



Project Sammaan

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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: Project Team Communication

The team from Yale University's School of Management spent the final week of October meeting with, and interviewing, representatives from each of the partner organizations working on Project Sammaan. Most of these interviews were filmed, or at least had the audio recorded, so that Yale's School of Management can create a case study about the initiative for use in various classes.

The interviews were rather robust and covered everything from individual motivations in working on Project Sammaan and each organization's experience in the sanitation sector to what changes each person would like to see made and any challenges that were faced along the way. Those interviewed should be commended not only for taking the time to be interviewed by the Yale team, but also for the thoughtful and incredibly honest feedback that they provided.

In discussing challenges and aspects of the project people would like to change, one common theme emerged: the need for improved communication between project partners. Many people felt that they were not being included in broader conversations about the project, and that partner organizations need to be more transparent with what they are working on and more diligent in making themselves available to other partners.



The main channels of communication (e.g., the blog and the monthly newsletter) were identified as more public relations pieces better suited for an outside audience than information-sharing tools for those working on the initiative. Above and beyond these, there was a call for more direct, and frequent, internal dialogue.

It is important to stress that all partners are expected to contribute to both the blog and the newsletter. There has been a clear lack of participation nearly from the beginning and all partners are requested to improve their level of activity with both. Additionally, the mandate to create a toolkit that details the efforts of all partners

throughout the course of the project is the justification for maintaining a real-time blog; it is the repository for each partner to capture and share learnings as they happen. It is critical that people are diligent in doing so as any ex post facto attempts at capturing this will ultimately fall short of the impact cataloging these learnings "in the moment" will have.

Outside of these communications streams, some changes in the manner in which the partners share information with each other have been implemented. Most notable among these are the fortnightly review call as well as instituting a weekly workstream review.

The format of the fortnightly review call has been adjusted such that each partner is required to have at least one representative on the call. Each partner is given a few minutes to briefly review the work they're doing while also sharing any pertinent details (e.g., challenges, successes, etc.) with the team at large. This revised format ensures that there is regular contact amongst all partners and provides a forum in which to discuss each other's work privately. Efforts will be made going forward to include our partners at the BMC and CMC in these calls to further reinforce their role as partners in the project and to provide them a window into the daily efforts of the team.

A call or meeting between the project manager, Kevin Shane, and the partners takes place on Mondays to discuss partners activities for the week. Following these conversations, an email consolidating all of these points is sent to the entire team. Beyond merely sharing information on who is doing what, these messages help to identify any inter-dependencies between workstreams. The intended purpose is to clearly convey the implications a delay in one workstream could have in another. It also helps to keep a running log of activities for later review.

It should be stressed that transparency, availability and honesty are absolutely critical components to the project's successful implementation. The need to move away from the objectives and needs of individual organizations and towards those of the collective is one that was stressed, in one way or another, by all partners. To that end, everyone is encouraged to be as candid and engaged with each other as possible.



BLOG HIGHLIGHT:

“PUBLIC TOILET TENDER RELEASED!” BY KEVIN SHANE



We have achieved quite a milestone with Project Sammaan: the tender for the Public Toilets in Bhubaneswar has been released! This is a big step forward for the project and one that has taken the combined efforts of virtually all team members to accomplish.

One of the aspects of Sammaan that initially had team members so excited about the project was its innovative approach to addressing open-defecation, generally, and fixing the urban slum sanitation facility model, specifically. The layers of innovation cover everything from the design of the physical infrastructure to the business models and demand-generation activities employed to ensure increased, and sustained, adoption rates amongst users.

The project has very much been a learning process for all of the partners and stakeholders, as is the case with any new initiative seeking to “break the mold” and re-think a tried and true, if largely unsuccessful, manner of doing things. (The mandate to develop a toolkit that chronicles and shares these learnings is reflective of this underlying nature). One key takeaway from the tender process as we’ve experienced it is that, with something new, comes a whole lot of questions to be answered and anxieties to be assuaged.

As compared to a standard infrastructural project (e.g., building a bridge) that has been done before and, therefore, has a tried-and-true method for evaluation and approval, Project Sammaan’s facilities involve “reinventing the wheel” a little bit. As such, there is no baseline for comparison, aside from the failed facilities whose design we’re improving upon in order to make our facilities more viable, sustainable, user-friendly, and environmentally sound. No one is arguing against the need for such enhancements and improvements, but there was a real sense of recalcitrance in approving all aspects of the

project simply because some of them (e.g., menstrual waste incinerators) had not been tried before.

Addressing these completely understandable concerns meant providing as much information on each of the interventions being employed in the Sammaan facilities. This, in turn, meant the process took far longer than anticipated. Aside from creating delays in the overall project, an ancillary effect was a bit of frustration amongst the partners as we sat in limbo waiting for the required approvals to come.

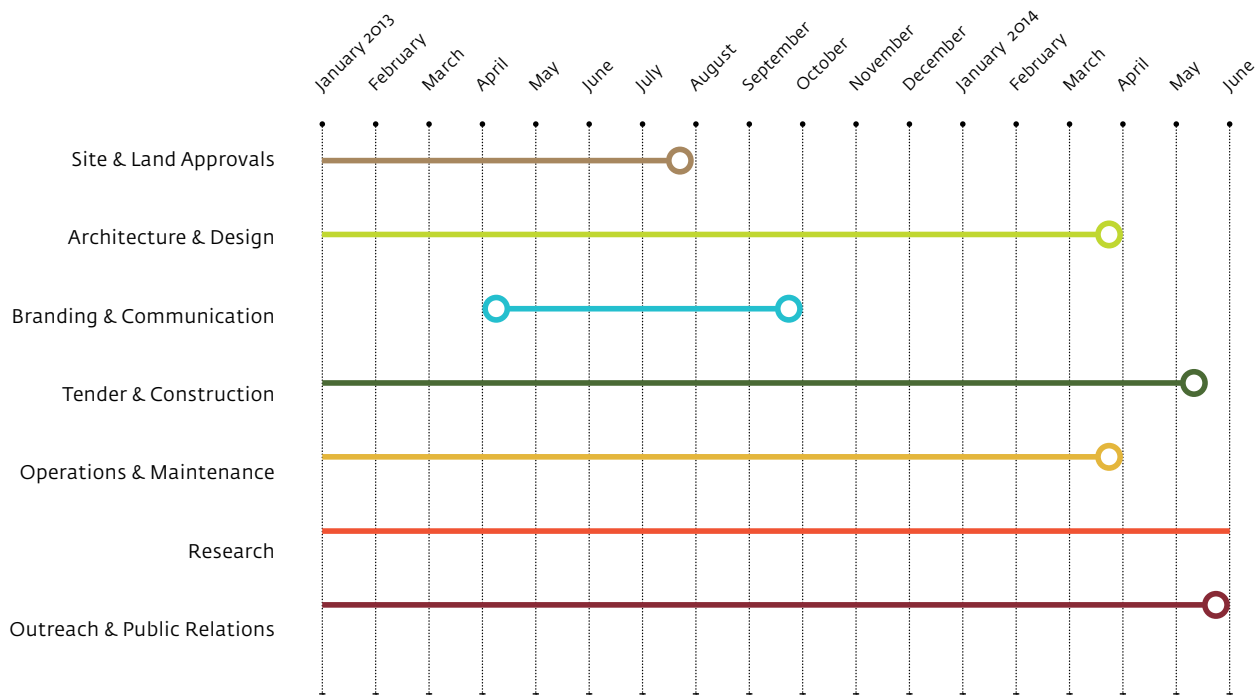


A crowded Public Toilet in Delhi

That said, it was more a case of people suffering together than it was a divided camp. The teams based in Bhubaneswar were diligent in following up with the representatives at the Bhubaneswar Municipal Corporation (BMC), and the teams based in Delhi and Bangalore did everything they could to support these efforts. Ultimately, it was because of these concerted, and constant, efforts that all concerns, great and small, were addressed as quickly and clearly as possible.

This will be an e-tender open to all qualified contractors, accessible through the BMC’s website. The tender goes live online at 11a IST on 19/11 and will remain open to bidders until 5p IST on 3/12. We wish the best of luck to all those bidding on our project and look forward to breaking ground together in the near future.

TIME LINE



MILESTONE OVERVIEW

To date

- Tender for the Public Toilets in Bhubaneswar was released
- Submission of the O&M Literature Review to the BMC
- Yale University School of Management case study interviews conducted

Upcoming

- Technical sanction and tender release for Community Toilets in both cities
- Contracts for the Bhubaneswar Public Toilets to be awarded
- O&M framework to be finalized

December calendar of events

- Finalising the pricing model to determine the optimum prices to charge for the use of each of the facilities
- Pre-construction dialogues with communities to commence
- Ground-breaking for construction of the Public Toilets in Bhubaneswar

WORKSTREAMS

A. Liaising & Capacity Building

With all the strategies and efforts put together, Project Samman achieved another milestone with Bhubaneswar Municipal Corporation (BMC) releasing the notice inviting tender for construction of public toilets in the city. This was a reason worth celebrating after a heavy task of liaising with multiple stakeholders including the technical team, Commissioner, Development Commissioner and Mr. Vishal Dev, Vice Chairman, Bhubaneswar Development Authority (BDA). Communication and discussion with multiple stakeholders led to the guidelines according to which the city engineer floated the tender call successfully.

While tender floating was successfully accomplished in BMC, Cuttack Municipal Corporation (CMC) is abuzz with activities to pitch for successful call for tenders to construct the community toilets. Further to the administrative sanction procured in the month of July, the Housing and Urban Department (H&UD) allotted funds worth 7.65 crore. Continuous follow up was done by the Development Commissioner to ensure a timely release of the technical sanction, which involves verification of all the relevant technical documents at the municipal corporation level. CTRAN's task in this involved organizing and scheduling multiple appointments and meetings with Chief Engineer (Public Health Department) to introduce the project and its objectives so as to facilitate the technical sanction for the Community Toilets.

Apart from these activities, one of the major role of CTRAN was to facilitate the monthly review meetings of BMC with the Gates Foundation representative as well as facilitate interviews with the Yale University case study team.

Activities in December include:

- CTRAN will aid in checking the Bill of Quantities (BOQs) and estimates for Community Toilets for the procurement of the technical sanction at BMC
- Continual follow-up at the CMC until the tender notice is floated

B. Research/Operations & Maintenance

The last month at J-PAL has been focussed on detailing out the various software interventions including the habit formation and pricing experiments.

We also submitted to the government a review of existing operations and maintenance models of community toilets in India.

Activities in December include:

- Lay out the frameworks and operations guidelines for the two management models that we will be studying
- Finalising the pricing model to determine the optimum prices to charge for the use of each of the facilities

C. Tender & Construction

Most of the October was holiday for all, during which there were one or two conference calls to sort out pending issues.

By end October we had the interview with the Yale University School of Management. During this visit, the whole team went to Cuttack, where we convinced the commissioner, along with City Engineer, regarding the tight schedule of construction, to send the papers to the Chief Engineer for technical approval. Arkitechno has since had follow-up meetings with the City Engineer and Commissioner in Cuttack for expediting; the paperwork was finally signed off on and submitted to the Executive Engineer (Public Health) at H&UD for release of the technical sanction. The team is providing technical assistance to them during their review.

On the last day we had a meeting with CTRAN to clarify the respective roles of CTRAN and Arkitechno, and also submitted the revised Package 1.

In November, we were busy printing around 10,000 copies of take-off sheets and drawings, and delivered 3 copies for 32 sites to CMC's engineers. We met with the Executive Engineer of BMC, who requested 60 booklets and 6 consolidated packages, instead of 3 packages we have already submitted. We are on the job and this will be completed by end of the month. The team met with the Executive Engineer, Assistant Executive Engineer, and Junior Engineer of BMC to make them agree on using 2012 rates for estimates.

The biggest achievement so far, was floating of the Public Toilets by BMC, and the ongoing review of the working drawings.

Activities in December include:

- Providing technical assistance to the municipal corporations to expedite release of the Community Toilet tenders
- Participating in pre-construction conversations with contractors working on the Public Toilets in Bhubaneswar

WORKSTREAMS

D. Architecture & Design

The primary focus of Anagram's work on Sammaan right now involves detailing out the working drawings for each of the facilities. As one can imagine, providing the granular details for each of the 119 facilities being built is quite an undertaking. This is especially so considering that each drawing requires the inputs of several project partners.

A lot of our time is dedicated to interfacing with these partners to ensure that their questions are answered in a timely manner and any necessary changes are incorporated as quickly as possible. Anagram is working closely with CDD on the designs of the sewerage systems, with Codesign to detail out spaces for signage, and with Arkitechno to review and evaluate each drawing. Additionally, we're reporting into Quicksand along the way to keep them abreast of developments and challenges we're facing.

The real challenge now is simply the quantum of work. The team is working on very stringent deadlines in order to get the tenders released and construction started as soon as possible, which leaves us with very little time to reflect upon, and review, our work before handing it over to Arkitechno for evaluation. Thankfully we do have that extra set of eyes appraising the working drawings, but it still leaves a daunting amount of detailing work for us.

Activities in December include:

- Adding additional details to the working drawings for the facilities based on feedback from our partners

E. Branding & Communications

The last edition of the Project Sammaan newsletter saw Codesign finalising and sharing the BoQs for all 14 typologies of the community toilets. That task, once complete allowed us to focus on the more pressing communications challenges, namely the character designs for the facilities' signage and the main Project Sammaan identity itself.

The character designs that have been finalised represent the people of Odisha in a stylised manner. The primary aim of the designs has been to develop characters that are approachable and friendly, while still exemplifying values such as cleanliness and responsibility that the Project Sammaan facilities hope to inculcate.

Another milestone has been the finalisation of the tile pattern that will be used in the facilities. The pattern has been derived to reflect cues from the visual context

of Odisha and will become an iconic visual part of the facilities' facade, secondary only to the logo.

Creating an identity program for the Project Sammaan toilet facilities has proven to be one of the more challenging aspects of the project from a communications perspective. The crux of the challenge lies in capturing the core values of health and well-being that the toilet facilities need to communicate, while being inclusive (speaking from within the community, instead of a prescriptive 'outsider' tone of voice). We hope to share the updated identity in the coming weeks.

E. Outreach & Public Relations

Outside of the usual blog and social media updates, the outreach and PR activities were focused on facilitating and documenting interviews between stakeholders and the Yale University School of Management case study team and disseminating project information at various forums.

The Yale team was extremely pleased by the level of participation from the project team for their case study. They were even more excited at the level of honesty and transparency in the responses, informing us that the conversations were very insightful and that they will lead to the creation of a very detailed case study, not only for the university to use as a teaching tool, but also for the Sammaan team to use in developing the project's toolkit. Additionally, the Quicksand team has retained copies of the interviews and will be creating a series of videos from them to further flesh out the individual workstreams. These videos will be featured on the blog in the coming months.

Quicksand members presented information on the project in various forums. Ayush Chauhan was part of an expert panel which broadly discussed sanitation while specifically reviewing various Gates Foundation-funded initiatives. This expert discussion was facilitated by the Sustainable Sanitation Alliance, which features Project Sammaan and can be found online at SuSanA.org. Additionally, Babitha George presented Sammaan at a design symposium in Vienna, Austria.

Activities in December include:

- Parsing media for use in the workstream videos
- Updating blog and social media channels



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



December comes with it the celebration, and culmination, of many collaborative efforts on Project Sammaan: the confluence of work by Anagram, CDD, Codesign, Arkitechno, and Quicksand comes with it the working drawings for all 119 facility sites; Codesign and Quicksand's efforts will bring the facility identity, and associated signage, closer to finalization; building off of the successful release of the Public Toilet tender, the efforts of CTRAN, Arkitechno, Quicksand, and the Municipal Corporations will find the Community Toilet tenders released; and the interactions between J-PAL and the Municipal Corporations will bring the O&M model even closer to fruition.

The road Sammaan has traveled to this point has been long and winding, which has led to a lot of frustrations and more than a little anxiety. However, being able to step back and see all that has been accomplished by maintaining this collaborative environment, especially now that it is producing tangible results particularly in the tender process, serves as a reminder to be patient and stay the course. Though there have been corrections along the way, the team has come very far and are now ever closer to the day in which construction can begin, and the Sammaan facilities start improving the lives of the people in Bhubaneswar and Cuttack that need help the most.

