National Workshop

A Decade of the
Total Sanitation Campaign:
Lessons Learnt and Way Forward

22-23 April 2010, New Delhi

**Organized by
Department of Drinking Water Supply,
Ministry of Rural Development, Government of India
and
Water and Sanitation Program-South Asia**
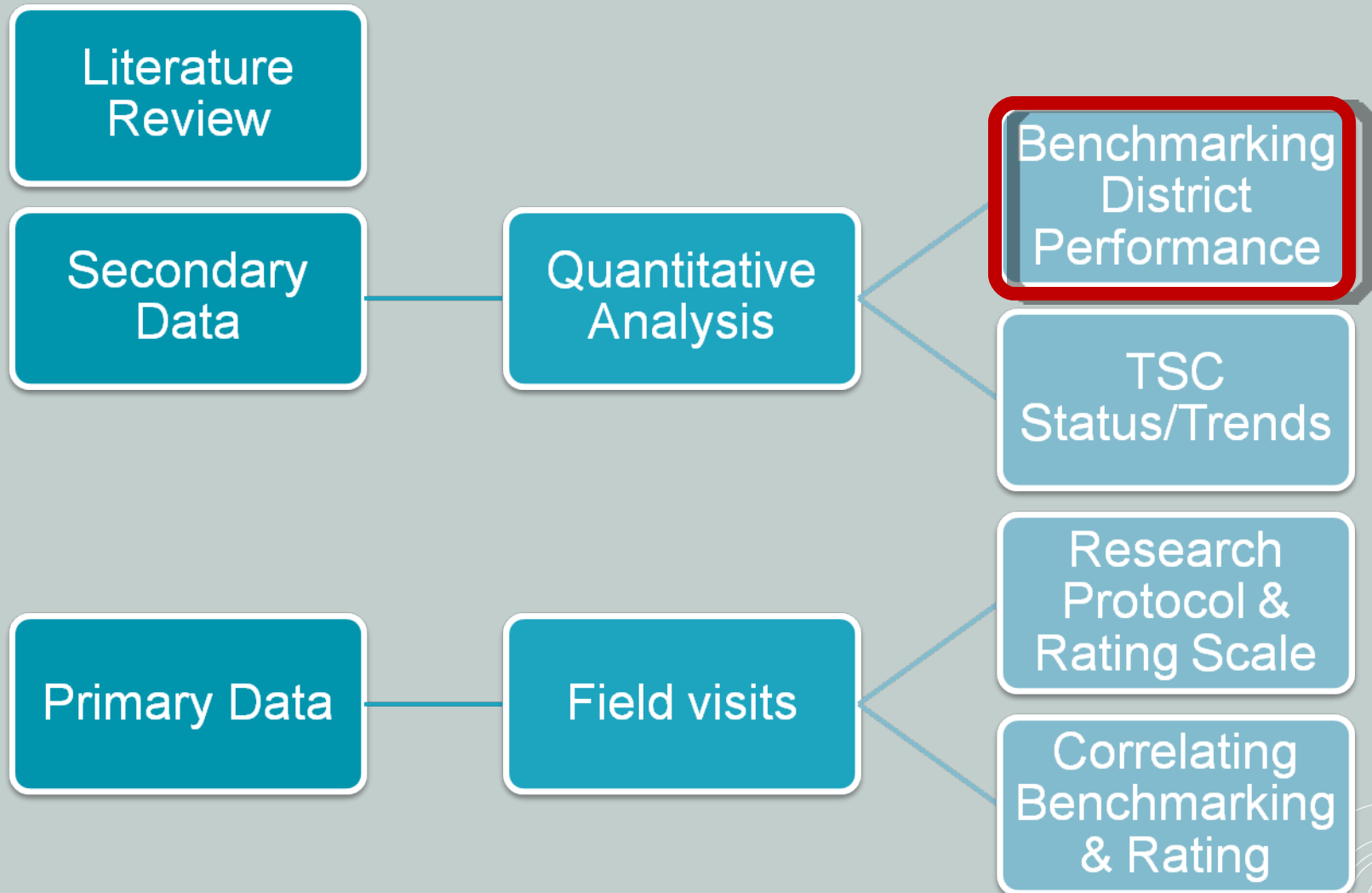
Towards Nirmal Bharat

An Agenda for Action

**Findings of a Rapid Assessment of
TSC Processes and Outcomes in 22 Districts**

Overview

- ❖ **Purpose**
- ❖ **Methodology**
- ❖ **Findings**
  - ▪ **Strategy for TSC Implementation**
  - ▪ **Institutional Structure**
  - ▪ **Approach to Creating Demand & Scaling-up**
  - ▪ **Technology & Supply Chain**
  - ▪ **Financing & Incentives**
  - ▪ **Monitoring**
- ❖ **Recommendations**

Purpose

- ❖ TSC has completed one decade and NGP has completed 5 years of operation

- ❖ Both have a common national guideline and implementation is decentralized

- ❖ National performance aggregates show that coverage has tripled (21% to 61%). However, there are considerable disparities in progress at state and district level

- ❖ Therefore, it is an opportune time to discuss the processes that contribute to differential performance, identify gaps and lessons learnt, and programmatic approaches to address these
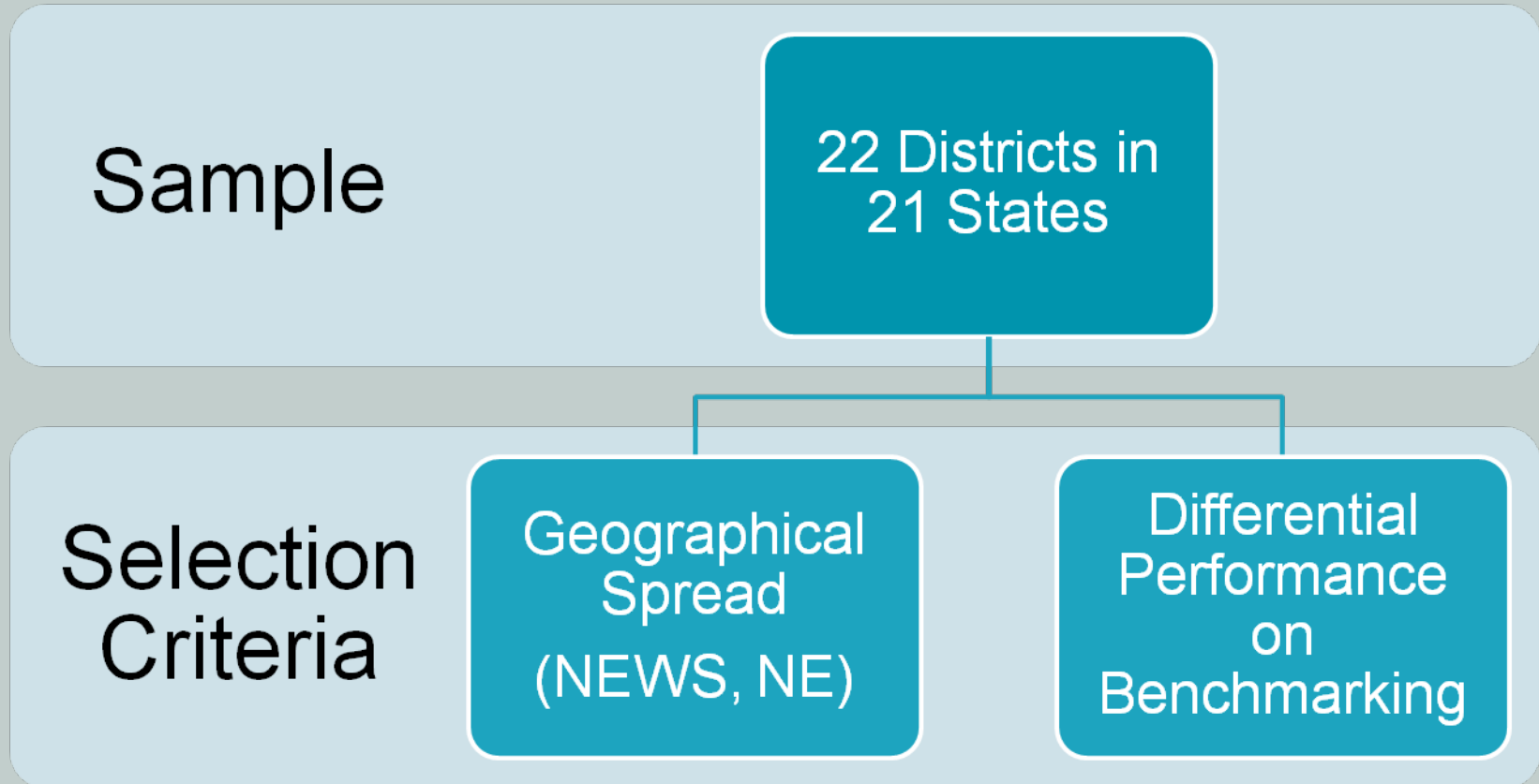
Methodology: 3 Step Process

Literature Review

Secondary Data — Quantitative Analysis — Benchmarking District Performance

Quantitative Analysis — TSC Status/Trends

Primary Data — Field visits — Research Protocol & Rating Scale

Field visits — Correlating Benchmarking & Rating

❖ Based on 8 performance indicators, each assigned a weighted score such that outcomes score higher than outputs or inputs

#	Performance Indicator	Type	Weighted Score	
			Max	Min
1	% TSC Budget Spent	Input	5	0
2	% Household Toilets Target Achieved	Output	15	0
3	% School Sanitation Target Achieved	Output	10	0
4	Financial Efficiency (cost per NGP community)	Process	10	0
5	Average Population per GP	Process	10	0
6	Success Rate of NGP Applications	Process	10	0
7	No. of NGP Panchayats	Outcome	30	0
8	% NGP Panchayats	Outcome	10	0
	CUMULATIVE PERFORMANCE SCORE		**100**	**0**

❖ Districts divided into 4 color-coded performance bands

<25	26-49	50-74	>75
Below Average	Average	Above Average	Superior

Sample	22 Districts in 21 States	
Selection Criteria	Geographical Spread (NEWS, NE)	Differential Performance on Benchmarking

Geographical Region	District	State	Performance Band (based on Benchmarking Model)
NORTH	SIRSA	Haryana	Superior
	REWA	Madhya Pradesh	Above Average
	BIKANER	Rajasthan	Average
	MAINPURI	Uttar Pradesh	Below Average
	HAMIRPUR	Himachal Pradesh	Below Average
	AMRITSAR	Punjab	Below Average
SOUTH	SHIMOGA	Karnataka	Superior
	VIRUDHUNAGAR	Tamil Nadu	Above Average
	KOTTAYAM	Kerala	Average
	SRIKAKULAM	Andhra Pradesh	Below Average
EAST	BARDHAMAN	West Bengal	Superior
	SURGUJA	Chattisgarh	Above Average
	GUMLA	Jharkhand	Average
	BEGUSARAI	Bihar	Average
	DHENKANAL	Orissa	Below Average
WEST	KOLHAPUR	Maharashtra	Superior
	VALSAD	Gujarat	Above Average
	JUNAGADH	Gujarat	Average
	AKOLA	Maharashtra	Average
NORTH-EAST	EAST SIKKIM	Sikkim	Above Average
	WEST TRIPURA	Tripura	Average
	JORHAT	Assam	Below Average

<25	26-49	50-74	>75
Below Average	**Average**	**Above Average**	**Superior**

WSP water and sanitation program

Literature Review

Secondary Data — Quantitative Analysis
- Benchmarking District Performance
- TSC Status/Trends

Primary Data — Field visits
- Research Protocol & Rating Scale
- Correlating Benchmarking & Rating

Research Protocol
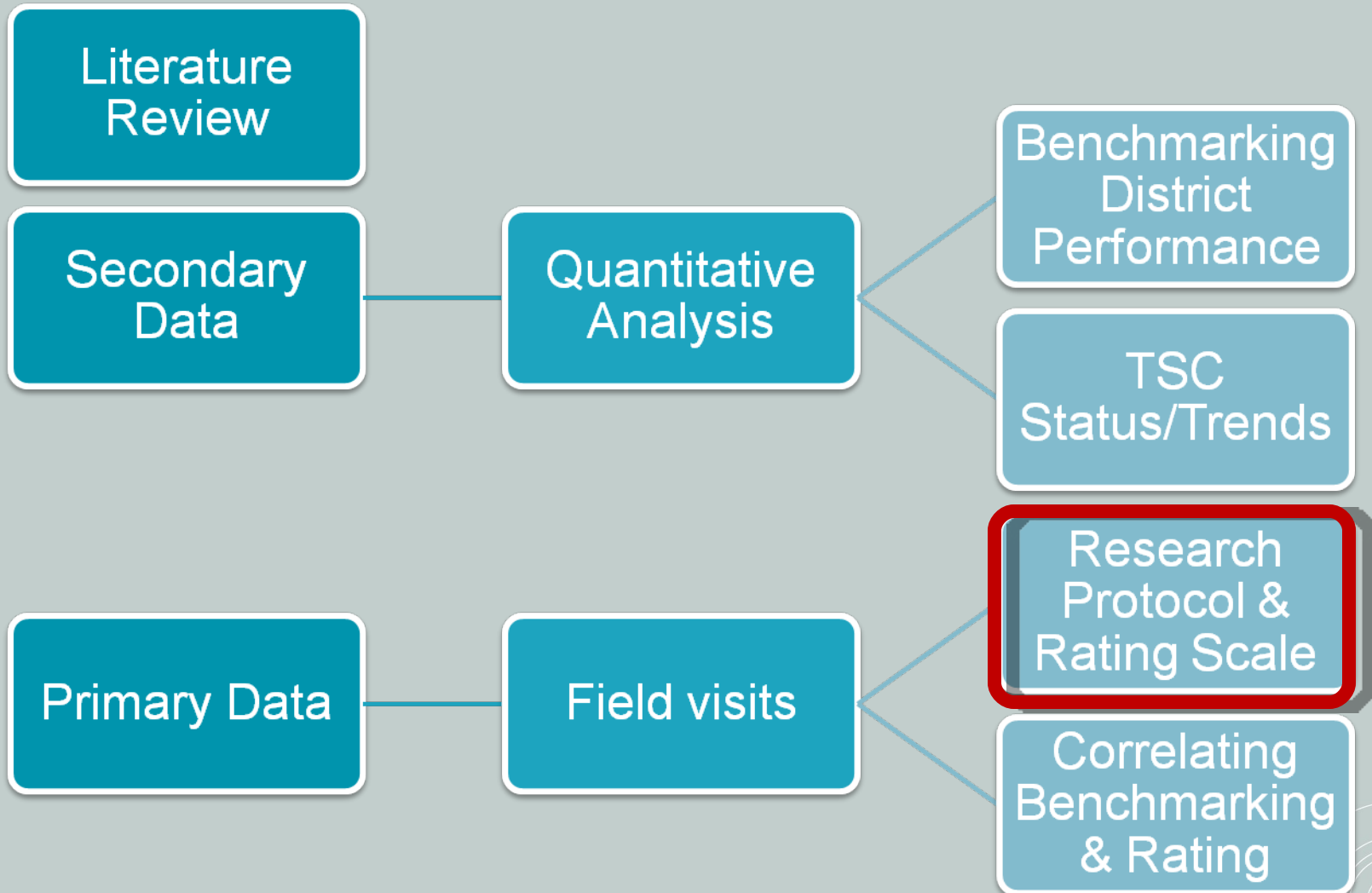
- ❖ Comprises 6 components essential for scaling up and sustaining TSC
  - ▪ Strategy for TSC Implementation
  - ▪ Institutional Structure and Capacity
  - ▪ Program Approach to Creating Demand and Scaling-up
  - ▪ Technology Promotion and Supply Chain
  - ▪ Financing and Incentives
  - ▪ Monitoring

- ❖ Research Protocol used to conduct stakeholder interviews in sample districts

Rating Scale

❖ **<u>Quantitative score-card</u>** to analyze Research Protocol findings

❖ Each component is divided into 5 dimensions

❖ Districts can score b/w 0 to 1 on dimensions and therefore b/w 0 to 5 on each component

❖ Max score = 30, Min score = 0

❖ Score Given to each component and dimensions is converted into %age

ज व च फ ब			ड पद ड ं ग ँ ब व त ँ ब व त ँ ब व त म म म ळ फ़अम		
1 ँ ड त । ड फ ळ ल ड ट त ड ँ ड । ड ड फ छ ड । ड ट ड छ			0	5	
2 ट छ ँ ड ट ड ड ट छ । र ँ ड त ड ड त फ । छ क ड । त । ड ट ल			0	5	
3 । ड ड त ड । ड फ ड त ड त फ । ड ट छ ळ क फ ड । छ क । छ क ँ ड । र ट छ ळ त ड			0	5	
4 ड फ ड फ छ ट र ट ळ ल त ट त ड ट ड ट छ । छ क ँ त ड ड र ल ड फ । ट छ			0	5	
5 ड ट छ । छ ड ट छ ळ । छ क ट छ ड फ छ ड ट ट र ँ			0	5	
6 ड त छ ट ड त त ट छ ळ			0	5	
ड त ड । र			*O*	**3 0**	
ड त ड । र (%)			*O*	**1 0 0**	

❖ Findings: TSC Processes and Outcomes at District Level

District Performance on Rating Scale
All Components

❖ Average district score is 58%

❖ Ranges between 10% to 95%
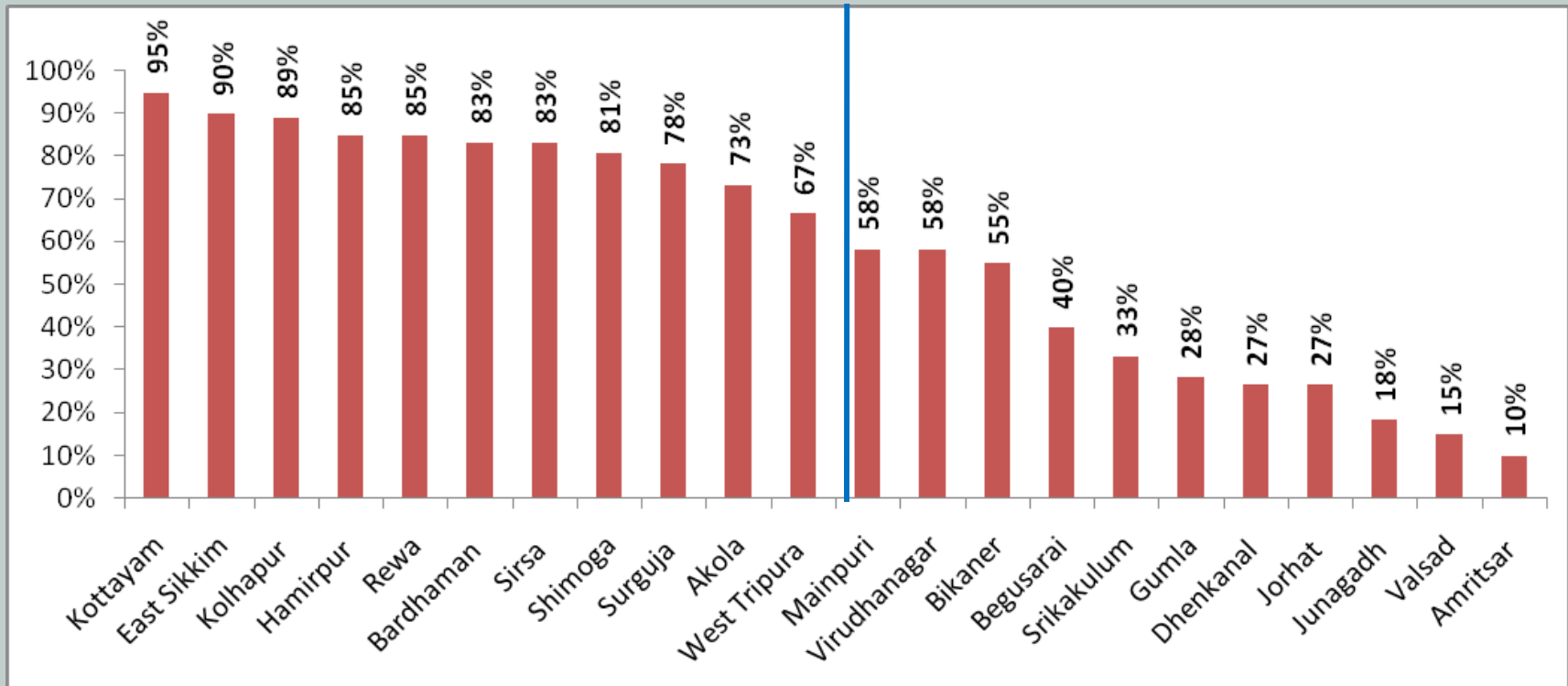
❖ Districts score highest on technology and lowest on Approach for Demand Creation and Scaling-up
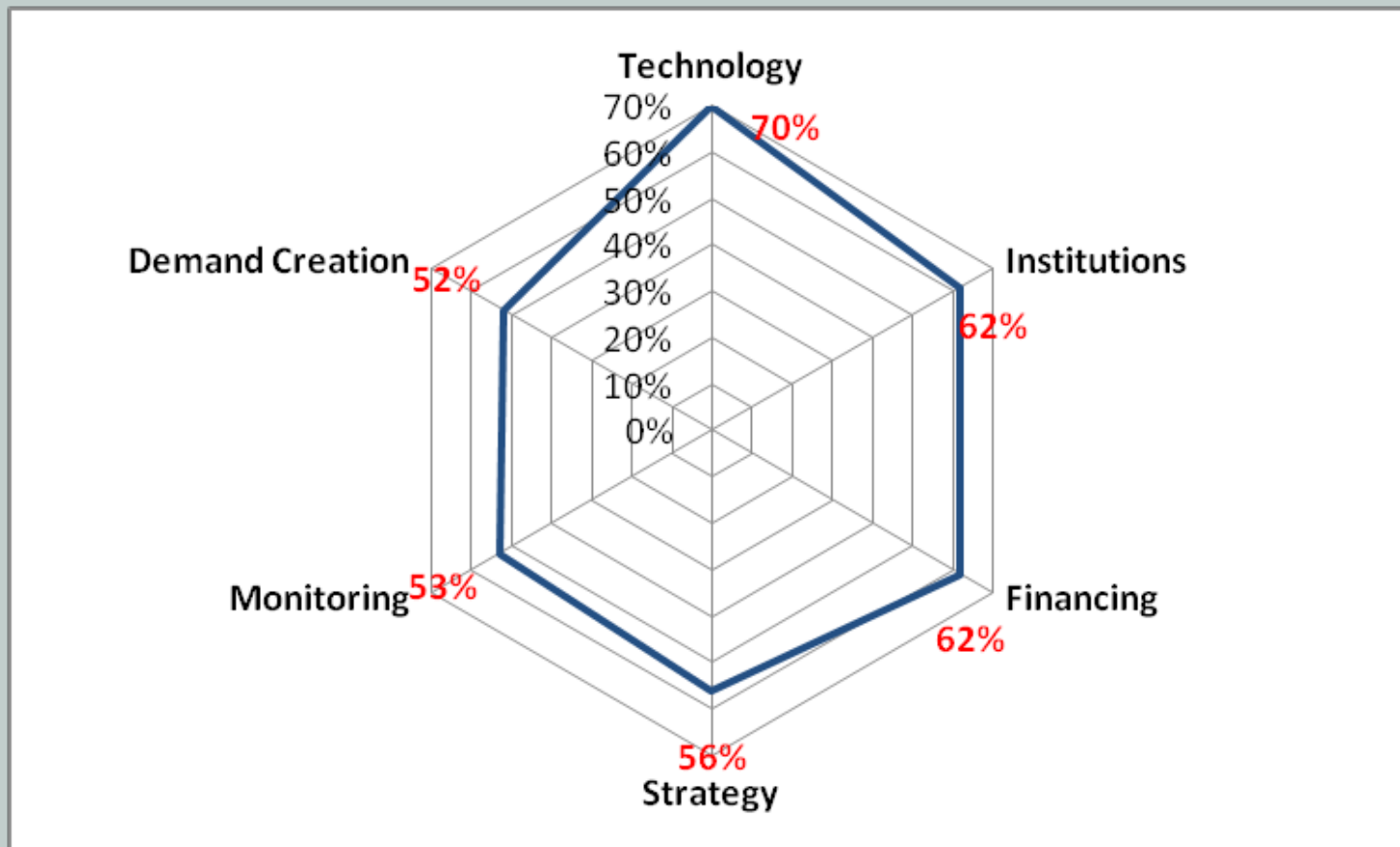
Good performance has a **strong positive correlation** with Processes as measured by the Rating Scale
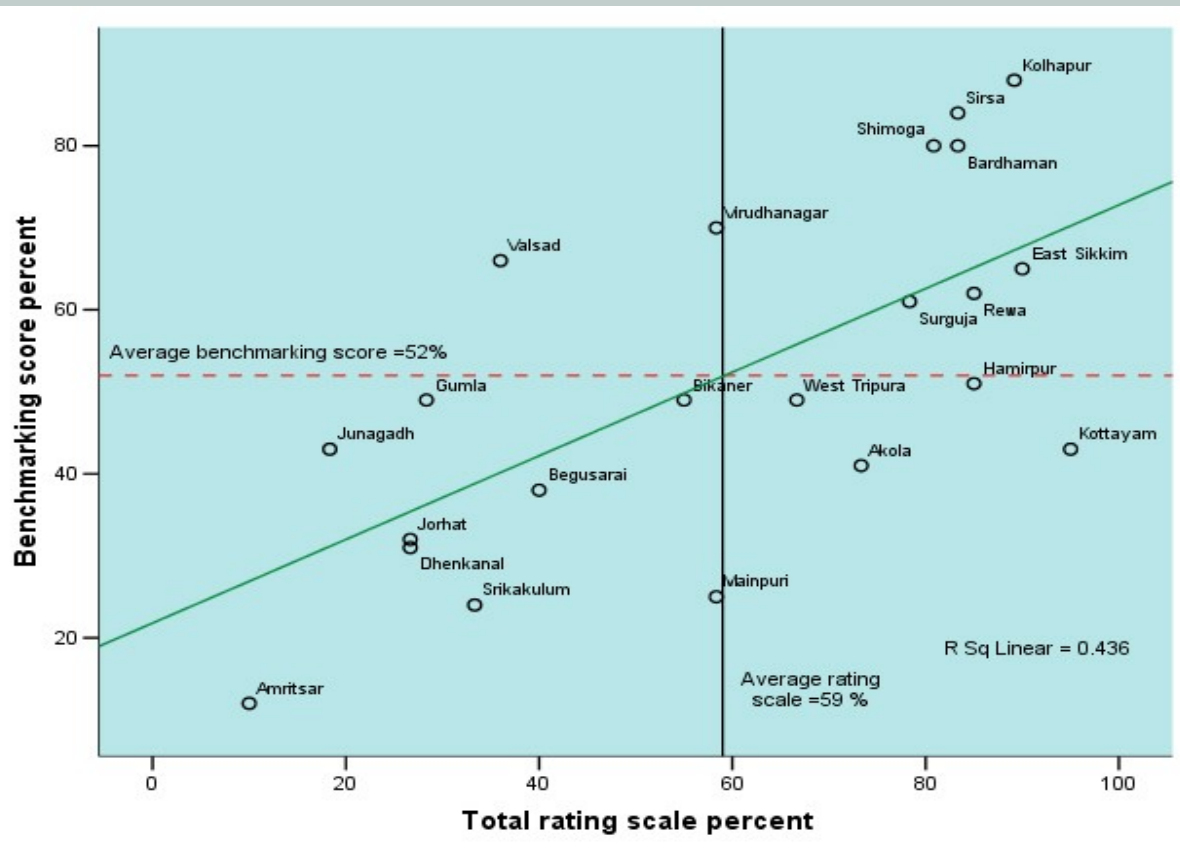
❖ Findings: **Strategy for TSC Implementation**

What do we mean by
Strategy for TSC Implementation?

	ज व च प ब	ड पद ॅ ब व त म	ड ं ग ॅ ब व त म
1	TSC guidelines are understood and implemented by core group	0	1
2	Well defined strategy with goal, phasing, budgetary allocation and monitoring plan exists	0	1
3	TSC implementation is being undertaken by related depts.	0	1
4	Strong political and administrative will to implement at different levels	0	1
5	TSC principles are being adopted in the right spirit- community level engagement, post construction incentive, appropriate technology	0	1
	ज ट ज । र	0	5
	ज ट ज । र (%)	0	100%

District Performance on Strategy for TSC Implementation

❖ Average district score is 56%
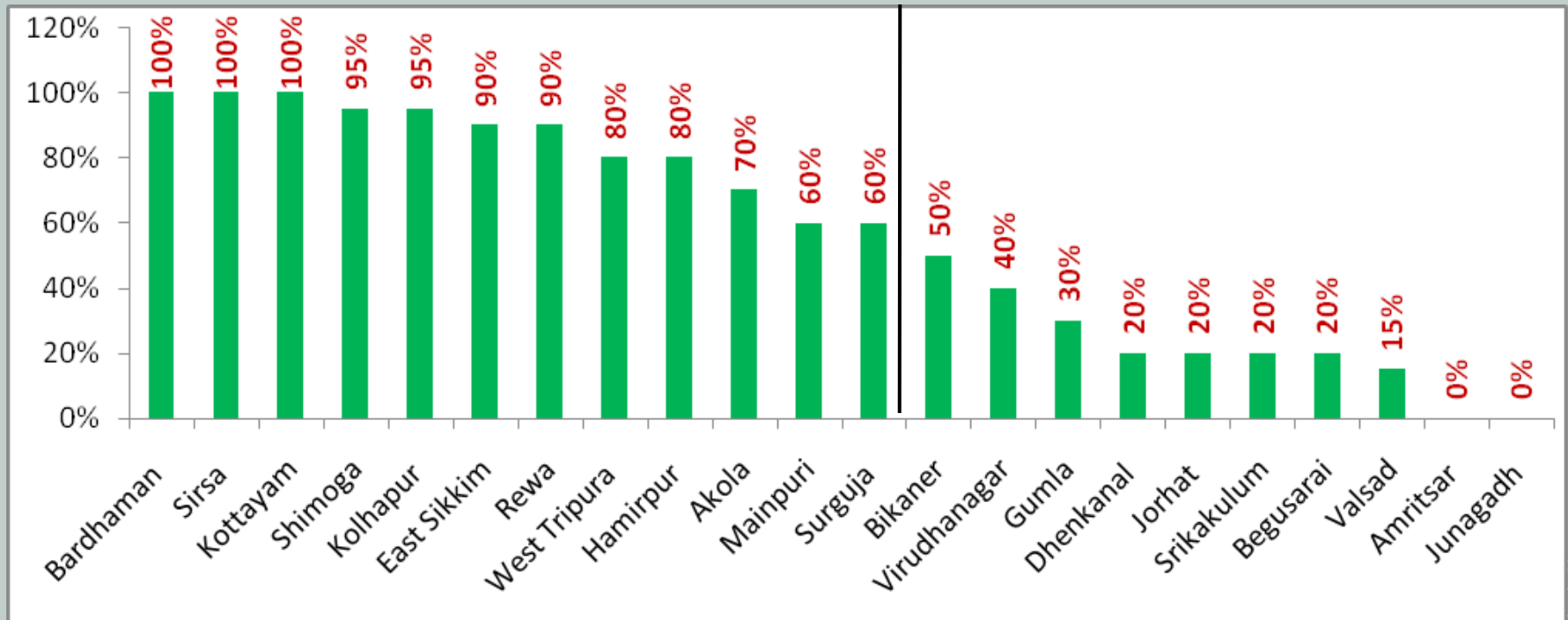
Although a majority of districts understand the TSC Guidelines, TSC principles are not adopted in the right spirit at implementation level
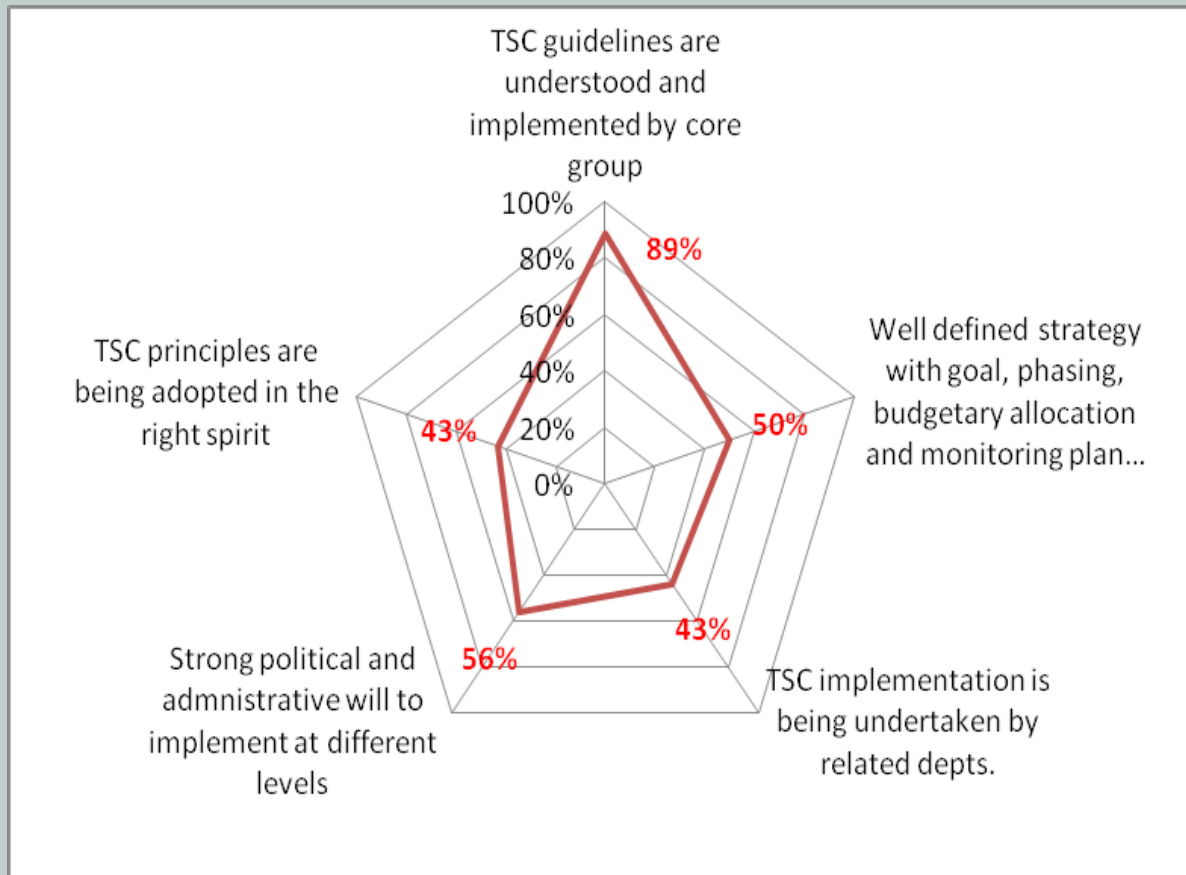
Good performance has a **strong positive correlation** with Strategy for implementation and vice versa
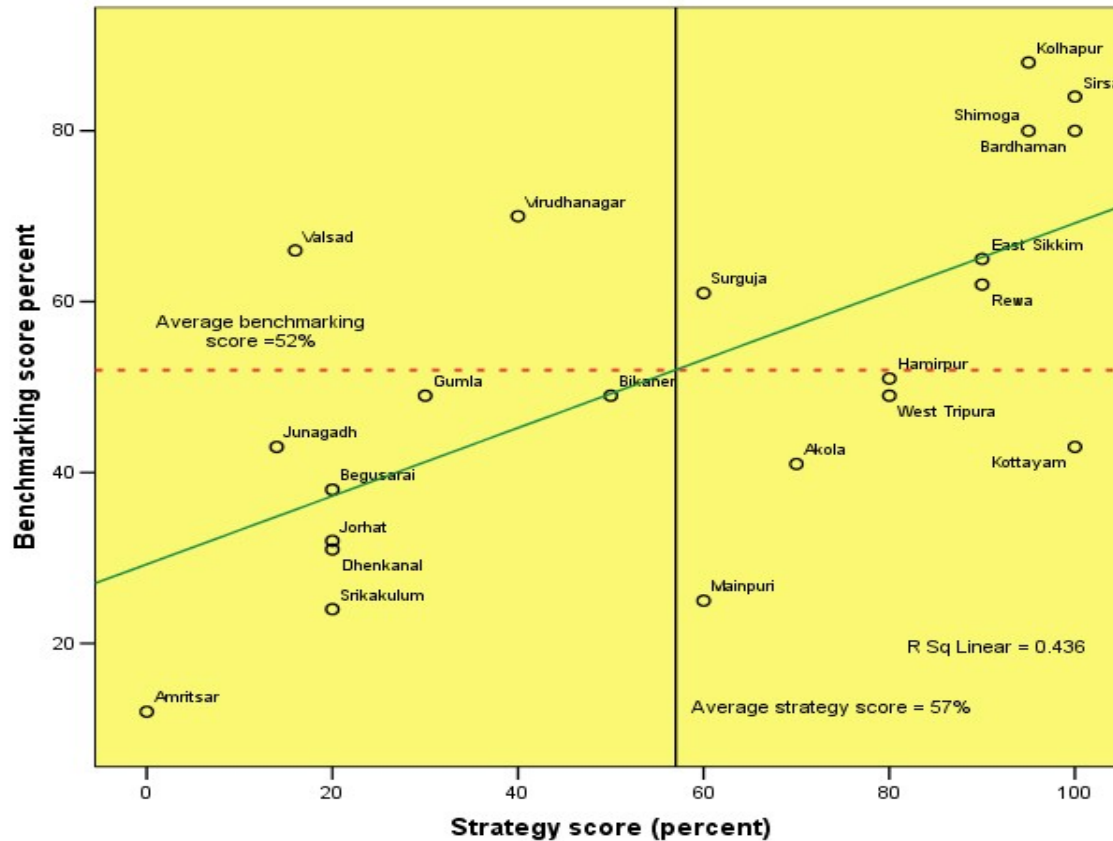
❖ Findings: **Institutional Structure and Capacity**

उवचफब	ड पद ॅ बवत म	ड ॅ ग ॅ बवत म
1 *Nodal agency is functional and effective*	0	1
2 *A dedicated unit for TSC with adequate staff exists at district level and is effective*	0	1
3 *Adequate staff and capacity exists at block and sub block level for implementing the program effectively*	0	1
4 *Nodal agency coordinates effectively with other departments*	0	1
5 Village level institutions are set up and effective	0	1
उ ॅ उ ।‌ र	0	5
उ ॅ उ ।‌ र (%)	0	100 %

District Performance on Institutional Structure and Capacity

❖ Average district score is 62%

Nodal agency and dedicated unit for TSC is effective in over 2/3 of districts, however staff, capacity and coordination can be improved
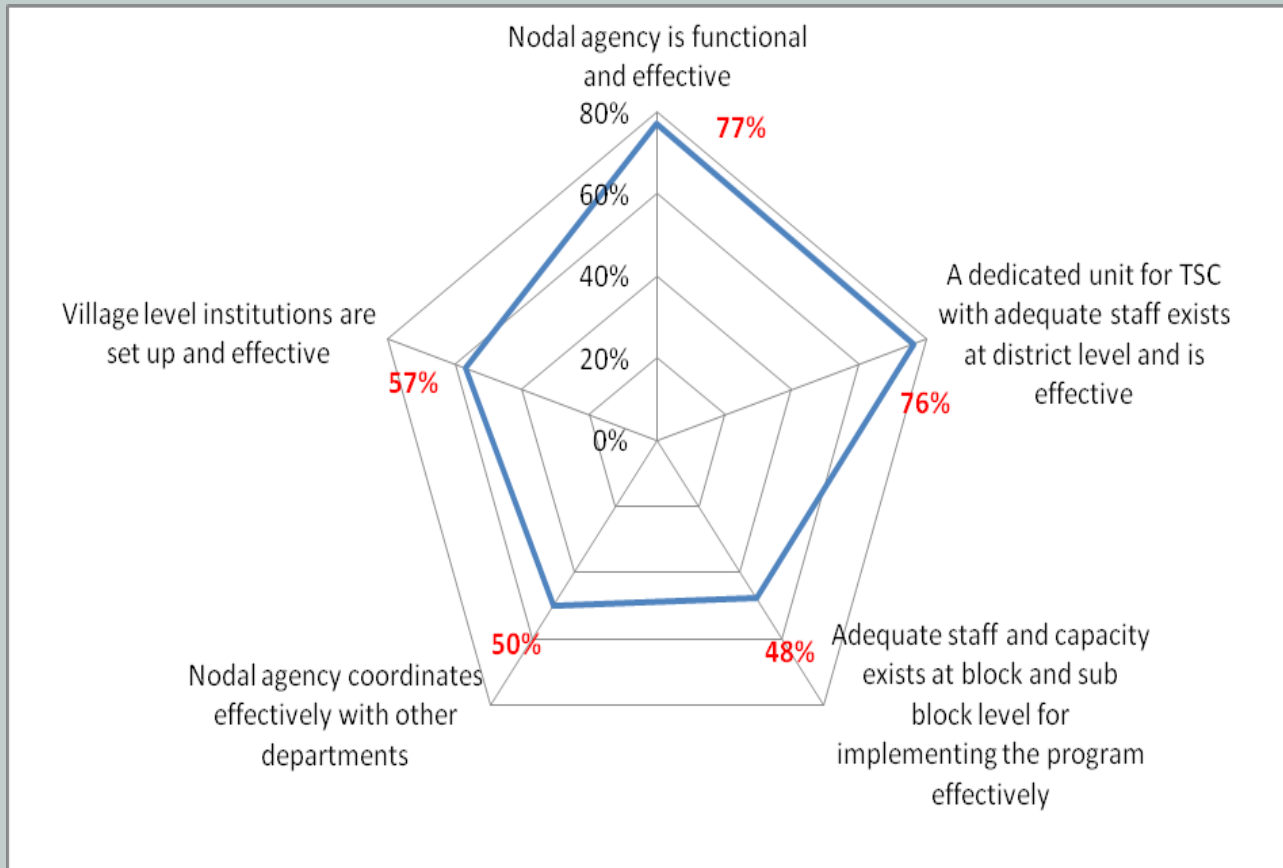
Good performance has a **strong positive correlation** with Institutional Structure
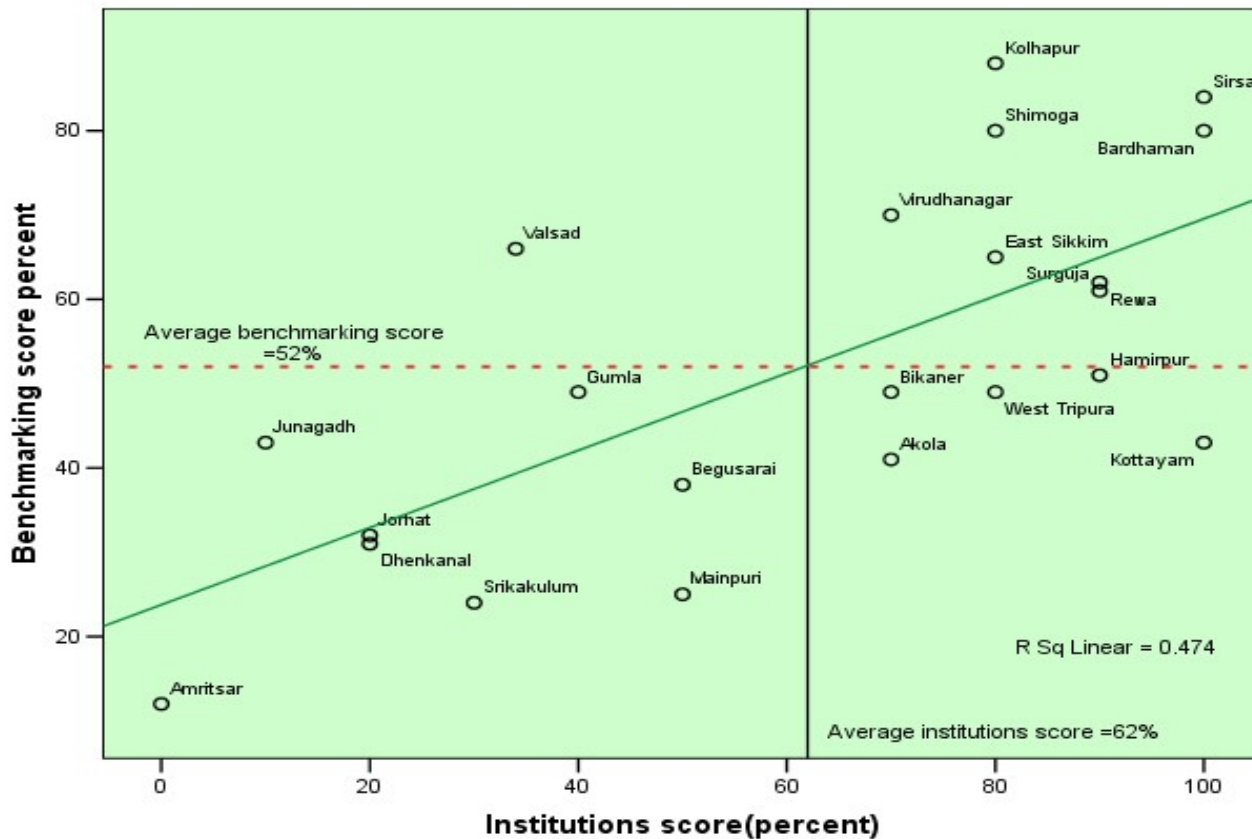
❖ Findings: **Program Approach to Creating Demand and Scaling-up**

ज्व च प ब	ड पद ॖ ब व त म	ड ॖ ग ॖ ब व त म
1 Implementation does not depend on upfront subsidy	0	1
2 Implementation is phased	0	1
3 Demand creation depends on community mobilisation	0	1
4 Motivators are used to the optimal level and have incentives	0	1
5 Strategy is implemented at scale	0	1
ज ट ज । र	**0**	**5**
ज ट ज । र (%)	**0**	**100%**

28

❖ Average district score is 52%

Demand creation depends on community mobilization in in over half of the districts visited
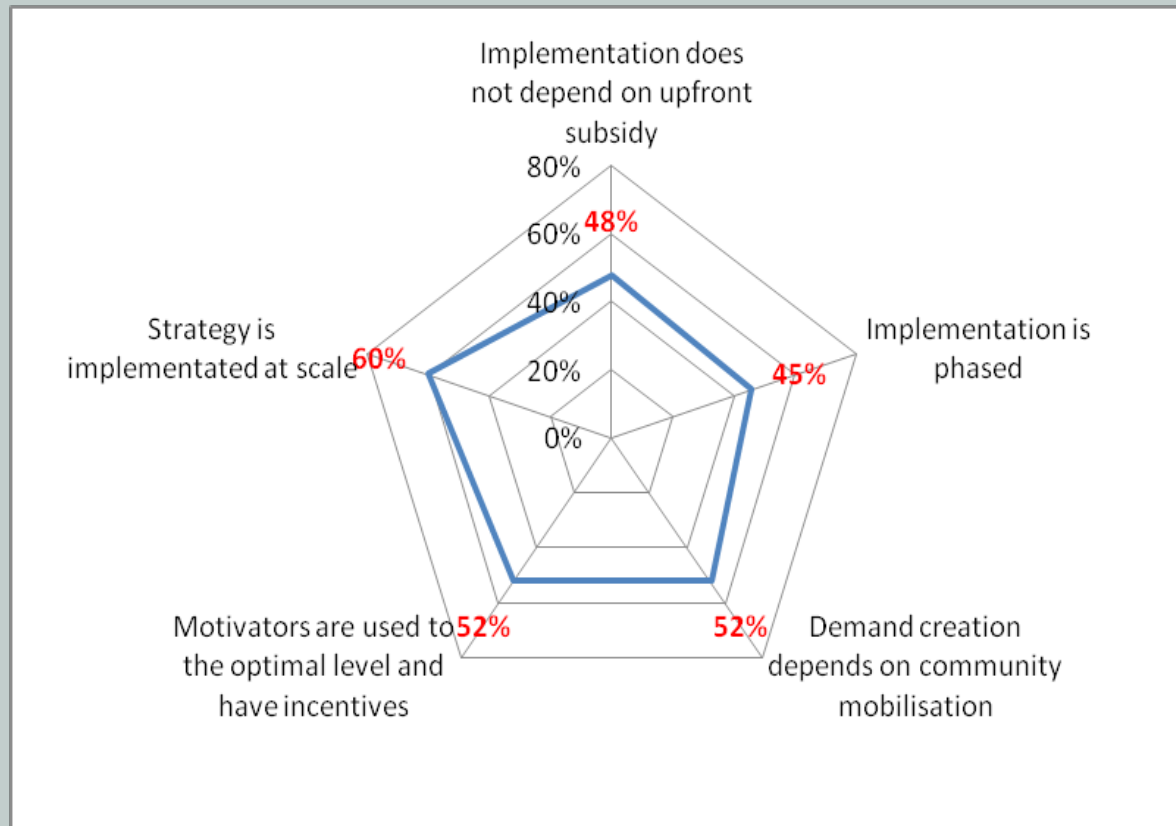
Good performance has a **strong positive correlation** with Approach to Creating Demand and Scaling-up, and vice versa
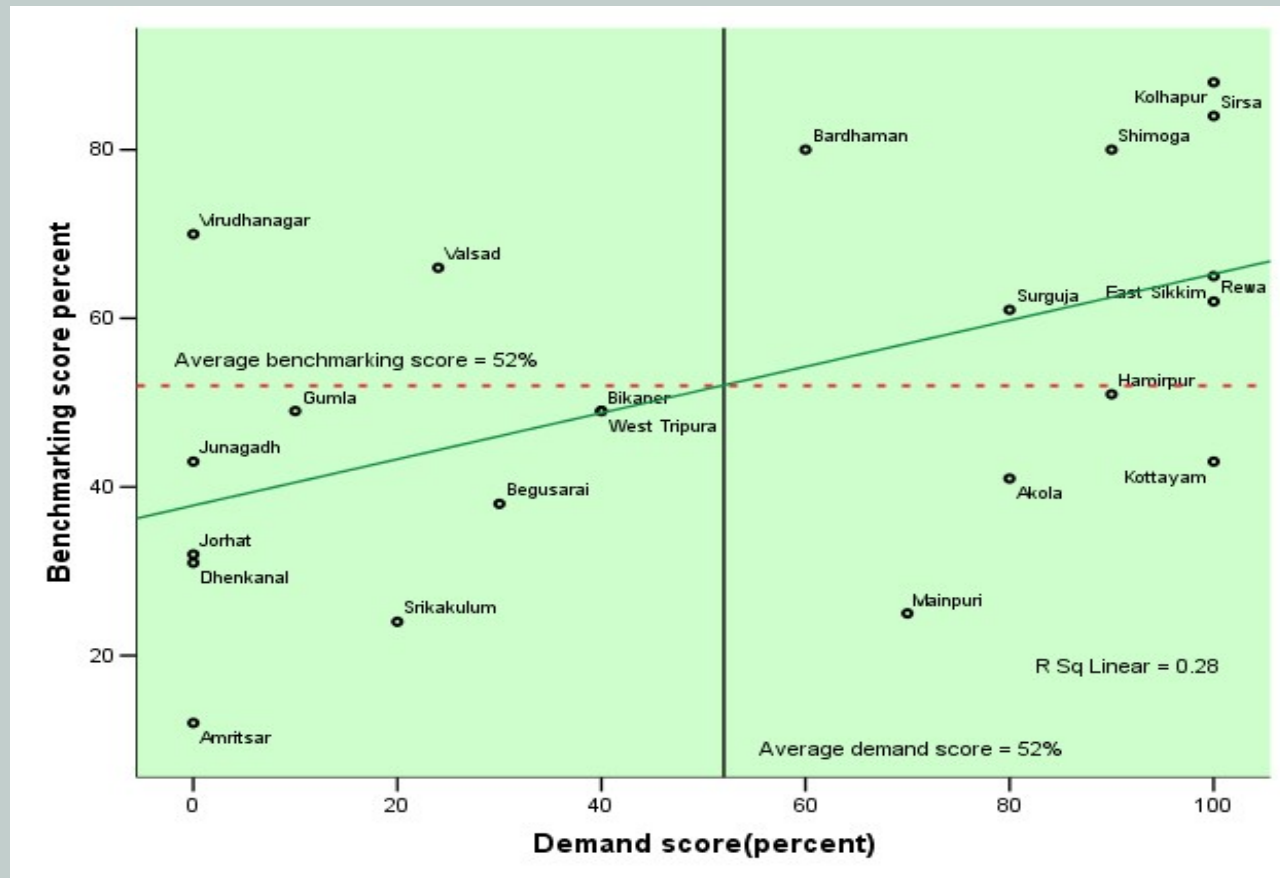
❖ Findings: Technology Promotion and Supply Chain

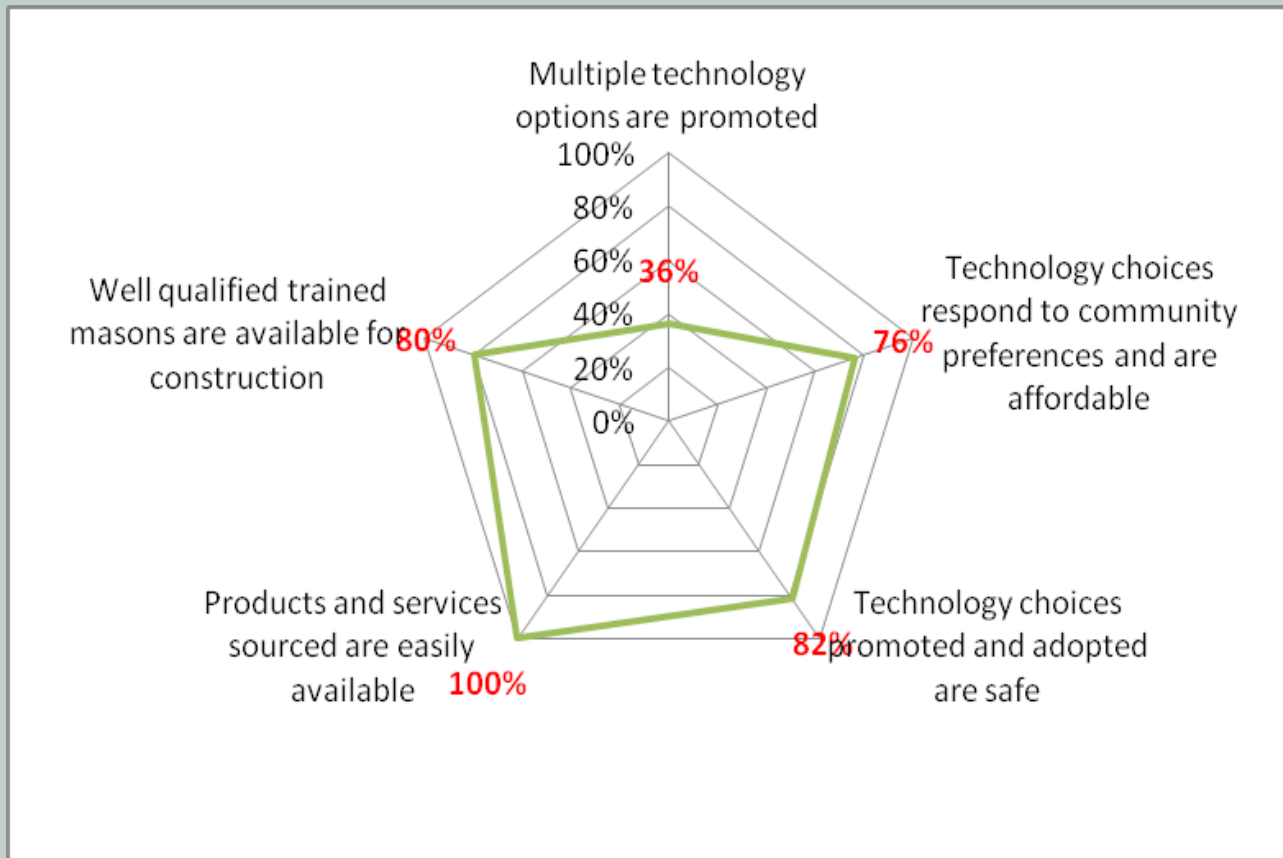| ज व च प ब	ड पद ``बव त`` म	ड ं ग ``बव त`` म
1 Multiple technology options are promoted	0	1
2 Technology choices respond to community preferences and are affordable	0	1
3 Technology choices promoted and adopted are safe	0	1
4 Products and services sourced are easily available	0	1
5 Well qualified trained masons are available for construction	0	1
ज ट ज	र	0	5
ज ट ज	र (%)	0	100

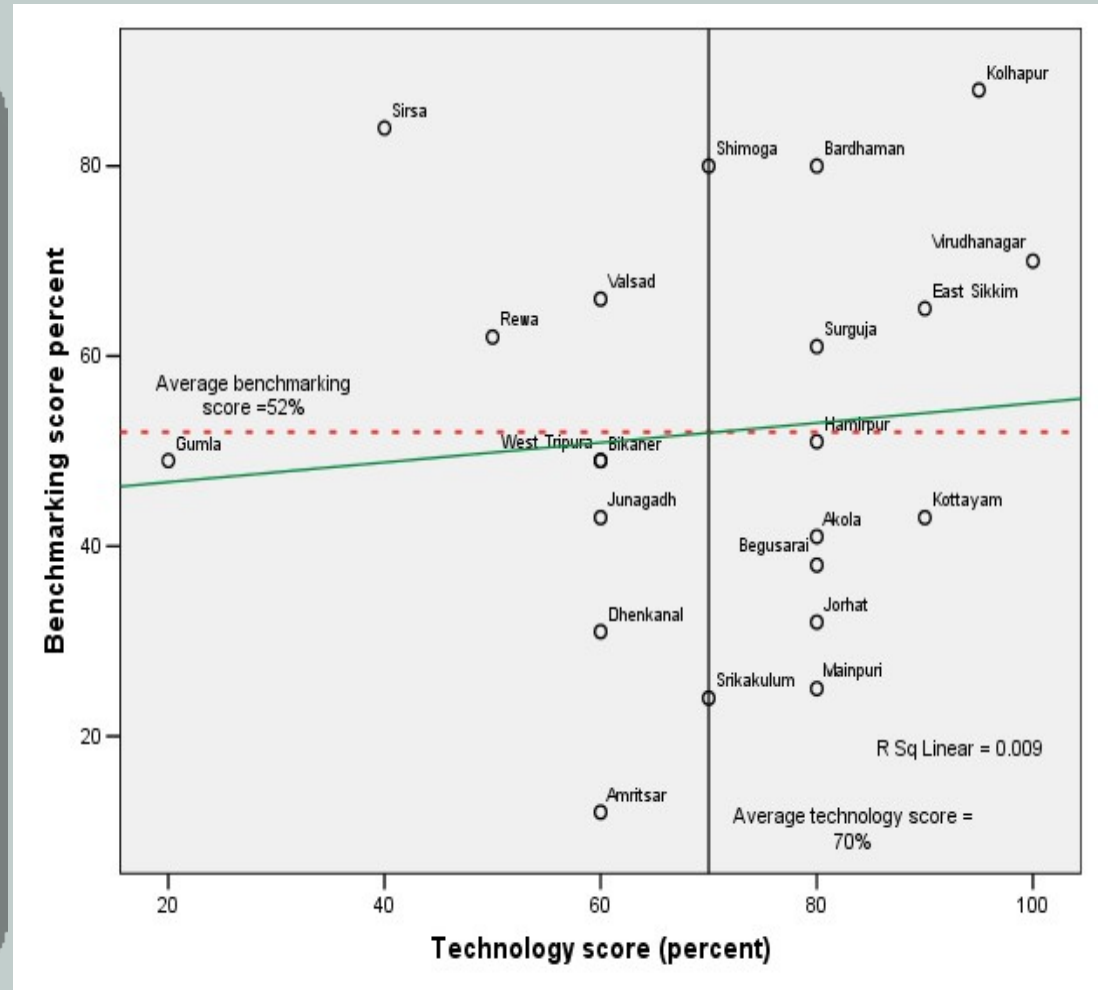❖ Average district score is 70%
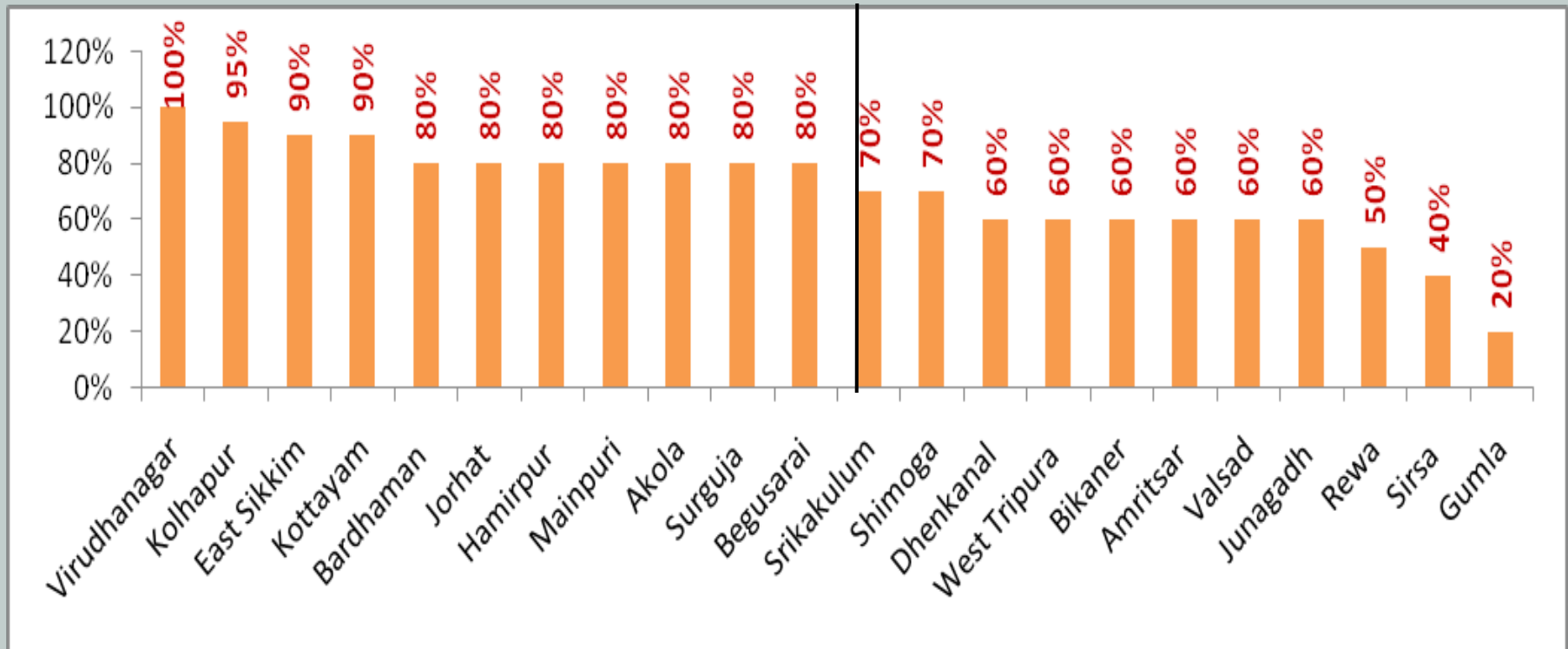
Generally, districts perform well on this component except in terms of promoting informed technology choice

- ❖ **No correlation found**
- ❖ In this sample, technology may not be key to scaling up TSC
- ❖ However, it may play a key role in sustaining program results

❖ Findings: Financing and Incentives

	ज्व च पब	ड पद ं बवत म	ड ं ग ं बवत म
1	*Additional installments are asked on time*	0	1
2	*There are no funding bottlenecks*	0	1
3	*Funding is used efficiently (focus on both short term achievement and long term sustainability)*	0	1
4	*Funding is used to maximum capacity (funds available under all heads namely SLWM, IEC etc are being used)*	0	1
5	*Incentives are availale for various stakeholders to perform optimally*	0	1
	ज ट ज। र	0	5
	ज ट ज। र (%)	0	100 %

❖ Average district score is 62%
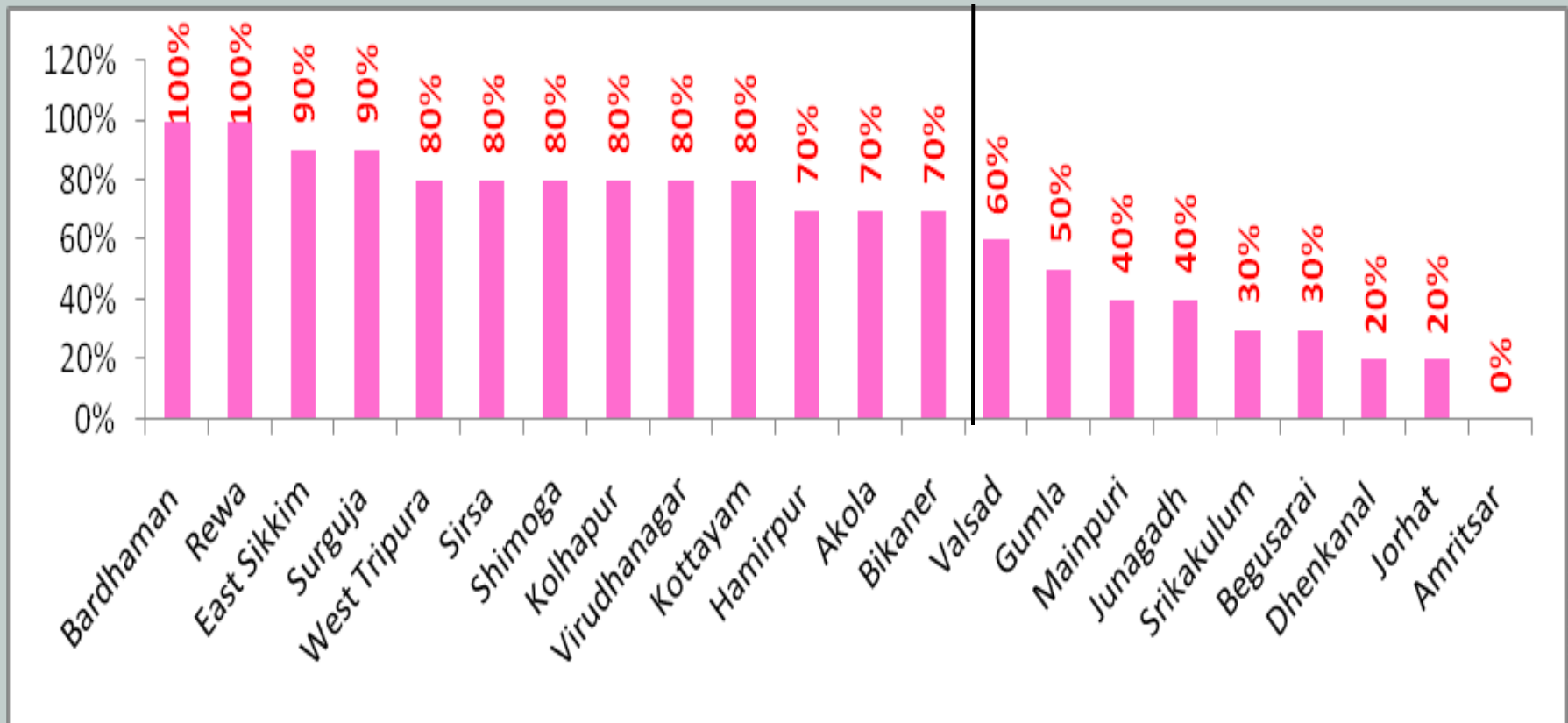
TSC and NGP are amply funded but capacity to absorb and efficiency of spend can be improved
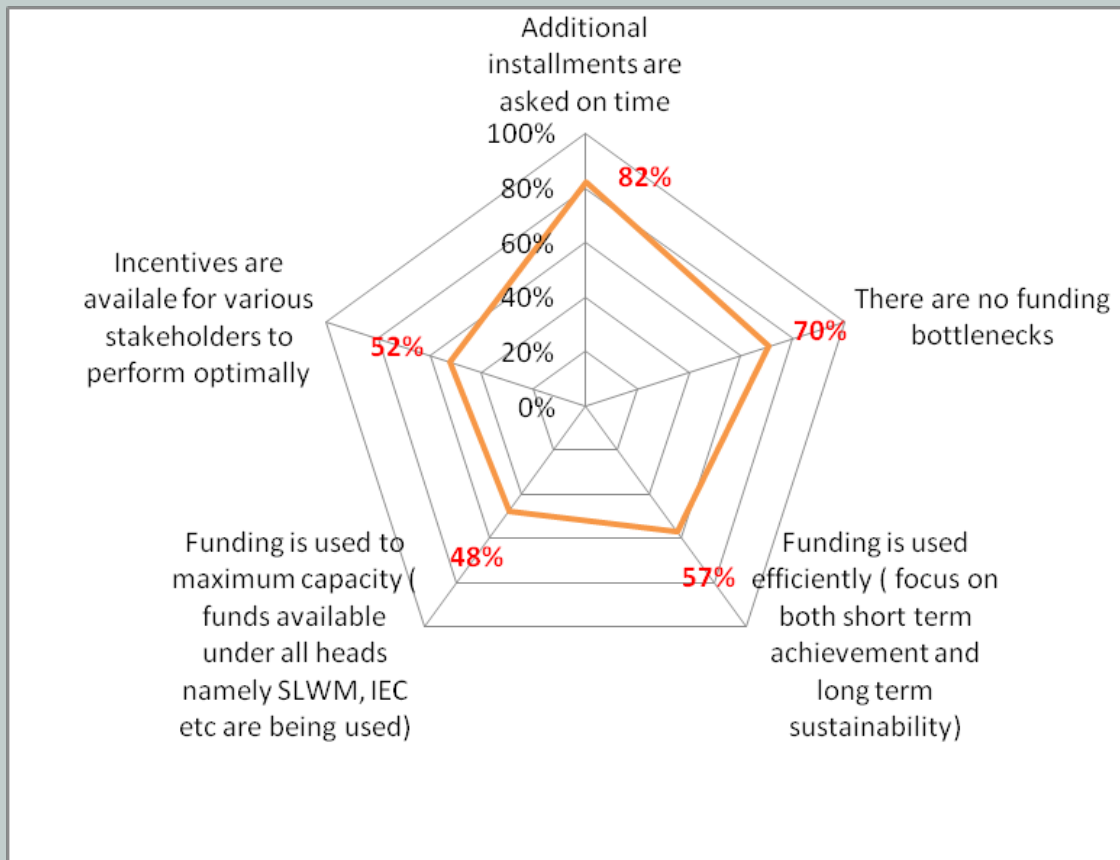
Good performance has a **very strong positive correlation** with Financing and Incentives and vice versa
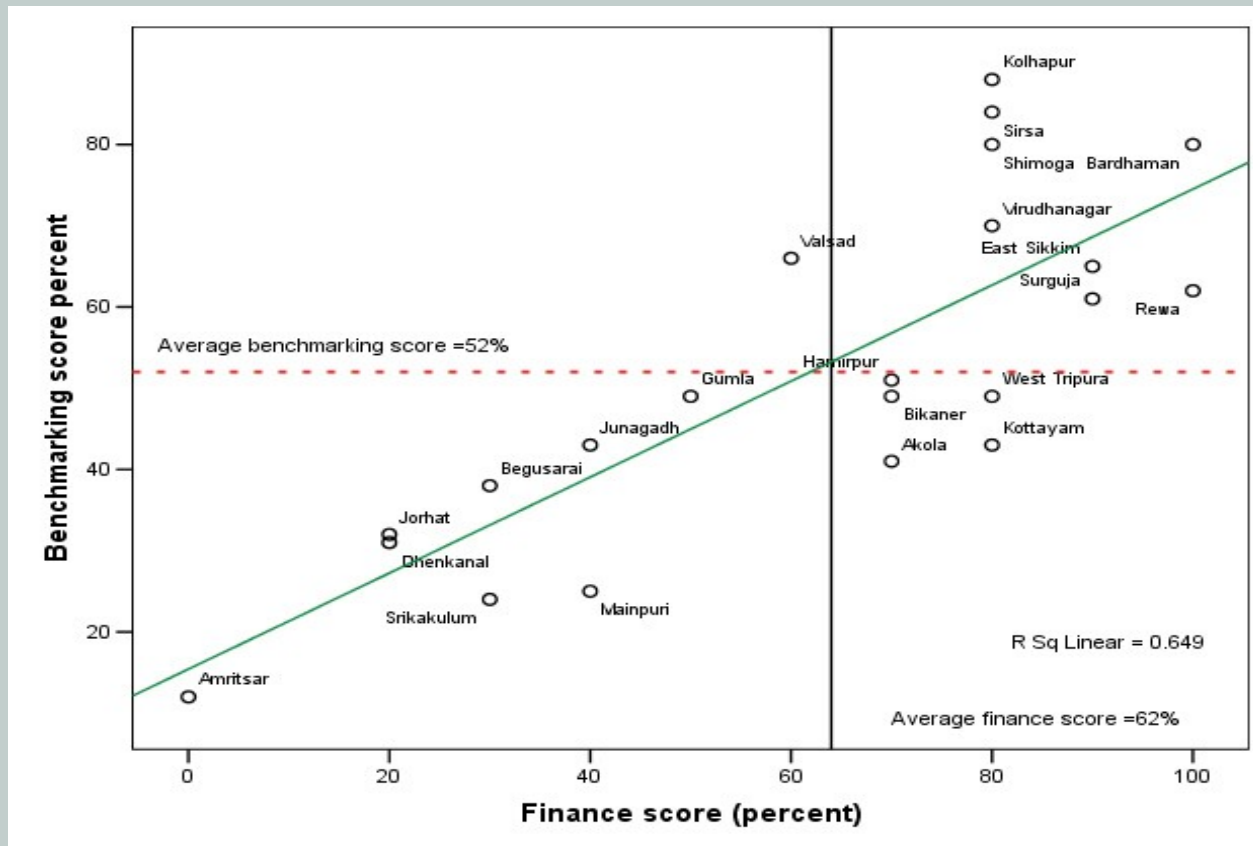
❖ Findings: Monitoring

ज्व च पब		ड पद ॰ बव त ॒ म	ड ॰ ग बव त ॒ म
1	Monitoring systems are available at village level	0	1
2	Monitoring systems exists for block and district level	0	1
3	Monitoring systems tracks both BPL and APL coverage accurately	0	1
4	Monitoring for usage exists	0	1
5	Monitoring of NGP/ODF villages is undertaken regularly	0	1
ज ॱ ज	र		0	5
ज ॱ ज	र (%)		0	100 %

43

❖ Average district score is 53%

Monitoring systems exist for TSC but usage of toilets and sustainability of NGP are gaps
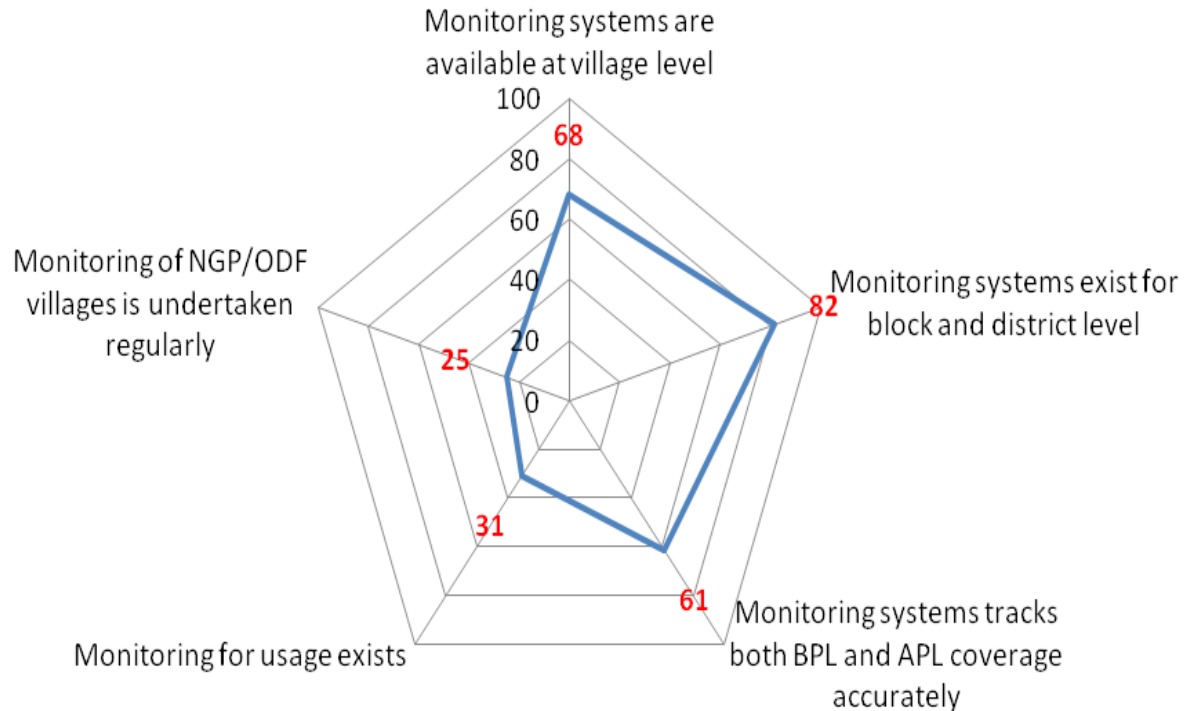
Good performance has a **strong positive correlation** with Monitoring
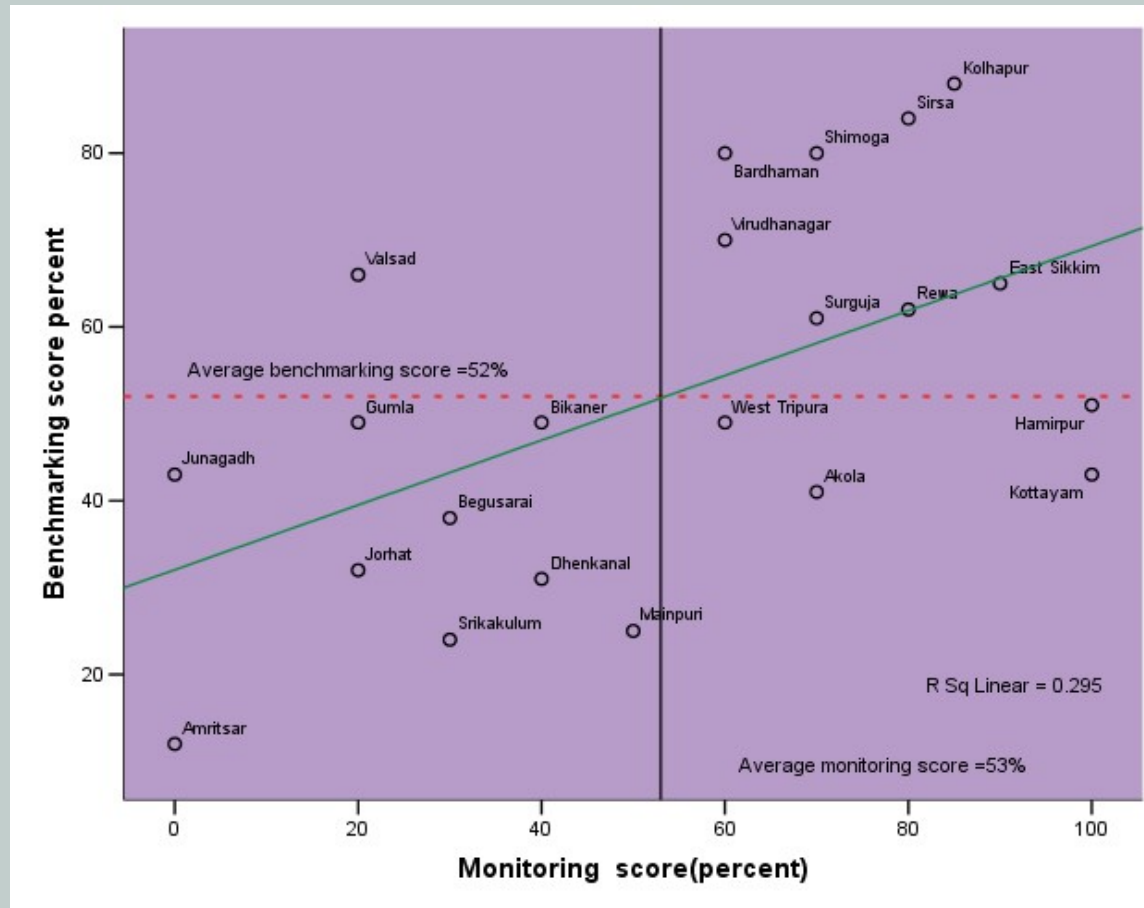
❖ Summary and Recommendations

Rating Scale

Measures Program Processes & Outcomes

1. Strategy for TSC Implementation

2. Institutional Structure and Capacity

3. Program Approach to Creating Demand and Scaling-up

4. Technology Promotion and Supply Chain

5. Financing and Incentives

6. Monitoring System

Bench marking

Measures Program Results

1. % TSC Budget Spent

2. % Individual Household Latrine Target Achieved

3. % School Sanitation Target Achieved

4. Financial Efficiency

5. Average Population Covered by a GP

6. Success Rate of NGP Applications

7. # of NGP won

8. % of NGP Panchayats to Total # of PRIs

Summary

❖ TSC processes have a strong positive correlation with outcomes achieved

❖ After a decade of implementation, best practices are well known and many challenges are not unique. Yet, some districts perform better than others

❖ Study findings show that better performing districts don't do different things, they do things differently

- ❖ **<u>Focus on processes</u>** to ensure scaling up and sustainability - the six components of the rating scale represent an agenda for action

- ❖ **<u>Monitoring system</u>** should push for tracking of processes and long-term results achieved based on existing and new data sources

Thank you
Open for Discussion

Average District Rating Scores
Individual Components (%)

	Topic	Avg Score (%)
1	TECHNOLOGY PROMOTION AND SUPPLY CHAIN	70%
2	INSTITUTIONAL STRUCTURE AND CAPACITY	62%
3	FINANCING AND INCENTIVES	62%
4	STRATEGY FOR TSC IMPLEMENTATION	56%
5	MONITORING	53%
6	APPROACH TO CREATING DEMAND AND SCALING UP	52%
	TOTAL (%)	**58%**

Purpose

Rationale: In order to achieve the vision of a 'Nirmal Bharat' by 2012, there is need to have a clear understanding of the <u>processes that underpin scale up, replication and sustainability</u> of best practices implemented by districts.

Objectives
❖ Collect and analyze primary and secondary data on TSC/NGP processes at district level
❖ Understand how processes adopted influence performance on outcomes
❖ Identify successes, challenges and the lessons
❖ Flag gaps and programmatic approaches to address these

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