





Project Sammaan

NEWSLETTER : AUGUST-SEPTEMBER 2013

PROJECT OVERVIEW

Project Sammaan is an urban sanitation initiative dedicated to redesigning and improving facilities for slum communities across India. The initiative is being piloted in Bhubaneswar and Cuttack with the aim to replicate it in other cities, if successful.

The objective is to rethink the current models of sanitation facilities and design a new programmatic infrastructure and physical structure that instills a sense of dignity while addressing issues affecting sanitation practices in India and encouraging community members to stop defecating in the open.

Over 100 of the re-imagined facilities will be built and a dedicated research team will analyze the qualitative and quantitative impact they have on the communities in which they're built. The results of this intensive research will be shared in an open-sourced toolkit that will allow for replication in cities across India and beyond.

Project Sammaan was born out of the research conducted for the Potty Project, an in-depth design research study focused on all aspects of the current sanitation models employed in urban slum communities throughout India.

FEATURE: *Communications*

Introduction

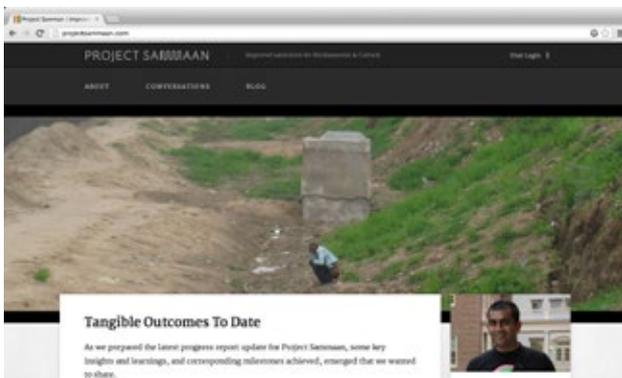
The purpose of Project Sammaan, as specified in the grant proposal, is: "To develop an innovative, sustainable, scalable urban community sanitation model which will: (1) reduce the incidence of open defecation and improve health among the urban poor, and (2) lead to the creation of a 'toolkit' for successful sanitation interventions (in terms of both the design of community toilet infrastructure and an associated management system) that can be replicated in low-income, high-density urban areas throughout South Asia."

It is this second point that makes the documentation and information-sharing activities amongst partners so vitally important. The intention is for partners to keep a record of their activities throughout the course of the project in order to make this toolkit as informative and viable as possible. The focus should be on the challenges faced as these will help frame the project while also providing insights to other practitioners that may be facing similar issues in their own sanitation projects.

In order to ensure that this toolkit is a work-in-progress, "living" document that is constantly updated throughout the course of the project, several communications activities have been planned and implemented to facilitate the information-gathering activities. The primary platform for project communications has been the website/blog, though additional online (and offline) activities have complemented this web presence, namely social media accounts, print collateral, and in-person outreach efforts.

Outreach

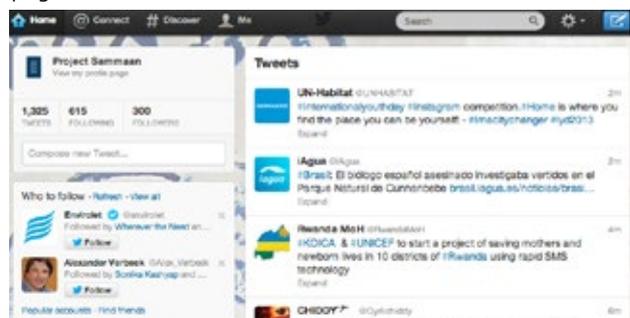
The Project Sammaan website/blog was launched in April 2012 and has served as a repository for project updates since. The platform was designed to feature multiple authors in order to provide equal access to all stakeholders for sharing their work.



Project Sammaan website & blog

The value of this interface lies in its real-time sharing of pertinent insights with the general public as well as project partners, since many are located in different cities, if not different countries. Additionally, this capturing of information as developments occur should help to ensure the efficacy of the toolkit as it allows the team to share insights as they happen and not in an ex post facto review of activities upon the project's completion. For this reason, it is absolutely key to the project's success that partners actively and consistently provide updates by way of blog posts.

Beyond the website, Project Sammaan has a presence on the social media sites Facebook and Twitter, and videos from the initiative are hosted on the Quicksand Vimeo page.



Project Sammaan Twitter feed



Project Sammaan Facebook page

These sites are used primarily as promotional vehicles, with new blog posts publicized on the social media feeds. However, they are also used to establish Project Sammaan as an information source for the global sanitation crisis, with pertinent sanitation-related articles shared. This establishes the project, and its stakeholders, as resources that can be relied upon for interesting and informative news pieces while also simply driving awareness of the initiative. The project is also featured on SuSanA, the world's largest sustainable sanitation forum, further contextualizing the project and its importance.

The monthly newsletter is the most consistent and regular piece of print collateral that the project produces, but one-off items such as workbooks and pamphlets have also been produced. A press release is updated and kept on the project's Dropbox account for all stakeholders to reference if and when they speak to the media. All of these help to ensure that the information that is shared with the public is accurate, engaging, and interesting.

The Project Sammaan "626 Summit" has been the only initiative-driven conference undertaken by the stakeholders to this point, though additional dissemination events will take place as the project progresses. This particular summit gathered practitioners and like-minded organizations and individuals to present their work while also discussing the future of sanitation.

Project Sammaan was also featured at the "Reinvent the Toilet Fair" hosted by the Bill & Melinda Gates Foundation at their Seattle headquarters.



Project Sammaan's booth at Reinvent the Toilet Fair

This fair was chiefly a competition for those working on technological innovations to address global sanitation issues. Beyond these, other grantees, including Sammaan, were invited to share their projects and help frame the sanitation problem for other practitioners and the general public.

Toolkit

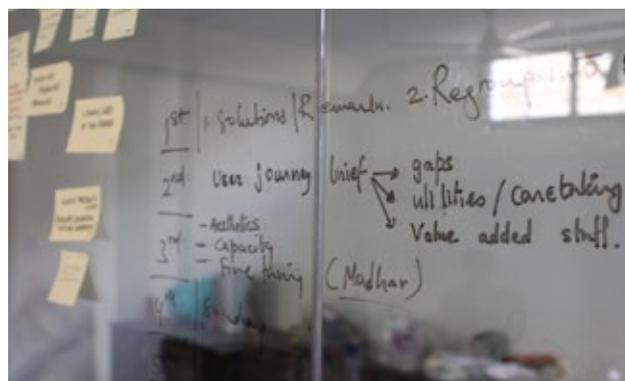
The Technical & Design Guidelines document is the first iteration of the project's toolkit. It is a tome of a document that features a detailed breakdown of activities conducted by each workstream required to complete the project. Beyond the what, where, when, and how, this document attempts to capture the why.

This is driven not by the notion that the project stakeholders know all that there is to know about

sanitation but rather by the shared ethos that only through collaboration can real change be effected.

A great deal of time and energy has gone into Project Sammaan to this point. It is imperative that the insights learned along the way are made available to other interested parties in the sanitation field to help provide guidance and, by extension, support.

The hope is that this will assist in streamlining activities while helping others avoid potential pitfalls that can create delays in providing a life-changing, and even life-saving, resource. Unlike other products and services, everyone has a vested interest in improving access to sustainable sanitation making this kind of openness in information-sharing the rule and not the exception.



Conclusion

Partner participation in information-sharing is an absolute must if Project Sammaan is to be the effective initiative it is intended to be. Each stakeholder plays a pivotal role in the project's development and only those conducting the work can share what the experience is like. Though it can be challenging at times, a concerted effort in capturing learnings along the way will make the toolkit impactful. This can mean the difference between effective change and maintaining a status quo that puts millions of lives at risk every day.

BLOG HIGHLIGHT: “DOCUMENTING SAMMAAN” BY KEVIN SHANE



Communications efforts are a key part of Project Sammaan. In fact, the grant proposal itself identifies the creation of a dissemination toolkit as second only to reducing instances of open-defecation and improving health amongst India's urban poor.

By extension, documenting the project's activities is a vital exercise to ensure that as much detail as possible is captured as it unfolds. The value obviously being that information is captured as it happens, making the insights far richer and impactful than if they were revisited later on in the project.



Using media in a community feedback session

The main point-of-contact for the documentation process is this blog and website. Project partners are asked to keep a running track of their activities and to share them as frequently as possible. Many of the posts featured here originated from these updates. They are also utilized in producing a monthly newsletter that is sent out to all of the stakeholders.

Beyond merely putting pen to paper in order to convey project developments, a concerted effort is made to visually present the project. Frequent trips are made

to the field in order to photograph and film the work being done as it happens. The video footage is used to create short films (such as the project introduction on the website's About page) which we feature on the blog and store on the Quicksand Vimeo page; the images are used to add substance to print collateral, such as the newsletters, and the social media accounts for the project, including Twitter and Facebook.



Filming in one of Bhubaneswar's bastis

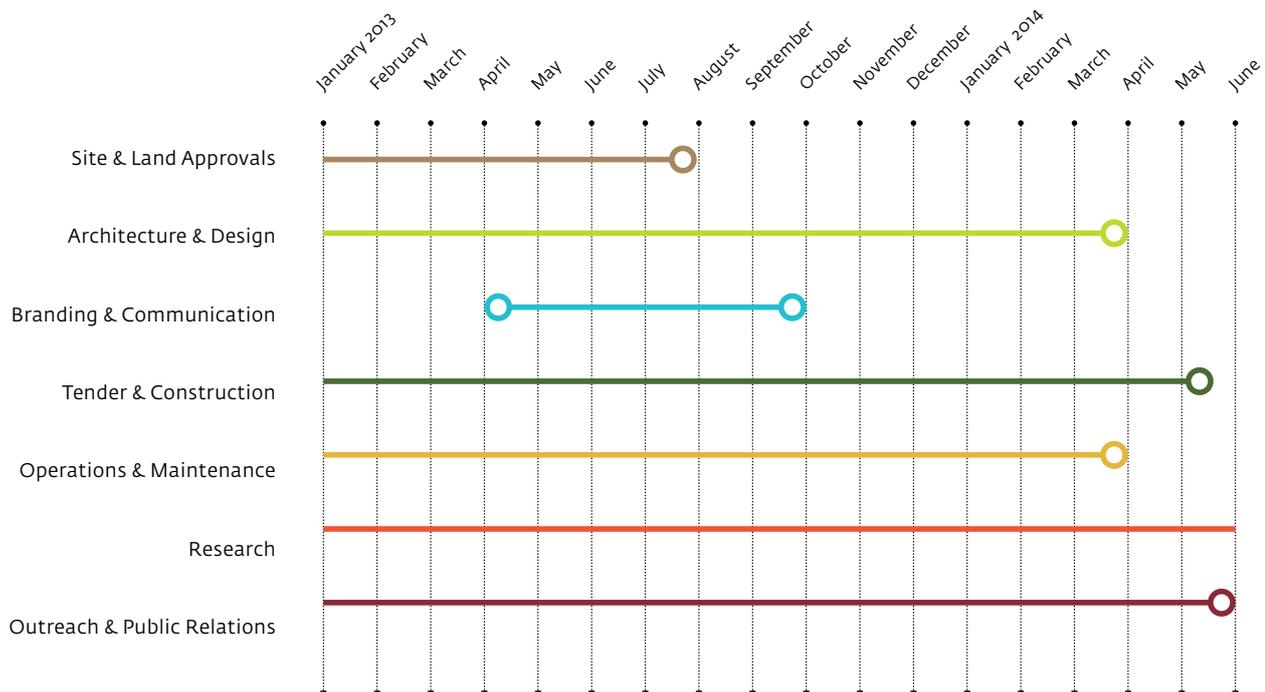
We feel that this full-spectrum approach to documentation differentiates Project Sammaan from many other sanitation initiatives. This level of transparency was initially driven by the grant's mandate, but it falls in line with the mindset of all the project's stakeholders.

Collectively, there is a firm belief that only by collaborating and sharing information can real impact be made in this space. Hopefully this will lead to real change for those that need it the most, and positively improve the quality of life for the countless millions here in India that lack adequate, and safe, sanitation options.



A community toilet in Bhubaneswar

TIME LINE



MILESTONE OVERVIEW

To date

- The Project Sammaan Technical & Design Guidelines Abstract document was completed by Quicksand and submitted for review
- Public toilet O&M processes and guidelines completed by J-PAL
- J-PAL finished the remaining census data collection activities in Bhubaneswar
- Design team completed the tender documents for community toilets in Cuttack
- Gained approval from the Standing Committee on Public Health for Public Toilets

Upcoming

- Submission of tender documents in Bhubaneswar and Cuttack
- Contractor will be selected for Community Toilets
- Tendering of Public Toilets

September calendar of events

- O&M Tender documents will be submitted to the team for review for the Community Toilets
- Pre-construction dialogues with communities in Cuttack to commence
- Submission and approval of Batch 2 and Batch 3 tender documents
- Release of tender for 27 Public Toilets in Bhubaneswar and finalization of construction vendor(s)

WORKSTREAMS

A. Liaisoning & Capacity Building

The month of August involved several liaisoning activities. Monthly review meetings helped the team assess the progress of the project in the government wings for both BMC and CMC. August also saw enforcement of the Model code of Conduct in 91 ULBs, though BMC and CMC were exempted. A series of discussions and successive decisions in the Government helped lay down strategies for faster and smoother execution of the project, including deciding on the contractor for construction of the 27 Public Toilets in Bhubaneswar.

At the CMC, preparation for submission and approval of the Detailed Project report and other documents for transfer of Government allocated funds was the major activity. The Engineering wing provided the Sammaan team with several inputs on packaging and technical parameters as per the Government's tender norms.



Capacity Building activities continued simultaneously with project operations. A series of discussions involving Land Officers, Engineering teams and Slum Improvement Officers appraised the Municipal officers on the project and its progress. Critical points about the execution of the project and the operations and maintenance of the facilities were discussed keeping in mind the research methodology that the team is working on.

Activities in September include:

- Finalise the contractor for construction of the public sanitation facilities at BMC
- Finalise the preliminary Operations Help Desk document
- Gain approvals for the tendering of 32 Community Toilets in Cuttack

B. Research/Operations & Maintenance

Census data collection in all the community toilet locations in Bhubaneswar is now complete. Over 90 sites covering more than 20,000 households have been surveyed in total and, after three attempts for each

household, the overall completion rate stands at 87%. This data serves as the sampling frame for the baseline data collection. The census data has also been used to generate demand estimates for toilet usage, which served as a critical input for the architectural designs.

Activities in September include:

- Completion of census for all the Batch 4 sites
- J-PAL will conduct a baseline survey in a sample of households in each site before the commencement of the pre-construction dialogue with the communities. A two-week training will be conducted for the field staff before beginning the baseline data collection

C. Tender & Construction

August was a very fruitful month and we're hoping for much of the same in September.

Arkitechno worked intensively with Anagram Architects to sort out various sorts of changes in the tender documents for the community toilets in Cuttack, including some revisions in design.

All the tender documents and drawings have been printed and delivered to the CMC, with very short turnaround times. The Arkitechno team had several interactions with the CMC engineering team, clarifying doubts and resolving issues.

Activities in September include:

- Submission of final tender documents & BoQs to the CMC for 32 Community Toilets in 4 packages
- Submission of Batch 3 Community Toilet tender documents & BoQs to the BMC for review

D. Architecture & Design

August was incredibly busy for Anagram Architects and CDD. The tender documents were prepared for 32 Community Toilet sites in Cuttack and 43 Community Toilet sites in Bhubaneswar. Anagram anchored the process of preparing this, and compiling inputs from CDD and Codesign, for the sewage treatment systems & signage, respectively. With this, all the work for the tender stage has been completed for 11 Community Toilet typologies in Cuttack and 12 Community toilet typologies in Bhubaneswar.

The first round of the documents were submitted to the CMC, with the support of Arkitechno. Most of the latter part of the August was spent in revising and correcting some of the estimates in order to work towards the total

WORKSTREAMS

sanctioned amount for Cuttack.

Tender documents for all of the Batch 3 Community Toilet sites in Bhubaneswar have also been prepared and will be ready for submission to the BMC soon.

August involved discussions between partners to decide on several design aspects including the sewage treatment systems, signage & branding, as well as facilities such as incineration within the toilet. There were many factors on the basis of which important decisions were taken including quality of effluent, aesthetic value of toilets, and educating stakeholders on waste management.

Activities in September include:

- Anagram Architects will work on the working drawings for 32 Community Toilets in Cuttack and work on submitting all the tender documents for Batch 3- 43 Community Toilets in Bhubaneswar
- CDD will visit Batch 4 sites- 17 Community Toilets in Bhubaneswar to understand feasibility of sewage treatment systems for each site
- CDD will visit Batch 2 & 3 sites to fix benchmarks and provide further inputs for the sewage treatment aspects of the working drawings for each site

E. Outreach & Public Relations

August outreach activities were centered on making progress on the Technical & Design Guidelines Document, and preparing for the upcoming visit by representatives of Yale University's Business School.

The abstract for the Technical & Design Guidelines Document was finalized and shared with project partners. This outlines the sections of the overall document while contextualizing Project Sammaan in the sanitation space. The abstract is a reference guide for discussing the toolkit.

The most exciting development is Project Sammaan's selection by Yale University to be featured as a case study for its business school. A team from Yale will travel to India to meet with project stakeholders and document in-field activities. Kevin Shane from Quicksand met with university representatives at their U.S. campus to review the documentation plan, while Shivangi Varma of CTRAN facilitated scheduling meetings with various stakeholders.

Activities in September include:

- Completing the Technical & Design Guidelines document
- Preliminary filming for the Yale University case study video

F. Branding & Communication

It's been an excel-sheet-filled month for Codesign this August, as the finalised Bill of Quantities (BoQ) for 14 toilet typologies, including those added this month (2-seater enhanced layer, 4-seater enhanced layer (type-A) and 8-seater enhanced layer) have been compiled and shared with Anagram to facilitate the tender process.

Generating this BoQ required mapping the various signages onto the spaces within each facility, with attention paid to the hierarchical value of each signage and the relevance of its message to that particular location. This task has necessitated laborious poring over measurements and figures to ensure all the signage mandates for the toilets are captured within the tender documents.

Simultaneously, Codesign has been working on further development of the Project Sammaan family of characters. Codesign is working with an illustrator to derive the family of characters who will people the signage in the facilities. Sketches of these characters had been shared in the early stages of their design, and have now been finalised. Currently the sketches are being refined, and the characters are being adapted for the various poses that will be required on signage and other collateral for the facility.



The third workstream this month has been refining the identity for the toilet facilities. Codesign had previously shared directions for the logo, based on the brand values and naming finalised over the last few months. Those directions have been fleshed out into three distinct logo directions with accompanying visualisations. These are scheduled to be shared with the larger Project Sammaan team in the coming weeks.

Activities in September include:

- Finalisation of the identity and logo for the Project Sammaan toilets
- Completing the messaging plan for all the toilets- including area specific as well as general hygiene messaging for various points within the toilets



The Abdul Latif Jameel Poverty Action Lab (J-PAL) is a network of 70 affiliated professors around the world who are united by their use of Randomized Evaluations (REs) to answer questions critical to poverty alleviation. J-PAL's mission is to reduce poverty by ensuring that policy is based on scientific evidence.

J-PAL is the primary grantee and the project's principal investigators and are designing and conducting the monitoring and evaluation for the facilities:

- » Business model development
- » Operations and Maintenance modelling
- » Project evaluation

A multi-disciplinary innovation consultancy that places user-centered design principles at the core of every innovation effort. The studio has successfully delivered on several new services, products, brands and developmental strategies, creating both measurable social and business impact.

Quicksand is responsible for project management as well as anchoring the hardware design process for the project:

- » User-experience research and corresponding hardware design
- » Design, branding and communication project management
- » Project toolkit and website development



The municipal corporations of the pilot cities Bhubaneswar and Cuttack. These entities are tasked with providing services in sectors such as Health & Sanitation, Slum Development, Urban Planning, and Waste Management to improve the quality of life of their respective citizenries.

The local municipal corporations are key partners in the project and aid in the facilitation of its various components:

- » Provide funding for construction and infrastructure
- » Site selection assistance
- » Identify contractors for construction
- » Ensure regular water, electricity, and sewerage facilities for the toilets
- » Manage sewerage and waste treatment systems
- » Oversee functioning of facilities through a PMO until capacity-building with the BMC is complete
- » Provision of temporary sanitation facilities
- » Ensuring long-term sustainability of the project

The Centre for Advocacy and Research (CFAR) is an Indian organization committed to working and partnering with marginal communities. It has expertise in conducting research, process documentation, capacity building and strengthening advocacy by leveraging media and networking to shape and impact policy issues related to urban poor.

CFAR is actively involved in facilitating community interactions in the field:

- » Social mapping of each slum
- » Community engagement and dialogue during design and construction phases
- » Facility management training for community members



CTRAN Consulting Manages large, complex development projects, providing the right mix of program management and technical assistance.

They are the one-point contact for interfacing with various government agencies:

- » Establish a Project Management Office within the two municipal corporations to ensure continued, and future, use and grievance redressal of the facilities
- » Facilitate meetings with government representatives
- » Assist in land approval process
- » Set up and operate the help line that ensures proper functioning of the facilities



Arkitechno Consultants (India) Pvt. Ltd is a multi-disciplinary firm of consultant engineers offering a full array of consultancy services ranging from concept to implementation. This includes: environmental & social planning, feasibility studies, design review & construction supervision, operations & maintenance and project management consultancy for infrastructure projects, and many others.

They are the main project managers for on-field activities:

- » Tendering
- » Facility construction management

CODESIGN



A brand and communication design studio whose expertise lies in bridging the gap between product and service offerings and what end-users really care about, with communication that is meaningful and relevant.

Codesign is the communication and brand consultant for Project Sammaan.

- » Ensure facility related branding and communication is contextually relevant and encourages behaviour change and adoption
- » Develop the facility identity and corresponding collateral that promotes larger goals of sanitation and health for better life
- » Creating facility signage that is functional and facilitates access and experience

An award-winning consultancy internationally recognized as amongst the top emerging practices in the world with a commitment towards delivering innovative, context specific designs that encourage sustainable lifestyles. Anagram Architects is a full spectrum spatial design consultancy firm that offers expertise in urbanism, architecture, interior design, and research.

They are leading the architectural design of the 119 facilities:

- » Provide site-specific architectural designs
- » Consult on waste management issues
- » Oversee facility construction

CONCLUSION



September brings with it yet another chaotic month across all workstreams, and these efforts will drive the project as it shifts into the most pivotal phase: commencement of facility construction. The branding and identity will be finalized, tender documents for both construction and O&M will be submitted, sewage treatment systems evaluated, various census activities completed, and several outreach activities initiated.

Diligence and perseverance will be as critical this month as any other in the project's timeline, with delays in any workstream having a domino effect that could negatively impact the progress the team has made thus far. The collective air of anxiety is offset by an equal measure of cautioned optimism and excitement as each day draws Project Sammaan closer to groundbreaking for the first facilities.

