win competitions and pass due diligence tests for sanitation projects in Pune, Pimpri-Chinchwad, Sangli-Miraj, Navi Mumbai, Kolhapur, Khuladabad, Nashik, Thane, and Solapur.

BOOKLET 2

MOBILIZING COMMUNITIES covers the second stage of the OHOT model. The objective is to gain the support of the community and the benefit of their input and specialist local knowledge. Community support and input are both essential to the success of interventions as it ensures that projects will be appropriate for the local (sub)culture and it ensures that the community will perform their associated duties. This booklet includes the various meetings and sessions which are conducted with the community to establish a dialogue where an insight into the sanitation issues can be gained and where an understanding of the benefits of household toilets can be promoted.

BOOKLET 3

DELIVERING TOILETS covers the third stage of the OHOT model where the toilet units and any associated sewage connections are installed. OHOT toilets are made available on a cost sharing basis to the beneficiary where the cost of labour is borne by the beneficiary family and the materials and components required for the construction of the OHOT toilets are provided by funds donated by OHOT partners through their Corporate Social Responsibility (CSR) contributions.



The methodology developed and refined by SA aligns with the Government of India's Swachh Bharat Mission (Clean India Program), One Step Closer to Cleanliness, an initiative launched in 2014 with the intention of reducing incidence of open defecation and associated violations of a person's health, safety, and dignity by 2019; and the Ministry of Urban Development' and National Urban Sanitation Policy (2010) which states that the "provision of individual toilets should be prioritised." SA has observed that even though the policy is in place ULB's tend to continue to provide CTB's despite their well known issues due to an absence of accurate data, and that ULB's tend to implement projects without the input or support of the beneficiary communities. This situation provides an opportunity for the application of the OHOT model and is the rationale for the production of this toolkit.

Lack of adequate sanitation has a detrimental impact on the health, education, financial security, and safety of people living in informal settlements and costs India 6.4% of its GDP (\$53.8 billion) each year. Lack of sanitation is not an indicator of poverty, it is a major contributing factor.

In the following chapters we will explain our data driven, community centric, and inclusive methodology and demonstrate how to implement projects which will contribute to making India open defecation free and render the associated violations of our most vulnerable citizens a thing of the past. It is our hope that State Governments, ULB's, NGOs, foundations, social entrepreneurs, donors, international aid and development agencies, international financial institutions, and any other interested parties will use this toolkit to implement impactful improved sanitation projects across India.

List of Abbreviations

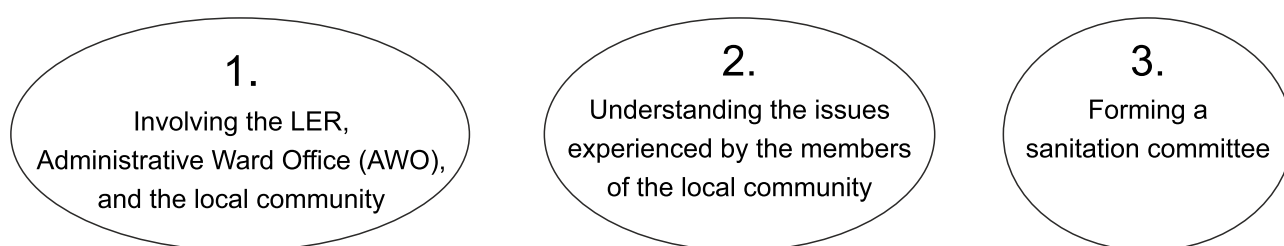
AWO	Administrative Ward Office
CSP	City Sanitation Plan
CSR	Corporate Social Responsibility
FGD	Focus Group Discussion
GIS	Geographic Information Systems
GOI	Government of India
LER	Local Elected Representative
NGO	Non Government Organisation
NUSP	National Urban Sanitation Policy
ODF	Open Defecation Free
OHOT	One Home, One Toilet
PCC	Precast Cement Concrete
PVC	Polyvinyl Chloride
RAY	Rajiv Awas Yojana
RCV	Resident Community Volunteers
RHS	Rapid Household Survey
RIM	Rapid Infrastructure Mapping
SA	Shelter Associates
SBM	Swachh Bharat Mission
SHG	Self Help Groups
ULB	Urban Local Body
UNICEF	United Nations International Children's Emergency Fund
URI	Unique Reference Identity
WC	Water Closet
WHO	World Health Organisation
CTB	Community Toilet Block
PTB	Public Toilet Block



Background	10
Introduction to the Local Elected Representative (LER)	12
Door to Door Visits	14
Opening Community Meeting	17
Transect Walk	20
Corner Meeting	22
Focus Group Discussion (FGD)	25
Workshops with Different Stakeholders	31
Sanitation Committee Meetings	38
OHOT Project Concluding Meeting	51
Follow Up Activity	53
Annexure 1- Sequence of activities	54
Annexure 2- Critique of CTBs	55

Background

The objective of all of SA initiatives is not only to implement projects but to realize tangible positive change in the quality of the lives of India's most vulnerable citizens. For this to be possible, community support and input is essential to ensure that projects respect the nuances of the beneficiaries way of life, must be appropriate for their requirements, suitable to their aspirations, and feasible. It is because of this that SA does not only invest time and energy in 'hardware' such as building toilets but also invests time and energy in 'software' such as consolidating community support and establishing a social infrastructure within the informal settlements. This chapter explains how to create awareness, and how to mobilize the communities residing within informal settlements. At the end of this booklet the reader would understand the importance of, and method for:



This phase of the OHOT model is described by listing the prerequisites, objectives, equipment, method, duration, results, and risks of each work stage associated with community mobilization and mitigation to overcome the risk. However, there are some questions which are generic and should be considered in relation to each work stage of this phase:

1. Consider the logistics needed for that particular activity; with respect to the participants and the equipment required for that activity.
2. Prior checks to ensure the availability of basic services and facilities at the venue where the activity is to be conducted.
3. During the execution of the activity, delegation of work and assigning roles to each member of the OHOT team needs to be considered.

There are also general preparations that are applicable to all work stages of this phase. Prior to conducting any work stage the OHOT team members should review the RHS, RIM, and the GIS queries associated with the informal settlement. This is important as it will enable OHOT team members to demonstrate an understanding of the situation which will help to develop a rapport with the local community. Having a high degree of fluency with the information gathered during the 'creating spatial data' phase will also result in more fruitful sessions with the members of the local community.

A briefing should also precede any work stage in the phase where the member of the OHOT team can clarify what information is valuable and should be recorded; examples of relevant information would be:

1. Evidence of sanitation issues such as open defecation, open dumping, CTBs, standing water, etc.

2. Location and condition of existing sanitation infrastructure (CTBs, water supply, water stand posts, stormwater drainage, and sewage drainage).
3. The impact of the poorly maintained CTBs on the local community.
4. Width and condition of lane and roads.
5. Floor level of houses in the settlement/level of the plinth relative to existing stormwater drainage, and sewage drainage.
6. Members of the OHOT team should also look out for any discrepancies between the map and the reality in the settlement. Any discrepancies should be recorded and communicated to the members of the OHOT team who can update the map.
7. In addition to observing the physical aspects and infrastructure, OHOT team members also need to assess the culture within the informal settlement:
 - a. Social structure
 - b. Socio-cultural characteristics
 - c. Attitudes and values
 - d. Demographics
 - e. Government and politics
 - f. Community leaders (both formal and informal)
 - g. Existing groups and social infrastructure such as Mitra Mandals, Self Help Groups (SHG) or Resident Community Volunteers (RCV)
 - h. Physical development history of any development works that have taken place in the informal settlement and their current status.

Prior to conducting any activity, the OHOT team members should review settlement level data and maps and make necessary changes in maps if in the interim period, changes have been observed in the settlement. These updated maps should be used as reference before conducting any activity.

Introduction to the Local Elected Representative (LER)

This is an introductory meeting with the elected official whose constituents are potential OHOT beneficiaries.



PREREQUISITES

- 1. A general understanding of the condition of the informal settlement.
- 2. An estimated population of the informal settlement.
- 3. List of local elected representatives (LER) to be approached.
- 4. A scheduled meeting with the LER of the informal settlement.
- 5. A map of the informal settlement.
- 6. A summary of OHOT activities proposed to be conducted within the informal settlement.

OBJECTIVES

Primary

1. To introduce and familiarize the LER with the OHOT implementing agency and OHOT methodology.
2. To confirm the apolitical nature of the OHOT initiative and the implementing agency.
3. To obtain the LERs consent/ensure their support for the project or at least minimize their opposition.

Secondary

4. To clarify the objectives of the OHOT initiative and the intentions of the implementing agency.
5. To communicate how an OHOT project would benefit the local community and improve the condition of their environment.
6. To raise awareness of sanitation issues and inform the LER of the offered intervention(s).
7. To establish a rapport with the LER.
8. To procure a venue for holding all subsequent community mobilisation sessions. This may not be possible as the LER may not be able or willing to allow the use of a room or hall for OHOT related activities.

Attendees

1. The LER associated with the informal settlement.
2. Representatives from the Administrative Ward Office (AWO) associated with the informal settlement- officers, engineers, sanitary inspectors, and/or health officers.

Equipment

1. Map of the informal settlement
2. GIS outputs relating to the condition of the informal settlement
3. Presentation which provides information about the condition of the informal settlement and the OHOT initiative.

Method

1. Decide how you would approach the LER.
2. Establish the agenda for the session.
3. Request an appointment to meet with the LER and agree a location, venue, date, and time for the meeting.
4. Assemble at the location/venue.
5. Welcome, introductions, and orientation:
 - a. Thank the participants for taking the time to attend the session.
 - b. Participants are welcomed to the session by the OHOT team members.
 - c. The OHOT team members introduce themselves to the participants.
 - d. The agenda for the session is communicated to the participants along with an anticipated time frame and the identification of comfort breaks.
6. Presentation on:
 - a. The condition of the informal settlement.
 - b. The situation of the local community.
 - c. The OHOT process (including the cost sharing, the delivery of material.)
 - d. The outcome and the probable impact.
7. Request the support of the LER.
8. Request the use of a venue in close proximity to the informal settlement for holding all subsequent community mobilization sessions.

Duration

Approximately an hour, depending on the availability of the LER.

Result

At the end of the meeting the foundations for a productive working relationship should have been established with the LER. This should enable a direct dialogue with the community to be established.

Risks

#	Risk	Mitigation
1	LER does not want to meet with representatives of the OHOT implementing agency.	The OHOT team should seek the support of the AWO.
2	A local election means that the LER is not able to meet with representatives of the OHOT implementing agency.	The OHOT team should seek the support of the AWO.
3	LER is not willing to publicly declare support to the OHOT implementing agency.	The OHOT team should continue all aspects of OHOT without making reference to the LER support publically.

Door to door visits

This visit is to meet families within the local community who do not have access to their own toilet but are willing to build their own household toilet. The workstage provides the opportunity to introduce potential beneficiaries to the OHOT model on a more specific basis. The visit of OHOT team members to a potential beneficiaries dwelling provides a forum where a potential beneficiary's willingness to build their own toilet can be ascertained and a start date can be agreed. Door to door visits are also important once the OHOT intervention has commenced as it provides a forum where commencement issues can be discussed; if a beneficiary has received the material but has not started construction OHOT team members should visit to find out where implementation issues the beneficiary is facing.



PREREQUISITES

- 1. Support of the LER and AWO.
- 2. A general understanding of the condition of the informal settlement.
- 3. A list of families having no toilet and interested in taking up the toilet.
- 4. A queried map to locate interested households.
- 5. List of construction material to build the toilet.
- 6. A brochure about the work of an organisation.
- 7. Identity card of the visiting person.
- 8. A map of the informal settlement.

OBJECTIVES

Primary

1. To introduce families with the OHOT model (including past projects/impact and explanation of methodology).
2. To clarify the objectives of the OHOT initiative and the intentions of the OHOT implementing agency.
3. To communicate cost sharing model of the OHOT project.
4. To explain the benefits of having a toilet at home and how the family would improve the condition of their household.
5. To monitor the progress toilet construction.
6. To identify each family's concerns in not taking toilet.

7. To identify implementation issues resulting in construction delays.
8. To ensure that the beneficiary has used the material for the purpose with which it was provided to them.
9. To mobilize people for programs such as FGD, workshops, community meeting, committee meeting etc.

Secondary

10. To build a rapport with the local community.
11. To build support for an OHOT project within the local community.

Attendees

1. Representatives from the OHOT implementing agency.
2. Residents having no toilet and interested in taking the toilet.

Equipment

1. Map of the informal settlement
2. GIS outputs relating to household having no toilet
3. GIS outputs relating to interested families to take individual toilet at home
4. Photographs of toilets built in another settlement
5. A copy of the undertaking



Method

To introduce OHOT model at household level:

1. Analyse the collected data and GIS query to identify potential beneficiaries.
2. Visit the potential beneficiaries to find out if they are interested in building their own toilet and if not, why they are not interested.
3. The OHOT team members can introduce themselves to the family and ask if they have time to discuss about OHOT sanitation model which is being implemented in their informal settlement.
4. The OHOT team members should show the potential beneficiaries documentation, such as photographs, of other OHOT projects and the feedback from members of other informal communities who built an individual toilet using the OHOT model.
5. Explain the details of cost sharing, where the OHOT agency provides the construction material and the family has to bear the cost of the construction.
6. Read out the list of material which would be provided at the doorstep and explain that within 7 days the family has the obligation to start building the OHOT toilet.
7. If the family agrees to the terms, the agreement can be made formal with signing of an undertaking with the signature of two witnesses.



To monitor toilet construction:

8. Once the agreement is made the beneficiary family receives the construction material which is delivered in three phases. Door-to-door visits are necessary to see if the family has started the construction on the pre decided place.
9. Once the first phase has been recorded as complete by the OHOT implementing agency the second delivery of materials is dispatched.
10. Upon receipt of the second delivery of construction materials the beneficiary is obliged to start the second phase of construction and to complete the work within a period of four to five days.
11. Once the second phase has been recorded as complete by the OHOT implementing agency the final component, the door, is handed over to the beneficiary.

To mobilise families for the community mobilization activities:

12. Around 50% to 60% households should be reached for the community mobilization activities. With help of the map and the GIS outputs, the OHOT implementation agency can select families to be prioritized for mobilization.
13. Prioritized families should be invited to participate in the community meeting, FGDs, workshops, and committee meetings.

Duration

Approximately 10 - 30 minutes, depending on the availability and level of interest of the family.

Result

Door to door visits help to understanding and build a rapport with the local community and helps to reach out to the maximum potential OHOT beneficiaries.

Risks

#	Risk	Mitigation
1	Families may not like OHOT team members visiting them at their residence.	OHOT team members should all carry ID and a letter from the AWO to help gain the trust of the family.

Opening Community Meeting

This is a meeting held with the local community to discuss the condition of the informal settlement, their sanitation issues, and the OHOT initiative.



PREREQUISITES

- 1. Support of the LER and AWO
- 2. A general understanding of the condition of the informal settlement.
- 3. An estimated population of the informal settlement.
- 4. A venue of adequate size and in a convenient location for the opening meeting.
- 5. Presentation which provides information about the condition of the informal settlement and the OHOT initiative.
- 6. A map of the informal settlement.

OBJECTIVES

Primary

1. To introduce and familiarise the local community with the OHOT model (including past projects/impact and explanation of methodology).
2. To clarify the objectives of the OHOT initiative and the intentions of the OHOT implementing agency.
3. To communicate how an OHOT project would benefit the local community and improve the condition of their environment.

Secondary

4. To gain specialist insight into the local community's sanitation issues, needs, and aspirations.
5. To build a rapport with the local community.
6. To build support for an OHOT project within the local community.

Attendees

1. The LER associated with the informal settlement.

2. Representatives from the AWO associated with the informal settlement - officers, engineers, sanitary inspectors, and/or health officers.
3. OHOT beneficiaries from previous project sites.
4. Residents from the local community.

The presence of the LER and representatives from the ward office will give legitimacy to the project and help to gain the trust of the community.

Equipment

1. Map of the informal settlement
2. GIS outputs relating to the condition of the informal settlement
3. Presentation which provides information about the condition of the informal settlement and the OHOT initiative.
4. Laptop
5. Projector and screen
6. Microphone
7. Speakers
8. Tables and chairs
9. Drum
10. Documentation equipment [Attendance register, Minutes register, Camera, Recorder]
11. Banner and stationery

Method

1. Establish the agenda for the session.
2. Send out the invitations confirming location, venue, date, and time of the meeting.
3. Assemble at the location/venue.
4. Welcome, introductions, and orientation:
 - a. Thank the participants for taking the time to attend the session.
 - b. Participants are welcomed to the session by the OHOT team members.
 - c. The OHOT team members introduce themselves to the participants.
 - d. The agenda for the session is communicated to the participants along with an anticipated time frame and the identification of comfort breaks.
 - e. Explain how the participants can contribute to the session.
5. Presentation on:
 - a. The condition of the informal settlement.
 - b. The situation of the local community.
 - c. The OHOT process (including the cost sharing, mobilization activities for community around sanitation and the delivery of material.)
 - d. The outcome and the probable impact.
 - e. The past experiences and impact of the project.
6. OHOT beneficiaries from the previous OHOT project sites should be provided with the opportunity to share their experiences of building their own toilets and the benefit it had to them, the local community, and the condition of their environment.
7. Members of the local community should be provided with the opportunity to raise sanitation issues during the meeting.
8. The LER should be provided with the opportunity to address the local community and appeal to them to take advantage of the opportunity to build their own individual toilet.
9. The representatives from the AWO should be provided with the opportunity to address sanitation issues

raised by community.

Duration

2 to 3 hours, depending on the availability of the attendees

Result

At the end of the meeting the foundation for a productive working relationship should have been established with the local community. People who are potential community leaders are likely to have revealed themselves during the meeting and efforts should be made to strengthen relationships with them during the subsequent work stages of the community mobilization phase. Members of the local community that have confirmed that they would be interested in building their own toilet through the OHOT initiative should now be visited by OHOT team members to discuss the signing of the undertaking which is the initial work stage of the next phase of the OHOT model, delivering toilets.

Risks

#	Risk	Mitigation
1	The LER initiates his/her own sanitation project contesting with the OHOT project.	The OHOT team should involve the LER at the earliest possible time, and emphasize the benefits to him/her as a result of elevating the sanitary condition of his/her constituent's environment.

Transect Walk

Transect walk is a walk through the informal settlement which opens up into discussions about area specific sanitation issues faced by the community such as open defecation, open dumping, Community Toilet Blocks (CTB), sewage infrastructure, standing water, etc.



PREREQUISITES

- 1. Support of the LER, AWO and the local community.
- 2. A general understanding of the condition of the informal settlement.
- 3. A familiarity with the existing sanitation situation and the location of the places to be visited during the transect walk.
- 4. A map of the informal settlement.

OBJECTIVES

Primary

1. To raise awareness of sanitation issues and inform the local community of the offered intervention.
2. To communicate how an OHOT project would benefit the local community and improve the condition of their environment.
3. To gain the specialist insight into the local community's area specific sanitation issues, needs, and aspirations.

Secondary

4. To introduce and familiarize the local community with the OHOT model.
5. To clarify the objectives of the OHOT initiative and the intentions of the OHOT implementing agency.
6. To build a rapport with the local community.
7. To build support for an OHOT project within the local community.
8. To identify potential OHOT project beneficiaries.
9. To identify potential sanitation advocates within the community.

Attendees

1. Residents representing a cross section of the local community.
2. The LER associated with the informal settlement.

3. Representatives from the AWO associated with the informal settlement - officers, engineers, sanitary inspectors, and/or health officers.

Equipment

1. Map of the informal settlement
2. GIS outputs relating to the condition of the informal settlement
3. Presentation which provides information about the condition of the informal settlement and the OHOT initiative.
4. Drum
5. Documentation equipment [Camera and recorder]

Method

1. Plan the route for the transect walk. The route of the transect walk should be planned so that places related to sanitation issues can be visited and discussed in greater detail. Informal communities often have many formal groups established such as Mitra Mandals, SHG or RCV. The transect walk should be planned so that the representatives of these groups can be visited and involved in the process.
2. Assemble at the informal settlement.
3. Commence the transect walk:
 - a. Discussing sanitation issues at the locations where they are present allows for a greater understanding of the problems and provides the opportunity to document the problem and potentially document the community members talking about the issues.
 - b. During the transect walk there will be periods where the walk will be interrupted for informal discussions and to stop at problematic spots.
 - c. During the transect walk members of the community are likely to express an interest in the work being carried out in their environment. It is wise to use this opportunity to explain the OHOT project and gain insight into their sanitation issues.

Duration

2 to 3 hours, depending on the response from the people

Result

At the end of the transect walk the rapport with the local community should have developed and you should have a rich understanding (and detailed documentation) of the sanitation issues faced by the members of the local community. People who are potential community leaders are likely to have revealed themselves during the transect walk.

Risks

#	Risk	Mitigation
1	'Eve teasing' is known to occur as the perpetrators could be present at the time of the transect walk and a confrontation could occur.	A cautious approach to carrying out the work-stage should be adopted by the OHOT team members. If a confrontation seems likely OHOT team members should move the group on to the next location.
2	Discussions could move onto topics unrelated to sanitation.	OHOT team members should be conscious of time and direct discussions back to sanitation issues when required.

Corner Meeting

Corner meetings are informal gatherings in specific places within the informal community to discuss sanitation issues such as open defecation, open dumping, CTBs, sewage infrastructure, standing water, etc.



PREREQUISITES

- 1. Support of the LER, AWO, and the local community.
- 2. A detailed understanding of the condition of the informal settlement.
- 3. An understanding of the location of potential OHOT beneficiaries.
- 4. Posters which provide information about the OHOT initiative.
- 5. A map of the informal settlement.

OBJECTIVES

Primary

1. To communicate how an OHOT project would benefit the local community and improve the condition of their environment.
2. To gain a deeper understanding of the sanitation issues experienced by the local community.
3. To understand area specific sanitation issues with the assistance of the AWO.
4. To raise awareness of sanitation issues and inform the local community of the offered intervention.

Secondary

5. To introduce and familiarise the local community with the OHOT model.
6. To clarify the objectives of the OHOT initiative and the intentions of the OHOT implementing agency.
7. To build a rapport with the local community.
8. To build support for an OHOT project within the local community.
9. To identify potential OHOT project beneficiaries.
10. To identify potential sanitation advocates within the community.

Attendees

1. Residents from the local community.
2. Junior engineer from the AWO associated with the informal settlement. It is possible that AWO engineers should be present so that discussions regarding the sewage infrastructure are realistic and conform to AWO regulations, standards, and best practice.

Equipment

1. Posters which provide information about the OHOT initiative
2. Drum
3. Ice breaking materials - such as puppets
4. Documentation equipment



Method

1. Establish the agenda for the meeting.
2. Plan the location for the corner meetings. These locations could be areas where sanitation issues are particularly evident and/or areas of the informal settlement where a high concentration of potential OHOT beneficiaries reside
3. Assemble at the informal settlement.
4. Enter the settlement with the posters and the drum.
5. Walk through the informal settlement to the predefined locations for the corner meetings, while beating the drum and/or singing. The drum should catalyse exchanges with the local community that allow sanitation issues to be discussed and the OHOT initiative to be explained.
6. Put up posters at the predefined locations for the corner meetings and beat drum and/or sing to attract the attention of the local community. The presence of the posters advertising the OHOT initiative should catalyse exchanges with the local community that allow sanitation issues to be discussed and the OHOT initiative to be explained.

Duration

1 to 2 hours, depending on the response from the people.

Result

The focussed nature of these informal exchanges helps to explain the OHOT intervention, provides the opportunity for members of the community to ask specific questions that concern them, and therefore should generate the demand for an OHOT toilet by enabling the identification of potential OHOT beneficiaries. People who are potential community leaders are likely to have become apparent during the transect walk.

Risks

#	Risk	Mitigation
1.	Discussions could become repetitive and waste valuable time.	<p>OHOT team members should be conscious of time and move discussions along to reach a conclusion when required.</p> <p>Community members should be informed that they will have the opportunity to discuss issues in greater detail during the subsequent work stages of the community mobilization phase.</p>
2	Some members of the community may find the use of a drum to attract attention uncomfortable and intrusive.	If members of the community appear to be uncomfortable with the sound of the drum then OHOT team members should cease to use it.

Focus Group Discussions (FGD)

The FGD are meetings with small number of people from a different groups within the community who are likely to have a different experience of living within the informal community and therefore are likely to discuss the issues from different perspectives. The discussions are focussed around sanitation issues which they experience as a member of that group. The FGDs complements the quantitative data collection as the interaction between the participants adds a depth to the information that is difficult to capture in individual interviews and surveys. The FGD also provides the opportunity to gather information about the community members which is difficult to capture through surveys; their knowledge, beliefs, and attitude towards the sanitation issues.



PREREQUISITES

- 1. Support of the LER, AWO, and the local community.
- 2. A detailed understanding of the condition of the informal settlement.
- 3. An understanding of the location of potential OHOT beneficiaries.
- 4. A familiarity with the members of the local community.
- 5. A map of the informal settlement.

OBJECTIVES

Primary

1. To gain a deeper understanding of the sanitation issues experienced by the local community by hearing them discuss the issues in their own words and not constrained by the order of a survey form.
2. To communicate how an OHOT project would benefit the local community and improve the condition of their environment.
3. To build support for an OHOT project within the local community.
4. To identify potential OHOT project beneficiaries.

Secondary

5. To clarify the objectives of the OHOT initiative and the intentions of the OHOT implementing agency.
6. To strengthen the rapport with the local community.
7. To identify potential sanitation advocates within the community.

Attendees

1. Specific groups from the local community (15 - 25 persons):
2. Women
3. Adolescent women
4. Men
5. Adolescent men

Equipment

1. Drum
2. Laptop
3. Speakers
4. Guideline for the FGD
5. Film on the impact of inadequate sanitation on women
6. Documentation equipment
[Notebook, Pen, Recorder]



Method

1. Establish the agenda for the session. Including a series of key questions that can be asked to stimulate a discussion.
2. Send out the invitations confirming location, venue, date, and time of sessions
3. Assemble at the location/venue. An ideal space would be:
 - a. Quiet and ensure that the participants can hear and contribute to the discussions.
 - b. Well-lit and ensure that the participants can all see each other.
 - c. Private and ensure that the session would not be disturbed.
 - d. A neutral setting to ensure that participants feel free to express themselves honestly without any anxiety.
4. The participants sit in a circle so that can all see each other. The moderator and team member responsible for recording the minutes should sit opposite each other within the circle so that they can hear the discussion.
5. Welcome, introductions, and orientation:
 - a. Thank the participants for taking the time to attend the session.
 - b. Participants are welcomed to the session by the OHOT team members.
 - c. The OHOT team members introduce themselves to the participants.
 - d. The agenda for the session is communicated to the participants along with an anticipated time frame and the identification of comfort breaks.
 - e. Explain how the participants can contribute to the session. The facilitator will introduce topics for discussion and encourage the participants to engage in a natural discussion amongst themselves.
6. Introduction game through Ice breaking activities: Play a game, or Sing a song
7. Screening of the No Relief film
8. Discussion/feedback from the group after viewing the film. The facilitator is required to create an environment where a discussion can flow and all participants are involved.

To do this the facilitator must

 - A. Introduce the discussion on to topics such as:
 - i. The sanitation issues within the informal settlement.
 - ii. The relationship between sanitation and gender.
 - iii. The relationship between poor sanitation hygiene and health.

- iv. People's previous/current attempts to address sanitation issues.
- B. Pose catalyst questions to instigate a conversation. The wording of the questions must be neutral and non-judgmental; leading questions should not be asked.
- C. If necessary, ask follow up questions to probe answers and keep the dialogue flowing.
- D. Anticipate the flow of the discussion and move it along if the dialogue stalls.
- E. Ensure that all members feel equally able to participate in the discussion.
- F. Be a good listener and be comfortable with pauses. The facilitator must not hijack the discussion.
- G. Occasionally summarize the points raised. This is important as it clarifies back to the group what has been said which gives the opportunity for mis communication to be reduced. These periodic summaries help the members of the team documenting the session.
- H. Ask if anyone has any other comments to make before moving onto other discussion topic.

Duration

1 to 2 hours, depending on the response from the people

Result

The targeted nature of these discussions allow a deep insight into a particular group's experience/knowledge of sanitation related issues, attitude towards sanitation, and sanitation practices. Discussions should generate the demand for an OHOT toilet by enabling the identification of potential OHOT beneficiaries. At the end of the FGD the OHOT implementing agency would be aware of the situations faced by the members of the local community due to lack of proper sanitation and it also gives insights on how to deal with issues. The FGDs helps to plan the strategies based on the knowledge, beliefs, and attitude of the members of the community.

Risks

#	Risk	Mitigation
1	Discussions could involve subjects which are serious, such as assaults, and/or could be embarrassing to discuss, such as menstruation.	The FGD facilitator should be friendly and tactful, and should not coerce participants to disclose more than they are comfortable with.
2	Participants may have difficulty articulating themselves to convey what they wish to communicate.	The FGD facilitator should rephrase the participant's responses and ask if they have understood the participant correctly.
3	The discussion may lead to judgemental remarks which could result in some participants being offended.	The FGD facilitator should adopt a neutral tone when asking questions and summarising the discussion so as not to cause offense. The purpose of the FGD is to develop an understanding of the community's situation, not to judge or insult the potential OHOT beneficiaries.

FGD Questions

This is list of potential questions that could be asked during the FGD's to stimulate the discussion:

SECTION 1: RAPPORT BUILDING:

- How long have you been living within the informal settlement?
- According to you, how many families are currently living within the informal settlement?
- What occupation are you/your family members engaged in?
- What facilities are available to you locally and approximately how far away are they?
 - Market
 - Clinic/Hospital
 - Community toilet blocks
 - School's
- What are the day-to-day problems that you experience living within this community?
 - Toilet issues
 - Drainage issues
 - Water supply
 - Garbage disposal
 - Space scarcity

SECTION 2: SANITATION

- Where do members of the community go to defecate?
 - CTB
 - How much does it cost you/your family to use and maintain the CTB?
 - Open space (defecate out in the open)
- Where do you and members of your family go to defecate?
- If open defecation, how do you think that this affects the health of you and members of your family?
- Is your arrangement for defecation convenient for you and members of your family?
 - If yes, why?
 - If no, why not?
 - CTB & Open defecation
 - Distance from dwelling
 - Poorly lit route to the place of defecation
 - Poor level of lighting at the place of defecation
 - Poor level of cleanliness at the place of defecation
 - Fear of harassment
 - CTB only
 - Poor condition and maintenance issues
 - Availability of water
 - Open defecation only
 - Fear of animal bites
 - On average how much time does it take to go to the toilet?

- Does this cause make it difficult to carry out your duties at home and/or be on time for work?
- Does this cause children to be late for school
- What are some of the strategies that can be employed to ensure the safety of women/girls at the place of defecation
 - Do women/girls impose restrictions on their diet to avoid the need to go to the toilet?
 - . If so, how do you think that this impacts the women/girls/fetus' health and development?
 - Do women/girls visit the place of defecation in groups?
 - . If so, why?
 - . Have there been any reported instances of harassment of women/girls at their place of defecation?
 - . Have there been any other instances at the place of defecation?
 - Assault
 - Robbery
- How difficult is it to maintain an appropriate level of sanitary hygiene during menstruation using your current arrangement for defecation?
- Do you think that having access to your own toilet would benefit you/members of your family?

SECTION 3: SOLID WASTE MANAGEMENT

- Where do members of the community dispose of their solid waste?
 - Solid waste management collection system
 - . Tempo/gadi
 - . Push cart
 - Open space (open dumping)
- If the community dispose of their solid waste in an open space, why?
 - Are there no solid waste collection systems in place?
 - Was there ever a solid waste collection systems in place?
 - . If yes, why did it stop?
 - Has there been any other action to address open dumping within the informal settlement?
- Do you think segregation of waste is important?
 - If yes, why?
 - If no, why not?
- How do you think that open dumping affects the health of you and members of your family?
- Do you think that having access to a solid waste collection system would benefit you/members of your family?

SECTION 4: COMMUNITY HEALTH

- What are the major health problems faced by you/members of your family/members of the community?
 - Water borne diseases?

- ❑ Where do you/members of your family/members of the community usually go to seek treatment?
- ❑ On an average, how much do you/members of your family spend on the treatment?
 - How much for the treatment?
 - How much does it cost to travel to the location to receive the treatment?
 - How much is lost as a result of lost earnings?
 - How much time is missed from school?
- ❑ What do you think are the cause(s) of the health problems/illnesses?
- ❑ Do you think that having a clean environment will have an positive impact on you/members of your family's health?
- ❑ If yes, how do you think that you could contribute to increasing the level of cleanliness in your environment?
- ❑ Do you think that having access to your own toilet instead of using a CTB would improve your/members of your family's health?
- ❑ Have you ever considered owning your own toilet?
- ❑ If so, what stopped you from having your own toilet?

Workshop with different stakeholders

The workshop is a gathering where the representatives of the OHOT implementing agency discuss the impact of unhygienic sanitation practices and poorly managed solid waste disposal on the health of the individuals and the community; the issue of violence perpetrated against girls/women is also discussed. During the workshop the participants are introduced to good sanitation practices aimed at reducing instances of open defecation and open dumping.



PREREQUISITES

- 1. Support of the LER, AWO, and the local community.
- 2. A detailed understanding of the condition of the informal settlement.
- 3. An understanding of the location of potential OHOT beneficiaries.
- 4. A familiarity with the members of the local community.
- 5. A map of the informal settlement.

OBJECTIVES

Primary

1. To raise awareness of sanitation issues and inform the local community of the offered intervention.
2. To communicate how an OHOT project would benefit the local community and improve the condition of their environment.
3. To teach the benefits of washing hands and waste segregation.
4. To gain a deeper understanding of the sanitation issues experienced by the local community.
5. To build support for an OHOT project within the local community.
6. To identify potential OHOT project beneficiaries.

Secondary

7. To clarify the objectives of the OHOT initiative and the intentions of the OHOT implementing agency.
8. To strengthen the rapport with the local community, especially the women and girls living within the informal settlement.
9. To identify potential sanitation advocates within the community.
10. To establish behavioural change within the participants.

Attendees

Different members of the informal settlement (30 - 35 persons)

1. Women
2. Adolescent women

3. Men
4. Adolescent men
5. Member of the community who do not use an individual toilet despite having built one.
6. Children

Equipment

1. Map of the informal settlement
2. GIS outputs relating to the condition of the informal settlement
3. Presentation which provides information about the condition of the informal settlement, the impact of inadequate sanitation on a person's health and the community's environment, and the OHOT initiative.
4. Short films which provide information on sanitation issues.
5. Laptop
6. Projector and screen
7. Microphone
8. Speakers
9. Tables and chairs
10. Drum
11. Chart paper and color pens
12. Documentation equipment

Method

1. Establish the agenda for the session.
2. Send out the invitations confirming location, venue, date, and time of sessions.
3. Assemble at the location/venue.
4. Welcome, introductions, and orientation:
 - a. Thank the participants for taking the time to attend the session.
 - b. Participants are welcomed to the session by the OHOT team members.
 - c. The OHOT team members introduce themselves to the participants.
 - d. The agenda for the session is communicated to the participants along with an anticipated time frame and the identification of comfort breaks.
 - e. Explain how the participants can contribute to the session.
5. Ice breaking activities:
 - a. Play a game
 - b. Sing a song
 - c. Tell a story
6. Divide into two groups.
 - a. Assign each group an activity:
 - i) Group 1 creates a list of benefits associated with having an individual toilet.
 - ii) Group 2 creates a list of all the benefits of a CTB.
7. The groups reconvene to present their lists. This catalyzes a discussion about sanitation and the OHOT model of proving improved sanitation.
8. Presentation on:
 - a. An explanation of the sanitation situation at the scale of the world, the Indian subcontinent, the state, the urban/peri-urban area and the informal settlement.
 - b. The condition of the informal settlement.
 - c. The situation of the local community.
 - d. The content of human feces, the various ways that people can come into contact with the bacteria associated with human feces, the impact that contact with those bacteria can have on human health.

- e. The result of open dumping:
 - i. What happens to the garbage?
 - ii. Where does it end up?
 - iii. What is the impact on a person's health?
 - iv. What is the impact on the local community's health?
 - v. What are the alternatives to disposing of garbage on open areas/in the drainage lines?
- f. The OHOT process (including the cost sharing, the delivery of material.)
- g. The outcome and the probable impact.
- h. Pledge to ensure good hygiene practices.

PLEDGE:

I pledge that:

- I will not defecate in the open and will not let others defecate either.
- I will keep my surroundings clean. I will not litter nor will I let others litter.
- I will segregate the wet and dry garbage in my house and dispose it separately through the means of the waste collection system executed by ULB.
- I will wash my hands properly after using a toilet.
- I will wash my hands after coming home from outside, before preparing food, before eating or feeding my children.
- I will not eat outside food at unhygienic places.
- I will plant trees near my house and settlement and encourage others to do so too.

- 9. Clarification discussion: The problems associated with unhygienic arrangements for defecation.
 - a. The benefits of having an individual toilet and using it.
 - b. What the women can do to change their environment.

Duration

2 to 3 hours, depending on the response from the people.

Result

The extensive discussion in the workshop should persuade people to become OHOT beneficiaries and the importance of waste management and hygienic sanitation practices should be clear to the women.

#	Risk	Mitigation
1	The participants may be embarrassed discussing the unresolved civic issues in their settlement.	The facilitators should be friendly and tactful when discussing sanitation issues and should not condescend when explaining the workshop material
2	The participants might become passive and disinterested in the content of the workshop.	The agenda should be designed so that the participants are engaged throughout the duration of the workshop. Presentations should be concise and the participants should be passive for long periods of time.
3	More participants might attend than are expected.	The facilitators should be experienced with handling larger groups of people.

Children's Workshop

The children's workshop is a gathering where the representatives of the OHOT implementing agency introduce the children to good sanitation practices.



I

- 1. Support of the LER, AWO and the local community.
- 2. A detailed understanding of the condition of the informal settlement.
- 3. An understanding of the location of potential OHOT beneficiaries.
- 4. A familiarity with the members of the local community.
- 5. A map of the informal settlement.

OBJECTIVES

Primary

1. To teach children the benefits of washing hands and the importance of waste segregation.
2. To establish behavioural change within the participants.
3. To inculcate health and hygiene practices in the younger generation as they are the change agents.

Secondary

4. To communicate how an OHOT project would benefit the local community and improve the condition of their environment.
5. To gain a deeper understanding of the sanitation issues experienced by the local community.
6. To raise awareness of sanitation issues and inform the local community of the offered intervention.
7. To strengthen the rapport with the local community, especially the children living within the informal settlement.
8. To build support for an OHOT project within the local community.
9. To identify potential OHOT project beneficiaries.

Attendees

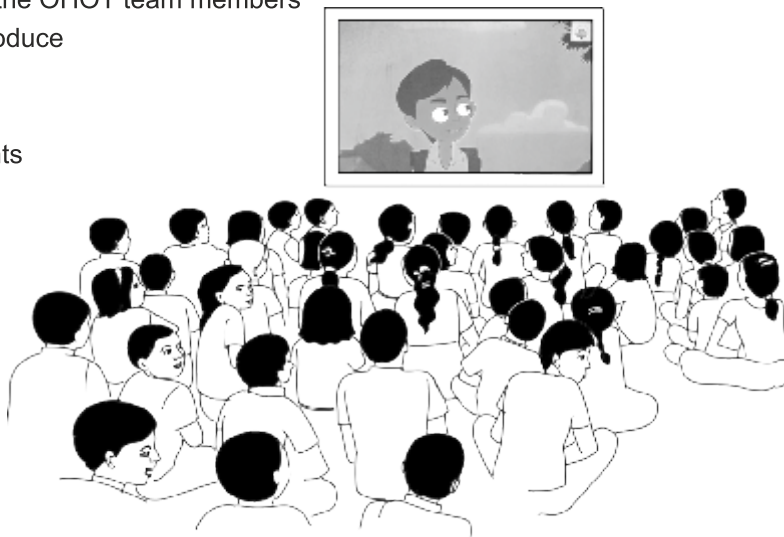
Children from the informal settlement (30 - 50 persons).

Equipment

1. Map of the informal settlement.
2. GIS outputs relating to the condition of the informal settlement.
3. Short films which provide information on sanitation issues.
4. Laptop
5. Projector and screen
6. Microphone
7. Speakers
8. Tables and chairs
9. Drum
10. Waste bins of differing colours
11. A selection of household garbage
12. Buckets
13. Bars of soap
14. Towels
15. Drawing materials - Chart papers, sketch pens, pencils, erasers, sharpener, etc.
16. Documentation equipment

Method

1. Establish the agenda for the session.
2. Send out the invitations confirming location, venue, date, and time of sessions
3. Assemble at the location/venue.
4. Welcome, introductions, and orientation:
 - a. Thank the children for attending
 - b. The children are welcomed by the OHOT team members
 - c. The OHOT team members introduce themselves to the participants
 - d. The agenda for the session is communicated to the participants along with an anticipated time frame and the identification of comfort breaks.
 - e. Explain how the children can contribute to the session.
5. Ice breaking activities:
 - a. Play a game
 - b. Sing an action song
 - c. Tell a story
6. Screening of the Cat Film
7. Screening of Video Clips on Sanitation
8. Ask general questions to gauge the children's level of awareness and understanding of sanitation and waste disposal:
 - a. Do you know what we mean when we say 'sanitation'?
 - b. Do you know why sanitation is important to all of us?
9. Screening of:
 - a. Spot on Open Defecation
 - b. Waste Management
 - c. The 3 Rs for Kids





10. Discussion: Why do you think that every family should have their own toilet? [Write down children's opinion on the board/chart paper]
 - a. Do you know why open defecation is a problem? Are you aware of the dangers associated with open defecation?
 - b. Do you know why open dumping is a problem? What happens to the waste which we create.
11. Ask specific questions to gauge the children's level of awareness and understanding of the condition of their informal settlement.
 - a. Where do you usually defecate?
 - i. Do you use a CTB? If not, why not?
 - ii. How do you think that open defecation affects you?
 - iii. Does your household separate its waste? If not, why don't you start?
12. Clarification discussion:
 - a. The problems associated with unhygienic arrangements for defecation.
 - i. The benefits of having an individual toilet and using it.
 - ii. What the children can do to change their environment.
13. Screening of Hygiene - The Way of Life: A Plan India supported animation film on "WASH"
14. Practical exercise on the subject of waste segregation:
 - a. What do we do?
 - b. What are the steps?
15. Aspirational drawings:
 - a. The children are divided into groups and given drawing materials.
 - b. The children are invited to prepare a drawing that shows the changes that they would like to make to their environment.
 - c. The children present their drawing to the group and explain the changes that they would like to make to their environment.
16. Chanting and slogans:
 - a. The children are taught some sanitation related chants and slogans.
 - b. The children are invited to invent their own chants and slogans.
 - c. The chants and slogans are presented to the group and discussed.
 - d. The best slogans are written down on placards so that the children can stage a rally within the informal settlement soon after the workshop.
17. Awareness rallies to be conducted with children in their community to convey what they have learned from the workshop.

Duration

3-4 hours, depending on the response from the children.

Result

The importance of hygienic sanitation and waste management practices should be clear to the children. The children should become messengers who can convey what they have learned to their parents and the community.

Risks

#	Risk	Mitigation
1	The children might become passive and disinterested in the content of the workshop.	The agenda should be designed so that the children are engaged in various activities such as drawing, puzzles, riddles and storytelling, throughout the duration of the workshop. Presentations should be concise and the children should not be passive for long periods of time.
2	The health and safety of the children is extremely important so preparations must be made to ensure that casualties can be dealt with appropriately.	While conducting the program each small group, the children should be monitored and supervised by an adult to avoid any casualties.
3	More children might attend than expected.	The facilitators should be experienced with handling groups of children. If possible multiple facilitators should be involved in the running of the workshop.

Sanitation Committee Meetings

Introduction

There are various government programs and initiatives that are launched with the aim of addressing issues associated with living in informal settlements. The majority of these initiatives tend to be implemented without a detailed understanding of the project locations or beneficiary populations and without engaging the beneficiaries during the design and implementation stages. These projects have a limited effectivity, often fail to achieve long lasting, tangible poverty alleviation, and represent a suboptimal use of limited public funds.

There are also issues at the community level itself as often the local communities attempt to address issues but fail due to a variety of reasons: lack of consensus within the local community, an expectation that other agents will bring about change in their environment and a lack of understanding of official procedures and processes.

The idea of the sanitation committee is to address precisely these issues utilizing existing administrative infrastructure, accurate data and the beneficiary community. Over five meetings a sanitation committee is formed as part of the OHOT project which, when established, acts as a liaison between the formal civic infrastructure and the residents of the informal settlement; thus increasing their understanding of official procedure and rendering their queries valid.



While implementing all previous work stages of the OHOT project, OHOT team members should seek to identify potential candidates for the sanitation committee. OHOT team members should look out for individuals within the community that seem to be natural leaders who would like to make a difference and are keen to work towards improvements in the community's situation.

While the primary objective behind forming a Sanitation Committee is to empower the women within the community to be able to tackle settlement level issues independently, if men show willingness to become a part of this committee, they are eligible to become members. The OHOT team members need to keep in mind that the women to men ratio should ideally be 70:30 to enable the women to be open and comfortable expressing their thoughts and ideas.

1st Sanitation Committee Meeting – Introduction

The purpose of this meeting is to introduce the sanitation committee candidates to each other and to discuss conceptually the community's need for such a committee.

PREREQUISITES

- 1. Support of the LER, AWO and the local community.
- 2. A detailed understanding of the condition of the informal settlement.
- 3. A familiarity with the members of the local community.
- 4. A list of potential committee members.
- 5. All potential committee members must understand that if they fail to attend the all 5 meeting they will not be able to become members of the sanitation committee.

OBJECTIVES

Primary

1. To introduce the potential sanitation committee members to each other.
2. To raise awareness of the community's sanitation issues with the potential sanitation committee members.
3. To communicate the need for a sanitation committee.
4. To sustain the program within the local community.

Secondary

5. To introduce the need for a constitution and code of conduct for the sanitation committee.
6. To introduce the importance of the members of the sanitation committee working together.

Attendees

Residents who have agreed to become a sanitation committee from the informal settlement (30-40 persons)

Equipment

1. Map of the informal settlement
2. GIS outputs relating to the condition of the informal settlement
3. A film about another sanitation committee focussing on how they have improved their situation by collective action.

4. Presentation which provides information about the condition of the informal settlement
5. Documentation equipment

Method

1. Establish the agenda for the session.
2. Send out the invitations confirming location, venue, date, and time of sessions
3. Assemble at the location/venue. The meeting should be conducted within the informal settlement in a community centre, temple, school, etc.
4. Welcome, introductions, and orientation:
 - a. Thank the participants for taking the time to attend the session.
 - b. Participants are welcomed to the session by the OHOT team members.
 - c. The OHOT team members introduce themselves to the participants.
 - d. The agenda for the session is communicated to the participants along with an anticipated time frame and the identification of comfort breaks.
 - e. Participants can contribute in the session while sharing their experiences of resolving issues
5. Ice breaking activities:
 - a. Sing a song
 - b. Tell a story
6. Presentation on:
 - a. The condition of the informal settlement.
 - b. The situation of the local community.
 - c. The OHOT process (including the cost sharing, the delivery of material.)
 - d. The outcome and the probable impact.
7. Introduction to the concept of a sanitation committee:
 - a. What is it?
 - b. What will its roles and responsibilities be?
 - c. What will its constitution and rules regarding code of conduct include?
 - d. How many members will it have? There should be an odd number of members to ensure that a majority can be achieved with any decision voted upon.
 - e. Who is eligible to become a member of the sanitation committee? Any resident of the informal community over 18 years of age should be eligible.
 - f. How do members of the community become members of the sanitation committee?
 - g. How are they replaced in the event that a member is unable to perform their duties?
8. Discussion on the responsibilities of the members of the sanitation committee:
 - a. To be aware of sanitation issues within the informal settlement.
 - b. To be aware of sanitation issues experienced by the local community.
 - c. To be proactive in addressing the sanitation issues.
 - d. To track progress and follow up on actions relating to the sanitation issues.
 - e. To create awareness within the local community of the sanitation issues.
 - f. To build a consensus within the local community in relation to the sanitation issues.
 - g. To be present at all sanitation committee meetings/events.
 - h. To be present at all relevant meetings with the AWO.
 - i. To be present at all relevant meetings with the citizens forum for the respective administrative ward.
9. Conclusion and future meetings to establish a sanitation committee:

Summary: Arrangements for 2nd meeting - It should be made clear that only persons present at the 1st meeting will be eligible to attend the 2nd meeting.

ISLAND STORY

There were two islands. Once a traveller saw that the people were dying of hunger on Island called 'A'. He felt very bad. He went immediately to the seashore and started fishing, he cooked all of the fish and served the hungry people. He continued to feed the people of Island A for many days. The people were very happy. Everyone was eating now. Days passed and the time came when the traveller had to return home. He left Island A and the hunger returned. The Islanders began to starve again.

Another traveller reached another island called Island 'B'. He saw there there too people were dying of hunger. He too felt pity. He immediately took action. He taught the islanders how to make fishing nets and how to catch fish with them. All of the islanders caught fish which they all cooked and ate together. This continued for a while until the day came when the traveller had to return home. He left island B but the hunger did not return because now people were able to feed themselves. The situation of Island B changed permanently.

Duration

2 to 3 hours, depending on the response from the people.

Result

The members of the sanitation committee should have reached a consensus regarding the rules according to which the body is governed and should have put the rules into a list to form a constitution.

Risks

#	Risk	Mitigation
1	Dominant people prevent other potential members from participating in the meeting.	The facilitator should chair the meeting so as to ensure that all participants have the opportunity to put forward their opinions regarding the need for a sanitation committee.
2	Members belonging to existing community level groups may resist the formation of the sanitation committee.	The OHOT team should make it clear that the new sanitation committee can be integrated into existing groups. Representatives of existing groups could also be members of the new sanitation committee so that the actions of both bodies can be coordinated.
3	Members might fail to attend subsequent meetings.	The OHOT team should make it clear to the potential members that membership of the sanitation committee is conditional on attendance for all sanitation committee meetings including the subsequent meetings described within this booklet.

2nd Sanitation Committee Meeting-Team Building (Soft Skills)

The purpose of this meeting is to introduce the sanitation committee members to the need for the committee to function as a group to work towards the resolution of the sanitation issues present within the informal settlement.

PREREQUISITES

- 1. Support of the LER, AWO and the local community
- 2. A familiarity with the members of the local community
- 3. A detailed understanding of the condition of the informal settlement
- 4. The minutes from the 1st sanitation committee meeting should have been prepared and circulated to the attendees within 7 days of the event.

OBJECTIVES

Primary

1. To establish the importance of the members of the sanitation committee working together.

Secondary

2. To reduce the interpersonal dynamics of the members of sanitation committee.
3. To establish the friendly relationship between the members.
4. To utilise each person's skill to work effectively for the good of the entire settlement.

Attendees

Members of the sanitation committee (11, 13 or 15 persons)

Equipment

1. Items in possession of the attendees (not to be provided by the OHOT implementing agency)
2. Balloons
3. Writing materials
4. Sheets of paper
5. Pen and pencil
6. Marker/sketch pen
7. Documentation equipment

Method

1. Establish the agenda for the session.
2. Send out the invitations confirming location, venue, date, and time of sessions
3. Assemble at the location/venue. The meeting should be conducted within the informal settlement in a community centre, temple, school, etc.
4. Welcome, introductions, and orientation:
 - a. Thank the participants for taking the time to attend the session.
 - b. Participants are welcomed to the session by the OHOT team members.
 - c. The agenda for the session is communicated to the participants along with an anticipated time frame and the identification of comfort breaks.
 - d. Explain how the participants can contribute to the session.

5. Ice breaking activities:

- a. Play a game
- a. Sing a song
- c. Tell a story

STORY

1. A story of three sons and the bundle of sticks gets discussed with the members. The moral of the story is unity is strength.

2. Another story is shared which talks about the consistency in the efforts to reach the goal.

In a village, for years there exists a tree of problems, which bears leaves, flowers and fruits in the form of problems. This tree is known to create all kinds of difficulties for the people residing in this village. One day, a resident of this village decides to get rid of this tree as a solution to running away from facing problems. With this intention, he brings along his axe and stands in front of the tree. He starts knocking it down with the aim of pulling it down by the end of the day. After 20 odd tries, he starts to feel exhausted. Knowing he needs to keep trying, he resumes his task and continues to knock it down. This gradually starts taking a toll on him and he starts to feel giddy and falls to the ground after having tried 50 plus knocks. In a bit, he gets up to realise that he needs to continue taking efforts and gets back to knocking it down, only to realise that the task seems impossible even with such efforts. After repeated failing attempts, he thinks to himself 'why am I the only one doing this, why is nobody else supporting me in this task, am I the only one facing issues because of this tree?' Thinking of all this, he decides to throw away his axe...but yet again he convince himself to try again with more energy. By now he has tried around 95 knocks, yet the tree stands as firm as it could. He begins to doubt his capacities and feels this is not his cup of tea and gives up!

Being helpless and disheartened, he sits for a while talking to himself and tries to boost his morale to get up and give it a last try with the hope of succeeding. Meanwhile a man walks up to him and bribes him to discontinue his task, due to which he again thinks to himself if it is worth trying as he's the only one struggling to pull the tree down. 'Last try and I should be good', he thinks to himself and denies the bribe and gets back to knocking the tree and to his surprise he falls down to the ground...'I am unable to do this, I have no energy left, I feel so weak'...he tells himself but still the hope in him peeps him up to try for the last time. 'I should keep trying until it falls apart' he says and gathers all his energy and tries his 100th knock...and to his surprise the tree finally falls apart!

These stories sets example of trying and trying without fail until we reach at the goal.

Committee needs to function constantly as a group

6. Flower game - Each group makes a design out of the material they have with them. The aim of the game is to show that people of the local community can think creatively to produce something together with limited resources available to them.

- a. Divide into groups of 4/5 persons
- b. Each group is assigned the task of making a flower out of the objects which are on their person such as phones, jewelry, money, keys, etc.
- c. In addition to making a flower each group has to invent a unique name for their flower and a description.
- d. The groups then introduce their flower to the larger group by reading out its name and its description.



7. Balloon game - While playing the game all the participants objective is not to let the balloon fall to the ground.
 - a. Divide into groups of 4/5 persons.
 - b. Each group forms a circle by joining hands.
 - c. A balloon is given to each group along with the assignment to move from one location of the venue to another without breaking the circle.
 - d. Discussion - During the game participants play as a team to collectively keep the balloon up in the air. A committed should also function as a collective working towards a commonly agreed goal.



8. Tangle game
 - a. One participant is selected to go to a location in the venue where they cannot see the rest of the participants.
 - b. The remaining participants form a circle by joining hands.
 - c. Without breaking the circle, the participants then move to create a tangle.
 - d. Once the participants are satisfied that the loop is sufficiently entwined the other participant is brought back and assigned the task of untangling the loop to form the circle again.
 - e. Discussion - During the game it should become apparent that the outsider takes a considerable amount of time to fix the tangle. The people within the tangle are much better placed to fix the tangle.
9. Whisper game
 - a. All participants sit in a ring with a gap that forms the beginning and the end of a line.
 - b. A message is whispered in the ear of a participant who intern whispers the message into the ear of their neighbour, who interns whispers the message into the ear of their neighbour, and so on.
 - c. Once the message get to the last person in the circle they announce the message to the group.

- d. The original message is also announced to the group.
- e. Discussion - Clear communication between all is essential otherwise miscommunication can be introduced and spoil the effectiveness of the committee.

10. Dot game

- a. Every participant is given a pen and a piece of paper.
- b. The participant has to estimate how many dots they can make in 1 minute and write the estimate in a corner of the sheet.
- c. The participant then makes as many dots as possible within 1 minute.
- d. The participant then counts the dots and compares it to the estimate.
- e. Discussion - Participants usually make more dots than they anticipate. This game shows that the local community underestimate its capabilities. This game helps to imbibe confidence and self belief.

11. Discussion on:

- a. Working as a team
- b. Problem as a group
- c. Communication
- d. Confidence

Duration

3 to 4 hours

Result

This exercise establishes the message that the local community as a collective can work together and think creatively to achieve goals with limited resources. It also establishes that they are in the best position to solve the problems that they face and that there is no reason for them to believe that they cannot accomplish change in their environment.

Risks

#	Risk	Mitigation
1	The desire for the new sanitation committee could wane.	The 2nd meeting should be scheduled within two weeks of the 1st meeting.
2	Some sanitation committee members may refuse to cooperate with each other for personal reasons.	The OHOT team should act as a mediator to assist with the resolution of the matter.

3rd Sanitation Committee Meeting - The Functions and Mandate of the Committee

The purpose of this meeting is to introduce the sanitation committee members to the importance of establishing a mandate and a code of conduct to ensure that the committee represents the residents of the informal settlement. The purpose of this meeting is also to generate a list of the sanitation issues currently experienced within the informal settlement.

PREREQUISITES

- 1. Support of the LER, AWO and the local community.
- 2. A familiarity with the members of the local community.
- 3. A detailed understanding of the condition of the informal settlement.
- 4. The minutes from the 2nd sanitation committee meeting should have been prepared and circulate to the attendees within 7 days of the event.

OBJECTIVES

Primary

1. To establish a constitution and code of conduct for the sanitation committee.

Secondary

2. To generate a list of the community's sanitation issues with the potential sanitation committee members.

Attendees

Members of the sanitation committee (11, 13 or 15 persons)

Equipment

1. Writing materials
2. Documentation equipment

Method

1. Establish the agenda for the session.
2. Send out the invitations confirming location, venue, date, and time of sessions
3. Assemble at the location/venue. The meeting should be conducted within the informal settlement in a community centre, temple, school, etc.
4. Welcome, introductions, and orientation:
 - a. Thank the participants for taking the time to attend the session.
 - b. Participants are welcomed to the session by the OHOT team members.
 - c. The agenda for the session is communicated to the participants along with an anticipated time frame and the identification of comfort breaks.
 - d. Explain how the participants can contribute to the session.
5. The participants sit in a smaller groups to list down the issues. They sit in a circle so that all can see each other.
6. The participants list the community's sanitation problems such as open defecation, open dumping,

blocked drainage lines, areas of the informal settlement not covered by drainage infrastructure, waste management, waste collection systems, availability of potable water, etc.

7. Participants prioritise the issue which requires more attention and draw a tree showing roots, trunk, leaf, and fruits. As they have chosen their issue to be addressed they write it on a tree in a position that reflects its level of priority.
8. The participants discuss the constitution and code of conduct:
 - a. Only one person should be speaking at a time.
 - b. All members should be present for the meeting.
 - c. If any of the members are going to be absent then it is mandatory for him/her to inform other members for being so.
 - d. Personal issues should not be discussed during the meeting.
 - e. Issues that affect the majority would be given the prime importance in the meeting. Personal issues should not become the priority.
 - f. Responsibilities should be assigned equally within the members of the samiti.
 - g. During the meeting nobody should engage in any kind of addiction.

Duration

2 to 3 hours

Result

The members of the sanitation committee should have reached a consensus regarding the sanitation issues and should have arranged the issues into a list by priority order.

Risks

#	Risk	Mitigation
1	The desire for the new sanitation committee could wane.	The 3rd meeting should be scheduled within two weeks of the 2nd meeting.
2	Some sanitation committee members could be unaware of sanitation issues faced by members from other groups within the community. This could lead to important issues not being assigned an appropriate priority level.	The OHOT team should encourage sanitation committee members to see issues from other members' point perspective.

4th Sanitation Committee Meeting - Capacity Building (Problem Solving and Exposure Visits)

The purpose of this meeting is to introduce the sanitation committee members to the processes of the AWO and the procedure for preparing applications to submit to the AWO.

PREREQUISITES

- 1. Support of the LER, AWO and the local community.
- 2. Invite person from AWO to discuss what are the functions and processes of AWO/Sanitation department.
- 3. A familiarity with the members of the local community.
- 4. A detailed understanding of the condition of the informal settlement.
- 5. The minutes from the 3rd sanitation committee meeting should have been prepared and circulated to the attendees within 7 days of the event.

OBJECTIVES

Primary

1. To introduce the members of the sanitation committee to the processes of the AWO.
2. To train the sanitation committee in submitting applications/requests to the AWO.

Secondary

3. To organise a visit to the AWO.

Attendees

Members of the sanitation committee (11, 13 or 15 persons)

Equipment

1. Writing materials
2. Documentation equipment

Method

1. Establish the agenda for the session.
2. Send out the invitations confirming location, venue, date, and time of sessions
3. Assemble at the location/venue. The meeting should be conducted within the informal settlement in a community centre, temple, school, etc.
4. Welcome, introductions, and orientation:
 - a. Thank the participants for taking the time to attend the session.
 - b. Participants are welcomed to the session by the OHOT team members.
 - c. The agenda for the session is communicated to the participants along with an anticipated time frame and the identification of comfort breaks.
 - d. Explain how the participants can contribute to the session.
5. The participants sit in a circle so that all can see each other.
6. The participants discuss options for resolving the issues identified in the 3rd sanitation committee meeting:

- a. What has been attempted to address the problem?
- b. Why have these actions failed achieve the desired result?
- c. What are the short, medium, and long term consequences of not solving this problem?
- c. What can be done now to move towards addressing the issue?



7. Workshop on application writing:
 - a. Introduction to application writing:
 - i. What is application writing?
 - ii. How is an application prepared?
 - iii. Who is the addressee of an application?
 - iv. Which language should an application be written in?
 - v. How is an application followed-up?
 - b. Divide into groups of 4/5 persons.
 - c. Every member of the sanitation committee is given a pen and a piece of paper and assigned an issue from the list of sanitation issues defined in the 3rd sanitation committee meeting.
 - d. Every member of the sanitation committee drafts an application noting down all the key information that should be present within a formal application including a description of the problem.
 - e. Every member of the sanitation committee presents their draft application to the sanitation committee for their feedback. After the workshop these draft applications could be worked up to formal applications that are submitted to the relevant authority.
8. Preparation for a visit to the AWO/inviting AWO or Sanitation Officer from the concerned administrative ward.
 - a. Logistical questions:
 - i. Where is the AWO?
 - ii. When should the visit take place?
 - iii. How will you get there?
 - iv. How will the journey be funded?
 - b. Introduction to the AWO departments
 - c. If the Sanitation officer is being called for the meeting, he/she explains in detail about the functioning of AWO departments.

Duration

2 to 4 hours

Result

By the time this meeting is conducted, all establish issues regarding sanitation are clear to the women of the sanitation committee. This meeting is crucial as it empowers the women to prepare applications to submit to the AWO regarding specific issues. The OHOT implementing agency aims to build the capacity of the members so that they can start tackling their respective issues by themselves.

Risks

#	Risk	Mitigation
1	The desire for the new sanitation committee could wane.	The 4th meeting should be scheduled within two weeks of the 3rd meeting.
2.	Sanitation committee members could become distracted whilst at the AWO.	The OHOT team should emphasise the importance of this visit in terms of understanding of the administrative processes which govern their informal settlement.

OHOT Project Concluding Meeting

This meeting is organized by the members of the newly created sanitation committee. The purpose of this meeting is to introduce the members of the sanitation committee to the residents of the informal settlement. During this meeting, which is the concluding work stage in the OHOT model, the need and the role of the sanitation committee is communicated to the local community.

PREREQUISITES

- 1. Support of the LER, AWO and the local community.
- 2. A familiarity with the members of the local community.
- 3. A detailed understanding of the condition of the informal settlement.
- 4. The minutes from the 4th sanitation committee meeting should have been prepared and circulated to the attendees within 7 days of the event.
- 5. An invitation should be reaching in advance to all the beneficiary.

OBJECTIVES

Primary

1. To appreciate and honour people who have made use of SA's interventions and build individual toilets.
2. To introduce the committee members to the community and also talk about their efforts so far.
3. Clarifying the role of Committee member to the community people

Secondary

4. Involve committee members to plan the activity along with the OHOT implementing agency.
5. To increase involvement of members in the activity.
6. To involve committee members from the planning to the execution of the program.

Attendees

1. Members of the sanitation committee
2. Residents of the informal settlement
3. All of the OHOT beneficiaries
4. The LER
5. Representatives from the AWO

Equipment

1. Map of the informal settlement after the intervention.
2. Presentation which provides information about the change which is established after the intervention in the informal settlement.
3. Projector and screen
4. Mike
5. Table and chair
6. Documentation equipment

Method

1. Establish the agenda for the session.
2. Send out the invitations confirming location, venue, date, and time of the meeting.
3. Assemble at the location/venue.
4. Welcome, introductions, and orientation:
 - a. Thank the participants for taking the time to attend the session.
 - b. Participants are welcomed to the session by the OHOT team members.
 - c. The OHOT team members introduce themselves to the participants.
 - d. The agenda for the session is communicated to the participants along with an anticipated time frame and the identification of comfort breaks.
 - e. Explain how the participants can contribute to the session.
5. Presentation on:
 - a. The condition of the informal settlement before and after intervention.
 - b. The change took place in the local community after OHOT project
 - c. The visible changes, like reduction of open defecation spot, behavioural changes in people, etc.
 - d. Listing of the activities done in the settlement with its photographs.
 - e. Reasoning behind making sanitation committee and its work in the community.
 - f. Exhibition of the paintings made by children.
6. Representative of OHOT beneficiaries who have gained differently due to OHOT model
7. Felicitation of few toilet beneficiaries, committee members, few cooperative masons, people who helped project to run smoothly.
8. Experience sharing by Committee members while addressing the issue and learnings out of it.
9. Sharing a role of sanitation committee in their settlement and ask people to cooperate with them and to approach them for any civic issue.
10. The LER should be provided with the opportunity to address the local community and appeal to them to take advantage of the opportunity to build their own household toilet.
11. The representatives from the AWO should be provided with the opportunity to address experience while working on sanitation issue in the community.

Duration

2 to 3 hours.

Result

1. The informal settlement comes to know the changed picture of their settlement after completing individual sanitation project.
2. The committee has been established and got training to resolve their issues in future in the absence of any organisation in the settlement.
3. The community gets aware of the all sanitation committee members to whom they can approach for any issues in future.

Risks

#	Risk	Mitigation
1	People might raise issues about all toilets not being completed by the time this meeting is held.	The OHOT team should ensure that all the toilets facilitated under the OHOT initiative are complete in all respects and then only arrange for this meeting.

Follow Up Activity

Once the process of constructing the OHOT toilet is complete, and all activities under community mobilization have been undertaken, OHOT beneficiaries are expected to use their household toilets. The OHOT implementing agency should be focussed on the impact of their OHOT projects as well as their outputs; construction toilets is an OHOT output, and reducing instances of open defecation is a OHOT impact. To assess the impact of the OHOT project, the OHOT implementing agency should select a sample of the beneficiaries for a post-intervention study, where beneficiary families are surveyed 6-9 months after building their own household toilet. In addition to highlighting the impact of the household toilets this study also enables the OHOT implementing agency to identify families which are not using their household toilet. With this data, the OHOT implementing agency can schedule visits to the families to understand and rectify their problem(s).

Depending on the reason, the OHOT implementing agency prepares a strategy to engage with the beneficiaries who are not using their new household toilet. In cases where non-use is the result of a poor drainage service, the OHOT implementing agency should lobby the sanitation committee and request them to raise the issue with the AWO.

The activities help to achieve a high rate of use for the OHOT toilets thereby maximising the number of people who benefit from the project and live healthier, safer and more dignified lives in a country where open defecation is diminished.

One Home One Toilet | MOBILIZING COMMUNITIES I

ANNEXURE 1- Day-wise sequence of activities conducted once the 'OHOT' intervention begins in any informal settlement:

Sr. no.	Activities	1st-10th day	11th-15th day	16th-20th day	21st-25th day	26th-30th day	31st-40th day	41st-45th day	46th-50th day	51st-60th day	61st-70th day	71st-80th day	81st-90th day	91st-100th day
1	Door to door visits													
2	Corner meetings													
3	Community meetings													
4	FGDs													
5	Transect walks													
6	Workshops													
7	Sanitation Committee meetings													
8	Children's workshops													
9	Rallies with children													
10	Concluding meeting													

ANNEXURE 2- Critique of CTBs

In 1999 SA were invited by the Pune Municipal Corporation (PMC) to participate in a community toilet block (CTB) project. The then PMC Municipal Commissioner's idea was revolutionary as this was the first time that the PMC brought beneficiaries into the process of sanitation provision in their slums. SA's involvement in this initiative started with an analysis of the reasons why CTBs, which were being procured by the PMC and many other Urban Local Bodies (ULB) across India, were failing to realise their designed impacts. SA identified issues ranging from the procurement process, the design of the facilities and the CTBs operation and maintenance strategy. The issues were all found to reduce the success of the CTB projects.

The majority (70%) of the slums in Pune were not connected to the sewage network which meant that the CTBs were connected to aqua privy tanks. The aqua-privy tanks were not an appropriate solution for sewage waste management as they blocked easily and frequently cracked allowing untreated sewage to seep into the surrounding area and contaminating the site. Once the area around the CTB was soiled, the communities began to dump household waste there which in turn attracted flies, mosquitoes, and pigs and further reduced the sanitary condition of the settlement.

The toilet seat to person ratio was incredibly high which meant that beneficiaries were required to wait in a queue at peak times, which was frustrating, uncomfortable and inconvenient for the community. The inadequate seat to person ratio also meant that toilets were frequently blocked and the cleanliness of the facilities deteriorated; the huge numbers of people using each CTB meant that the daily cleaning by the PMC employees was ineffective and did little to keep the toilets clean. In case where the CTBs were also found to have an inadequate water supply the level of cleanliness was even worse. The CTBs also had no provision for small children whose only option, therefore was to defecate out in the open on the ground around the CTB. The practice of open defecation (OD) along with the effluents evacuating the privy tanks made the outbreak of diseases, such as diarrhea, common in the slums.

The inconvenience of using the CTBs and the poor sanitary conditions in and around the CTBs meant that the communities practised OD thereby exposing themselves to health and safety risks such as disease, physical attack and sexual assault. The safety aspect of poor sanitation in slums cannot be overstated as SA found that many women and girls restrict their intake of food and drink during the day to reduce their need to go to the toilet and reduce their risk of exposure to Eve teasing, sexual harassment and sexual assault. This strategy can have severe consequences for their health and cognitive development and, if the women are pregnant this strategy can also be detrimental to the health and development of the unborn child.

The community members themselves did not treat the facility as a valuable community resource. SA found that often members of the community would not leave the toilet in an appropriate state for the next user and also observed in some cases that fixtures and fittings had been vandalised and/or stolen. Had the community been involved in the procurement and design of the facilities they might have placed a greater value on them and felt a collective responsibility for their condition and maintenance.

SA found problems with CTB projects not only at a community level but also at level of the Urban Local Body (ULB). It was found that most ULBs used CTBs to address the sanitation needs within informal settlements as the PMC lacked accurate data regarding the extent and condition of existing sewage infrastructure. In the absence of data the CTBs served as a default proposal where projects were designed and implemented without the input or support of the beneficiary community. This methodology may have seemed simpler than bespoke proposals based on accurate data but in reality created significant problems for the ULBs. Firstly the initial expenditure to build a CTB was high, and secondly the budgetary allocations made for their maintenance represented a substantial portion of the administrative ward offices budget which was a recurring commitment.

Informed by an understanding of the issues with CTB projects at both the community level and the ULB level SA partnered with Baandhani, an informal federation of men and women from informal settlements in Maharashtra. Baandhani surveyed, counselled and mobilised the communities with whom the SA team planned and refined the proposed CTB projects prior to their implementation.

Through this inclusive approach SA designed CTBs which addressed issues raised by the beneficiaries and addressed the problems experienced by the ULB; water connections were made mandatory and the aqua privies were replaced by septic tanks. Another design feature was the inclusion of 'baby channels' within the female section to provide a place for young children to defecate. SA's CTBs were designed to include a residence for a caretaker and their family thereby providing on-site maintenance; the caretakers were also responsible for collecting the monthly fee from each household that used the CTB to cover the cost of keeping the CTB clean and operable. SA's CTBs were procured with the input and support of the beneficiaries which meant that the communities valued the CTBs as an important resource which they had a collective responsibility to maintain.

One Home One Toilet | MOBILIZING COMMUNITIES I

Despite the success of SA's CTB projects the NGO has shifted focus to projects where data is collected and analysed so that improved sanitation can be provided in a more targeted fashion. SA now facilitates access to improved sanitation on an individual basis where each home has its own toilet; One Home, One Toilet (OHOT). SA's OHOT projects have a high degree of community support, are more convenient to use, are usable by young children, are connected to municipal services and do not require a high financial commitment from the ULB. The individual toilets are also safer than defecating out in the open or visiting a CTB so women find it more convenient and find it easier to practice menstrual hygiene.

SA's investigation into CTB projects illustrated that a data-led development process could lead to more targeted, cost effective and sustainable solutions to India's sanitation crisis. This realisation led to the establishment of what has become the cornerstone of SA's culture and working methodology: poverty mapping.

While CTBs can be defined as improved sanitation facilities SA's assertion is that CTB projects do not represent value for money as they are ineffective, expensive to procure and the high costs associated with maintenance make them unsustainable. They also require a large area to site the building meaning that they are not practical in informal settlements without open space or, if the informal settlement has open space, they consume open space which could be put to better use by the community. Cost comparisons reveal that OHOT projects are more economical than CTB projects when compared to the capital expenditure and subsequent maintenance obligation placed on the ULB's. When measured against CTB projects OHOT projects:

- (1) have a lower life-cycle costs per seat, because there is no maintenance commitment required from the ULB
- (2) provide a higher quality sanitation service
- (3) are more convenient for the beneficiary family
- (4) are a safer defecation arrangement
- (5) are more impactful.

The Ministry of Urban Development's National Urban Sanitation Policy states that the "provision of individual toilets should be prioritised" but, with the lack of accurate data, ULBs are unable to apply the objectives of the policy to their city's sanitation planning policy document and formulate impactful projects. The temptation to default to CTB options is understandable but SA would encourage ULBs and other sanitation providers to use the toolkit to prepare projects which achieve tangible and long lasting change, to uplift some of India's most vulnerable citizens; after all unsanitary arrangements for defecating is not an indicator of poverty but a significant contributing factor.



A/17, Sarasnagar Siddhivinayak Society, Opposite Nehru Stadium, Shukrawar Peth, Pune - 411002
Telephone : 020 24440363 info@shelter-associates.org www.shelter-associates.org

Designed and Illustrated at
DesignDirections Pvt. Ltd.
www.designdirections.net