

South to South Cross Learning Hub

Learning Package:

**Leveraging Inclusive Sanitation
Principles to Support Vulnerable
Communities**

Learning Lab on

**Unpacking the Citywide Inclusive
Sanitation (CWIS) Principles through
Model CWIS Cities from South Asia
and Africa**

INSIGHTS DOCUMENT

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Context

Given the work that has been undertaken in the last few years with respect to inclusive sanitation across South Asia and Africa, there is a need that has emerged to strengthen cross learning efforts which will enable sharing of best practices and learnings, and foster increased knowledge sharing and peer to peer engagement to facilitate collective progress and achievement of outcomes.

To this end, through the South to South Cross Learning Hub, Dasra aims to provide a platform for continuous learning and sharing between sanitation sector stakeholders, and build a narrative around the journey of South Asia towards inclusive sanitation to highlight the strides made in the region. In order to achieve these objectives, and facilitate cross learning, the key levers that will be leveraged to engage with stakeholders are learning labs, exposure visits, and codification of knowledge.

To operationalize these efforts, Dasra has curated learning packages basis the insights received from our regional partners across 3 categories; thematic, functional and geographic. Each learning package will span over 6 to 10 months, with the aim of holistically, across stakeholder groups and geographies, covering the topic at hand. The pilot learning packages are as follows:

- Leveraging Inclusive Sanitation Principles to Support Vulnerable Communities
- Enhancing Circularity Through Innovative Technologies to Further Sanitation Outcomes
- Building Sustainable and Climate Resilient Cities in Hilly Terrains
- Capacity Building to Enhance Sanitation Service Delivery

The 'Leveraging Inclusive Sanitation Principles to Support Vulnerable Communities' learning package aims to deep dive into the concept of inclusive sanitation, with a focus on vulnerable communities. As a starting point, we organized the learning lab on 'Unpacking the Citywide Inclusive Sanitation (CWIS) Principles through Model CWIS Cities from South Asia and Africa', to enhance learning around the concept of CWIS amongst partners, and showcase innovative approaches from across the region in the form of model cities, to subsequently enable replication and scale in other geographies.

An Introduction to CWIS

Globally, there are nearly 1 billion people living in slums with poor or no sanitation, and in low and middle-income countries, more than 50% of human waste is discharged into the environment untreated. Inadequate sanitation is exacerbated in urban areas due to rapid growth, climate change, and unreliable water services.

Further, at a city level, there is insufficient financial and technical assistance for urban sanitation, with issues such as social and gender inequalities, weak governance, and a lack of institutional incentives. Additionally, most projects revolve around sewer infrastructure, which is less likely to reach low income communities. Such factors result in poor sanitation service delivery, causing a myriad of issues, including environmental degradation, low economic activity and growth, stifled urban development, and diseases.

To tackle these issues, the CWIS approach was ideated, which is a public systems approach to planning and implementing urban sanitation systems, with a focus on Outcomes (Equity, Safety, and Sustainability) and Functions (Responsibility, Accountability, Resource Planning and Management). In order to foster an enabling environment for implementation, there is a need for clear roles and responsibilities, political will, data driven monitoring systems, collaboration among stakeholders, private sector participation, the inclusion of both centralized and de-centralized approaches, and the inclusion of the interests and voices of vulnerable communities as core objectives of and resources for planning, design, and implementation of services.¹

CWIS SERVICE FRAMEWORK			
Core CWIS Outcomes	Equity Services reflect fairness in distribution and prioritization of service quality, prices, and deployment of public finance/subsidies.	Safety Services safeguard customers, workers, and communities from safety and health risks - reaching <i>everyone</i> with safe sanitation.	Sustainability Services are reliably and continually delivered based on effective management of human, financial and natural resources.
	Responsibility An authority(ies) executes a clear public mandate to ensure safe, equitable, and sustainable sanitation for all.	Accountability Authorities' performance against their mandate is monitored and managed with data, transparency and incentives.	Resource Planning and Management Resources - human, financial, natural, assets - are effectively managed to support execution of mandate across time/space.

Before deep diving into the CWIS cities, it was interesting to hear what CWIS in Action means to partners working across geographies in the sector, and some of the responses that emerged are depicted below:

¹ <https://s3.amazonaws.com/resources.cwis.com/learning/88/BMGFCWISFactsheet.pdf>

What does CWIS in Action mean to you?

69 responses



Deep Dive into the CWIS Cities

This session of the learning lab delved into an understanding of the implementation and adaptation of CWIS principles, in the model cities of Kampala (Uganda), Warangal (India), Khulna (Bangladesh), and Odisha (India). Various components and key elements required for achieving the CWIS principles, such as; policy regulations, safety standards, effective service delivery, and ownership and inclusion were discussed in the context of these cities and state, considering the unique geographic and demographic needs of each.



How Policy Regulations and Initiatives for Resource Optimization Contribute to Effective Implementation

City and Sanitation Context²

Spread over 189 sq. km., the capital city of Kampala is the largest city in Uganda. With an approximate population of 1.5 million, 60% reside in informal settlements, some of which are located in low-lying and flood prone areas, which poses a challenge to the city's sanitation infrastructure.

The Kampala Capital City Authority (KCCA) is the nodal agency within the city, and is supported by the National Water and Sewerage Corporation (NWSC) in the informal settlements for sanitation services. Presently, only 8% of the population is covered under the sewerage network, 91% of the population is dependent on onsite sanitation, while 1% of the population practices open defecation.

Considering challenges such as informal settlements, low-lying hilly regions, floods, and resource constraints, KCCA is facing challenges in providing effective services across the sanitation value chain.

The Solution

Considering the challenges, there was a need to unify and streamline the sanitation services, which were otherwise unorganized. KCCA assumed a regulatory role and developed enforcement policies, guidelines and standards for private sector engagement, and minimum standards for onsite sanitation technology. A four-fold approach comprising of improved legal framework, tools for standardization, mechanisms for monitoring, and innovation was adopted to align with the CWIS principles of responsibility and accountability.

► **Sewerage and Faecal Sludge Management (FSM) Ordinance³**

The Sewerage and Faecal Sludge Management Ordinance was passed in 2021 by the KCCA, with the objective of streamlining the roles and responsibilities of all the actors and stakeholders involved in the FSM service chain.

The Ordinance outlines definitions and guidelines for the following:

- Guidelines on Sewage Conveyance and Containment of Faecal Sludge
- Offenses related to usage of sewers and standards
- Minimum standards for onsite sanitation technology
- Provisions and guidelines on emptying of pit latrines and septic tanks
- Transportation and handling of faecal sludge
- Minimum standards and inspection for cesspool vehicles for transporting faecal sludge
- Guidelines for disposal of faecal sludge
- Application and approval process for licensing of sanitation service parties/vendors

²[Kampala CWIS City Profile](#)

³[KCCA Sewerage & FSM Ordinance, 2019](#)

► **Tools for Standardization**

The KCCA has laid down certain tools, to ensure standardized and streamlined services in the sanitation service chain. These include:

- **Minimum Standards for Onsite Sanitation Technology in Kampala:**

These include the general requirements and construction standards for an array of sanitation technologies such as household toilets, public and institutional toilets, and add-on and toilet accessories.

- **Approval, and Permits and Licenses:**

These tools are outlined in the Ordinance, and mandate clear guidelines from the service providers. They help in streamlining the work of the private sector, and effectively holding them accountable and responsible for the work. The ordinance mandates valid licenses for providing services such as desludging and emptying of toilets, latrines, and septic tanks; transportation and disposal of faecal sludge; providing mobile toilets; or any similar activities. The registration and documentation of the vendors required for the license is highlighted in the Ordinance, followed by the procedure for applications. The Ordinance also provides guidelines on renewal of the licenses, and inspections of the vendors as and when required.

► **Monitoring Mechanisms**

KCCA engages the private sector to augment the capacity of FSM service delivery. In order to ensure that services are delivered in line with the requirements, the private sector contracts, licenses, and approvals are devised, and monitored regularly. The contracts have frameworks for work that is to be undertaken. Regular inspections of the private sector service providers are undertaken to ensure compliance with the contractual requirement and policy norms.

► **Innovations**

KCCA has successfully leveraged Information and Communications Technology (ICT) innovations to enhance transparency, use data for decision making, and to connect the service providers with the community. The Weyonje application helps in pit emptying and solid waste, while there is a similar application for service providers. They have also set up a call centre for requesting support and reporting grievances. The delivery of faecal sludge to treatment plants can also be tracked by the dumping tool. The data from these ICT interventions is collected across the sanitation supply chain, and is used to gain meaningful insights for monitoring, and for tracking progress.



Impact and Way Forward for Kampala

The integrated efforts and interventions undertaken in the city of Kampala, have helped in significantly expanding the FSM coverage, and making measurable progress in the CWIS indicators. The faecal sludge collection has improved to 71% as of 2019, as compared to 53% in 2015, coupled with improved public health as a result of a decline in water-borne diseases. After 2021, 60% of the informal settlements have safely managed sanitation. There were significant sensitization and communication efforts through the 'Weyonge' campaign, with the objective of driving demand for sanitation and increasing awareness regarding the services, especially in the low-income communities. Approximately 28 private operators have been engaged through contracts and have licenses to contribute in the FSM service chain, thereby augmenting FSM infrastructure. ⁴They have been engaged for activities such as emptying, transport, and desludging. Additionally, KCCA has also formulated the integrated Gender Action Plan, to strengthen inclusion in the FSM value chain.

As next steps, the KCCA is working on developing a sanitation dashboard to enhance transparency and monitoring of services, and is also working towards developing a sanitation policy.

⁴[Kampala CWIS City Profile](#)

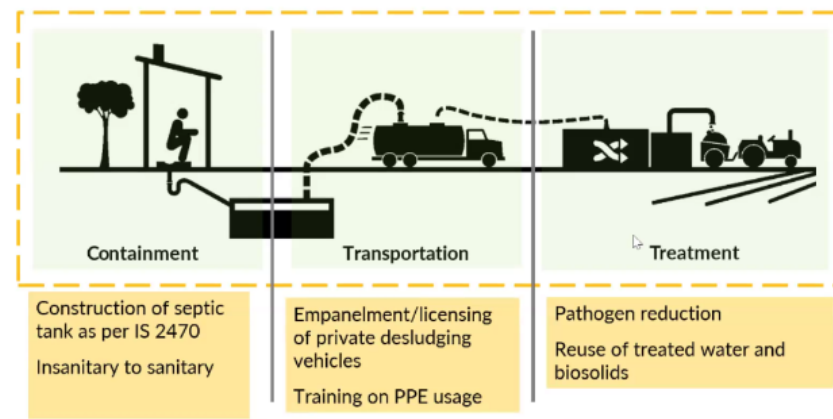


Embedding Safety, Accountability and Standardization Across the Sanitation Value Chain

City and Sanitation Context⁵

Warangal is the second largest city in the state of Telangana in India, with a population of 81,959. Presently, 30% of the population resides in informal settlements. Warangal is a non-sewered city, with 100% of the population dependent on onsite sanitation, and has been declared as ODF++, with no open defecation.

Greater Warangal Municipal Corporation (GWMC) is the nodal administrative authority responsible for sanitation service delivery, which further comes under the Municipal Administration and Urban Development (MAUD) Department of the state government of Telangana. Presently, there are 2 Faecal Sludge Treatment Plants (FSTPs) with a cumulative operational capacity of 25 Kilo Litres per Day (KLD), out of which 33% is being utilized. Although private operators have been engaged in on-demand desludging activities, the open market was unorganized. Further, since Warangal is prone to flooding, there is a possibility of the septic tanks overflowing and mixing with the groundwater.



The Solution

To strengthen the sanitation delivery in Warangal, there was a strong emphasis on standardization, formalization, and safety guidelines; coupled with robust monitoring mechanisms.

► Mechanisms for Ensuring Safety

To ensure safety across the sanitation value chain, 290 sanitation workers and private operators were provided training on the Ministry of Housing and Urban Affairs' (MoHUA) Standard Operating Procedures on Cleaning of Sewers and Septic Tanks. At the desludging stage, the operators were made aware of the appropriate usage of Personal Protective Equipment (PPE). Further, the city recognizes that the safety standards are continuously evolving, and therefore the private operators engaged are required to adhere to the evolving standards. Global standards for safe handling of solid and liquid waste are periodically reviewed, and relevant practices are incorporated.

⁵Warangal CWIS City Profile

▶ **Conducting Sanitation Assessments**

Significant efforts were taken for understanding the current sanitation context of the city. This was done by undertaking a sanitation assessment of 187 slums, following which improvement plans were prepared for 20 slums.

Additionally, mapping to segment sanitary and unsanitary sanitation systems was undertaken, through which a total of 15,782 unsanitary toilets were identified. Households were then encouraged to convert them into safe and sanitary toilets with subsidies amounting to INR 9 crore. Till date, 13,334 toilets have been converted to safe and sanitary toilets. A dedicated sanitation helpline was incorporated to apply for these subsidies for toilets.

▶ **Standardization in Design**

Specific design guidelines were developed by the GWMC, to ensure standardized infrastructure. The private operators and service providers were mandated to adopt these design guidelines for construction and development of toilet superstructures. Further, it was highlighted that construction of septic tanks also needs to be as per the quality standards of IS 2470. The approvals for these designs were provided through an ICT-based approval system and tracker. Additionally, masons were trained to construct toilets as per the standard design and construction guidelines.

▶ **Safe Treatment of Waste**

With a focus on creating a pathogen free environment, 2 FSTPs were operationalized in Warangal using pyrolysis technology. This was replicated in various locations in Telangana and Andhra Pradesh, with the private sector engagement, using thermal mechanism for treating pathogens.

Impact and Way Forward for Warangal

Through a combination of standardized contracts for private sector service providers, innovation in ICT, and a systematic approach based on assessments, Warangal has streamlined sanitation service delivery. Throughout the sanitation service chain, there has been a significant emphasis on adherence to safety standards and guidelines, for people as well as the environment, using a public health lens.

Going forward, the city of Warangal is prioritizing the creation of a pathogen free environment, and multiple initiatives are undertaken to reuse waste water and faecal sludge through various technology options. Warangal is also moving towards a Net Water Neutral Strategy in built environment, using on-site and off-site treatment options. Further, a City Sanitation Plan which focuses on gender and detailed budget requirement, is in progress.



Integrating Equitable and Fair Distribution of FSM Facilities for Low-Income Communities

City and Sanitation Context⁶

Khulna, located in the south-western region of Bangladesh, is the third largest city, with a population of 1.5 million. Approximately 27.5% of the population is below the poverty line, and 6.2% resides in informal settlements. A majority of the population (99.9%) depend on on-site sanitation, while a minor proportion (0.1%) of the population practices open defecation. Khulna is a non-sewered city where 64% comprises of septic tanks and 30% of pit latrines. Khulna City Corporation (KCC) is the nodal administrative authority responsible for sanitation service delivery.

The KCC is regulated by two authorities – the Local Government Department of the Ministry of Local Government, Rural Development and Corporation for the performance of KCC; and the Department of Environment of the Ministry of Forest, Environment, and Climate Change for disposal of human waste. The desludging services are provided by the KCC, along with the Community Development Committee (CDC) in low-income communities, and private operators. In Khulna, the primary concern is around decentralization of services for sanitation, and unclear responsibilities of the actors involved.

The Solution

The KCC has undertaken various pro-poor interventions to enhance the accessibility of sanitation services for women, and for low-income communities, which has resulted in streamlined efforts and improved sanitation service delivery.

► **Strengthening Coverage of Sanitation Services in Low-Income Communities**

A ward sanitation strategy for slum areas is being developed to enhance the sanitation conditions amongst low-income communities. This comprises of sanitation mapping, preparing ward-level sanitation action plans, and exploring low-cost sanitation systems. With the objective of refurbishing community toilets, the Toilet Management Committees were reactivated in 36 slums by the KCC. A Decentralized Waste Water Treatment System (DEWATS) was piloted in one ward, as a sanitation solution for low-income communities.

Further, private operators engaged for desludging are mandatorily required to cover low-income communities. There are zone-wise operators, and they are contractually required to cater to 30% low-income communities, which is further tracked through the IMS.

► **Mainstreaming Gender**

A Gender, Equity, And Social Inclusion (GESI) assessment was undertaken and a gender action plan was developed to portray the experience and perspectives of sanitation workers, household decision-making, and roles and responsibilities in sanitation business. Further,

⁶[Khulna CWIS City Profile](#)

KCC has committed to organize trainings for women councillors, sanitation officials, and CDC leaders to bring forth their opinions and perspectives in the municipal decision-making process for sanitation.

A pro-poor gender and social inclusion strategy has also been devised, which focuses on safety and access for girls and women to use sanitation facilities.

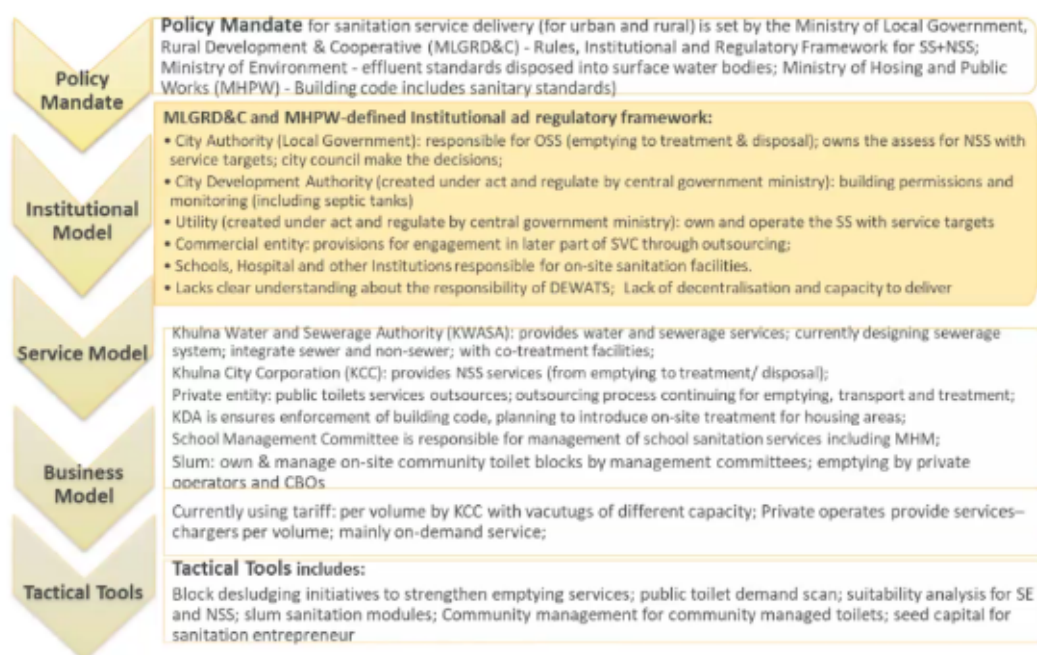
► **Incubating Entrepreneurship**

Khulna Community Development Organization and KCC have earmarked approximately 4 million BDT of seed capital for promoting entrepreneurship in sanitation and for masons and shop owners selling sanitation material, vacutag repairing, etc.

► **Equitable and Proportionate Tariff Structure**

The KCC has analysed the usage of sanitation infrastructure across residential slums, non-slums, and non-residential areas. Considering the usage, subsidies and pay-per-use tariff structures are devised.

URBAN SANITATION FRAMEWORK: KHULNA



Impact and Way Forward for Khulna

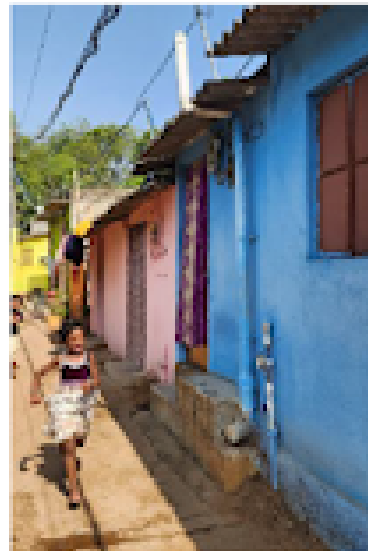
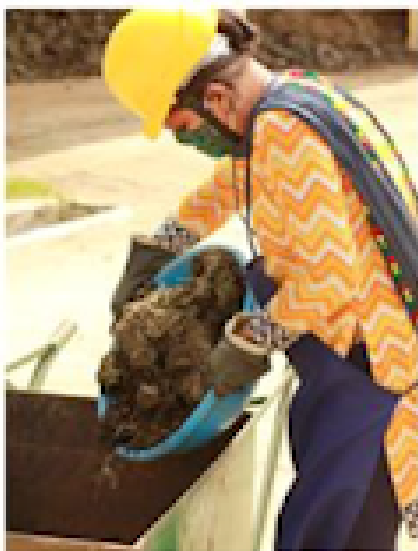
By adopting pro-poor strategies, such as contractual requirements to serve low-income communities; exploring low-cost technology options for sanitation and water treatment, and developing a fair and equitable tariff structure, Khulna has successfully taken a step towards inclusive and equitable sanitation. The focus is not only on provision of sanitation infrastructure, but also on understanding the differentiated sanitation needs and challenges across genders and income groups. Further, involving low-income communities and women in the decision-making and planning makes the process holistic, with increased ownership and accountability.

The KCC is further prioritizing integrated city level planning for sanitation comprising of sewer, non-sewer, and DEWATS systems. Further, the efforts for mainstreaming gender into legal and regulatory tools and frameworks is underway. Innovative technologies and financing mechanisms for pro-poor sanitation systems is also being actively explored.

Reflecting on Odisha's Success and Best practices







Odisha has emerged as the torch bearer in sanitation, as a cumulative result of political and administrative commitment, robust policy and regulation framework, and systematic implementation efforts across the Urban Local Bodies (ULBs). Prior to the reforms in 2016, Odisha had 33% open defecation, with more than 35% of the population not having access to toilets. Further, faecal sludge and waste was not safely contained, transported, or treated, which had adverse effects on the state's sanitation outcomes, and only 0.3% of wastewater was treated.

In 2017, Odisha launched the state sanitation strategy and the state sanitation policy, which clearly defined the vision, mission, and outcomes, along with the roles and responsibilities of the government departments involved in Odisha's sanitation landscape. This was followed by the scaling and implementation of the state's policy, which was supported by operationalizing 11 FSTPs, technical advisory, and a state-wide slum upgradation mission (JAGA).⁷



⁷[Odisha Urban Sanitation Policy, 2017](#)

In 2018-19, the state of Odisha had developed robust mechanisms to align with the CWIS principles, which include the following:

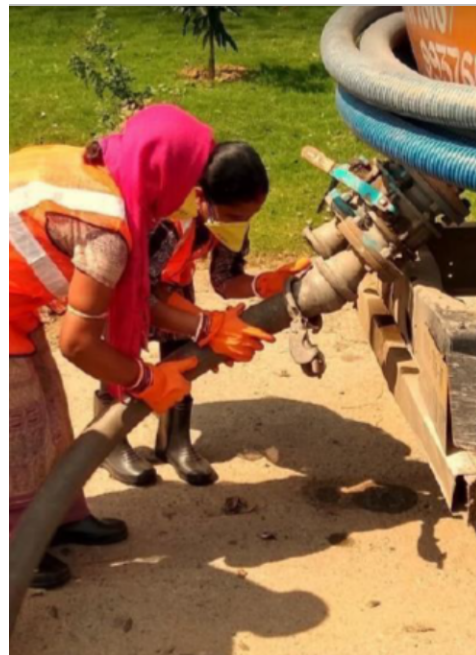
 Safety	<ul style="list-style-type: none"> ▶ 113 FSTPs operational across the state ▶ Call centre for FSM services ▶ Emphasis on mechanized cleaning and desludging ▶ Strengthened safety protocols and increased wages for sanitation workers ▶ Initiating “Garima” – a scheme for safety and wellbeing for core sanitation workers. This includes free health care facilities, compulsory use of PPEs, free education of children up to postgraduation, free illness and accident allowance, EPF and retirement benefits, risk and hardship allowance, and housing subsidies
 Equity	<ul style="list-style-type: none"> ▶ Slum upgradation through the “JAGA Mission”, which helped in improving access to sanitation facilities. The mission focuses on availability of individual household toilet for each family. It ensures that every family has an individual household latrine (HHL), called the Mo Toilet, or access community toilet, called the Ama Toilet ▶ Women and Trans-people Self Help Groups (SHGs) effectively engaged through the sanitation value chain ▶ 108 FSTPs are successfully being managed by Women and Transgender SHGs ▶ Social Security benefits and coverage to core sanitation workers through the “Garima” scheme ▶ MoUs signed between slum dwellers association (SDAs) and Urban local bodies to empower the SDAs with maintenance of sanitation infrastructure ▶ Forming slum sanitation and ward sanitation committees with 50% women
 Sustainability	<ul style="list-style-type: none"> ▶ Detailed capacity building sessions comprising of O&M, safety measures, and reporting for sanitation workers ▶ Convergence with schemes and initiatives
 Responsibility	<ul style="list-style-type: none"> ▶ Policy framework, regulations, and legal instruments for various components of sanitation: <ul style="list-style-type: none"> • Odisha Urban Septage Management Guidelines, 2016 • Odisha Urban Sanitation Policy & Strategy, 2017 • Basudha Scheme (100% piped water coverage), 2017 • Odisha Land Rights to Slum Dweller’s Ordinance, 2017 • FSSM Regulations, 2018 • JAGA Mission, 2018 (slum upgradation) • MoSarkar, 2019 • Sujal Mission 2020 • GARIMA, 2020 (safe working conditions and dignity of labour for sanitation workers) • MUKTA, 2020 (employment opportunities for urban poor and migrant workers) • Odisha Urban Academy (knowledge and research hub for urban development) • Odisha Inclusive Urban Sanitation Policy, 2024
 Accountability	<ul style="list-style-type: none"> ▶ Online booking of FSM services through “Sujog” Portal ▶ Social and financial security of sanitation workers through SHWS platform
 Resource Planning	<ul style="list-style-type: none"> ▶ Effective convergence through various initiatives such as AMRUT, PMAY, SBM Fund, MUKTA fund, etc.

Through the course of the ‘Leveraging Inclusive Sanitation Principles to Support Vulnerable Communities’ learning package, we will further deep dive into concepts across the various aspects of the inclusive sanitation value chain. As a starting point to that, to further unpack the Odisha model, we held the International Conclave on Urban Transformation, which focused on decentralized, inclusive, community-led models of urban development, hosted in Odisha in the 3rd week of January. This conclave brought together almost 300 sector practitioners and leaders from across 11 countries.

During this Conclave, the Odisha Inclusive Urban Sanitation Policy, 2024⁸, developed by the Government of Odisha and supported by the NFSSM alliance was released. Through this policy, the state of Odisha reaffirms its commitment towards inclusive, participatory, sustainable, and accountable processes in sanitation. Additionally, this policy is in alignment with the Sustainable development Goal 6.2 of Sanitation and Hygiene and the United Nation’s Human Right to Sanitation (2015). It emphasizes on addressing climate change concerns by developing climate-resilient sanitation infrastructure with a focus on the Economically Weaker Sections (EWS) of the society.

Following this, over the next 6-8 months, we will be covering topics such as the project planning process for inclusive sanitation, the functionality and impact of community-based models, and the integration of GESI guidelines and gender accountability audits into national level Terms of Reference through this learning package. Mediums for this include learning labs in the form of webinars, roundtable discussions, brainstorming sessions, and workshops; exposure visits across geographies including Odisha and Trichy, a CWIS city in India; along with usable knowledge products to support replication and scale across the region.

Some of the existing knowledge products include a handbook on replicating Odisha’s Jaga Mission; a case study on Odisha’s journey in using innovative technology for safe and inclusive sanitation; and a case study on Odisha’s super 34. (35 SeTPs constructed in 4 months). The knowledge products highlight the operational models, the roles and responsibilities of key stakeholders involved, challenges faced, and the key takeaways.



⁸[Odisha Inclusive Urban Sanitation Policy](#) ⁹[Echoes of Equity: A handbook on recreating Odisha’s JAGA Mission](#)
¹⁰[Sujog: Case Study on Innovative Technology in FSSM](#) ¹¹[Odisha’s Super 34](#)

Leveraging the Best Practices

Having learnt from the cities' experiences of aligning towards the CWIS principles, it is essential to understand why the practices have worked or not worked, and how they can be replicated and contextualized across geographies. The table below serves as the starting point for inculcating these practices into varying contexts.

No.	Best Practice/Intervention	Focus CWIS Principles	Key Stakeholders and their Roles	Key Enablers
1.	<p>Streamlining the Sanitation service chain through regulatory reforms</p> <p>Ref: The Sewerage and Faecal Sludge Management Ordinance passed by KCCA in 2019.</p>	Responsibility, Resource Planning & Management	<p>State Level Government Departments</p> <ul style="list-style-type: none"> ▶ Departments related to waste management, pollution, water, and sanitation to provide guidelines so the city-level regulations are in line with State and National level objectives <p>Municipal Corporations or ULBs</p> <ul style="list-style-type: none"> ▶ Regulation and Enforcement ▶ Monitoring Compliance with guidelines and standards laid down ▶ Coordination with stakeholders and actors ▶ Issuing permits and licenses to service providers ▶ Periodic revision of guidelines <p>Private Sector and Service Providers</p> <ul style="list-style-type: none"> ▶ Providing services as per guidelines ▶ Adhering to compliance 	<p>Administrative & Political Will</p> <ul style="list-style-type: none"> ▶ Strong political and administrative commitment at the state as well as the city level ▶ Effective mechanism for monitoring compliance of the regulations <p>Stakeholder Engagement</p> <ul style="list-style-type: none"> ▶ Engagement of multiple relevant stakeholders prior to drafting/finalizing regulations, to ensure they are inclusive: <ul style="list-style-type: none"> → Academia for research and insights on policy landscape, gaps, and requirement → Public consultations with society, specifically focusing on women and transgender people, persons with disabilities, youth and children, vulnerable communities → Sector practitioners to understand the nuances of the city's sanitation framework → Private sector to explore relevant business models <p>Capacity Building</p> <ul style="list-style-type: none"> ▶ Building capacities of private service providers and actors to deliver services as per guidelines ▶ Training nodal government officials for monitoring the services

No.	Best Practice/Intervention	Focus CWIS Principles	Key Stakeholders and their Roles	Key Enablers
2.	<p>Data Driven Planning & Monitoring of services across the Sanitation Value Chain</p> <p>Ref: Sanitation Assessment in Warangal</p>	<p>Responsibility, Accountability, Resource Planning</p>	<p>ULBs and Municipal Corporations</p> <ul style="list-style-type: none"> ▶ Commissioning baseline studies and assessments to understand the current sanitation context ▶ Monitoring the progress of the local vendor <p>Research Agency or Similar Institute</p> <ul style="list-style-type: none"> ▶ Undertaking assessments as per the city's unique requirements ▶ Periodically disseminating the insights 	<p>Assessment to understand Sanitation Context</p> <ul style="list-style-type: none"> ▶ Baseline studies and assessments to provide insights on: <ul style="list-style-type: none"> → Access to safe and sanitary toilets in the city – ward level → Actors involved and their roles and responsibilities across the sanitation value chain → Repository of sanitation infrastructure → Gaps in the city's sanitation <p>Enabling a Participatory Process</p> <ul style="list-style-type: none"> ▶ Standardized and ethical data collection protocol which reflects all members of society such as women, transpeople, children and youth, low-income communities, vulnerable communities <p>Cross Collaboration</p> <ul style="list-style-type: none"> ▶ Integrating findings and insights with environment, water, and public health departments <p>Technology</p> <ul style="list-style-type: none"> ▶ Developing digital infrastructure to track information in real-time, and to enable updates and communication
3.	<p>Standardized Sanitation Infrastructure</p> <p>Ref: Warangal (Standardized design and construction guidelines)</p>	<p>Safety, Accountability, Responsibility</p>	<p>City Planning and Town Planning Agencies</p> <ul style="list-style-type: none"> ▶ Basis the city's requirement, developing design templates/construction guidelines for infrastructure such as toilets/sewerage systems ▶ Developing DPRs <p>Municipal Corporations and ULBs</p> <ul style="list-style-type: none"> ▶ Ensuring the design templates/construction guidelines are in line with the state's vision and the city's requirement ▶ Making budget estimates for infrastructure upgradation ▶ Tendering expressions of interest for construction 	<p>Studies & Assessment to understand the City's Sanitation Context</p> <ul style="list-style-type: none"> ▶ The design templates and construction guidelines should consider the insights from the existing studies, assessments, and policies to ensure that they align with the requirements of the sanitation needs ▶ Undertaking an in-depth study of best practices regarding low-cost and standardized sanitation designs, and selecting the ones that meet the city's requirement

No.	Best Practice/Intervention	Focus CWIS Principles	Key Stakeholders and their Roles	Key Enablers
			<p>Academia and Sector Experts</p> <ul style="list-style-type: none"> ▶ Reviewing design template and providing suggestions ▶ Brainstorming on finalizing the most suitable options and the implementation plan 	<p>Ownership & Accountability</p> <ul style="list-style-type: none"> ▶ Engaging all actors and service providers such as masons, private operators, and servicing staff from the planning stage, to ensure that the sanitation infrastructure is well maintained and operated ▶ Ensuring appropriate capacity building sessions for all stakeholders involved
4.	<p>Organized and Regulated Private Sector</p> <p>Ref: Kampala (FSM Ordinance) , Odisha, Warangal (Standardized contracts)</p>	<p>Accountability, Responsibility, Resource Planning</p>	<p>Municipal Corporations or ULBs</p> <ul style="list-style-type: none"> ▶ Developing guidelines for engaging private sector service providers in the sanitation service chain. This can be a part of the overall regulations for FSM in the city. ▶ Developing a licensing system ▶ Appointing officials to ensure compliance with the guidelines and monitor the performance of the private service providers <p>Research Agency or Similar Institute</p> <ul style="list-style-type: none"> ▶ Undertaking assessments as per the city's unique requirements ▶ Periodically disseminating the insights <p>Private Operators</p> <ul style="list-style-type: none"> ▶ Ensuring adherence to the compliance ▶ Periodic communication with ULBs ▶ Provision of services as detailed in contract 	<p>Understanding the Private Sector Perspective</p> <ul style="list-style-type: none"> ▶ Having focus group/round table discussions with prospective private sector providers to understand their perspectives, experience, and concerns ▶ Exploring an incentive system for the private operators to adhere to the KPIs and compliance <p>Developing a Streamlined and an easy to use Licensing Process</p> <ul style="list-style-type: none"> ▶ Devising a licensing system comprising of an application process, review of applications, and issuance of licenses. ▶ A format for applying for licenses, along with a list of documents that are required to be submitted, should be developed. ▶ An ICT based tool for licensing can make this process seamless and transparent <p>Standardized Processes & Scope of Work</p> <ul style="list-style-type: none"> ▶ Developing Standard Operating Procedures for the private sector engaged at each stage, to ensure streamlined services ▶ Developing a standard contract template for the private operators. This should include: <ul style="list-style-type: none"> → Registration details/documents of the private operator

No.	Best Practice/Intervention	Focus CWIS Principles	Key Stakeholders and their Roles	Key Enablers
				<ul style="list-style-type: none"> → Duration of the contract → Jurisdiction or area of work → Detailed scope of work – activities to be undertaken → Key Performance indicators (KPIs) for delivering services → Payment terms and conditions → Compliances, and consequences if compliances are not adhered to → Protocol for mandatory checks or inspections <p>Capacity Building & Monitoring</p> <ul style="list-style-type: none"> ▶ Regular training and capacity building programs for private operators, focusing on safety standards and best practices, latest technology, and any relevant policy/regulatory reforms
5.	<p>Integrating Gender and Social Inclusion in the Sanitation Ecosystem</p> <p>Ref: Kampala (Gender Action Plan), Khulna (Private sector mandatorily operating in low-income communities)</p>	Equity	<p>Gender and Social Inclusion Consultants or Experts</p> <ul style="list-style-type: none"> ▶ Examining the sanitation value chain and infrastructure from a GESI perspective ▶ Identifying gaps and areas of exclusion ▶ Studying best practices for inclusion ▶ Making recommendation to make the city's sanitation service chain inclusive <p>Municipal Corporation and ULBs</p> <ul style="list-style-type: none"> ▶ Identifying how the recommendations can be integrated in regulations and the service chain ▶ Developing monitoring mechanisms for representation and integration ▶ Making budgetary provisions – Gender budgeting 	<p>Community Participation</p> <ul style="list-style-type: none"> ▶ Gender and Social Integration should be a participatory process, and should include the opinions/perspectives of women, trans people, and the marginalized and vulnerable sections of the community ▶ Similarly, community-based organizations, schools and education institutes, and private service providers should be engaged in these discussions, to understand their perspective and to increase awareness and ownership <p>Community Outreach</p> <ul style="list-style-type: none"> ▶ Having dedicated “gender champions” or GESI expert to periodically monitor the integration process, and track progress can help in enhancing accountability ▶ Relatable media campaigns emphasizing the importance of gender in sanitation can help in raising awareness

No.	Best Practice/Intervention	Focus CWIS Principles	Key Stakeholders and their Roles	Key Enablers
				<p>Private Sector Accountability</p> <ul style="list-style-type: none"> ▶ Encouraging and incentivizing the private sector service providers to operate in low income and informal settlements, and involving women and transpeople in the operations and management
6.	<p>Accelerating entrepreneurship and innovation in sanitation</p> <p>Ref: Warangal (WASH Innovation Hub), Khulna (KCC earmarking seed capital for entrepreneurship)</p>	Accountability, Responsibility, Resource Planning	<p>Municipal Corporation and ULBs</p> <ul style="list-style-type: none"> ▶ Identifying priorities for sanitation support ▶ Providing support with guidelines and contextual information/feasibility ▶ Funding and budgetary support ▶ Network and Partnerships <p>Private Sector</p> <ul style="list-style-type: none"> ▶ Providing support in terms of venture funding, incubating ideas, leveraging technology/ resources ▶ Mentorship and incubation support <p>Academia and Research Institutions</p> <ul style="list-style-type: none"> ▶ Identifying innovation needs and requirements ▶ Research and development support ▶ Mentorship ▶ Technology and resources 	<p>Access to Funding</p> <ul style="list-style-type: none"> ▶ Policy advocacy for entrepreneurship – access to microfinance, tax benefits, subsidies ▶ earmarking seed capital through government and private sector <p>Collaboration with the Private Sector</p> <ul style="list-style-type: none"> ▶ Setting up incubators and labs to test, pilot and scale suitable solutions ▶ Initiating platforms for collaboration, knowledge sharing, and networking ▶ Providing technological support

Annexure

Speaker Profiles



Ms. Sakshi Gudwani

Ms. Sakshi works with the Bill & Melinda Gates Foundation as a Senior Program Officer and manages the Foundation's Water, Sanitation & Hygiene (WSH) program in India. She has a diverse set of experiences that span across private, public, and nonprofit sector work with a special focus on policy and program design, institutional strengthening, and strategic communications.



Ms. Annabella Nyakaisiki

Ms. Anabella is a Monitoring, Evaluation, and Learning Specialist by training and practice, and is currently working as a WSH Consultant at Athena Infonomics, supporting business development and research. She has over 7 years of experience working closely with the government of Uganda, and international NGOs to deliver the highest efficiency in program management, evidence-based research, monitoring and evaluation, business development, and high-quality documentation in WASH projects.



Professor Srinivas Chary Vedala

Professor Srinivas Chary is the Director of the Centre for Environment, Urban Governance and Infrastructure Development at the Administrative Staff College of India and the CEO of the WSH Innovation Hub. He has over 22 years of professional experience in the areas of urban infrastructure and service delivery and has extensively worked on 24/7 water supply, urban sanitation, public private partnerships, and pro poor strategies. Professor Chary leads the urban service level benchmarking program of the Government of India involving over 1,300 municipalities, and played a catalytic role in the formulation of the National Urban Sanitation Policy of the Government of India.



Mr. Shahidul Islam

Mr. Shahidul Islam works for SNV in Bangladesh and is leading the work done in the Water Sector. He started his career with the Department of Public Health Engineering, and before joining SNV in 2014, he used to work with World Vision and WaterAid. Since 2014, SNV has been implementing Urban Sanitation programs in Bangladesh with support from the Bill & Melinda Gates Foundation and the Netherlands Government, with Khulna being one of the CWIS Cities where Mr. Shahidul is closely engaged. Recently, based on learnings, SNV has expanded its work into 17 cities and is applying the Sustainable Urban Water Cycle approach with support from the Netherlands Government.



Ms. Anju Dwivedi

Ms. Anju Dwivedi is working as senior Social Development specialist in Scaling City Institutions for Asia and India at the Global Water Sanitation Centre, Asian Institute of Technology to support inclusion of marginalized communities in WASH under the CWIS framework. She has been associated with the development sector for 28 years, and has worked with civil society organizations and the State and National Governments on programs related to Housing, Poverty Alleviation and Water and Sanitation, in both rural and urban geographies. She has also been associated with a program under the Bill & Melinda Gates Foundation to support to strengthen FSM and CWIS in Odisha since 2015.



Ms. Baisakhi Sarkar

Ms. Baisakhi is the Urban Planning Specialist at Scaling City Institutions for Asia and India, GWSC, AIT Thailand. She has almost 10 years of experience in the areas of urban planning and management with specific focus on policies and programs on urban basic services for the poor, slum upgradation, affordable housing and issues pertaining to land and land tenure in urban areas. She has experience of working with the National and state government of Odisha, Punjab and Bihar.



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