

dasra



‘**त**’ for TOILETS

the case for sanitation in schools



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PHOTO CREDIT / EDUCATE GIRLS

why sanitation?

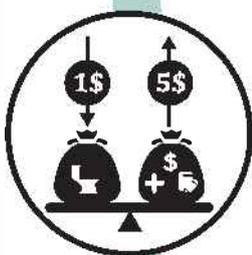
Over 620 million Indians – more than 50% of the country's population – lack access to a toilet.¹ Improving this picture has the potential to enhance development outcomes across sectors.

Most of the benefits of better sanitation are gained from the mitigated health risks associated with open defecation, improperly treated and disposed sewage, and poor hygiene. These health risks are many: for example, globally, diarrheal diseases caused by inadequate sanitation account for around 760,000 deaths among children younger than five years.² Even where ill health caused by poor sanitation does not lead to death, children face stunting, poor nutrition and lowered school attendance – leading to poorer education outcomes.³ In adults, it leads to lowered productivity, causing economic difficulties for low-income families.⁴

The problem of access to sanitation manifests in different ways. In households without toilets, families suffer the additional cost of children spending time away from school or other productive activities because they are forced to travel long distances to fetch water and find a private place to defecate, or stand in lines at a community toilet.⁵

Often in these households, the lack of a toilet disproportionately affects the women, who begin to regulate their intake of fluids during the day, as they risk sexual harassment if they relieve themselves in daylight hours.⁶ These problems are compounded by deficiencies in the broader sanitation infrastructure. A lack of toilets in workplaces, government buildings – and most importantly for this paper – in schools, makes the problem worse.

Poor sanitation costs India
6.4% of its GDP,
or more than \$53 billion
(or over INR 300,000 Cr) a year.ⁱⁱ



The World Bank estimates that every \$1 spent on better sanitation delivers an average of \$5 in social, health and economic benefits – and WHO estimates that this benefit can go as high as \$34, depending on the region.ⁱ

Of India's more than 2.3 million annual deaths among children aged under five years, about 334,000 are attributable to diarrheal diseases that improved sanitation can easily prevent.ⁱⁱⁱ



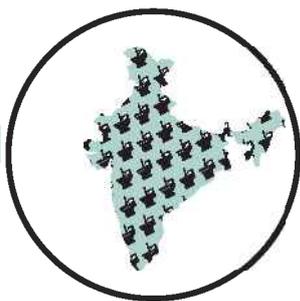


PHOTO CREDIT / WATER AND SANITATION PROGRAM - SAJID DIN DAROKHAN

the case for toilets in schools

Improving sanitation infrastructure (toilets and waste management systems) in schools is one component of an effective strategy to improve sanitation in India. Better school sanitation – an effective intervention in its own right – has a positive impact on five out of eight Millennium Development Goals: universal primary education; gender equality through increased education for girls; combating disease through better hygiene; environmental sustainability through better waste management; and reducing hunger by encouraging children to eat regular meals and drink water at school – which they will not do without assured access to latrines during the day.⁷

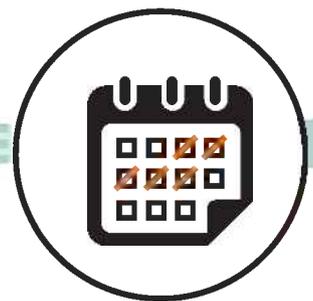
Toilets in schools also ensure that human waste is properly contained, and does not come into contact with children when they play outside, or infect nearby water sources, which should reduce instances of water-borne diseases inhibit the absorption of nutrients and lead to stunting.⁸ Providing separate toilets for boys and girls also has a significant impact on attendance and education outcomes for both genders, albeit in different ways. For girls, existing gender norms and concerns about privacy are paramount – once they reach puberty, they need access to a toilet or a private place to manage their menstruation – but a lack of privacy also affects young boys.⁹ Boys too require privacy as they reach puberty and experience changes to their bodies (which sometimes results in bullying by their classmates and a resulting lack of self-esteem and confidence), but are much less likely to talk about their needs.¹⁰ Worries about safety are also a major inhibitor of regular attendance, among both boys and girls – children risk molestation, bullying and sexual harassment when they are forced to relieve themselves outside, or when they walk long distances from the school building in search of privacy.¹¹



Across India,
4,19,092 toilets
need to be built or
repaired to ensure
100% sanitation
coverage in
schools.^{iv}



Building toilets
in schools
**increases
attendance
by 11%.**^{vi}



**23% of girls drop
out of school** once
they reach puberty.
Those that remain,
miss an average of
five days of school
a month during
menstruation.^v



PHOTO CREDIT / GRAMALAYA

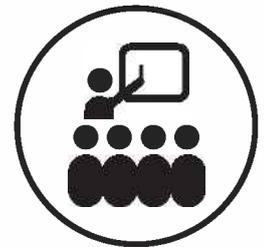
high impact interventions for toilets in schools



It is also important to note that simply providing access to toilets in schools, by constructing new toilets, or renovating existing facilities, will not be enough to solve the issue. School Sanitation Programs (SSPs) must provide a holistic continuum of interventions to ensure use and upkeep of the toilets provided. These toilets must be well designed and maintained, and the children and school leadership must be trained in their use, maintenance and value. High-impact interventions in this area include:

Providing behavior change communication and hygiene education

It has been found that simply increasing access to toilets does not convince people of their value and utility. Programs must work to break negative habits and dispel commonly held myths in communities in order to create social pressure to adopt hygienic practices. Research has found that these practices have the potential for great impact: while improved water supply and sanitation leads to 23% and 36% reduction in morbidity due to diarrhea respectively, hand-washing at critical times can create a 44% reduction.¹² It is well accepted now that sanitation programs must include both components: construction of toilets; and comprehensive health and hygiene education that teaches behaviors related to menstrual hygiene management and hand washing, among other things.¹³ Educating children in this way has been shown to have a ripple effect in communities. Children and youth, once taught hygienic behavior are then likely to act as ambassadors and agents of change in their communities, in turn influencing their families towards hygienic behavior.



Designing appropriate toilets

For SSPs to be successful, they must be designed around their target users, i.e. children. Toilets and pit latrines must be suited to children, urinals and washbasins must be the appropriate height, and the toilets themselves must be well built, ventilated and hygienic with a functioning water connection.¹⁴ Age group is also an important criterion. Toilets for early primary students in some cases may be unisex and call for a relatively less direct need for privacy¹⁵, while toilets built for middle and late primary students and especially secondary schools must be gender segregated and allow for privacy for each individual. Toilets in secondary schools should also have provisions for menstrual hygiene.¹⁶ Sector experts have said that whether using the toilet can be considered a pleasant experience is the best indicator of whether or not children will use them.

Training stakeholders

For SSPs, it is important to create champions across the spectrum. Providing managerial and technical training about sanitation delivery to school leadership, teachers and parents allows them to work with urban local bodies and municipalities to ensure the maintenance of school sanitation facilities. This allows organizations to transfer ownership of SSPs to local stakeholders, move out of communities in a phased manner after implementing the program, and consequently make those programs more sustainable.

Creating partnerships with local government

The government is best placed to provide effective sanitation services at scale, through the application of policy as well as financial and human resources. Also, it is practically impossible to provide sanitation in government-run schools without the cooperation of the municipalities that run them. Partnering with the government is critical for organizations to, at least, be able to effectively implement programs without delay, and at best, allow them to leverage government resources.

Collecting data

One of the biggest inhibitors of effective sanitation programs in schools is the lack of accurate data on ground realities that would help the government and other stakeholders make informed decisions. It is important for organizations and the government to ensure that decisions are based on up-to-date, detailed needs assessments, and to tailor programs to those needs.

government impetus

for toilets in schools



"I want to make a beginning today itself, and that is – all schools in the country should have separate toilets for girls. Only then will our daughters not be compelled to leave school midway...this target should be finished within one year with the help of state governments, and on the next 15 August, we should be in a firm position to announce that there is no school in India without separate toilets for boys and girls."



Narendra Modi,
Prime Minister of India
15 August 2014

In 2014, the government defined sanitation and hygiene in India as a priority. To that end, the current policy environment emphasizes the creation of sanitation infrastructure, implemented through the work of various schemes and ministries. Below is a grid that maps which ministries and schemes support which initiative:

	Sanitation initiatives	Education initiatives
Ministries	<ul style="list-style-type: none"> Ministry of Urban Development Ministry of Drinking Water and Sanitation 	<ul style="list-style-type: none"> Ministry of Human Resource Development
Schemes	<ul style="list-style-type: none"> Swachh Bharat Abhiyan Swachh Bharat Kosh 	<ul style="list-style-type: none"> Sarva Shiksha Abhiyan Rashtriya Madhyamik Shiksha Abhiyan Swachh Bharat, Swachh Vidyalaya Swachh Bharat Kosh

The Swachh Bharat Abhiyan (also called Clean India Mission)

A push for sanitation through government schemes has been active in India for decades now, and each scheme has had its own version of a school sanitation program. The 2014 relaunch of the Nirmal Bharat Abhiyan as the Swachh Bharat Abhiyan (SBA) – and the resulting publicity campaign – gave these schemes fresh impetus.¹⁷

The SBA, run by the Ministry of Drinking Water and Sanitation (MDWS) in rural areas, and the Ministry of Urban Development (MoUD) in urban areas covers 4,041 statutory towns and aims to create a Clean India by 2019. This involves:

- end to open defecation,
- eradication of manual scavenging and
- creating effective systems for waste disposal.

To achieve these aims, the government has offered subsidies to encourage the building of toilets (among other things) at INR 15,000 for an individual toilet, INR 20,000 for an Anganwadi toilet and INR 54,000 for a school toilet complex. These subsidies are available as reimbursements for individuals and institutions looking to build better sanitation infrastructure, or for non-profit organizations working to build toilets in households, schools, Anganwadis and communities.

This is how these schemes have evolved over time:

Date	Name of Scheme	Description	School sanitation focus
1986	Central Rural Sanitation Program	<ul style="list-style-type: none"> • Aimed to improve the quality of life of rural communities, and to give women privacy and dignity 	<ul style="list-style-type: none"> • No explicit school focus
1999	Total Sanitation Campaign	<ul style="list-style-type: none"> • The concept of sanitation was expanded to include personal hygiene, home sanitation, safe water, garbage disposal, excreta disposal and waste water disposal • This was a “demand-driven” approach, which emphasized the generation of demand for sanitary facilities • Panchayats that became open defecation-free were awarded the Nirmal Gram Puraskar 	<ul style="list-style-type: none"> • School sanitation component named the School Sanitation and Health Education program • Covered schools and Anganwadis with sanitation facilities and hygiene education
2012	Nirmal Bharat Abhiyan	<ul style="list-style-type: none"> • Relaunched with the objective of accelerating sanitation coverage in rural areas 	<ul style="list-style-type: none"> • Sanitation in schools was defined as a priority, to emphasize behavior change and hygiene education
2014	Swachh Bharat Abhiyan	<ul style="list-style-type: none"> • Relaunched again with the aim of creating increased awareness around the issue of cleanliness and sanitation in India 	<ul style="list-style-type: none"> • Ministries collaborated to maximize resources – the MoUD and MHRD have begun to collaborate in building toilets in schools, with revised targets and timelines

the right to education includes sanitation



The Right to Education (RTE) Act (2009) guarantees free and compulsory education for all children between the ages of 6 and 14. Specifically, it guarantees that “every child has a right to full-time elementary education of satisfactory and equitable quality in a formal school that satisfies certain essential norms.”^{vii}

In 2014, the Supreme Court of India ruled that separate toilets for girls and boys, and drinking water facilities in schools were integral to the Right to Education guaranteed by law. In other words, the court reaffirmed that access to drinking water and toilets were included in the “norms and standards” mentioned in the text of the Act.¹⁸ Despite this, 2 out of 5 schools in India do not have separate toilets for boys and girls, and 2,57,680 schools do not have any toilets at all.¹⁹ The government estimates that 4,19,092 toilets must be built or prepared in order to ensure that every school in India has access to a toilet by 15 August 2015.²⁰

Under the Right to Education framework, the following are the policy instruments, schemes or programs through which the government seeks to improve sanitation in schools in India:

Sarva Shiksha Abhiyan (SSA):

The SSA is the government’s flagship program aimed at achieving universal elementary education. In the course of implementing the RTE Act, government officials began to understand that without the fulfillment of basic needs, education became a low priority for the poor. With this in mind, they began to emphasize the fulfillment of basic needs through SSA. This includes provisions for the mid-day meal program – before which school teachers are meant to ensure group hand-washing – and a budget amount meant to assure parents that appropriate infrastructure exists (such as boundary walls, good classrooms, appropriate drinking water, hygiene and sanitation facilities).^{viii}

Rashtriya Madhyamik Shiksha Abhiyan (RMSA):

The RMSA, launched by the MHRD in 2009, aims to ensure universal access to secondary education. It too places a strong emphasis on providing school infrastructure, including toilets and drinking water facilities and disabled-friendly school buildings.^{ix}

Swacch Bharat, Swacch Vidyalaya:

The Ministry of Human Resource Development (MHRD) has developed a mechanism by which corporate entities looking to invest in improving school sanitation through their CSR funds can be given responsibility for specific schools. These entities may apply to the MHRD through the Swacch Bharat, Swacch Vidyalaya online portal, and be assigned school blocks or particular districts within which they are responsible for building new toilets or renovating defunct toilets. The MHRD will then advise that state government and relevant local government bodies to facilitate construction of toilets in the assigned schools. The MHRD or relevant state government will provide the design and specifications of the toilets to be built. So far, under this scheme, India’s public sector companies have committed to building 1,66,255 toilets, while the private sector has committed to building 5,345.^x

Swacch Bharat Kosh:

For individuals and corporates wishing to participate in the Swacch Bharat Abhiyan without taking on the responsibility of building toilets, the government has set up the Swacch Bharat Kosh to receive donations. These donations will be 100% tax exempt for private citizens, but not for corporate entities looking to spend CSR budgets in this way. The fund is supervised by a government committee made up of representatives from relevant departments including MoUD, MDWS and the Department of School Education and Literacy. So far, the Swacch Bharat Kosh has committed to building 1,600 toilets in schools in India.^{xi}

The redefining of sanitation as a national priority has led to a foregrounding of the issue in India's public consciousness. With leadership from the Prime Minister's Office and prominent personalities, as well as publicity drives and for sanitation, the sector is finding both support and pressure to perform. There is a new, urgent demand for better sanitation in India, and different parts of the government machinery are working together to meet this demand.

However, there are still significant challenges to achieving the ambitious target of ending open defecation in India. For many of the schemes outlined above, achieving the desired level of coordination between government ministries, and between the Center and states is difficult at best. Additionally, creating scale, ensuring community buy-in, and defining new models for the building, operating and maintenance of school toilets is also challenging and time consuming. However, it is precisely these challenges that allow the corporate sector to leverage their core competencies and resources to play a central part in creating sustainable sanitation in India.

CSR **call to action**

The call to action for the private sector to use funds set aside for Corporate Social Responsibility (CSR) programs has opened up a range of avenues for investment in the sanitation space. These are some of the ways they can participate²¹:

ELIGIBLE ACTIVITY	QUALIFIES AS CSR SPEND	TAX EXEMPTION
<p>FUNDING</p> <p>Contribute to the Swachh Bharat Kosh and allow the government to use funds as needed</p>		 <p>While the Finance Act 2015 allows for a 100% tax deduction for private funds contributed, corporate entities do not gain any tax benefits from contributing to the Kosh</p>
	<p>PROS:</p> <ul style="list-style-type: none"> No administrative costs 	<p>CONS:</p> <ul style="list-style-type: none"> No control over, or oversight on, use of funds No branding or shared-value opportunities

ELIGIBLE ACTIVITY	QUALIFIES AS CSR SPEND	TAX EXEMPTION
<p>OWN AND OPERATE</p> <p>Work with school management committees, village health and sanitation committees, and local stakeholders to hire contractors to build toilets in schools as assigned by the MHRD</p>	 <ul style="list-style-type: none"> Only programmatic funds qualify. Administrative overheads of qualify up to 5% of CSR budget Salaries of teachers or full-time field and program staff are not admin expenses 	
	<p>PROS:</p> <ul style="list-style-type: none"> Full control over finances Strong opportunities for branding Flexibility in program design and intervention selected 	<p>CONS:</p> <ul style="list-style-type: none"> Difficult to implement Administrative costs cannot amount to more than 5% of company's total CSR budget

ELIGIBLE ACTIVITY	QUALIFIES AS CSR SPEND	TAX EXEMPTION								
<p>PARTNER</p> <p>Give a grant to a Trust, Society, or Section 8 Company with a three-year track record of activity in the sanitation space</p>		<p>As per registration:</p> <table border="1"> <tr> <td>A recognized research organization under Section 35(1)^(m)</td> <td>Tax deduction of a weighted 175%</td> </tr> <tr> <td>Social science or statistical research institution under Section 35(1)^(m)</td> <td>Tax deduction of a weighted 125%</td> </tr> <tr> <td>Project or program recognized under Section 35AC</td> <td>Tax deduction of 100%</td> </tr> <tr> <td>NGO or NPO with an 80G certificate</td> <td>Tax deduction of 50%</td> </tr> </table>	A recognized research organization under Section 35(1) ^(m)	Tax deduction of a weighted 175%	Social science or statistical research institution under Section 35(1) ^(m)	Tax deduction of a weighted 125%	Project or program recognized under Section 35AC	Tax deduction of 100%	NGO or NPO with an 80G certificate	Tax deduction of 50%
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Project or program recognized under Section 35AC	Tax deduction of 100%									
NGO or NPO with an 80G certificate	Tax deduction of 50%									
	<p>PROS:</p> <ul style="list-style-type: none"> Ability to leverage expertise of other organizations Ability to monitor utilization of funds and impact of program Opportunities for branding and shared value from projects funded Greater flexibility to tailor projects to each locality 	<p>CONS:</p> <ul style="list-style-type: none"> Identifying the right organizations can be time-consuming and can lead to additional program costs. 								

On 15 August 2014, the Prime Minister called for corporate entities and the private sector to build toilets in schools, and bring to the table their resources and expertise in managing large-scale projects while maximizing impact and efficiency. It is important that the corporate sector take this call to action seriously, and becomes an equal partner with the government and the social sector.

Dasra recommends a multi-stakeholder approach, in which corporate entities work with the government and non-profit organizations to leverage their respective competencies: the government's reach, the private sector's resources, and the social sector's expertise. It is especially important for corporates to partner with non-profits working in the sector, since they have been instrumental in expanding research on technological options, and piloting and implementing sanitation solutions for marginalized communities. These organizations have links with local communities, and work closely with community-based organizations, urban local bodies and elected representatives. This has allowed them to develop expertise in behavior change communication, and in mobilizing communities to demand relevant government entitlements to construct and maintain toilets.

case study

Hong Kong and Shanghai Banking Corporation (HSBC)

HSBC has established comprehensive CSR initiatives in the sanitation space. This includes, school sanitation, household sanitation and community level sanitation programs in urban and rural areas. These programs have interventions that go beyond providing toilets, and function all along the WASH value chain.

Each program includes components of:

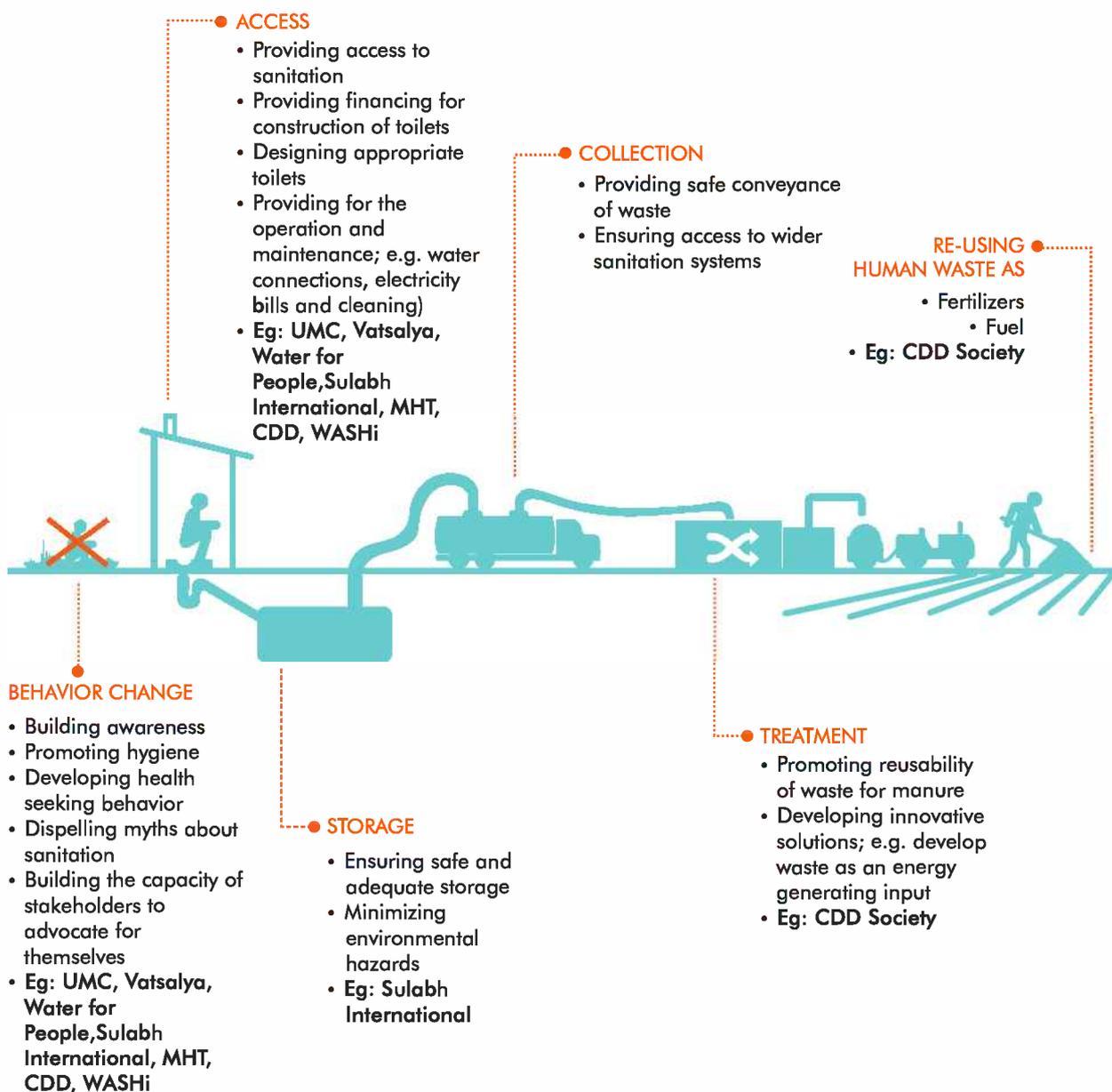
- Behavior change communication
- Access to water
- Solid waste management
- Infrastructure building

HSBC's CSR programs are implemented in Gurgaon, New Delhi and Rajasthan are run in partnership with well-established non-profit organizations such as International Academy of Environmental Sanitation and Public Health (Sulabh International), Jal Bhagirathi Foundation and Forum for Organized Resource Conservation and Enhancement (FORCE). Partner organizations working with HSBC are also encouraged to work in conjunction with the government to leverage all possible resources and ensure that programs in government schools are carried out efficiently and effectively.

Building toilets is only step one

While access to sanitation is the primary focus of this report, it is important for funders to know that access alone will not solve India's sanitation crisis. Using a toilet partly addresses the health risks associated with open defecation. Untreated – waste overflowing from pit latrines – or from toilets that were not properly connected to a septic tank, or sewage pipe leaks, or overwhelmed wastewater treatment plants – still has the capacity to contaminate groundwater, waterways and drinking are reservoirs, resulting in the same negative health impacts. Also, toilets built but unused – either due to their perceived usefulness, or because they are in a state of disrepair – do little to improve sanitation outcomes.

Dasra therefore recommends that for sanitation programs to be effective, they must target interventions at every stage of the Water, Sanitation and Hygiene (WASH) value chain:



Source: Adapted from The Bill and Melinda Gates Foundation

organization profiles



From our strong network of high-potential non-profits, Dasra has identified six innovative organizations working to improve sanitation infrastructure in schools. While this is not an exhaustive list of organizations working to build toilets in schools, it is representative of the diversity of program models being implemented:

	Building Toilets	Behavior change	Training Stakeholders	Creating partnerships with local government	Data-driven decision making	Ensuring relevance and ease of use
Gramalaya						
Nidan						
Sulabh International						
UMC						
Vatsalya						
Water for People						

Gramalaya

Founder: S. Damodaran | Website: www.gramalaya.in | Founded: 1987 | Location: Tiruchirappalli
Coverage: Tamil Nadu | Total Budget: INR 2.5 Crore | Program Budget: INR 75 Lakh

OVERVIEW

Gramalaya envisions a society in which all people have equal rights and access to clean water, sanitation, and health, and enjoy improved income status without gender discrimination. Gramalaya has successfully tested innovative models like microfinance for sanitation, child friendly toilets, community managed pay and use latrines and school health programs across 5 districts in Tamil Nadu.

OPERATING MODEL

Gramalaya's work in schools started in 1994. It is currently working in 280 primary and middle schools across 5 districts in Tamil Nadu, with the support of Department of Education and District Administration. Its interventions take place in two parts:

- **Behavior change communication to students and teachers:**
- Government school teachers are given two days orientation on the school health program. Gramalaya's Health Educators also visit the schools every week for one year to impart hygiene education to children using methods such as pictorial games. They also encourage children to maintain a personal hygiene diary. After the initial year is complete, Gramalaya monitors the schools for an additional 2 years and conducts yearly teacher trainings on hygiene education.
- To ensure lasting change in sanitation behavior among the school children, School Health Clubs are formed. These clubs comprise of children, who are divided into different committees such as personal hygiene, safe drinking water, food and toilet maintenance, etc. Roles and responsibilities are given to each committee, which is led by a student leader, appointed on a rotational basis.

Infrastructure development:

- Gramalaya conducts a needs assessment on the school sanitation facilities with the help of the School Health Clubs. With the results in mind, the organization itself repairs existing infrastructure or constructs new infrastructure to ensure separate toilets for girls and boys, hand-washing stations, access to safe drinking water and sanitary napkin incinerators.

Gramalaya estimates the cost of implementing this two-part intervention to be INR 3-5 Lakh per school.



WHAT NEXT?

Under Gramalaya's strategic plan for 2015-2019, the organization's aims to:

- Expand its school health program to cover all of Tamil Nadu and enter two other southern states by 2019.
- Enable 10 million families with sanitation infrastructure in the 10 states prioritized under India's Swachh Bharat Abhiyan.
- Identify potential Indian non-profits and micro-finance institutions working in the WASH space and provide them with capacity building support in the areas of technical skills, professional development, and financial support.

CURRENT FUNDERS & PARTNERSHIPS

- **Partners:** Ministry of Drinking Water and Sanitation: Gramalaya has been appointed to be the National Key Resource Centre for providing training and capacity building to government officials and NGOs in Andhra Pradesh, Karnataka and Tamil Nadu; Government of Tamil Nadu
- **Funders:** UNICEF, WaterAid - UK, Water.org, Arghyam, Charities Aid Foundation (CAF), Confederation of Indian Industry (CII)

LEADERSHIP

Director - S. Damodaran

- Founder and director of Gramalaya and Guardian MFI
- In the past, he was the country directory for Water.org in India, and established the National Institute of Water and Sanitation approved by Government of India
- Awarded the 'National Urban Water Award 2010 - Runner Up' for Gramalaya's Urban Sanitation Initiatives

Nidan

Executive Director: Arbind Singh | Website: www.nidan.in | Founded: 1995 | Location: Patna | Coverage: Bihar, Jharkhand, Haryana, Uttar Pradesh, Madhya Pradesh | Total Budget: INR 12 crore | Program Budget: INR 75 lakh

OVERVIEW

Nidan works to empower poor and marginalized communities through community-based and pro-poor participative interventions in the fields of education, livelihoods, health, sanitation, financial services and advocacy. It works for promotion of positive health services through preventive and curative programs in communities, and actively works with the government to advocate for policy changes and influence government funding. Over the last 18 years, it has expanded from Bihar to Jharkhand, Haryana, Madhya Pradesh, and Uttar Pradesh.

OPERATING MODEL

Nidan's work to improve sanitation in schools is carried out through the 'Support My School (SMS)' campaign established by Coca Cola and NDTV with the purpose of increasing education outcomes in India. Nidan is the implementing partner for the SMS program in Patna and Samastipur in Bihar. The program aims to revitalize neglected government schools in the following manner:

Needs assessment: Nidan conducts a needs assessment of each school proposed, prior to selecting the school for the program.

Improved infrastructure: Once adopted into the program, neglected schools are provided infrastructure support to create access to separate toilets for boys and girls, access to water, rainwater harvesting systems, better sports facilities, better classrooms, and a library. Nidan will provide the infrastructure with the funding raised by the Support My Schools campaign.

Behavior change communication: Nidan also works with students, teachers and school leadership to teach students the value of using and taking care of their WASH facilities.

Maintenance: The maintenance of the facilities provided is taken up by Nidan for the first year after the program is implemented. After the first year, maintenance work is taken over by the school management and monitored by Nidan.

Nidan has implemented the SMS program in 15 schools in Bihar over the last two years. The cost per school is estimated to be INR 5 lakh per school.

Nidan also implements urban sanitation programs across its program areas that aim to create open-defecation-free communities in urban slums. To achieve this, it uses behavior change communication to sensitize local communities to the importance of sanitation, and mobilizes households to build toilets through a cost-sharing model. Nidan's urban sanitation program currently covers 36 out of 145 slums in Patna, and is working with the city of Dhanbad in Jharkhand to make it 100% open defecation free by 2017.

WHAT NEXT?

- Nidan is looking to expand its school sanitation and urban sanitation programs into new schools and in new urban areas.
- The organization plans to set up incinerators alongside its school toilets to avoid problems caused by improper disposal of sanitary pads.
- Nidan has recently begun to work with the Charities Aid Foundation to build model toilets in 16 blocks within 2 districts of Bihar.
- Nidan is also working with Finish Society in Vaishali – 12 panchayats under Biddupur Block.

CURRENT FUNDERS & PARTNERSHIPS

- **Partners:** UNICEF, Charities Aid Foundation, Save The Children, Finish Society, BRAC Social Innovation Lab, Plan India, Global Alliance for Improved Nutrition (GAIN), District Health Society, Bihar States Aids Control Society, Urban Department of the Government of Bihar, and the Public Health Engineering Department of the Government of Bihar
 - **Funders:** "Support my School" is funded by Coca Cola and NDTV, and implemented by CAF, Plan India, World Vision and the SRF Foundation
- Nidan was awarded the Skoll Award for Social Entrepreneurship in 2012.

LEADERSHIP

Executive Director - Arbind Singh

- Eisenhower Fellow (2007) and Ashoka Fellow (2007)
- Co-ordinator of the National Association of Street Vendors of India (NASVI) and Convener of the National Alliance for Social Security (NASS), a network of trade unions of informal workers



Sulabh International Social Service Organization (Sulabh International)

Founder: Dr. Bindeshwar Pathak | Website: www.sulabhinternational.org | Founded: 1970 | Location: New Delhi | Coverage: Pan-India and South Asia | Total Budget: INR 300 Crore

OVERVIEW

Sulabh International was founded with the aim of liberating scavengers - those tasked with cleaning, collecting and manually transporting human waste - by creating low-cost sanitation solutions for the poor. These solutions are in the form of household toilets, pay-and-use community toilets, and school toilets. Its interventions have been proven successful in improving sanitation, preventing environmental pollution, developing alternative sources of energy through the re-use of human waste, and promoting human rights by liberating scavengers from social stigma.

OPERATING MODEL

Sulabh International's School Sanitation program has built 12,304 toilets in government schools across India, as of December 2014, and aims to build around 6,000 more by the end of 2015. Its program model is described below:

Needs assessment: Prior to the implementation of any projects, Sulabh International first evaluates the needs of the schools that the organization chooses to work in, and designs customized sanitation solutions for each school's unique context.

Constructing toilets: Once the needs assessment is complete, Sulabh International builds the appropriate type of toilet in the program schools—taking into consideration the funding available and the existing infrastructure in the school. For e.g., schools without access to sewage systems are provided with a Sulabh Shauchalaya: a two-pit, pour-flush composting toilet. Those that do have access to a sewage system are outfitted with regular toilets.

Creating partnerships with local stakeholders: Sulabh works with the school leadership (comprising of the principal, teachers, and school management committees) and the municipal administrators to get the necessary permissions, and cooperation to build or renovate existing school toilets.

Sulabh School Sanitation Club: The Sulabh School Sanitation Club program began in 2004, and promotes hygiene education (including menstrual hygiene) and behavior change by empowering students to be peer leaders, encouraging their classmates to change their attitude towards toilets, convincing them to use them and maintain them. The club tries to look for a solution to the problem of misuse of the facilities, and to improve maintenance by making toilet cleaning a collective task among students.

Operation and maintenance: Sulabh International undertakes to rectify defects, if any, in the school toilets, for the first year after it is built or renovated by Sulabh International.

WHAT NEXT?

- Sulabh International has a very well developed school sanitation program, which is already being scaled across India. The organization is currently in the process of raising funds to expand into newly-identified, underfunded areas to build household, community and school toilets.

CURRENT FUNDERS & PARTNERSHIPS

- **Partners:** Local Governments in Program Areas
- **Funders:** Sulabh and its associate organizations are working with Corporates such as: Oil and Natural Gas Company (ONGC), State Bank of India (SBI), HDFC Bank, National Aluminum Company Limited (NALCO), National Fertilizers Limited (NFL), Steel Authority of India (SAIL), Tehri Hydroelectric Development Corporation India Limited (THDCIL) to build/renovate school toilets

LEADERSHIP

Founder - Dr. Bindeshwar Pathak

- Dr. Pathak has been a well-known social scientist & reformer and an influential figure in the Indian & International WASH space for over 45 years
- Recipient of the Padma Bhushan from the Government of India, and the Stockholm Water Prize by the Stockholm International Water Institute, among others.



Urban Management Centre (UMC)

Founder: Manvita Baradi | Website: www.umcasia.org | Founded: 2005 | Location: Ahmedabad
Coverage: Pan-India and South Asia | Total Budget: INR 2.02 Crore | Program Budget (ASAL): 4.52 Crore

OVERVIEW

Urban Management Centre is a women-promoted, non-profit organization focused on strengthening the governance of cities in India, and in other South Asian countries. UMC's mission is to professionalize urban management by engaging with city government officials by building their capacity to strengthen service delivery and improve management systems. It provides technical assistance, conducts assessments, develops targeted work plans and implements goal-oriented projects to provide direct assistance to these officials. UMC works in the areas of urban planning, water - sanitation, health, transportation, energy efficiency, heritage management and municipal finance.

OPERATING MODEL

UMC leads the Ahmedabad Sanitation Action Lab (ASAL), a 3 year initiative (2014-2017) for implementing innovative solutions to sanitation problems in municipal schools and informal settlements in Ahmedabad. UMC's program model is as follows:

Needs Assessment: UMC conducted a baseline survey of the municipal schools in Ahmedabad to evaluate the adequacy and quality of existing water and sanitation infrastructure.

Technical support: UMC provides technical assistance to the Ahmedabad Municipal Corporation and partner organizations within the ASAL, to enable them to build toilets and strengthen community engagement in and around the municipal schools. This support is in the form of architectural blueprints, work plans, policy design etc. As part of the program, four leading architect firms from Ahmedabad have provided pro-bono services to create a master plan for six schools in order to "reimagine municipal schools".

Behavior Change Communication (BCC): As the core of its interventions, UMC provides BCC and hygiene education to students, who in turn bring WASH learning to their homes and neighborhoods. The organization appoints a "Swachhata Brigade," comprising of a team of students, in each school who receive training for WASH. The Swachhata Brigade then spreads messages of importance of sanitation and safe hygiene practices within their school. "Swachhata Brigades" have been operationalized in 150 schools across Ahmedabad.

Operation and Maintenance (O&M): UMC works with the AMC to create a comprehensive plan for the maintenance of the WASH infrastructure. As part of this intervention, UMC advocates for increase in the maintenance budget for sanitation facilities, and the salaries of the workers who maintain them. Additionally, UMC works to activate school management committees formed under the Sarva Shiksha Abhiyaan, and enables them to take responsibility for monitoring cleanliness in schools.

WHAT NEXT?

- UMC plans to align the ASAL's activities with the recently announced Swachh Bharat Mission by the Government of India and the Mahatma Gandhi Swachhata Mission of the Government of Gujarat.
- Gujarat WASH Alliance (GWA) will be formed as part of the initiative and operationalized over the program period. Along with public and private sector partners, the GWA will replicate lessons from ASAL and other initiatives in other cities throughout India.

CURRENT FUNDERS & PARTNERSHIPS

- **Partners:** CEPT University, Ahmedabad Municipal Corporation
- **Funders:** Bill and Melinda Gates Foundation, United States Agency for International Development (USAID), Climate Works Foundation, Ministry of Urban Development/ National Institute of Urban Affairs, Oak Foundation, Sintex Industries Pvt. Ltd.
- **Partners for ASAL:** Government of Gujarat, Ahmedabad Municipal Corporation, Mahila Housing Trust, MICA, Theatre Media Centre
- **Funders for ASAL:** United States Agency for International Development (USAID), Sintex Industries Pvt. Ltd.

LEADERSHIP

Founder - Manvita Baradi

- An architect and urban planner by training
- Has worked on institutional development as an urban management expert for donor funded programs
- Serves as urban management expert on various national and international level committees
- Serves as the Dean, Faculty of Management at Centre for Environmental Planning and Technology (CEPT) University and is also state convener for INTACH-Gujarat chapter



Vatsalya

Chief functionary: Dr Neelam Singh | Website: www.vatsalya.org.in | Founded: 1995 | Location: Lucknow
Coverage: Uttar Pradesh | Total Budget: INR 3.15 Crore | Program Budget: INR 57 Lakh

OVERVIEW

Vatsalya strives to improve health and social development indicators in India with a specific focus on the upliftment of women and children. It achieves this through research, advocacy, program implementation, training stakeholders, and capacity building of Community Based Organizations (CBOs). Initially focused on preventing pre-natal sex-selection, it has broadened its focus to include other areas such as sanitation, nutrition, child-rights protection, child survival, and implementing & monitoring government schemes such as Integrated Child Development Services (ICDS) and SABLA in Uttar Pradesh.

OPERATING MODEL

'Breaking Silence', which began in 2012, is a comprehensive WASH program with a specific focus on MHM (Menstrual Health Management). Vatsalya currently implements this program in 2 blocks in Lucknow, and till date, has reached 170,000 adolescent girls and boys through it. Through 'Breaking Silence,' Vatsalya aims to improve the health and dignity of girls and women by providing access to safe water, access to a private and clean place to change sanitary napkins, a living environment free of harmful waste, and knowledge about hygiene and menstrual management. As a part of the program, Vatsalya also develops sanitation infrastructure in schools through the following activities:

Needs assessment: Vatsalya assesses the resources available and condition of sanitation facilities and drinking water supply in schools and communities.

Engaging local partners and stakeholders: Vatsalya engages local stakeholders such as adolescent girls, frontline health workers, community members and government officials through peer groups, and provides them with training on MHM and the value of sanitation. The organization has also been able to enlist male allies in communities to promote sanitary practices and provide WASH infrastructure at the household level.

Constructing toilets: Vatsalya partially funds and oversees the construction and renovation of toilets in schools and in households. Communities are encouraged to construct their own toilets through awareness creation or through financial incentives. Vatsalya also leverages government schemes and subsidies such as 'Swachh Bharat Abhiyan' to construct these toilets. 1500 school and household toilets have been constructed so far.

Constructing incinerators: Vatsalya has constructed incinerators in schools for the safe disposal of sanitary napkins. These incinerators are attached to girls' toilets.

Safe water: Water sources are restored, constructed and maintained to ensure safe water for communities.

WHAT NEXT?

- Vatsalya plans to extend the geographic coverage of the program to include all villages (from 66 to 400) in the current blocks where it operates.
- Going forward, it wants to integrate the program at the district and state level through training of government health workers. It is currently in talks with the State Health Mission to help monitor the state's 'Menstrual Hygiene Scheme' across 16 districts in Uttar Pradesh. Through this collaboration, it will facilitate the capacity building of nodal officers at the district level and ASHAs implementing the program at the community level.

CURRENT FUNDERS & PARTNERSHIPS

- **Partners:** WaterAid, UNICEF, Catholic Relief Services (CRS), Plan India
- **Funders:** Government of Uttar Pradesh

LEADERSHIP

Chief Functionary and Co-Founder - Dr Neelam Singh

- Trained as a gynecologist
- Appointed as a member of the advocacy committee to the National Commission for Protection of Child Rights
- Recipient of the Acharya Vinoba Bhave National volunteer award (2001), Rotary India award (2006), Women Achievers Award 2013 and the NGO excellence award at SPJIMR 2013



Water For People India

Country Director: Arumugam Kalimuthu | Website: www.waterforpeople.org | Founded: 1991 | Location: Kolkata
Coverage: West Bengal, Bihar, Odisha | Total Budget: INR 15.9 Crore | Program Budget: INR 3.2 Crore

OVERVIEW

Water For People India brings together local entrepreneurs, civil society, governments, and communities to establish creative, collaborative solutions that allow people to build and maintain their own reliable safe water systems and create long lasting solutions for sanitation. Its flagship program is called 'Everyone Forever' which aims to ensure that every household, every school, and every public health facility in its areas of operation have access to improved water and sanitation services.

OPERATING MODEL

Water For People India's 'Everyone Forever' program is implemented in 2 blocks in West Bengal, one district in Bihar and 2 blocks in Odisha, supporting over 700 government schools using the approach below:

Need assessment and data collection: Data is collected using a mobile based, technology application called FLOW to assess the quality of school sanitation facilities. Students are involved in the needs analysis, site selection and design of toilet blocks.

Construction of sanitation facilities: Co-financed by the state and district government, separate toilet blocks for boys and girls are constructed with an adequate numbers of urinals, latrines, hand washing stations, and changing rooms fitted with sanitary napkin vending machines and incinerators. These facilities are built in partnership with local SHGs, CBOs, NGOs.

Construction of drinking water facilities: Bore wells are installed and fitted with pumps, over head tanks and drinking water stations.

Training of local toilet cleaners and financing the maintenance of facilities: Professional toilet cleaners are trained and provided with the necessary equipment to clean and maintain school sanitation facilities 2-3 times weekly. Water For People India promotes that the community pay for repairs to facilities to ensure the financial sustainability of its program.

Formation of WATSAN (water and sanitation) committees: Water For People India also organizes and trains WATSAN committees comprising of students and teachers to operate and maintain the facilities on their own.

Hygiene education: Different interactive methods of hygiene education are used in schools. These include posters, games and films on topics such as menstrual hygiene management and hand washing.

WHAT NEXT?

- Water For People India aims to reach approximately 15 lakh people in West Bengal, Bihar and Odisha by 2020. It plans to expand to 4 more states, starting with Rajasthan, in the next 5 years.
- It will advocate for state and national governments to adopt the 'Everyone Forever' model. This includes the training of local cleaners to maintain sanitation facilities and adopt Water for People's sophisticated technology application, FLOW used to monitor sanitation facilities.

CURRENT FUNDERS & PARTNERSHIPS

- **Partners:** Government of Bihar and West Bengal
- **Funders:** Charity Water, One Drop Foundation, Xylem Watermark, Colgate and domestic funders such as Molson Coors Cobra, Tata Steel, ITC Limited, Calcutta Electric Supply Corporation Ltd., Tata Chemical

LEADERSHIP

- **Country Director - Arumugam Kalimuthu**
- Has 26 years of experience in the development sector and previously worked with WaterAid India and Plan International (India)
- Instrumental in the establishment of the 'WASH Institute' (a key Resource Centre for the Government of India's Department of Drinking Water and Sanitation, under the Ministry of Drinking Water and Sanitation (MDWS))
- Acts as a technical expert for MDWS and the Whole School Development Committee of the Sarva Shiksha Abhiyan
- Has a bachelor's degree in Civil Engineering from Coimbatore Institute of Technology and a Master of Science degree in Water and Environmental Engineering from the University of Surrey, UK



In addition to the profiled organizations, the following are examples of strong organizations in the sanitation space with newly established school sanitation programs:

Consortium for DEWATS Dissemination (CDD)

Coverage: Maharashtra, Karnataka, Tamil Nadu, Gujarat, Kerala, Delhi, and Jammu & Kashmir

Website: www.cddindia.org

CDD was founded by a consortium of NGOs with the mission of training community based organizations, NGOs and government officials to effectively implement Decentralized Waste Water Treatment (DEWAT) Systems. Additionally, CDD provides holistic sanitation solutions such as workshops on hygiene habits and construction and maintenance of sanitation systems for urban slum and rural communities.

Toilets in Schools: CDD has recently expanded its programs to include a school sanitation component, by renovating and rehabilitating existing but defunct toilets in schools, and running awareness programs with teachers and students to encourage the use of toilets and other hygienic behavior. Teacher Committees are built to ensure the maintenance of the toilets.

Mahila Housing SEWA Trust (MHT)

Coverage: Gujarat, Bihar, Madhya Pradesh, Delhi, and Rajasthan

Website: www.sewahousing.org

MHT works to address the housing and infrastructure needs of women in urban slums. Through its interventions, it aims to provide a bundle of six services: an individual toilet, a sewer connection, a water connection, paved roads, street lights and solid waste management.

Toilets in Schools: MHT is an implementing partner of the Ahmedabad Sanitation Action Lab run by UMC (profiled on page 15), and has developed a Standard Operating Procedure (SOP) to implement school sanitation programs. This SOP includes a needs assessment to start with, building new toilets or renovating defunct toilets and creating parent teacher committees to ensure the maintenance of these toilets.

Water Sanitation and Hygiene Institute (WASHi)

Coverage: Pan-India

Website: www.washinstitute.org

WASHi mainly works to deliver knowledge building courses for professionals and other functionaries involved in the WASH sector, promote low-cost sanitation solutions through research and collaboration with international and national institutes, produce research relevant to the space, and advocate for improved policy. Through training initiatives for key stakeholders ranging from masons to grassroots level workers and to government employees, the organization aims to bridge the lack of skilled human resources in the sanitation sector.

Toilets in Schools: WASHi works with school leadership, Urban Local Bodies (ULBs), Panchayati Raj Institutions and engineers from the Public Health Engineering Department to build their capacity to implement school sanitation solutions. It also works in schools to conduct needs assessments for improved infrastructure, provide hygiene and menstrual health education for students, and deliver infrastructure solutions that include access for disabled children. WASHi works to provide technical support to school leadership and ULBs, who are in turn responsible for installing toilets in schools.

During the process of working on this report, Dasra came across several more organizations with school sanitation programs. While these organizations have not undergone Dasra's due-diligence process, they have been listed here to provide an understanding of the range of organizations working in the space.

Name of Organization	Geographical Focus	Website
Charities Aid Foundation	Pan-India	www.cafindia.org
Ecosan Services Foundation	Maharashtra	www.ecosanservices.org
Finish Society	Bihar, Jharkhand, Madhya Pradesh, Gujarat, Maharashtra, Odisha, Rajasthan, Tamil	www.finishsociety.org
Hand in Hand India	Tamil Nadu, New Delhi, Madhya Pradesh, Maharashtra, Odisha, Karnataka	www.hhindia.org
Health, Education, Environment And Livelihood Society (HEEALS)	Delhi; Haryana; Himachal Pradesh; Rajasthan; Uttar Pradesh	www.heeals.org
Plan India	Andhra Pradesh, Bihar, Delhi, Jharkhand, Rajasthan, Maharashtra, Odisha, Punjab, Uttarakhand, Uttar Pradesh, Karnataka, Tamil Nadu, Jammu & Kashmir	www.planindia.org
Jal Bhagirathi Foundation	Rajasthan	www.jalbhagirathi.org
Reap Benefit	Karnataka	www.reapbenefit.org
Rural Development Organization	Tamil Nadu	www.rdoindia.org
Save the Children	Pan-India	www.savethechildren.in
World Vision	Pan-India	www.worldvision.in

Appendix I

Non-profit mapping methodology

Dasra's non-profit mapping included secondary research and detailed interviews with program managers of non-profit organizations. The organizations profiled in this report did not go through Dasra's due-diligence process, but were selected from Dasra's existing database of WASH organizations, as examples of effective program models. Operationally, the following procedures were followed:

Initial Mapping: As part of our due-diligence for our previous reports - "Squatting Rights" and "Spot On!" Dasra mapped 235 non-profit organizations and social businesses in the WASH space to create a comprehensive list of organizations to be evaluated. This comprehensive list was used to identify organizations with significant school sanitation programs.

Outreach and Phone Call Interviews: At this stage, Dasra identified organizations that allocate significant resources to school sanitation programs. A total of 23 organizations were selected for outreach and phone interviews were conducted with 13 of the 23 organizations. Information on their school sanitation programs and model of implementation was gathered through detailed conversations with the organization or program heads.

Non-profit registration/certification:

- 12A: enables a non-profit organization in India to avail income tax exemption on its income
- 80G: Enables donors with a taxable income in India to get a tax deduction of 50% of the donated amount
- FCRA: Makes a non-profit organization in India eligible to receive contribution in kind or currency from foreign sources

Appendix II

Dasra would like to extend its sincere thanks to all the individuals, academics, experts, and non-profit organizations that have made invaluable contributions to its research and this report. In particular, Dasra would like to thank:

Aloka Majumdar	HSBC Bank
Anurag Antony	UMC
Anjali Adukia	Harris School of Public Policy, University of Chicag
Khurram Naayaab	CAIRN India
Meghna Malhotra	UMC
Noshir Dadrawala	Centre for the Advancement of Philanthropy
Ravi Bhatnagar	Reckitt Benckiser
Uzra Sultana	Arghyam

Acronyms

BCC	Behaviour Change Communication
CBO	Community Based Organization
CSR	Corporate Social Responsibility
DEWAT	Decentralized Waste Water Treatment Systems
MDWS	Ministry of Drinking Water and Sanitation
MHRD	Ministry of Human Resource Development
MDG	Millennium Development Goals
MoUD	Ministry of Urban Development
NGO	Non-governmental Organization
NPO	Non-profit Organization
RMSA	Rashtritya Madhyamik Shiksha Abhiyan
RTE	Right to Education
SBA	Swachh Bharat Abhiyan
SBK	Swachh Bharat Kosh
SMC	School Management Committee
SOP	Standard Operating Procedure
SSA	Sarva Shiksha Abhiyan
SSPs	School Sanitation Programs
ULB	Urban Local Bodies
WASH	Water, Sanitation, Hygiene
WHO	World Health Organization

Glossary

Community Based Organization (CBOs): CBOs are civil society non-profits that operate within a single local community. Like other nonprofits they are often run on a voluntary basis and are self-funded. Within community organizations there are many variations in terms of size and organizational structure. Some are formally incorporated, with a written constitution and a board of directors while others are much smaller and are more informal.

Millennium Development Goals (MDGs): The MDGs are eight international development goals to be achieved by 2015, by each of the 193 countries that committed to these goals.

Panchayati Raj Institutions: Panchyati Raj is a decentralized form of governance where each village is responsible for its own affairs. Panchyati Raj Institutions exist in a three-tiered system of administration: gram panchayat (at the village level), panchayat samiti (at the block level) and zila parishad (at the district level).

School Management Committee (SMC): SMCs are statutory bodies constituted by the RTE Act of 2009, to act in a supervisory and management capacity for government and government aided schools. The composition of a SMC is as follows:

- Three fourth (75%) of the members of the SMC will be elected from the parents/ guardians of school children. From them 50% will be women. Weaker sections will be represented in the SMC in proportion to their population in the village.
- The remaining strength of the body (one fourth, or 25%) will be as local authorities; school teachers; and students.

Statutory Towns: A statutory town in India is defined as all places with a municipality, corporation, and Cantonment Board.

Urban Local Body (ULB): ULBs are constitutionally provided administrative units that provide basic infrastructure and services in cities and towns. Large urban areas are governed by Nagarnigams, often simply called corporations. Smaller urban areas are governed by Nagarpalikas, which are often referred to simply as municipalities. The area under a corporation/ municipality is further divided up into wards.

End Notes Part I

- ¹ The Economic Times, (2010). India tops list of nations lacking toilets; The Hindu, (2013). More than half of Indian households don't have a toilet.
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- ²⁰ Joshua, A. (2015). Corporates ignore Clean School call. The Hindu.
- ²¹ Interview: Dadrawala, N. (2015). Eligible CSR Activities and their Tax Status.

End Notes Part II

- ⁱ The World Bank, (2013). Infographic: What's a Toilet Worth?; Bill & Melinda Gates Foundation, (2015). Water Sanitation and Hygiene.; WHO | Costs and benefits of water and sanitation improvements at the global level. (2015).
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