

Institutional Issues in City Sanitation Plans

Dr. Gangadhar Jha

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What is Sanitation ?

- “.... safe management of human excreta, including its safe confinement treatment, disposal and associated hygiene-related practices. While this policy pertains to management of human excreta and associated public health and environmental impacts, it is recognized that integral solutions need to take account of other elements of environmental sanitation, i.e. solid waste management; generation of industrial and other specialized/hazardous wastes; drainage; as also the management of drinking water supply.”

- **National Urban Sanitation Policy**

Multiple Actors

Level	Actors	Activities
National	Ministry of Housing and Poverty Alleviation	Policy Guidelines for planning, financing and implementation
		Monitoring and evaluation of implementation

Multiple Actors

<p>State Level</p>	<p>Urban Development/ Urban Administration Departments/ Directorate Of Urban Local Bodies</p>	<ul style="list-style-type: none"> -Planning, financing and implementation strategy; -Ensuring availability of land in slums and poor settlements for sanitation; - Put in place enabling laws, by-laws and Rules for environmental sanitation; - Devolving of power, authority, finance, & personnel to the ULBs and ensuring accountability of para-statals to the ULBs; - Promote capacity building of ULBs through technical assistance and training to the ULB staff; - Steering of Programme implementation; - Creating enabling policy regime for PPP; and - Monitoring of Programme implementation
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Multiple Actors

State Level (Cntd...)	Pollution Control Board	Setting standards for environmental pollution
	Public Health Engineering Department	Planning and implementation of specific sanitation projects in cities and towns
	Health Department	Ensuring public health safeguards and outcomes
	Para Statal and Urban Development Authorities	Planning, financing and implementation of environmental sanitation services

Multiple Actors

Local Level	Urban Local Bodies NGOs/CBOs	<ul style="list-style-type: none">- Planning, financing and execution of sanitation projects on its own or through agencies;- Operation and maintenance of environmental sanitation services;- Enable participatory approaches for provision and maintenance of environmental services.- Implementation and creating awareness for health and hygiene
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Implications for Multiple Actors

- The matrix indicates involvement of multiple government and non-government organizations in provision of environmental sanitation services.
- This has important implications:
 - Establishing coordination mechanism for orchestrated functioning of multiple actors especially at the state and the local levels; and
 - The urban local bodies have a very wide range of role to play in execution, involvement of private sector, NGOs and the CBOs and most importantly **in effective operations and maintenance of sanitation projects implemented by all other agencies.**
 - This has important implications for capacity development of the urban local bodies

Coordination Mechanism

- The National Urban Sanitation Policy envisages creating Steering Committee (SC) at the State level for both driving the programme and establishing a coordination mechanism for orchestrated action of multiple actors involved in the programme.
- Composition of the SC, however, would need to be pre-meditated and well conceived by ensuring representation of all the stakeholders
- Also the head of the SC would need to be a key official having wide areas of supervision and control.
- At the City/Town Level, a Task Force headed preferably by the DM having representation from all the line agencies operating in the district.

Wide Range of Role of the Urban Local Bodies

- The Urban Local Bodies have to play pivotal role in the entire programme for the simple reason that they are legally entrusted to provide and maintain the environmental services.
- However, role performance required of the ULBs is substantially constrained by fragile institutional capacity due to a host of reasons.
- Focused capacity development initiatives therefore constitutes an imperative for effective planning, financing, implementation, and O & M of environmental sanitation services

Capacity Development

- Capacity development is driven, amongst other things by the following factors:
 - Legal framework of the Urban Local Bodies;
 - Fiscal strength of the Urban Local Bodies;
 - Organization Development; and
 - Human resource management and training.
- Much is desired on all these fronts so that the ULBs could be able to perform the role expected of them

Legal Framework

- Nature of Legal Framework:
 - What ULBs are permitted or not permitted to do (devolution of expenditure assignment and authority);
 - Executive system (Weak vs Strong Mayor System);
 - Addressing the gaps in the existing legal framework.

Local Resource Base

- Weak Fiscal Health of ULBs;
- Subdued own resources due to weak tax administration and unwillingness to charge (through user charges);
- Dependency syndrome;
- Gaps in fiscal transfers even in the post-74th Constitution Amendment Regime;

Organisation Development

- Archaic organisational structure conceived almost a century ago inhibits catering to the emerging ethos of governance and municipal management;
- Organisational structure and reporting system not amenable to accomplishment of organisational goals and objectives

Human Resource Management and Training

- Human resource management in ULBs happens to be the most neglected aspect of municipal governance;
- Old Recruitment Rules and casual attitude to staffing constitute big constraints for capacity development
- Ban on recruitment in most states inimical to capacity augmentation;
- Lack of institutional incentives for motivation and a pro-active stance of the ULBs.

Institutional Capacity Development

- Effective implementation of sanitation policy as also effective governance and municipal management entail focused attention on the aspects of institutional capacity development;
- ULBs happen to be institutions of self-government which connotes a capable and catalytic government at the local level.
- Empowerment and strengthening of local government units require focused capacity development initiatives especially by the State Governments.

Thanks for Patient Listening