

## Successful management practices in Public and Community Toilets

	Institutional Arrangements	Financing Arrangements	O&M	Monitoring & Control
<b>Public Toilets</b>	<ul style="list-style-type: none"> <li>• _Private financing of public infrastructure - BOT contracts: facility is constructed, financed and operated by the contractor and ownership is transferred to Municipality after the concession period</li> <li>• _Local body provides land and monitors functioning.</li> <li>• _Concession period - varies from 5 - 10 years (Delhi), Tirupati (25 years)</li> <li>• _Expenses on major and minor repairs typically borne by the concessionaire</li> <li>• _Concessionaire to provide criteria adopted for deciding maintenance needs</li> <li>• _Sub-contracting of O&amp;M to be avoided as it leads to inefficiency</li> <li>• _Advertisement Rights given to concessionaire; Ads displayed as per prescribed dimensions on outer walls</li> <li>• _Concessionaire enters into a contract with public outdoor advertising agency that is charged to use the advertising space - business risk transferred</li> </ul> <p><b>Examples of best practices include</b> – Sulabh in certain cities, GMR Suvidha in Hyderabad and Bangalore, Toilets and Toilets in Hyderabad, Goa, Fumes in Delhi, Portable models for public areas - E-Toilets (Kerala), Saraplast – Shramik (Pune)</p>	<ul style="list-style-type: none"> <li>• _Capital costs from donor agencies- externally aided projects, Government schemes like JnNURM, ILCS, RAY, etc. PPP options with private/corporate sector, partnerships with NGO/TRUST/FOUNDATIONS, private sector and other sanitation sector participants</li> <li>• _User charges for recovery of O&amp;M costs worked out depending on costing of service and category of target users. Common user charges: Re 1 for urinal, Rs 2 for toilet, Rs 5 for bath</li> <li>• _Scope for high revenue from Advertising</li> <li>• _Profits from PTs in heavy footfall areas generate enough revenue that can cover their construction costs in less than a year; Surplus used to cross-subsidize toilets in low footfall areas.</li> <li>• _O&amp;M costs include water, electricity charges, disinfectant chemical needs, labor costs</li> </ul>	<ul style="list-style-type: none"> <li>• _Local Body provides water supply and electricity at a point closest to premises; Concessionaire responsible for laying of connection, payment of usage charges</li> <li>• _Manpower requirement: 1 caretaker and 2 cleaners; A room provided for the caretaker; staff always in uniform. Continuous janitor services to maintain cleanliness</li> <li>• _Concessionaire maintains cleanliness; cleaning divided into Spot cleaning (of specific areas that are soiled) and Thorough cleaning (of the entire restroom, usually once a day). Periodic cleaning to maintain surfaces, wares, fixtures and fittings done on a weekly, fortnightly or monthly basis during non- peak hours.</li> <li>• _Timing and frequency of cleaning dependent on footfall/no. of users. Eg. PTs in commercial/ shopping areas could be cleaned 6-8 times a day (1 thorough cleaning; 5-7 spot cleaning) with frequency being higher during peak hours.</li> <li>• _Installation of litterbins and disposal of the collected waste</li> <li>• _Landscaping area around toilets</li> <li>• _Timings: 24 hours in tourist areas, near bus stands, railway stations; 6 a.m to 11 p.m in other areas-could be closed earlier in case of commercial areas if activities shut</li> </ul>	<ul style="list-style-type: none"> <li>• _A clear monitoring plan included in contract documentation; Local Body takes up monitoring- could appoint a Steering Group within Municipality to provide a single contact point for the concessionaire to solve issues &amp; monitor the performance of the toilets.</li> <li>• _Monitoring system like an Inspection Card with check lists to ensure facilities meet the necessary standards.</li> <li>• _Monitoring of toilets using GPRS controls. Audio system installed in toilet units for users to communicate complaints.</li> <li>• _A board displayed with contractor's name, phone numbers and rate-list; users could call contractors directly in case of grievances</li> <li>• _Maintenance agencies keep track of exhaustion of water tank or filling-up of septic tank through automatic SMS alerts</li> </ul>

	Institutional Arrangements	Financing Arrangements	O&M	Monitoring & Control
<b>Community Toilets</b>	<ul style="list-style-type: none"> <li>• Toilets managed by community instead of contractors.</li> <li>• _Collaborative partnership among Municipality, NGOs, private enterprises and Community Based Organizations.</li> <li>• _Municipality provides the capital investment to construct toilet blocks; Private construction companies carry out toilet construction, in partnership with NGOs.</li> <li>• _NGOs assist in formation of CBOs which are mainstay institutions in planning, implementation and maintenance. ; MoU/ Operation -Maintenance Contract between CBO and Municipality</li> <li>• _Municipality and NGO provide continued support to CBO until O&amp;M is stabilized</li> <li>• _Water and Electricity charges borne by CBOs while Municipality provides network connection service</li> <li>• _CBO carries out and pays for minor while the Municipality attends to major repairs</li> </ul> <p>Best practices include Gramalaya (Trichy), Mumbai SSP, SPARC (Pune), Slum Networking Project (Ahmedabad), Portable solutions for slums – E-Toilets, Saraplast - Shramik</p>	<ul style="list-style-type: none"> <li>• Funds for construction from donor agencies- externally aided projects, Government schemes like JnNURM, ILCS, RAY, etc. ,partnerships with NGO/TRUST/FOUNDATIONS, private sector and other sanitation sector participants.</li> <li>• _User Charges: Monthly Pass system as well as pay per use followed. User fee structure: 50 paise/use; Rs 2 - Rs 3 for bathing and washing; Free for children, single women and elderly people; monthly pass system between Rs. 15 and 30 per family per month</li> <li>• _Community financed O&amp;M, including corpus (built at the planning stage, with upfront contribution or Rs.100/ adult from users). Amount deposited in a joint bank account (with CBO and municipality) to meet O&amp;M expenses.</li> <li>• _Waiving off of Electricity charges by Municipality for CTCs with less number of users and subsidizing charges for other CTCs requiring them to pay the domestic rates instead of commercial rates.</li> <li>• _Profits from PTs in heavy footfall areas generate enough revenue that can cover their construction costs in less than a year; Surplus used to cross-subsidize toilets in low footfall areas</li> </ul>	<ul style="list-style-type: none"> <li>• Community managed and maintained.</li> <li>• _Manpower requirement: A care taker is hired who lives in the upper most floor of the toilet block with his family. He is responsible for its cleanliness; 2 cleaners hired. Some cases 2 caretakers hired to work on a shift basis.</li> <li>• _Frequency of cleaning depends on no. of users. Mumbai SSP Toilets cleaned 4 times a day (7 a.m., 12.30 p.m, 5.30 p.m and 12 a.m.)</li> <li>• _CBOs maintain membership registers, books of accounts, and minutes of meetings.</li> <li>• _In areas where water provided by municipality is not enough to maintain toilets well, CBOs provide bore-well</li> <li>• _CTCs connected to sewer or septic tank; cleaning of septic tank at regular intervals by CBOs; Some CTCs follow Decentralized system of waste water management (DEWAT)- waste water recycled and used for cultivation</li> <li>• _Free space above toilets to create non- profit businesses for the community like - subsidized gym, women's self-employment outfits, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Community-centred feedback method for monitoring - team of women from the community to assess conditions along parameters in the contract every 15 days, make surprise visits especially before peak hours and report findings to community and NGO ; quarterly meetings held with stakeholders to rectify defects</li> <li>• _Another method could involve the Municipality designating an officer and a team specially for sanitation programs in slums to be regularly in touch with the CBOs; counsel, visit and take feedback and monitor.</li> </ul>

Source: MCT Project Report – Volume I , Page 7