Tamil Nadu Urban Sanitation Support Programme - II

About TNUSSP- II

TNUSSP II aims to address the challenges of the full cycle of urban sanitation in the State of Tamil Nadu, India. The programme specifically focuses on the challenge of scaling sanitation initiatives across the state by strengthening capacities and expanding FSSM systems. It aims to do so by specifically addressing the challenges of aligning stakeholders including the state government, Urban Local Bodies (ULBs), the private sector and urban poor communities.

This grant builds on the earlier investment –Tamil Nadu Urban Sanitation Support Programme (TNUSSP I), that helped Tamil Nadu develop plans and test implementation modalities for the full cycle of safe sanitation in urban areas, and two urban locations in Tamil Nadu demonstrated implementation of innovations and approaches to improve the entire sanitation chain. The proposed phase aims at strengthening the institutional capacities for promoting inclusive sanitation in urban areas in Tamil Nadu, specifically aiming at gender sensitive interventions and aiming to improve access for urban poor. In parallel, it seeks to demonstrate measurable improvements by up-scaling Fecal Sludge and Septage Management (FSSM) and non-sewered sanitation solutions state wide, as well as in select urban locations.

This second phase will also continue the interventions to demonstrate improvements in a cluster of Town Panchayats (TPs) in the Coimbatore region. The Programme will also continue to provide support to the two Fecal Sludge Treatment Plants (FSTPs) in the cities of Trichy and Coimbatore.

Vision of the programme

The long term vision of this programme is that urban Tamil Nadu will be poised to becoming a fully sanitised and healthy state, substantially eliminating open defecation, achieving improvements in services through the entire sanitation value chain, and able to safely dispose an increasing proportion of its human excreta, and re-use/ recover resources therefrom.

In the first phase (2015-2017), the programme sought to establish two model towns in Tamil Nadu as well as create an enabling approach for state-wide scale up. A two-pronged approach of focusing on two model urban locations to demonstrate on-ground city-wide sanitation transformation, while simultaneously creating a state-wide enabling environment, for the roll-out and scaling-up of innovations later on was adopted. The programme, created as a Technical Support Unit (TSU), worked closely with the Government of Tamil Nadu, and established an Advisory Committee (AC), headed by the Principal Secretary, and including representatives of the Gates Foundation (BMGF), to enable efficient co-ordination and faster approvals for the programme.

This second phase will build on the achievements of the first phase. Instead of taking up a selected number of ULBs for implementation support in an incremental manner, this phase will adopt the approach of **state-wide scaling-up and demand-based advisory support** to ULBs.

TNUSSP-II will take cognizance of the lessons learnt from the first phase. Specifically, the second phase will build upon the following structures, mechanisms and models developed in the first phase:

1. **Models for Scaling:** In Phase I, two different kinds of urban locations that represent the two most significant typologies in the state for scaling up - one a large Class I city that is partially sewered; and second, a cluster of smaller town panchayats were chosen. Based on the experience in cities, the team will develop different 'models', including a cluster approach, that can be implemented in different ULB classes (e.g. combined planning for networked and non-networked systems as in the case of Trichy). The findings and model will also be modified to a municipality.

2. **Protocols for procurement, establishment and maintenance of FSTPs:** Upon completion of FSTPs, requisite processes and documents will be put in place to enable the government to establish and maintain FSTPs

3. **Dissemination of Behaviour Change Communication (BCC) materials**: A number of BCC materials prepared in the first phase, will be systematically disseminated in the second phase.

4. **Advisory Committee:** The programme will continue with the AC set up at the state level, which shall be a key mechanism for co-ordination at the state level. In discussion with the government, the AC could be expanded.

5. **Findings from Diagnostic Studies:** There were a number of diagnostic studies conducted on the entire sanitation chain and on various stakeholders. Some of these diagnostic reports include city baseline, state-level baseline, training needs assessment for various stakeholders, WSP Trichy plant assessment, detailed study of de-sludging operators etc. The Phase II will make use of findings from these studies to design strategies for each component in the chain

6. **Muzhu Sugadharam (Total Sanitation) App for Data Collection:** A system for data collection has been implemented across the state. The same system will be used for getting updated information from ULBs.

Strategic Approach of TNUSSP -II

The key strategic approaches for this phase will be:

1. **Scaling up Innovations:** Demonstrations of technology and institutional pilots and business models on-ground, provide the basis for their refinement and scaling up state-wide by a) formally including these in the schemes of Govt. of India (e.g. AMRUT, Smart Cities, etc.) and the schemes and implementation modalities of state Govt. (e.g. pertaining to IUDM, or development partner supported programmes like ADB, etc.); and b) by providing hand-holding and advisory support to ULBs in planning and implementing FSSM solutions across the sanitation value-chain both in cities with sewerage as well as those with basic systems without proper treatment.

2. **Scaling up Protocols and Processes for FSSM:** The first phase of the programme has resulted in a considerable number of templates (diagnostics, analytics, etc.), products (BCC materials, data aggregation platforms, FOP, SLA, etc.), and processes (working groups, committees, etc.). The second phase of the programme will scale these up throughout the state by state-level implementation guidelines and ULB-level resolutions and actions.

3. **Strengthening and operationalising existing policies:** These would include support to implementing new Municipal Building Rules, using the MIS as a planning and decision-making support tool, and learning from prototypes of regulated promotion of de-sludging in selected regions.

4. **Building Institutional Capacity and Sustainability:** The learnings from the TSU will be transferred to the GoTN through appointment of nodal officers for FSM in key government departments. This will help to roll out the programme through the state. While the first phase of the programme has been done in collaboration with the state-level departments, the integration of the GoTN within TSU will strengthen and ensure sustainability of the programme, after the current team hands over the programme to this cell/ division within the government after the completion of the second phase. In addition, detailed institutional study, including strengthening systems and processes will be undertaken - and findings implemented.

5. **Establish community and stakeholders' engagement model:** In this phase, the TSU will also work with various stakeholders. Some of these stakeholders include private sector players, academic institutions, and urban communities like sanitation workers etc.

6. **Gender Mainstreaming:** A special study will be conducted to assess a) identification of gender issues along the value chain and b) devise strategies for mainstreaming gender into second phase of the project.

7. **Differentiated solutions for special areas:** Demonstrate special solutions for FSM planning and implementation for areas having specific agro-climatic, geo-hydrological factors (e.g. coastal and hilly areas) that cannot be addressed using general or standard protocols and solutions for FSSM.

8. **Knowledge Management:** The project aims to leverage and scale the lessons from the project – especially given that concept of FSM is just making inroads into the Indian sanitation sector. The programme shall ensure systematic documentation from the Tamil Nadu project, and create Communities of Practice.

Key Activities

The key activities carried out in this phase of the programme are:

1. **Technical Assistance to ULBs/ Regional Entities**: The TSU will provide technical assistance to ULBs and/or territorial divisions; this will be both driven by the TSU and also demand driven. This will include providing technical assistance to various towns and cities for preparation of sanitation plans, assessment of techno-managerial systems, creation of fundable projects and Detailed Project Reports (DPRs), and related advice. It will also include support to various projects being piloted in different parts of the state. The programme will make use of the existing tool-kits, templates, etc. This will be carried out in partnerships with different agencies.

   There could be different models to provide this technical assistance. First, there will be spearhead teams (one -two engineers/ planners, social/ communication expert), and these teams will rotate through the state to help/ handhold ULBs to develop FSM plans, and execute them. In consultation with the government, these teams could have government representation.

   Second, in discussion with the State Govt, sub-TSUs may be set up in select areas of the state e.g. the remit of the existing city TSUs in Trichy and Coimbatore may be expanded to include the entire district or to cater to different typologies of urban areas.

The third model will be to conduct regional trainings (the TSU has done this for the MIS execution in this phase) programmes, and the plans will roll through the divisional/ district level authorities.

2. **Improvement in Sanitation Treatment Facilities:** Before de-sludging part of the chain can be addressed, adequate treatment systems need to be put in place. A three-pronged approach will be followed here:

   a. Tamil Nadu already has mandated co-treatment at all its STPs, the TSU will resolve any underlying issues that exist for co-treatment,

   b. The TSU will work with the government to enable setting up of dedicated fecal sludge treatment plants in identified parts of the State, to ensure state-wide coverage, adopting a cluster approach, and maximising convergence with existing solid waste management facilities.

   c. The TSU will aim to examine and address issues related to setting up of effective decentralised units by apartment owners, institutions – by working with relevant state/ district-level associations, organising orientation sessions, providing information regarding treatment providers and enabling a suitable regulatory framework.

3. **Model for Promoting Regulated De-sludging:** A suitable regulatory model for de-sludging and conveyance will be implemented. Discussions are currently underway with the government to discuss various models, and a pilot is being attempted in Trichy. The TSU will attempt to establish a call centre model at least in one of the regions.

4. **Leveraging Resources and Influencing Schemes and Projects:** The programme will seek to leverage other financing sources to dedicate additional investments towards FSSM. This will include advocacy for increased resource allocation from GoTN's own urban programmes. In addition, Phase II shall attempt to influence financing into the water and sanitation and urban sectors from international financing agencies including ADB, JICA, World Bank and others. Funding from the private sector via Corporate Social Responsibility, and other private foundations and NGOs shall also be crowded in.

5. **Capacity Building:** Combined with technical assistance, the TSU will attempt to scale up capacity building initiatives through the state. The TSU will partner with various organisations (public and private), including government institutions like TNIUS or private institutions to scale up capacities. The various activities carried out under the component will be training programmes, enhancing skills and capacities, managerial training and orientation, exposure visits and peer-to-peer exchanges, and other process/systems improvement initiatives (related to urban sanitation) in various ULBs, etc. Further, the project will scale-up capacity building by partnering with government and private organisations to conduct trainings.

6. **Knowledge Management and Peer-to-Peer Learning:** In addition to capacity building, the TSU will enable cross-learning through sharing of best practices and success stories by government officers. In addition, the project will systematically document findings from the project, including process documentation, through a variety of means: reports, policy briefs, interviews, short films etc. The project will contribute to different knowledge gateways, and establish Communities of Practice. This component will tie in with work done by Dasra and other BMGF grantees. The

programme will try to engage with post-doctoral students to ensure steady stream of knowledge products.

7. **Community Engagement:** The urban poor are disproportionately impacted by lack of access to sanitation. This phase will attempt to develop adequate demonstration model for improving the urban poor's access to sanitation facilities, affordable de-sludging services, and also appropriate treatment facilities. The programme will try different models including integration with government schemes, NGO-led models etc. These models will be sensitive to gender issues.

8. **Gender Mainstreaming:** Phase II will include an up-front assessment of the gender dimensions of the FSSM sector in Tamil Nadu and development of a gender mainstreaming strategy for the project. This, in turn, will help develop gender-inclusive elements for the entire project, including capacity building.

9. **Behaviour Change and Communication:** The programme will include behaviour change and demand creation among a range of stakeholders, particularly households such that all stakeholders are active agents and participants in transforming urban sanitation in Tamil Nadu. Community engagement and participation will be the critical base on which the above processes will be enabled, especially at local levels in the model cities. Communication activities will also be developed and rolled out at the state-level based thereon.

10. **Improvement of Public and Community Toilets:** A detailed study is being done in two towns for assessment of public and community toilets, and an action plan is being developed in collaboration with the ULB. The TSU will aim to replicate it across the state through standard, simple diagnostic tools and templatised (including cost figures) solutions and management models for improved management of public and community toilets in the state. Re-use possibilities will also be explored at these units.

11. **Improvement of Occupational Conditions of Sanitation Workers**: Occupational safety of sanitation workers is a huge concern, and a study is underway in this phase to understand these issues. Based on the study, a set of possible measures/ options to improve safety will be put in place and prototyped/ piloted. The TSU will then partner with product /service design and industrial safety firms to scale these up. Though there are adequate regulation to protect the interests of sanitary workers, if needed the TSU will prepare a set of standards, and attempt to get these endorsed by the government.

12. **Enabling Environment and Governance:** Phase II will involve appointment of nodal officers for FSM to enable the government to take more ownership of FSM. It will also involve institutional strengthening, strengthening of systems and processes at all levels, creation of institutional home for FSSM at the state-level. Phase II will also explore strengthening the community's role in improved governance.