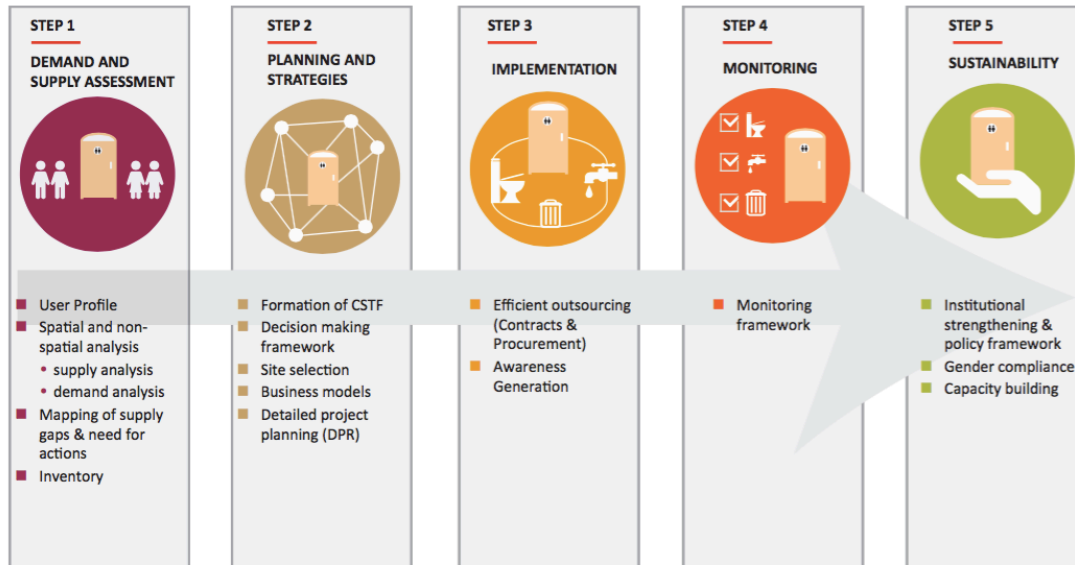


THE PUBLIC TOILET MANAGEMENT (PTM) PROCESS

The Public Toilet Management Process (PTM) consists of 5 Process Steps – Demand and Supply Assessment, Planning and Strategies, Implementation, Monitoring and Sustainability (Figure). The steps are all linked, built one on another and should be followed sequentially. Gender aspects need to be an integral part of every process step to ensure the public toilets' suitability and usability for women, as well as for children, the elderly, and the disabled (see *gender compliance*).

Public Toilet Management (PTM) Process



STEP 1 - DEMAND AND SUPPLY ASSESSMENT

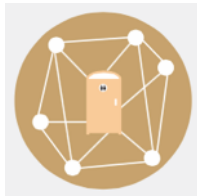


Understanding what is there and what is needed is essential to address service delivery gaps and to ensure improved and effective public toilet access across the city in the long term. Planners often lack reliable, up-to-date and complete data sets. Cities need to facilitate and ensure comprehensive and regular data collection, an effective data management system as well as strong institutions and regulatory systems to plan, monitor and control effective public toilet management.

Focal areas

- **Data Collection - Assess what is there and needed (analytical framework):** Cities should follow the analytical framework of public toilet management when collecting and assessing the public toilet scenario: (1 and 2) Assessment of physical access and service quality (public toilet profile; supply, service, and demand analysis; mapping public sanitation gaps and the need for action); (3) engagement and contract review (stakeholder mapping, service indicators and charter); (4) assessment of the market and institutional readiness (stakeholder assessment).
- **Data Management - Online inventory:** An asset data management system provides an overview of the status of the sanitation infrastructure and service delivery. It improves data dissemination (in a map-based platform) across management structures and serves as a planning, monitoring and effective decision-making tool.

STEP 2 - PLANNING & STRATEGY



Poor planning and design choices are one of the most common reasons for public toilet facilities and services to fail. To ensure safe, accessible and long-term usability of public toilets, it is critical to select the most appropriate location and public toilet design (both being contingent on the users' needs). Equally the most suitable maintenance approach and mode of operation needs to be selected carefully.

Focal areas

- **Formation of City Sanitation Task Force (CSTF):** Stakeholder mobilization has been identified as a significant supportive step towards building 100% sanitized cities. The National Urban Sanitation Policy (NUSP) suggests to constitute a multi-stakeholder task force like the City Sanitation Task Force (CSTF) or equivalent to oversee and steer the public toilet management.
- **Decision-making framework (technology & design) – Identify what is needed and can be done:** Public Toilet solutions need to be adapted to the local conditions and demands. Not everything will work in a given setting. User needs and what is possible has to guide the toilet design choices as well as maintenance approaches to ensure demand-oriented and functional toilet facilities and services. To establish an effective city-wide public toilet system requires a series of inter-connected decisions to be taken step-by-step:
 1. User needs and demands decide the public toilet model
 2. Planning and design norms impact design and site plan layouts
 3. Local context and site conditions decide the technical model
 4. Design and technical model affect the cost of public toilet improvements and construction
 5. Clustering according to economic and operational viability affects the project structuring
- **Site selection:** The site of the public toilets needs to be based on demand to ensure the long-term use of facilities and as such the viability of the investment and operations. Locations that require the improvement of existing or construction of new facilities need to be identified and prioritized. Aspects to be considered for effective selection are the availability of land, footfall (user category, user type, demands and gender aspects decide type of toilet and toilet model) and sanitation requirements (existing or new infrastructure).
- **Chose the most suitable business model:** A robust business model is required to attract the interest and participation of private enterprises or community organizations in managing toilets. Local conditions and sanitation requirements (i.e. type of toilets, footfall, etc.), capabilities of local actors and institutional arrangements, effective contracts and financing agreements as well as monitoring and enforcement mechanisms should be considered.
- **Detailed Project Planning:** To ensure hygienic and affordable public toilet facilities for all citizens, cities should prepare Detailed Project Reports (DPR) that are in line with city-wide public toilet strategies and ensure their effective implementation through standardized tools such as annual action plans. While the action plan provides a bird's eye view of the city-wide actions, DPRs provide micro-level insights of the specific project or project packages with a view to finance and implement them.

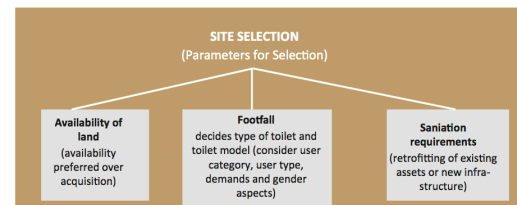


Figure: Site selections: Aspects to be considered

STEP 3 - IMPLEMENTATION

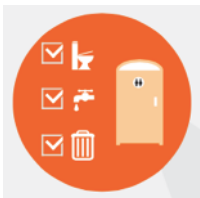


The poor condition of existing public toilets illustrates that effective operation is hampered by poor implementation. Outsourcing of responsibilities should not be treated lightly, and can be a waste of resources if not supported by adequate capacities, institutional mechanisms and effective contracts that ensure and control the effective construction or retrofitting and operation of public toilet facilities.

Focal areas

- **Ensure effective outsourcing (contracts and procurement):** Some of the critical challenges in the asset management of public toilets can be traced to gaps and inconsistencies in the contract award and structuring process. The first step to ensure and control effective implementation involves reviewing the contract agreements between municipalities and private vendors and developing standardized and suitable contract templates in line with the selected business model.
- **Awareness generation:** Behavioral change requires awareness. The National Urban Sanitation Policy (NUSP) and Swachh Bharat Mission acknowledge that a better understanding on improved planning, operation and use of public toilet facilities benefits public health and the city's environment and is key to lasting improvements in the sanitation sector. Emphasis should be on changing existing perceptions of users, operators and decision. To do so, cities are advised to set up communication and decision-making structures as well as an awareness-building and marketing strategy.

STEP 4 - MONITORING

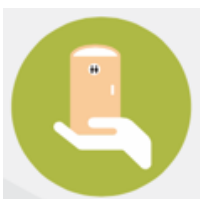


Monitoring is key to ensuring and controlling the effective planning and implementation of sanitation services. Cities need to regularly check the progress and quality of public toilet management in order to ensure they are on-course and on-schedule in meeting the objectives and performance targets, and if required, take corrective measures.

Focal area

- **Monitoring framework:** Though the day-to-day operations and maintenance (O&M) of the toilets might be handed over to private enterprises for a fixed term under a contractual framework, the municipality needs to regularly monitor the operators' performance to ensure prescribed service standards are met. Cities are advised to develop a monitoring framework and tools that ensure checks at two levels: 1) the actual services (user satisfaction and inspection of sanitation facilities) and 2) the compliance to contract agreement.

STEP 5 - SUSTAINABILITY



Institutional strengthening, conducive policy framework and capacity building of decision makers, planners and implementers are the driving factors to ensure the sustainability of public toilet management and the up-scaling and replication of successful PT interventions.

Focal areas

- **Institutional strengthening and policy framework:** In order to effectively drive change through state-level policies and strategies, states and cities need to focus on creating well-defined regulatory mechanisms and appropriate economic and financial incentives. They should also ensure clear institutional roles, responsibilities and structures as well as capacities to fulfil those.
- **Ensure gender compliance throughout the PTM process:** Access to toilets designed for and by women is vital and in high demand because of their specific needs (i.e. for privacy, dignity, security and menstrual hygiene) and is illustrated by women's willingness to pay for clean toilets. Gender requirement have been included into the national guidelines on public toilet projects, however it is the cities that need to ensure women, children and handicapped have access to safe and clean toilets. To do so, cities need to integrate a gender-sensitive approach across the complete public toilet management process. Awareness regarding these issues needs to be generated among all stakeholders particularly women, local leaders, Urban Local Bodies (ULBs) and the general public.
- **Capacity building:** Detailed Project Reports (DPRs) can be used to develop training modules and operational and maintenance guidelines to strengthen the capacities of the various stakeholders. The objective should be to facilitate an efficient, systematic and demand-based design and management of public sanitation facilities.