

## 10 . Milestones

2007 June onwards	Conceptualising a National Urban Water Awards Programme. Meetings with local and state government representatives/other government agencies, private sector, voluntary organizations to seek their support and participation in the endeavour through the Administrative Staff College of India
2008 May	Announcement and successful conduct of the first Urban Water Awards in five themes jointly with the Confederation of Indian Industry (CII), an apex body of Indian Industry.
2009 August	Ownership of the Central Government. Donor agencies offer financial support. Addition of sanitation theme. President of India felicitates winners in a high profile nationally televised ceremony.
2010 September	Replication of good practices from the earlier years. Addition of a seventh theme on communication and awareness generation.

### A. Situation before the initiative began

#### Problem Formulation

India, a country of over a billion populations, has been going through a rapid process of urbanization. Currently, a third of the population i.e. approximately 300 million lives in urban areas. Serving the urban population with water and sanitation however remains a challenge for the local governments and water boards who are responsible for their provision. ***Specific weaknesses include service coverage of basic services like water supply and sanitation especially to the poor and consequent economic and public health fallouts.*** In the recent years, the urban sector in India has seen policy reform and unprecedented infrastructure investments designed to improve access, coverage and quality of water and sanitation services. Currently no city in India provides continuous water supply to all its citizens; not even a half of the urban poor have access to household connections. It is estimated that currently 25% of urban poor have no access to individual toilets and of these around 18% practice open defecation. Local government/service delivery agencies are undertaking multiple interventions to improve service coverage and achieve equity and good governance. However due to lack of adequate capacity of service delivery agencies, the gap between demand and supply are yet to be bridged. ***Information on practices including technology, implementation models and governance processes would go a long way in enhanced capacity to*** effectively translate policy into action and to optimally use the financial resources to improve and sustain services.

#### Context of Intervention

The nominee in his personal capacity as well as being the Director, Urban Governance and Infrastructure Development programme of the Administrative Staff College of India, a premier management training institute, has been involved for over a decade in addressing the challenges in the area of sanitation sector for universal sanitation and continuous and reliable water supply for all. Areas of engagement have included advocacy, training and advisory

related interventions to improve service delivery and know how in achieving continuous water supply and universal access to sanitation. These interventions have reached out to representatives of local governments- officials, technical personnel and very importantly elected representatives /politicians through policy advocacy , training activities, workshops, seminars, conferencing and networking, study visits, dissemination of information products and demand based advisory support .**[Support documents include sample of brochures]**

## **B. Priorities**

Most importantly the nominee recognized the power and potential of cities learning from each other and supported city to city partnerships and disseminating knowledge to facilitate urban water sector reforms. Years of engagement, showed that involvement and cooperation of policy makers especially politicians (Mayors, Municipal Commissioners, Municipal Administrators) and other key players is necessary to initiate and drive change. However the peer networks in order to stay manageable and focused could host only a small number twenty five local as against the 4500 urban local governments, 28 states and 7 union territories in India.

Further numerous innovative initiatives remained “islands of excellence” without achieving scale. It was important therefore to document good practices, successes to learn what processes and innovations worked and make such information widely accessible.

It was for this reason that the nominee conceptualized a national level water awards programme to institute a platform to enhance the profile of water and sanitation services and improvements, to showcase good practices and make available such a database nationally. **The National Urban Water Awards** proved to be this platform- a **permanent and dynamic showcase of achievements and learning** in water and sanitation services in urban India. **This would serve the dual purpose of giving due recognition and encouragement to the innovators as well as make available detailed information on the practice so recognized.**

## **C. Target**

The nominee sought to reach out to all the 4500 urban local governments (housing over 300 million citizens) and service delivery agencies across 28 states and 7 Union Territories to promote and replicate good practices in the sector through communication and dissemination of the know-how emerging from successful models of delivering water and sanitation services to the urban population in India.-specifically related to provision of continuous water supply, provision of access to urban poor, providing city wide sanitation, water efficiency /conservation, public health outcomes and citizen responsive good governance in water and sanitation services.

## **D. Objectives and Strategies**

### Objectives

- National recognition to good practices in water supply and sanitation that have led to improved reach and quality of water and sanitation services towards the larger goal of continuous, safe and equitable water supply and universal sanitation
- Dissemination of know-how emerging from successful innovations/practices to governments agencies, sector practitioners, training institutes, private sector including voluntary organizations , industries/commercial centres as well as citizens at large for replication
- Securing political buy in from political leaders and officials via non monetary incentives to create a citizen responsive service provision in water and sanitation.
- Set new standards for performance and realize the national and international commitments to ensure reliable and universal access to water and sanitation services in urban areas.

### Strategy

The strategy employed was advocacy with the national government to own and facilitate the Awards Programme on one hand and on the other with urban local governments to identify, document and submit applications to the Awards Programme on good practices.

Private sector and donor agency collaboration with the Administrative Staff College of India was also sought to provide financial and organization support to the Awards Programme.

The concerned Ministry from the National Government, i.e., the Ministry of Urban Development would put in place an objective and transparent process to evaluate and reward the entries received.

The entire process and models to be documented and made available for dissemination via a variety of media and information products.

Follow up action to network winners, finalists and applicants for knowledge and information exchange

## **E. Mobilization of resources**

The First National Urban Water Awards was conducted in 2008 with the organizational support of the Confederation of Indian Industries. The latter's experience in award programmes for the industrial sector water and waste water initiative was effectively integrated in its successful conduct.

Simultaneously, advocacy and lobbying efforts were made to bring in the concerned national ministry, the Ministry of Urban Development, Government of India, to own and support the conduct of the Awards. This proved successful and in the second year, 2009 the Ministry provided direct support to the conduct of the Awards thus resulting in institutionalizing it in the Government system. Donor agencies like GTZ also provided resources to meet

expenditure connected with the organization of the Awards Programme.

In 2010, the Government of India, has initiated steps to integrate the Water Awards Programme into the forthcoming Five Year Plan.

## **F. Implementation- 2007-ongoing**

A series of consultative meetings with representative stakeholder groups of government agencies, private sector, voluntary organizations, academicians preceded the organization of the First National Urban Water Awards, to design and develop the idea into a full fledged programme, taking into consideration the views of all stakeholders. This helped shape the scope, criteria for awards and other modalities.

Advertisements in widely circulated newspapers were placed announcing the conduct of the First National Urban Water Awards jointly by the Administrative Staff College of India and the Confederation of Indian Industries. Applications were invited from urban local governments, in the categories are (i) Technical Innovation (ii) Citizen Services and Governance (iii) Pro poor approaches (iv) Financial reforms (v) Public Private Partnerships

An independent panel of experts (Advisory Group), comprising policy makers, academicians, representatives from civil society organizations and private sector experts was constituted for overall guidance, evaluation of entries and final selection. A transparent and robust set of criteria for shortlist and final selection was developed and applications were screened according to the criteria developed. Following a preliminary screening, entries were validated by independent experts through field visits.

Shortlisted applicants were invited to make presentations on their work on the basis of which winners and finalists were determined.

A dossier of all entries received as well as compendium of award winning and finalist entries received were made available across the country. Print media and television media across the country covered the event. Local media also published the winning/final/ short listed entries from their respective regions.

The Second National Urban Water Awards was announced in 2009 by the Ministry of Urban Development jointly with the Administrative Staff College of India.

A similar process as in the 2008 awards was followed in 2009 and 2010 with the addition of two categories on Urban Sanitation and Communication & Awareness Generation.

**The President of India, who holds the highest office in the land, gave away the awards at a high profile awards ceremony which was televised live on national media.**

The Third National Urban Water Awards is in progress and by this time it was observed that replication of earlier award winning initiatives were ongoing.

## G. Results Achieved

- Instituting successfully an awards programme nationally for water and sanitation
- **Increasing response and interest from government agencies in achieving continuous water supply and sanitation**
- **Enhanced profile of water supply** and sanitation service delivery agenda
- **Motivation and encouragement** to ULBs and Water Boards
- Forum to **disseminate achievements** and initiatives readily and **as it happens**- managerial, institutional and technical practices
- Institutionalized **mechanism for knowledge sharing**- publications, web portal, exchange visits, visits of policy makers
- Experiences in the use of shelf of good practices emerging from Water Awards part of **National Review** of State Governments
- Has become a part of National Review of state government performance
- Improved performance measurement, encouraged quantifying and measuring achievements and working in a performance based framework.

### Entries received

2008		2009		2010	
Technical Innovation	28	Technical Innovation	37	Technical Innovation	35
Financial Reforms	7	Financial Reforms	8	Financial Reforms	3
Services To The Poor	8	Services To The Poor	7	Services To The Poor	15
Citizen Services And Governance	10	Citizen Services And Governance	11	Citizen Services And Governance	19
Public Private Partnerships	5	Public Private Partnerships	7	Public Private Partnerships	7
		Urban Sanitation	19	Urban Sanitation	15
				Communication/ Awareness Generation	12
<b>Total in 2008</b>	<b>58</b>	<b>Total in 2009</b>	<b>89</b>	<b>Total in 2010</b>	<b>106</b>

**A total of 63 cities are now moving towards the goal of continuous water supply.**

**A total of 125 cities are gearing themselves to develop city level strategies and plans to ensure city wide universal sanitation.**

Two state governments inspired by the example set by award winning initiatives in providing water supply connections to poor households by reducing connection charges and relaxing complicated procedures, have now implemented similar policy in their own domain with the immediate result of providing at least 5000 new connections to the poor and with the potential of providing 1000000 more connections.

## H. Sustainability

The National Urban Water Awards programme will now become part of the Government of India's Annual Planning process and will be budgeting for the organization and conduct of the Awards. This will ensure the sustainability of the programme.

Further the Water Awards is integrated component of the Annual National Review of the performance of State/Local Governments since 2009.

## I. Lessons Learned

**Clearinghouse role:** Other local governments derive confidence to replicate the technology choices and institutional models used in award winning entries; thus the Awards Programme provides a clearinghouse role.

**Motivation:** Peers can be the biggest motivation to initiate and innovate as well showcase achievements

**Change on the ground:** Knowledge transfer –both know how and do how are powerful recipes to effect tangible on the ground change

**Change ambassadors:** Awardees/finalists have become champions of change , and have become 'resource persons' to their peers

**Bridging gap between national ministry and local government :**The Programme has resulted in the two understanding each other's work and priorities better

**Performance measurement:** Data and information on performance levels is maintained scrupulously and enables decision making.-previously this was a neglected area. This is now available to citizens as well.

**Partnership:** To support governments is important and keeps it from being a routine government scheme

**Other Linkages:** Case studies from the programme were used in imparting training by nodal institutes

**Communication & Awareness Generation:** Engagement of all citizens is important to the success of a change initiative/s.

**Peer Review:** It is proposed to include peer review in the Awards Programme associating previous winners with the evaluation process in the future.

## J. Replicability

A large scale and country wide awards programme has immense potential for replication in related areas of public health and other social sectors. The Awards Programme can be

replicated at a local level as well eventually.

## 12. References

<b>Title</b>	<b>Date</b>	<b>Website URL</b>
1. Advertisement	Attached	<a href="http://urbanindia.nic.in/programme/uwss/nuwa.htm">http://urbanindia.nic.in/programme/uwss/nuwa.htm</a>
2. Brochure	Attached	<a href="http://waterawards.in/">http://waterawards.in/</a>
3. Compendium – 2009	September 2009	
4. Compendium – 2010	In progress	
5. Programme booklet	August 2009 \ 	

## 13. Supporting Materials

1. Hard copies of references cited above ( Item 12)
2. Two DVD ( Digital Video Disc) containing videos of initiatives and the awards ceremony proceedings