

Mumbai
Slum Sanitation Project

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OBA breakout session
Urban Forum 2002

Existing Situation

- Estimated slum population (May01): 6,247,880 (54.33%)
- Sanitation facilities in slums (1959 slums):

Type of facility	Potential users	% of slum pop.
Individual	11,565	0.19
Mobile	1,295	0.20
Pay and Use	23,560	0.38
Public	3,860,160	61.78
Mixed	2,198,210	35.18
Open	90,560	1.45
Public in other slums	62,530	1
Total	6,247,880	100

- Public toilets
 - No. of toilet seats: 77,526 (av. 1 per 81 persons)
 - No. of toilet blocks: 9,665

Public toilets: some statistics

Who	Constructed		Maintains	
	No.	%	No.	%
MHADA	4,318	44.7	137	1.4
MCBM	2,734	28.3	4,694	48.6
Community	2,191	22.7	3,830	39.6
CBO			783	8.1
Others	422	4.3	221	2.3

- The current **deficit** is estimated @ **64,157 additional seats**.

Some of the issues

- ⊙ Public funding linked to inputs, i.e. direct *construction of structures* , rather than to the actual delivery of Sanitation Services.
- ⊙ High and unsustainable running expenditures for O&M.
- ⊙ No incentives for efficiency and innovation
- ⊙ No opportunities to leverage private funding through public resources.
- ⊙ Lack of knowledge of actual context and of the needs of users:
 - ✦ Technology, design and location not appropriate
 - ✦ Water, electricity and sewer connections not provided
 - ✦ Under-dimensioned structures, therefore over-used and soon depleted



Unusable sanitation blocks =
service not provided.

Slum Sanitation Project (SSP)

- ◎ Pilot component (10%) of a larger project, the Bombay Sewage Disposal Project
- ◎ Target: provision of sanitation services to 1 million of slum dwellers (20% of total slum population living in 164 slums on municipal land)
- ◎ Various iterations to reach today's stage, from direct construction, to PSP, to engagement of NGOs/CBOs

The Implementation System

1) KNOWING THE CONTEXT:

- ⊙ MCBM carries out a city wide survey of sanitation needs in the slums.
- ⊙ **Redefinition of Sanitation Service** as a package of: construction (sanitation block), hygiene education, capacity building, O&M plan, utilities.



◆ Characteristics of the sanitation block: accessible, technically sustainable, of good quality.

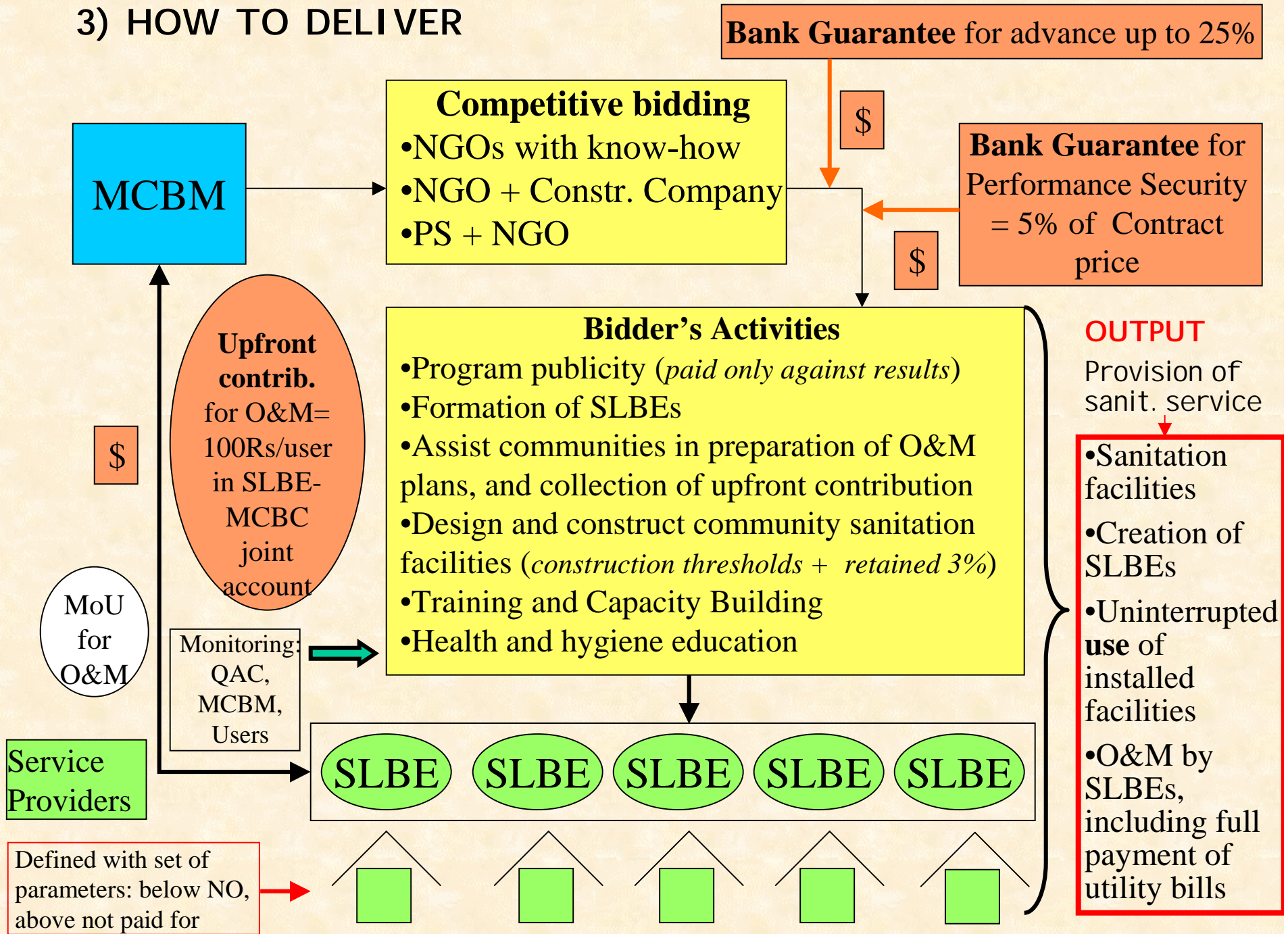
◆ Guarantee of continuous use and usability = regular O&M, local technical know-how for O&M, utilities paid for in full by users, users value the service.

The Implementation System

2) WHO CAN DELIVER?

- ⊙ **Government:** not effective at local level and at micro-management
- ⊙ **Local Commercial Enterprises:** have technical knowledge for construction, but not for upstream-downstream links with users.
- ⊙ **NGOs:** (1) Knowledge to organize communities, but not necessarily skills for construction.
(2) Credibility both at local and government level => good intermediaries
- ⊙ **Small Local Business Enterprises (CBOs):** can deliver on O&M and payment of utilities, sometimes also on construction => potentially good service providers, but not organized to bid.

3) HOW TO DELIVER



What is next

- ⊙ 20 contracts for the construction of 20 blocks each awarded under these terms and conditions
- ⊙ 16 contracted to a leading NGO (SPARC) and 4 to commercial firms in partnership with NGOs
- ⊙ 250 blocks under construction, 22 completed and handed over to SLBEs – most SLBEs are making profits.
- ⊙ The entire project to be completed by end June 2003.
- ⊙ What is next?
 - ✦ demonstrate that this is a lucrative business and involve more finance institutions and commercial enterprises;
 - ✦ move towards a federation of SLBEs, so that they could act like larger commercial service providers;
 - ✦ replicate without standardization: the Government of India adopting the methodology country-wide and the challenge of maintaining the flexibility.
 - ✦ monitor the performance of SLBEs over time and, if required, strengthen the incentives for performance

Concluding Questions

- ⊙ Considering **context** and **service to be delivered**, to what extent can “pure” OBA be pushed? Some times pure OBA could be on the horizon, but reality might call for some compromise... need to be creative.
- ⊙ When **targeting the poorest** requires the engagement of micro-scale service providers (like SLBEs), can we apply OBA principles with some flexibility to help this happen? For example, (1) reducing performance risk to the min. and sharing it rather than fully download it “as is” to service providers, (2) applying OBA in steps (payment related to thresholds) and mixing of some up-front payment, rather than end-loading all payments.
- ⊙ Do we need to think differently in terms of **incentives for OBA** when we work with the micro-private sector? Could incentives like follow-up projects and increased security of tenure work in an OBA context if made less “volatile” by a credible comprehensive development strategy?