TOTAL SANITATION CAMPAIGN
ASSESSMENT OF
PROCESSES THAT DRIVE OUTCOMES

Findings from 56 Districts and 12 States in India

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Overview

- Rationale
- Objective
- Methodology
- Proof of Concept
- Results – Comparing State Performance
- Gaps and Recommendations – What works in high performers?
Rationale

- Common TSC Guidelines but outcomes vary across states and districts
- Within advanced states, some districts perform poorly…
- …and within weak states also, some districts do very well
- What explains the difference in outcomes across advanced/weak states and districts?
Assessment Objectives

- Assess the **range of program approaches** and performance outcomes
- Where are the **key barriers**?
  - in the **catalyzing** policy environment? *or*
  - in **implementing** on the ground? *or*
  - in **sustaining** outcomes?
- Which **approaches** perform better?
- Which **approaches** are likely to be **sustainable**?
- Identify **practical solutions** to motivate districts and states to adopt the processes that are linked to better performance
Concept

Quality of Processes drives Outcomes Achieved and their Sustainability
How to Measure Quality of Processes?

Processes adopted by a district to implement TSC are grouped into 3 Components

- **Catalyzing**
  - Strategy
  - Institutions
  - Finance

- **Implementing**
  - Demand
  - Supply
  - Scale up

- **Sustaining**
  - Subsidy
  - Delivery
  - Monitoring
  - Rewards

Goal Nirmal Bharat
Process Rating Scale

- Each Component is divided into 3 sub-components
- Each subcomponent comprises 5 indicators
- Each indicator is assigned a score
- Max score = 100
- Scoring weight in favor of sustainability
Methodology

- In 2010, DDWS commissioned a study on impact and sustainability of NGP.

- Key Question: To what extent has Nirmal status of award winning PRIs been sustained?

- WSP used the same sample to ask: what processes are linked to higher sustainability of Nirmal status in award winning PRIs at district and GP level?
Primary
- 12 states
- 56 districts
- 112 NGP winning GPs

Through DDWS
- 9960 hh
- >50k persons
Proof of Concept: **Quality of Processes has a Strong +ve Correlation with Sustainability of Nirmal Status**
Individual Components also show strong +ve correlation with NGP Sustainability; **Catalyzing**

![Graph showing correlation between catalyzing rating and usage percentage. The graph includes a trend line for strong catalyzing processes and high usage, indicated by a correlation coefficient of $r = +.625, p < .01$.]

- **Weak Catalyzing Processes and Low Usage**
- **Strong Catalyzing Processes and High Usage**
Individual Components also show moderate +ve Correlation with NGP Sustainability - **Implementing**

![Graph showing correlation between implementing rating and usage percentage. The graph has two quadrants: Weak Implementation and Low Usage, and Strong Implementation and High Usage. There is a line indicating a moderate correlation (r=+.479, p<.01).]
Individual Components also show strong +ve Correlation with NGP Sustainability - **Sustaining**

![Graph showing correlation between Sustaining Processes and Usage]

**Weak Sustaining Processes and Low Usage**

**Strong Sustaining Processes and High Usage**

**Strong (r=+.694, p<.01)**
Results

How have Sample States Performed on Quality of TSC Processes?
Sample States Average Score on Quality of TSC Processes = **58 on 100**

TSC is increasing coverage but processes to prevent slippage are weak.
Sample States Average Score on Quality of TSC Processes = 58 on 100
What do high performers do differently in terms of quality of processes?

Results of Comparing 3 States selected from High, Average and Low Performers
Comparing State Performance: Quality of TSC Processes

Largest gaps b/w high and low performers
Comparing State Performance:

Strategy

- High Performer
- Average Performer
- Low Performer

**Low performers tend to focus on hh toilet coverage rather than achieving 100% ODF status**

Inter-dept coordination is a weakness
At district level, TSC competes for priority with other programs. There is a provision to get staff on deputation/contract but many positions were found vacant.
Comparing State Performance: Financing

Outcomes depend on HOW money is spent rather than HOW MUCH money is available.

- Additional instalments asked for on time
- There are no funding bottlenecks
- Funding is used to address all components of total sanitation
- Funding is used for short and long term goals
- Households invest own resources in toilet construction

HH own investment indicates felt need for safe sanitation.
Comparing State Performance: Facilitating **Demand for Safe Sanitation**

**Using all IEC channels effectively must accompany development of content of BCC messaging**

Sanitation is a habit and high performers focus on collective behavior change rather than toilet construction

**BCC messaging includes personal hygiene and a clean environment**

**Mass media is used to the optimal level**

**BCC focuses on collective behavior change**

**BCC is not seen as a one-time activity**

**Motivators are used to the optimal level**
Comparing State Performance: Supply and Technology Promotion

Tendency is to focus on a particular technology option rather than a menu of choices.
Comparing State Performance:
Scaling up

Supply of products and services is not a problem!

TSC is implemented as a district-wide campaign in phases.
Motivators are provided logistic and other support to reach all parts of a district.
Supply chain extends to hard-to-reach, difficult terrains.
Strategy includes moving from ODF to ODF+.
ODF goal focuses on HH and institutions.

Spread too thin? Tendency to tackle as many GPs as possible at once rather than take up implementation in phases.
Subsidy is given as a post-construction incentive after usage is verified. Subsidy is not treated as a unit cost for toilet construction. HH that would otherwise be unable to afford a toilet receive subsidy. Subsidy is not given to Private contractor, NGO etc to build toilets. Subsidy is given to GP/community as an incentive after 100% ODF. High performers tend to follow TSC Guidelines in letter and spirit.
Comparing State Performance: Monitoring

Monitoring results are fed back to lower levels; used in planning and management.

Monitoring systems are available at the village, block and district levels to track usage of APL, BPL, public and institutional toilets.

Systems are in place to ensure quality of data reported.

NGP applications are thoroughly checked before being forwarded to higher levels.

Monitoring of NGP/ODF villages is undertaken regularly.

Checking NGP applications before forwarding would improve the success rate.
Incentives exist for motivators and pradhans linked to 100% ODF status.

Incentives exist for Block and District level officials to prioritise TSC outcome achievement.

Incentives exist to sustain NGP status post-award.

Incentives exist to move to ODF+ activities.

Competition based annual rewards for cleanest GP have been introduced.

Rewards and recognition for officials working on TSC can be a powerful motivator.
- “Once a village reaches 80%, we recommend for NGP”

- “At district level, there is one PO and one MIS Operator. After APO retired, the position was not filled. No consultants have been engaged for IEC or monitoring as I do all that on my own.”
What has worked in High Performers?

## Catalyzing

### Strategy
- Focus on **100% ODF** – no family left behind
- Emphasis on **habit change rather than construction**
- **Coordination** mechanisms used effectively

### Institutions
- **Dedicated unit** at district level to coordinate TSC
- **Vacant posts filled** by hiring from open market/staff on deputation
- **Staff with mobilization skills** available at block and sub-block level

### Financing
- Utilization of funding for **long term usage/quality**
- **HH invest own resources**
- “Under IEC, we have done wall painting, camps and pamphlets”

- “District has put pressure to promote single leach pit only”

- “We will achieve 100% ODF by end of this fiscal year” (2 months away)
What has worked in High Performers?

### Implementing

| Demand            | - IEC focus on reaching the target audience  
|                   | - Mass media is used effectively  
|                   | - Network of motivators to facilitate IEC at ground level  
| Supply            | - Choice in technology option promoted based on community preference  
| Scale             | - TSC implemented as district-wide campaign in phases  
|                   | - Phasing targets are strategically planned  
|                   | - Motivators provided with logistic and other support to reach all parts of a district |
- “We release subsidy in 2 installments – the 1\textsuperscript{st} installment is released when the platform and one pit is ready. The 2\textsuperscript{nd} installment is released when walls and roof are there. Door is not necessary”

- “4 days before the team comes for verification, we clean up everything” [in a village that has been recommended for NGP by the district]
### What has worked in High Performers?

**Sustaining**

| Subsidy Delivery | TSC Guidelines followed  
|                  | Incentive is not treated as unit cost to which type of toilet model is fit  
|                  | Incentive is not paid upfront w/o demand  
|                  | Incentive released after verification of usage  
| Monitoring       | Use results to improve performance and not just report upwards  
|                  | Checks on quality of data reported  
|                  | NGP applications checked before forwarding  
|                  | NGP status is monitoring to check slippage  
| Rewards & Recognition | State level competition for ‘cleanest GP’ means NGP villages are not forgotten  
|                     | Strategically plan to move from ODF to waste management  |
Thank you
Open for Questions