



LEADING PRACTICES IN COMMUNITY ENGAGEMENT AND SANITATION

October 2017

Documented By:
Urban Management Consulting Pvt. Ltd. (UMC)

BILL & MELINDA
GATES foundation



PUBLIC AFFAIRS CENTRE
Committed to good governance

All photographs are by Urban Management Consulting Pvt. Ltd.
unless otherwise mentioned

Please cite the document as follows:

Urban Management Consulting Pvt. Ltd., 2017. Leading Practices
in Community Engagement and Sanitation, UMC, Ahmedabad

October 2017



The Urban Management Consulting Pvt. Ltd. (UMC) is a women promoted organization, that works towards professionalizing urban management in India and worldwide. UMC provides technical assistance and support to city governments and facilitates change through peer-to-peer learning processes. It enhances the capacity of city governments by providing expertise and ready access to innovations on good governance implemented in India and abroad. UMC extensively works in the areas of urban water and sanitation, heritage management, planning, urban health, municipal finance, urban management, urban transportation and institutional restructuring. UMC is a legacy organization of International City/County Management Association (ICMA) and hence is also known as ICMA-South Asia. For more information, visit our website: www.umcasia.org

Table of Contents

INTRODUCTION	5
Aajeevika Bureau.....	6
Saath Charitable Trust.....	11
Sri Padmavathy Mahila Abyudaya Sangam (SPMS)	17
Development of Humane Action (DHAN) Foundation	21
SWaCH: Solid Waste Collection and Handling	23
Sadhna- a Women's Handicraft Enterprise	26
Samagra Empowerment Foundation.....	29
Shelter Associates	32
Gramalaya	35
Slum Sanitation Programme of Municipal Corporation of Greater Mumbai	38
List of People Met	40

ACRONYMS AND ABBREVIATIONS

3SK	Shramik Sahayata evam Sandarbh Kendra
AB	Aajeevika Bureau
ABO	Community Based Organizations
ALF	Area Level Federation
ATDC	Apparel Training and Designing Centre
BMGF	Bill & Melinda Gates Foundation
CMLS	Centre for Migration and Labor Solutions
DHAN	Development of Humane Action
FEP	Family Empowerment Programme
GIS	Geographic information system
HUDCO	Housing & Urban Development Corporation
JLG	Joint Liability Group
KKPKP	Kagad, Kach, Patra Kashtakari Panchayat
LEAD	Legal aid and education
LIC	Life Insurance Corporation
MNREGA	Mahatma Gandhi National Rural Employment Guarantee Act
MoHUA	Ministry of Housing and Urban Affairs
MoU	Memorandum of understanding
NGO	Non-governmental organization
NPS	New Pension Scheme
NULM	National Urban Livelihood Mission
ODF	Open Defecation Free
PAC	Public Affairs Centre
PCMC	Pimpri-Chinchwad Municipal Corporation
PMC	Pune Municipal Corporation
RSSA	Rajasthan Shram Sarathi Association
RTE	Right to Education
RWA	Resident Welfare Association
SA	Shelter Associates
SDTT	Sir Dorabji Tata Trust
SEP	Self-Employment Programme
SHG	Self Help Group
SIDBI	Small Industries Development Bank of India
SMID	Social Mobilization and Institution Development
SPMS	Sri Padmavathi Mahila Abyudaya Sangam
SSCCS	Saath Savings and Credit Cooperative Society Ltd.
STEP	Skill Training Employability and Placement
SWaCH	Solid Waste Collection and Handling
TERI	The Energy and Resources Institute
ULB	Urban Local Body
UMC	Urban Management Consulting Pvt. Ltd.
WAVE	Women's Action for Village Empowerment

ACKNOWLEDGEMENTS

This report is based on the knowledge provided by various organizations across the country including national and state governments, urban local bodies, non-governmental organizations, community groups and international foundations.

We would like to thank the Ministry of Housing and Urban Affairs (MoHUA) and urban development departments of states of Maharashtra, Rajasthan, Tamil Nadu and Andhra Pradesh who extended all administrative support for undertaking this documentation.

This piece of work would have been impossible without the support of the following organizations, namely, Aajeevika Bureau, Saath, Shelter Associates, Samagra Empowerment Foundation, Solid Waste Collection and Handling- SWaCH, Gramalaya, Development of Humane Action- DHAN, Sri Padmavathi Mahila Abyudaya Sangam- SPMS, Sadhna and Slum Sanitation Programme cell of Municipal Corporation of Greater Mumbai. We extend our sincere thanks to the officials and representatives of each of these organizations for taking us through their organizational histories and introducing us to their on-field practices.

We are grateful to the Bill & Melinda Gates Foundation (BMGF) and the Public Affairs Centre (PAC) for extending their support, both technical and financial, in this project.

Thanks to the entire project team: Dr. Sharadbala Joshi, Pooja Shetty, Arundhati Maiti, Tushar Hajare, Dr. Ravikant Joshi, Anurag Anthony and Meghna Malhotra.

Manvita Baradi, Director, UMC

INTRODUCTION

This document is an attempt to capture leading or good practices in the areas of community engagement models in livelihoods creation, service delivery, behavior change, empowerment and/ or collective action, and in sanitation in urban areas in India.

Good practices in poverty reduction refer to processes that enable achievement of common goals or draw attention to activities for a given goal and show what can be achieved with alternate approaches. Good practices provide lessons and examples of sustainable development for decision makers responsible for guiding the planning and management of urban areas, and those who fund and facilitate development interventions at the local, national, regional and global levels. The good practices provide a basis for bringing about lasting changes in policy, decision-making processes, resources allocation or management systems. The significant criteria for considering good practices are: i) potential for transferability, adaptability and replicability; ii) acceptance of and responsiveness to social and cultural diversity; iii) promotion of social equality and equity; and iv) appropriateness to local conditions and levels of development.

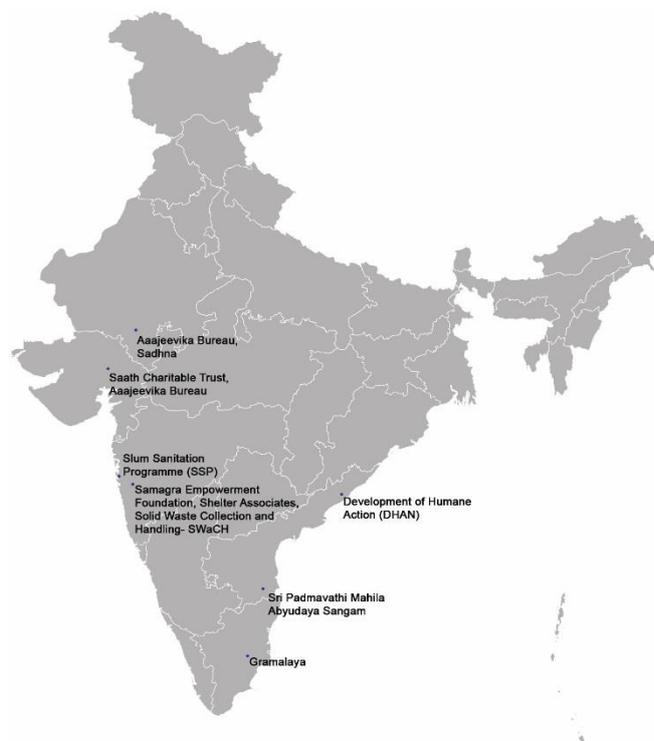
Community engagement and establishing women-led self-help groups in cities across India is at the core of the National Urban Livelihood Mission (NULM). All other components of NULM, namely, self-employment, skill training and entrepreneurship development have their roots in social mobilization. In contrast to the rural livelihood mission, where there are several successful community engagement platforms, due to the complexity and dynamic nature of slums in cities, such community platforms need long time support for their sustenance. This can help in realizing the overall goal of the NULM.

Similarly, there is an urgent need for community engagement in the urban sanitation sector. With launch of the Swachh Bharat Mission, this sector has received due attention however there is great demand for skilled persons across the value chain of sanitation. This gap can be filled by engaging with communities under both the missions and training individuals to promote businesses in sanitation (plumbers, masons, de-sludge operators, toilet maintenance contractors, etc.).

This document presents ten such successful community engagement platforms in cities across the country that mostly are not under the NULM framework and who have successfully organized the communities around an issue and have helped them in their overall development. The aim of this document is to identify key learning for improving implementation of NULM and its convergence with the Swachh Bharat Mission. Five of the ten documented case studies show engagement of the community in sanitation service delivery.

These practices were identified after interactions with sector experts, local governments and desk research.

The ten organizations were selected for documentation based on their maturity, innovation in processes, scalability and sustainability of the structures created.



TYPE: NON PROFIT TRUST

Aajeevika Bureau

Founded: 2005 | Head Office: Udaipur, Rajasthan | www.aajeevika.org

Sector: Support services at source and destination of migrants



Organization Overview

Aajeevika Bureau (AB) is an institutional response to the high incidence of migration among the rural poor. It seeks to provide comprehensive services to help reduce hardship for migrants and their families and render migration into a more positive opportunity. The organization, which was established in 2005, is based in Udaipur, Rajasthan. Its mission is to provide lasting solutions to economic and socio-legal problems of migrant workers - directly as well as through partners - by creating replicable models offering services and security both at source and destination. AB combines direct service delivery, advocacy, research and technical support in advancement of its work on issues of migrant workers. It works in the Southern Rajasthan-Gujarat migration corridor, and runs walk-in resource centers called *Shramik Sahayata evam Sandarbha Kendras* (Workers Support and Resource Centers), which offer a wide range of services to migrant workers and their families. These services include registration and photo ID, skill training and placement, legal aid, collectivization, social security, financial services and family support.

AB is operational in blocks of Udaipur, Rajsamand, Dungarpur and Banswara districts - the main labor sending regions in southern Rajasthan. At the destination end, it is operational in Ahmedabad, Surat and Idar in Gujarat and in Jaipur and Udaipur within Rajasthan.

The Model

Migrants are a massive force that drive the economy and are in millions. However, they go unnoticed and remain largely outside the reach of state services and devoid of opportunities offered by the growing markets. They have no identity, and poor and/or stagnant skills. 70% of the migrants lack any social security, have poor access to basic services in cities and are often exploited in their jobs. AB addresses the issues of migrants at the 'source' as well as 'destination' of the migrants by providing support services and collectivizing them. The services offered by Aajeevika Bureau are as below:

Service	Description
Registration and Photo ID	AB's Photo ID is authorized by the Government of Rajasthan's Department of Labor through an official order issued in 2008. It is backed by a simple form that captures important demographic, occupational and migration related information. This information is verified and the card is signed by the <i>Sarpanch</i> - the elected head of village Panchayats at the source of the migrant.
Vocational Skill Training & Placement	AB's skills intervention is anchored with Skill Training Employability and Placement Academy (STEP Academy) - a unique learning and training institution for rural youth. The STEP Academy builds technical and life skill competence and helps young people find suitable employment.
Labor Helpline, Legal aid and education (LEAD)	LEAD cell offers legal education, aid and counselling to migrant workers and their employers. The legal aid service includes legal literacy, mediation between parties and litigation assistance in special cases. The LEAD Cell organizes legal clinics at field centers where workers, contractors and employers are invited to settle their long-standing disputes. A cadre of community based paralegal workers engage in workers' education and counselling. Labor Line is a phone-based helpline for workers to call in and seek immediate advice and guidance in the event of distress or problems encountered at work. Labor Line operates from a Call Centre that handles over 200 calls every month from workers from Rajasthan and Gujarat.
Financial Services & Social Security Linkages	AB has promoted the Rajasthan Shram Sarathi Association (RSSA), a Section 25 Company that offers targeted financial services to migrant workers and their households. RSSA provides a diverse range of financial products - micro loans, insurance, and assistance in opening bank accounts, pension and savings advice. AB and RSSA together are actively involved in the registration of construction

Service	Description
	workers in the Construction Workers' Welfare Board. The Board offers a number of social protection products such as scholarships, life insurance, pension, and emergency assistance to construction workers. RSSA also enrolls low-income workers into the New Pension Scheme (NPS) - Swavalamban.
Primary health care for high risk migrants and families	AMRIT clinic is a clean, spacious and patient friendly clinic, serving under-served populations, characterized by high levels of male migration. At a nominal cost of Rs 50/- (inclusive of drugs and lab tests), it provides ambulatory (outpatient) services from 9 am to 5 pm, from Monday to Saturday, and provides maternity services round the clock on all days.
Support to families affected by migration	AB has initiated the Family Empowerment Programme (FEP) to build capacities and leadership among women of migrant households by organizing them into solidarity groups (Ujala Samooh). These groups are led by a cadre of women volunteers (Ujala Kiran) who are trained and skilled in organizing women and reaching them relevant information and services.
Support services at the destination	Support at destination includes health services, banking facilities, legal aid and collectivization of the workers to help overcome the exploitation in informal markets. Another innovative achievement of the Bureau is setting community kitchen for the labor where they can cook their own meals in a hygienic environment and do not have to purchase the cooking fuel at exorbitant prices from the black market.

The Initiative

Through a network of field based Shramik Sahayata evam Sandarbh Kendra-s- 3SK (Workers Support and Resource Centers), AB provides a range of services to migrants and their households. The 3SK model of AB is nothing with an array of walk in centers. One walk in Centre caters to 50-kilometer radius, 30-4000 migrant population and 35-40 panchayats. 4-5 people handle one Centre. Extended volunteers are key in the functioning of AB. Most of the volunteers engage voluntarily, that is, they are not paid. Some volunteers are paid for the services they provide, for example, a para legal worker who provides legal literacy is paid Rs. 400-500 per month.

Challenges

There are several challenges when it comes to working with the migrant population that is very dynamic yet invisible. When availing legal aid services, the migrant laborers are not willing to get into any kind of litigation since the process is time consuming. Hence, many contractors continue to exploit the laborers. One of the aims of collectivization and unionization is long-term advocacy. Several laborers do not find any short-term benefits in unionization do not become part of it. In addition, as they are constantly changing their locations, for most of the times they are not available for meetings/ gatherings of the collective.

Impact

As of 2016, a total of 1.3 lakh identity cards have been distributed. 5989 youth are trained and placed. 8249 cases registered, of which, 49% cases resolved with close to 7.9 crores settled in favor of the workers. 15460 families linked to MGNREGA, 7903 families to JSY and vaccination, 7637 families to PDS and 6471 to Pension scheme. In response to demands for formalization, AB has promoted 34 workers collectives and three registered trade unions with membership of around 15,000 workers. Finally, AB has empowered over 4,000 migrant households by providing financial services through the RSSA.

Transferability to NULM

Key Initiatives and Learnings	Transferability to NULM
<p>Through outreach and mobilization, AB is forming collectives of the migrant population. AB has formed 3 trade unions of loaders and construction workers. This has helped the workers to negotiate work rates with market/ merchant associations. The Family Empowerment Programme (FEP) builds capacities and leadership among women of migrant households by organizing them into solidarity groups (Ujala Samooh). These groups are led by a cadre of women volunteers (Ujala Kiran) who are trained and skilled in organizing women and reaching them relevant information and services. FEP helps in linking women's groups to community institutions, Panchayati raj bodies and block/district level entitlements from the government. The focus of the programme is on (a) enabling employment guarantee through linkages with MGNREGS, (b) creating better food security by improving PDS delivery, and (c) improving access to institutional health care and health benefits such as Rashtriya Swasthya Bima Yojana, Janani Suraksha Yojana and more.</p>	<p>Under NULM, the collectives formed should also be empowered to claim their benefits under various government schemes to achieve their overall development.</p>
<p>By offering various services at the source and destination, AB has been successful in building the capacities of the migrant families and communities. It is also working with the government of Rajasthan and hence indirectly educating the government officials through exposure to the sector.</p> <p>AB's work on building knowledge and capacities is anchored in the Centre for Migration and Labor Solutions (CMLS), a joint initiative of AB and the Urban Poverty Program of Sir Dorabji Tata Trust (SDTT). The Centre has facilitated design of migration programmes with civil society organizations spread across ten states. The capacity building initiatives of CMLS include regular training workshops for NGO teams, handholding visits, and advisory services on migration program design. They have recently collaborated with the Centre for Community Organization and Development Practice at TISS, Mumbai to offer the first ever Certificate Course in Labor Protection and Migration Services, for field practitioners.</p> <p>As a means to attract high quality human resources to engage with the subject of migration and provide grounded exposure to committed young professionals, CMLS also runs a fellowship viz. Aajeevika Young Leader Fellowship in Labor and Migration.</p>	<p>Resource organizations involved under NULM should be involved for capacity building of the government officials by sharing their practices and knowledge.</p>

Key Initiatives and Learnings	Transferability to NULM
<p>AB conducts on-job training wherein every 'karigar' is assigned 2 laborers. These trainings are in heritage texture, plumbing, masonry and other construction work. The Training and Placement Cell of the Bureau continuously scans markets. In addition, it is approached by a wide number of employers looking for workers in various positions. If considered suitable in terms of offer and work conditions, the Bureau disseminates this information through its field teams across their areas of operation. Rozgar Melas (Employment Fairs) are regularly organized by the Bureau in order to bring employers together with potential workers. These events are also used by the teams to build a database of interested youth to who information can be given at a time when there is a more appropriate opening for them. The Bureau teams also counsel youth in making appropriate career or training choices. All Trainees of AB are provided a one-time placement opportunity at the conclusion of their training. In case of their drop out or retrenchment, the Bureau provides them with additional connections and networks for ensuring that they remain in the job markets.</p>	<p>Currently, NULM recognizes only trainings that have been given by identified and empaneled training institutes. However, there are certain skills that require more focus on on-job trainings and such trainings can be imparted by skilled laborers already in the trade. NULM should recognize such skill transfer from a skilled person to an unskilled person.</p>
<p>Legal aid and camps: The LEAD cell offers legal education, aid and counselling to migrant workers and their employers. The legal aid service includes legal literacy, mediation between parties and litigation assistance in special cases.</p> <p>Community kitchens: To ensure that the laborers can cook their food in hygienic environs. There are 11 community kitchens and 1 mobile kitchen. The community kitchens provide space for cooking and LPG connection at a rate of Rs. 4-6 per hour.</p> <p>Identification cards: The government recognized identity cards serve as a proof of their occupation and avoid any sort of exploitation from the police.</p> <p>Amrit clinics: At a nominal cost of Rs. 50/-(inclusive of drugs and lab tests), it provides ambulatory (out-patient) services from 9 am to 5 pm, from Monday to Saturday, and provides maternity services round the clock on all days.</p> <p>Crèches: In collaboration with builders, AB runs crèches for children of construction laborers, at the construction site.</p>	<p>Such services like legal aid, subsidized health care, community kitchen, etc. should be linked to shelter for the homeless where many migrants come for temporary stay. In Udaipur, AB has entered into a MoU with the ULB for counselling the people staying at the homeless shelters in order to link them with other schemes.</p>
<p>RSSA provides a diverse range of financial products and a number of financial literacy tools that help workers become more proficient at calculating their wages and managing their expenses.</p> <p>AB and RSSA together are actively involved in the registration of construction workers in the Construction Workers' Welfare Board. The Board offers a number of social protection products such as scholarships, life insurance, pension, and emergency assistance to construction workers. RSSA also enrolls low-income workers into the New Pension Scheme (NPS) - Swavalamban.</p>	<p>The collectivization of trade-based groups should be promoted by NULM as it is easier to disseminate relevant information among them and help them avail benefits under government schemes that have been specially designed for the people belonging to a specific trade.</p>

Key Initiatives and Learnings	Transferability to NULM
<p>Through a network of field based Shramik Sahayata evam Sandarbh Kendra-s- 3SK (Workers Support and Resource Centers), AB provides a range of services to migrants and their households. The 3SK model of AB is nothing with an array of walk in centers.</p>	<p>This model of having a walk in Centre for the migrants is similar to the city livelihoods Centre envisaged under NULM.</p>
<p>As many street vendors are also migrants, all the services provided by Aajeevika can be availed by them.</p>	<p>NULM should not only regularize street vendors but should help them avail benefits under other government schemes.</p>



Registration camp organized at Vasna Naka, Ahmedabad



Labor helpline operated by Aajeevika Bureau

TYPE: NON-GOVERNMENT ORGANIZATION

Saath Charitable Trust

Founded: 1989 | Head Office: Ahmedabad, Gujarat | www.saath.org

Sector: Community Development



SAATH
Creating Inclusive Societies

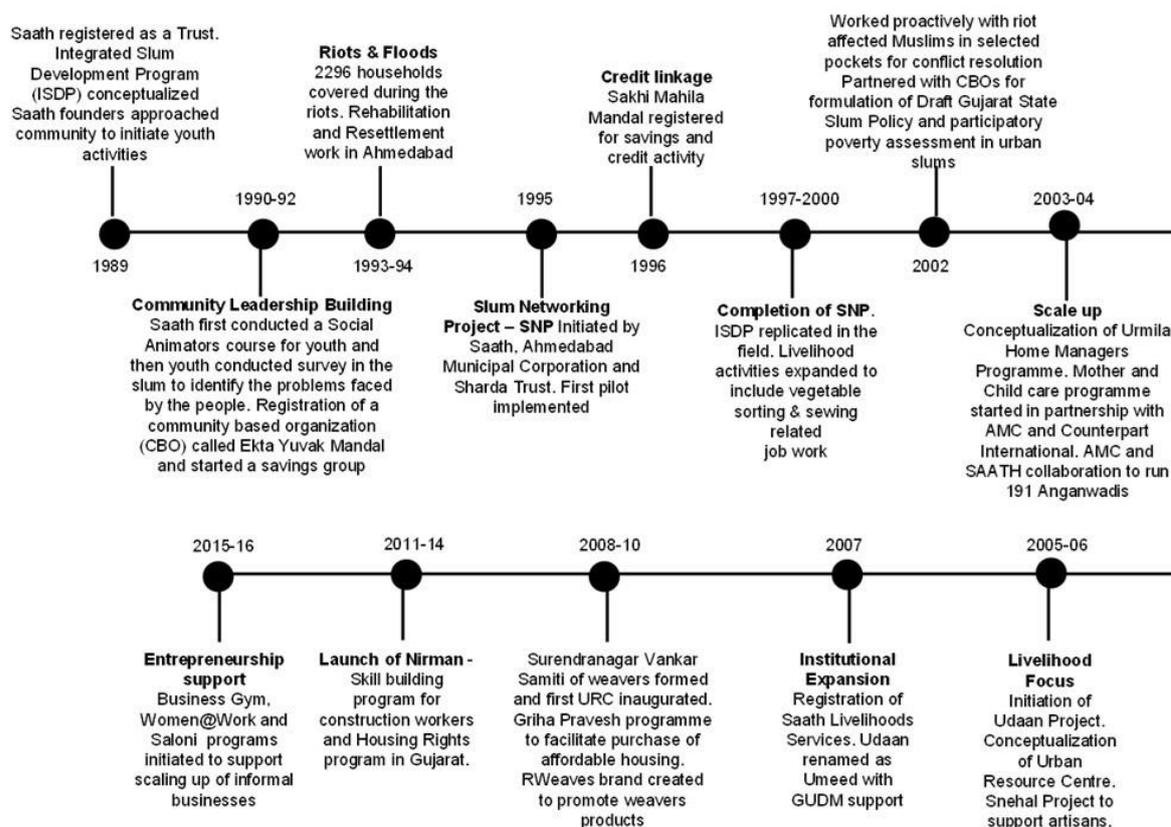
Organization Overview

In 1989, Saath was registered as a Trust in Ahmedabad. Saath envisions inclusive and empowered communities and individuals, and mission is to make human settlements equitable and sustainable living environments for slum residents and vulnerable people irrespective of their gender, and economic and social status. Saath’s approach is to collaborate with communities, especially the youth and women to initiate and implement programmes that enable them have access to essential health, education and water-sanitation infrastructure and services, livelihood options and financial services.

The Model

Saath has addressed multiple needs of the socio-economically vulnerable people through processes and solutions that have enabled them to substantially improve their quality of life and become an integral part of the urban mainstream population. The communities in turn have been co-investing with Saath and project funders for implementation and scaling-up of Saath’s programmes to other urban and rural areas in the country. Saath has achieved this by building the capacity of its team members and community leaders, use of technology for enhancing quality of services, enhancing accountability and cost-effectiveness through monitoring, and leverage interlinkages with development initiatives of the Government and other stakeholders.

Timeline of Events



The Initiatives

Saath, with its focus on youth, women and children, has introduced several initiatives over the years. It has responded to the changing economic and physical situation on the ground to tweak its interventions and/ or introduce new initiatives. Saath's focus has always been on creating awareness amongst its target group about their own potential and their ability to enhance their economic and social situation. In this context, all Saath interventions require the users to pay a nominal charge/ user fees. The aim is to ensure accountability on the part of Saath and commitment of the users to whatever service they are accessing. Saath has also continued to work with the residents of its initial intervention areas, provided opportunities for them to enhance their skills to take up responsibilities in planning, monitoring and managing Saath's interventions in new areas.

Impact

Saath's continued collaboration with the residents of its initial intervention areas has resulted in their taking on roles and responsibilities of program managers and building their skills to use participatory tools and techniques for working with new target groups. Further, residents of new areas get role models whom they would like to emulate. Most significantly, a large proportion of the people with whom Saath has worked now have access to basic services, enhanced skills and higher incomes.

Challenges

Saath is keen on scaling-up its poverty reduction support as well as in converting its livelihoods related interventions into enterprises. This requires financial support for the entrepreneurs and like-minded organizations that can be supported to adapt and introduce Saath's approach to development in other contexts.

Transferability to NULM

Key Initiatives and Learnings	Transferability to NULM
<p>Saath started its mobilization activities in the Behrampura area of Ahmedabad by engaging with the youth through the medium of cricket and then slowly collectivizing to solve social and developmental issues. Starting with the registration of the Ekta Yuvak Mandal and the Sakhi Mahila Mandal, Saath has gone on to facilitate registration of other community-based organizations. The Ahmedabad based Mandals have come together to form the Saath Savings & Credit Cooperative Society Ltd- a community-based microfinance institution that provides financial services to the socially and economically marginalized members of society. A member becomes a shareholder of the Cooperative by purchasing four shares at nominal fee. Each member is required to save regularly. At the end of March 2017, the Cooperative had 20,176 members with 10 branches across Ahmedabad and over Rs. 11 Cr. in cumulative savings.</p>	<p>Saath's approach and consistency in engaging with the community through youth (through sports) and children (supplementary classes, games, puppet shows or cartoon characters) while also engaging with the parents, the needy and the local leaders is crucial for engaging with communities in new areas.</p>

Key Initiatives and Learnings	Transferability to NULM
<p>Saath not only ensures that its staff (including residents of slums who have over time become programme managers) participates in training and other events such as workshops etc. Most importantly, the staff is involved in surveys (where they build rapport with communities and understand the challenges they face), project planning, budgeting, implementation and monitoring. This ensures that the capacity of the team is continuously upgraded/ updated to match the current thinking in the development sector. Moreover, the collaborations with public entities have also contributed towards building the capacities of municipal staff.</p>	<p>NULM should recognize that at some point the platforms that helped to form collectives need to withdraw and this withdrawal can only happen if the community structures are strong enough to survive without any handholding. The capacity of the community should be continuously enhanced by involving them in major decision-making processes and by consulting them about the local context and socio-cultural issues on new areas.</p>
<p>Umeed/ Udaan Programmes for Youth</p> <p>Saath- in collaboration with Ahmedabad Municipal Corporation designed and implemented the Ek Mouka Udaan programme to bridge the gap between the large number of unemployed or under-employed youth, and the huge demand of skilled work force in the service sector. The programme, was expanded to 8 districts of Gujarat through 55 centers under the Gujarat Urban Development Mission, imparted skills training to 18-35 year old youth in the areas of retail management, beauty parlor services, and basic computers and follow that up with placement in different organizations.</p> <p>In 2008, Rajasthan Government set up the Rajasthan Mission on Livelihoods (RMoL) and invited Saath (and other NGOs) to implement a youth skills development and placement programme. Saath introduced its programme in Rajasthan as the “Udaan” programmes.</p> <p>Saath has now introduced very different training programs compared to a few years back.</p>	<p>Employment through Skills Training and Placement (ESTP)</p> <p>Saath’s experience of training youth in Gujarat and Rajasthan showed that it is very difficult to follow-up with trainees regarding their work and incomes over time. It also showed that once the potential trainees around a training center have been covered, the training center has to be moved to a new location. The states are facing similar challenges in implementing the EST&P component of NULM.</p> <p>The VTPs are currently continuing to provide trainings in traditional skills such as tailoring, beauty and wellness, tally, etc. They also have a good response for such training – both from youth who do not have the skills as well as those who want to upgrade their basic skills.</p> <p>Some states are in the process of introducing upgrading and reskilling programs in certain trades. For example, Andhra Pradesh is introducing reskilling initiatives for waste pickers so that they can opt for alternate livelihoods that can enhance their incomes.</p>

Key Initiatives and Learnings	Transferability to NULM
<p>Urmila Home Manager and Women at Work Programmes</p> <p>The Urmila Home Managers’ Program (Urmila) is a training and placement program that bridges the gap between domestic helpers and urban households. The Program objective is to build capacities and skills of “housemaids” in order to create a cadre of Home Managers who provide reliable, efficient and specialized services to clients.</p> <p>The Women at Work project breaks the gender stereotypes by training women in skills for electrical, plumbing, mobile repairing, and sewing machine repairing, petrol pump attendants etc. which are generally considered occupations for men.</p> <p>Through collaboration with the Godrej Salon-I programme, Saath has trained girls in skills required in Beauty Parlors and provided them linkages to home-based clients through the Behrampura URC.</p>	<p>Saath’s innovative skills training programs provide a good insight on the potential for introducing different types of skills training and introduce a breaking gender and other stereotypes by training in skills for electrical, plumbing, mobile repairing, and sewing machine repairing, petrol pump attendants etc. for women.</p> <p>In the construction industry, women are generally employed for lower level skills but Saath has shown that if women are trained in higher skills like masonry, they can produce high quality work.</p>
<p>Saath initiated a programme called the “Business Gym” in 2016 to support strengthening of entrepreneur skills of the micro-entrepreneurs to expand their businesses. The programme, which provides micro-entrepreneurs with tangible or intangible support, has provided training to 140 micro-entrepreneurs whose profits have increased by about 20%. For example, In Ahmedabad, an individual ran a business of selling homemade pickles. Over the years, his clients remained the same and the business was not expanding, to the extent expected. When he approached Saath under the Business Gym programme, Saath simply suggested him to print his mobile number on the packaging. This has resulted in a sudden increase in the number of orders that he received.</p>	<p>Provision of loans is just one aspect of the SEP component of NULM. There are certain entrepreneurs who might not need capital but a small change in their business operations/ intangible support that would help grow their businesses tremendously. NULM should go beyond the activity of providing loans and extend support for such intangible support through suitable resource organizations.</p>
<p>Griha Pravesh: is a housing facilitation Centre that Saath started in 2011 in collaboration with DBS Affordable Home Strategy Ltd. It is envisaged as a pan-India initiative that provides an interface between potential first-time homebuyers (either workers or self-employed entrepreneurs in the informal sector and those who have lived in slums) and developers, housing finance companies and community development organizations. It facilitates smooth and speedy provision of housing finance, which benefits both – the homebuyers as well as the builders/ developers of affordable housing projects.</p>	<p>Innovative and Special Projects. Housing needs for urban poor currently do not figure in the NULM guidelines. However, after SHGs reach a certain level of maturity and some members come out of poverty, housing needs would be a priority for them and hence the mission should mould itself to accommodate the needs of these beneficiaries in the future.</p>

Key Initiatives and Learnings	Transferability to NULM
<p>Saath Savings and Credit Cooperative Society Ltd. (SSCCS): Saath's community based financial initiatives started in Ahmedabad as a means for inculcating the habit of saving and making affordable credit accessible to the poor, and those working in the informal sector and living in slums. The SSCCS, registered in 2002, offers four types of loans,: i) Production Loans for establishing of micro-enterprises, ii) Individual Loans for shopkeepers, Asset Creation Loans for debt redemption, house repairs and purchasing of assets, and Consumption Loans for various household expenses. SSCCSL's delivery model is member based and savings driven. It is mandatory for each member to keep saving throughout the membership period. To ensure regular savings, field officers do regular follow-ups with all the members of the cooperative.</p> <p>Members become eligible for availing loan with a joint liability group (JLG) in the first cycle after a minimum saving of Rs. 200 for three months. On availing loan, a member purchases shares of the Cooperative and becomes its shareholder. The JLG, formed by 4 to 6 members from the same area, takes responsibility for all members of the group. Loans to such JLG have ensured timely repayment of loans and have resulted in a default rate of less than 4%.</p>	<p>Formation of credit cooperatives that are wholly owned by the members should be the ultimate goal of NULM. This would certainly take several years to reach a level of maturity, but the vision of NULM's SMID component should be create such organizations that are self-sustainable.</p>
<p>Saath set-up an Urban Resource Centers to provide knowledge and resources, and support community members with their documentation, linkages with government schemes and services, and financial linkages as well as livelihood opportunities.</p> <p>In addition, Saath set-up one Livelihood Resource Centre with the aim of making it a self-sustainable, market linked, single window service provider for livelihood/ employment seekers and livelihood promoters/employers. The Centers are actively engaged with the market, understand market dynamics and accordingly provide market linked inputs to improve internal processes and their outputs.</p>	<p>City Livelihood Centers as envisaged by NULM can become single window service providers for the members of the neighborhood. Cities should also devise a plan for the making these centers financially sustainable over time.</p>



Beneficiary of Business Gym Programme
Source: Saath website



Trainees gathered for the Home Managers Training Program
Source: Saath website

TYPE: FEDERATION OF WOMEN SELF HELP GROUPS

Sri Padmavathy Mahila Abyudaya Sangam (SPMS)

Founded: 1992 | Head Office: Tirupati, Andhra Pradesh |

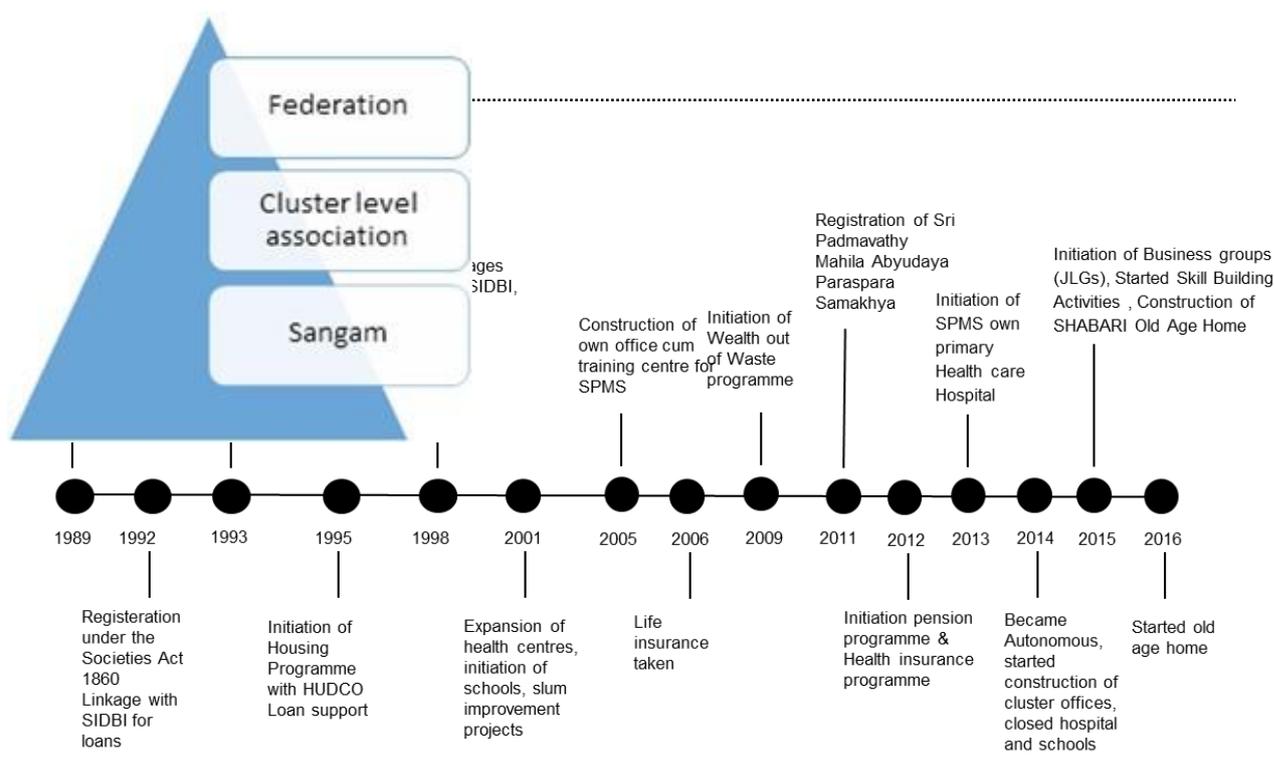
Sector: Women empowerment through collectivization

Organization Overview

Sri Padmavathy Mahila Abyudaya Sangam (SPMS) is a 25 years old organization working in the field of women empowerment, livelihoods, housing, insurance, health and educational activities. SPMS was the first SHG federation in the country to have registered, as a society in 1992. It is controlled, managed and fully owned by the members themselves. At present there are 529 SHG groups consisting of 6478 members. Their area of work is mainly in slums (38 slums) of Tirupati and rural areas (19 villages).

The Model

SPMS has a three-tier structure, commonly known as sangam, cluster level association and federation. All the three levels are independent institutions with distinct identities. However, they work together for growth and sustainability of the members of the organization. Sangam is the basic unit of the organization and consists of 10-15 members, of which 2 members are elected as leaders. The cluster monitors the working of the self-help groups in the geography and acts as bridge between the federation and the groups. Each cluster is made on 25-30 groups. Lastly, the federation is an authorized registered entity formed to meet the overall needs of the members both financially and socially. The sangams constitute the general body of the federation, which is in turn managed by the Board of Directors.



The initiative

SPMS believes that saving is an effective tool for poverty alleviation. Each sangam has savings of 50,000 – 3 lakhs contributing to a total savings of Rs. 11.94 crores. This money is used for internal lending purposes to meet personal, business and housing needs of the members. Over the years, a total amount of Rs. 292 crores was lent to the sangams. In addition, it aids the linkage of these sangams to commercial banks like Indian Bank, Saptagiri Grameen bank and Allahabad Bank. The Board of directors meets once in a month to review and analyze the working of the groups and oversee the work of the staff and management. A similar system works at the sangam and the cluster level, where committee meetings are held every month within a leadership rotation every 3 years at all levels. The Managing Director- appointed by the board of the federation leads and co-ordinates the activities of the federation with support of the dedicated field staff. Field staffs promote the organization and its activities to the target population of the community through home visits and meetings to expand their membership base. They are on a lookout for new group formation. They are responsible for facilitation of developing sound organizing strategies, finding leaderships, running member meetings, and training sessions, etc.

Impact

529 groups have been formed which consist of 6478 women. There are 20 clusters under the federation. The total savings of the groups is Rs.11.94 crores while a total of Rs. 292 crores was lent by the sangam to its members. Of the total loan amount disbursed, 49% of the loans have been availed to satisfy consumption needs, followed by social obligations (16%), livelihood (15%), housing (13%), medical (4%) and education (3%) purposes. The federation has also succeeded in building an old age home for SHG members who are now senior citizens. SPMS has promoted four joint liability groups and has provided credit worth Rs. 7 lakhs for rice and saree business activities. SPMS has also covered 9399 lives under the Paraspara Sahayanidhi programme and 8661 lives under LIC of India through Mutual federation.

Challenges

Some groups have left SPMS and joined Government poverty alleviation programmes. However, the Board of Directors believes that subsidy based government schemes are short lived and hence are not willing to join such programmes.

Transferability to NULM

Key Initiatives and Learnings	Transferability to NULM
<p>SPMS helped set up tailoring units that enabled the training of 5000 people in all. 100 sewing machines have been supplied. During the previous year, 40 members were trained in stitching and now earn Rs.5000 to 7000 per month.</p>	<p>There should always be an attempt to go beyond monthly savings and involve women in livelihood activities by training them in suitable trades.</p>
<p>The staffs of SPMS have undergone trainings on behavioral change, spoken English etc. Training on leadership and negotiation skills are given to the women. This has helped them communicate with the Tirupati Municipal Corporation officials.</p>	<p>NULM should include leadership skills, conflict resolution and negotiation skills in their SHG training modules. These skills are as important as the financial literacy trainings.</p>

Key Initiatives and Learnings	Transferability to NULM
<p>60-70% of the members are self-employed. The typical occupations include home based workers, providing goods and services to pilgrims, vendors, domestic workers, waste pickers, soda making, running small shops, garland making and unskilled laborers. The interest rate charged by SPMS to groups for business loans is 18 percent and 15 percent for housing and infrastructure loan. In turn, the groups may charge an interest rate of up to 24 percent to individual members, thereby accumulating up to 9 percent interest spread for capital formation of the group. The loan repayment rate from the groups is 100 percent.</p>	<p>Engaging SHGs in livelihood activities is essential for their long-term sustainability and hence SHG formation is just the first step.</p>
<p>SPMS was formed out of the need for access to credit for poor women. 100 percent of SPMS's members stay in the slums of Tirupati. The Sangams formed out of these women, initially generated financial resources from their own savings and later when the demand for loans increased, soft loans were accessed from financial institutions like SIDBI and HUDCO. SPMS also provides housing loans to its members for house repair or upgradation as well as for new house.</p>	<p>This case is an example that financial inclusion of poor women by increasing their access to credit and linking them to banks can further lead to fulfilling larger credit needs required for building a new home or repairing existing homes.</p>
<p>SPMS has supported the community to build their own cluster offices by providing loans to SHGs in addition to their own contributions ranging from Rs. 10-35 lakhs. During the last year, 2 cluster offices were built. These spaces are used for various social activities like Annadanam, conducting bhajans, remedial education centers and health screening for the members and their children.</p>	<p>City Livelihood Centers as envisaged by NULM can be developed into office spaces for the ALFs. This would give them a sense of space where they can carry out their day-to-day activities.</p>
<p>One old age home, named Shabari is run by SPMS since 6 months. This shelter was built for the older SHG women.</p>	<p>This old age home is perceived to be a huge achievement by the SPMS women. It also indicates the strong bonding between the old and new members. NULM should learn from this case study, to realize the potential of women federations.</p>



RO Water Bottling Plant run by SHGs and SHG Member Selling Flowers

TYPE: NON-GOVERNMENT ORGANIZATION

Development of Humane Action (DHAN) Foundation

Founded: 1997 | Head Office: Madurai, Tamil Nadu | www.dhan.org



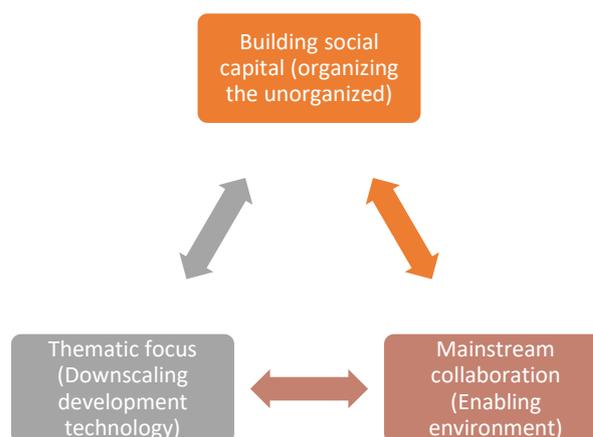
Sector: Community Development

Organization Overview

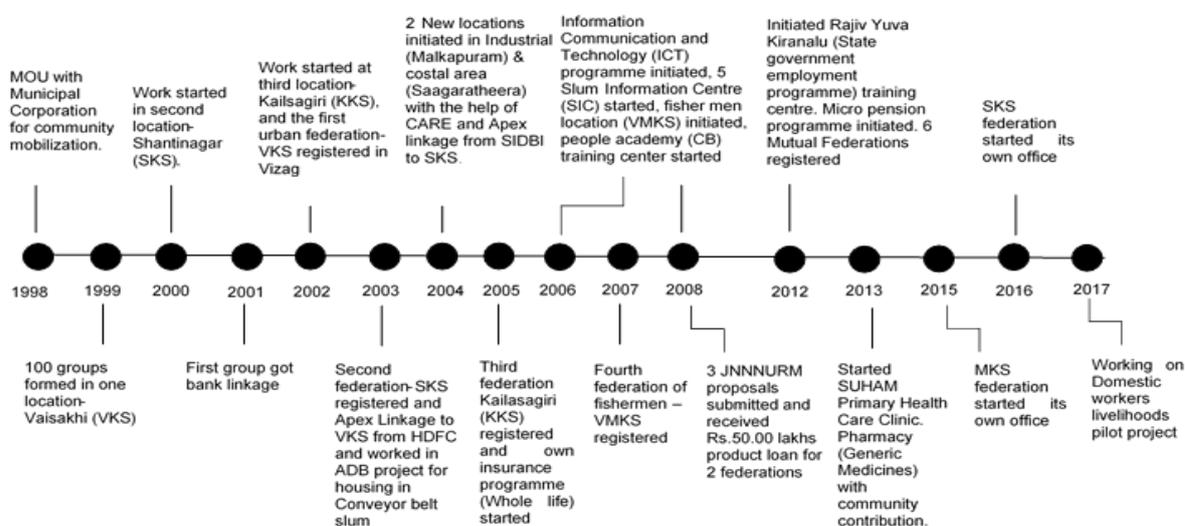
DHAN Foundation was established on 2 October 1997 to *build social capital by organizing the unorganized poor households including vulnerable, differently-abled, and poorest of the poor into sustainable community organizations and integrating them with local governance/ panchayats for grassroots democracy.* DHAN Foundation works to make significant changes in the livelihoods of the poor through innovative themes and institutions.

The Model

DHAN Foundation lays emphasis on thematic focus, wherein it builds social capital within the community by organizing the poor around the themes of water, microfinance, rain fed farming, information and communication technologies and local governance. Localized people’s organizations are built in urban, rural, tribal and coastal contexts. These organizations provide platform for nurturing innovations at the grassroots, scaling– down technologies and contextualizing those technologies for addressing the issues of poverty, which are highly complex and contextual. The third factor, namely, mainstream collaboration is critical for creating an enabling environment for the other two factors. The thematic institutions continuously build the capacities of the people’s organizations built around the particular theme to bring relevant mainstream development institutions, both private and public institutions closer to the communities. This collaboration process educates both the People’s Organization and the mainstream institutions about their roles and responsibilities in sustaining their collaborations. DHAN plays a promotional role in initiating a theme, building people’s organizations around them and establishing linkages with mainstream institutions. The promotional role keeps evolving over a period.



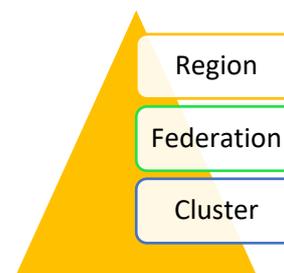
Timeline of Events



The team visited Visakhapatnam to understand DHAN foundations work and hence the timeline is for Vishakhapatnam region.

The Initiative

In the context of NULM, the community structures built by DHAN foundation are as shown in the figure. 35-40 groups come together to form a cluster. 15-20 clusters form a federation and all federations together form a region. There is a general body and executive committee at the cluster level. There is an executive committee at the federation level and a council at the regional level. The groups can make two kinds of savings – regular savings and special savings. SHGs can avail loans based on the savings made under special savings. Amount can be withdrawn only from the regular savings account by the women. 50% of the profit at the federation level goes towards corpus. This prevents the members from withdrawing. The revenue sources for the federation include membership fees, difference in interest rates between what is paid on savings and what is charged on internal lending, and the difference between the interest paid on loans to banks and the interest charged to its members. All the federations of the foundation are financially sustainable. The USP of the model is that services are made available to the women groups until their death and hence the retention rate of the women is high. These services include social security benefits- life insurance, health insurance and pensions, subsidized health care through their own clinics and skill trainings.



50% of the profit at the federation level goes towards corpus. This prevents the members from withdrawing. The revenue sources for the federation include membership fees, difference in interest rates between what is paid on savings and what is charged on internal lending, and the difference between the interest paid on loans to banks and the interest charged to its members. All the federations of the foundation are financially sustainable. The USP of the model is that services are made available to the women groups until their death and hence the retention rate of the women is high. These services include social security benefits- life insurance, health insurance and pensions, subsidized health care through their own clinics and skill trainings.

Impact

As on March 2017, 1633 groups with 22,088 members have been formed. 1315 groups have been linked to banks. There are 55 clusters and 6 federations that are financially sustainable. Three federations have constructed their own office for day-to-day operations. The regular savings amount to 28 crores and special savings around 2.8 crores. Association of trade based groups like tailors, domestic workers and beauticians have been formed.

Transferability to NULM

Key Initiatives and Learnings	Transferability to NULM
DHAN foundation has collectivized people around themes and issues. People's organizations/ federations are built around these themes. There are total of 6 federations that have been formed in the Visakhapatnam region.	Forming groups of people around issues or of people involved in the same trade would be far more effective as there is a common thread that links all the members of the group
To ensure that women have enough savings throughout their lifetime, Dhan foundation's saving model has incorporated two saving accounts- regular and special. Amount can be withdrawn only from the regular savings account by the women and loan can be taken based on the savings in the special savings account. 50% of the profit at the federation level goes towards corpus. This prevents the members from withdrawing.	NULM's bank linkage component can also think on similar lines, so that there always a special fund available for the women and this separate account could be used to avail social security benefits in the future.
Federations have become financially sustainable. The revenue sources for the federation include membership fees, difference in interest rates between what is paid on savings and what is charged on internal lending and, the difference between the payment to banks for loans availed and what is charges to its members	The focus of financial sustainability should be imbibed from day 1 as it has been observed that subsidies cannot be the way to sustainability. Hence NULM should also imbibe such models to ensure that subsidies and one time grants are not the only factors for which the women continue associating the with the federations/ SHGs.

TYPE: COOPERATIVE

SWaCH: Solid Waste Collection and Handling

Founded: 2008 | Head Office: Pune, Maharashtra |
www.swachcoop.com

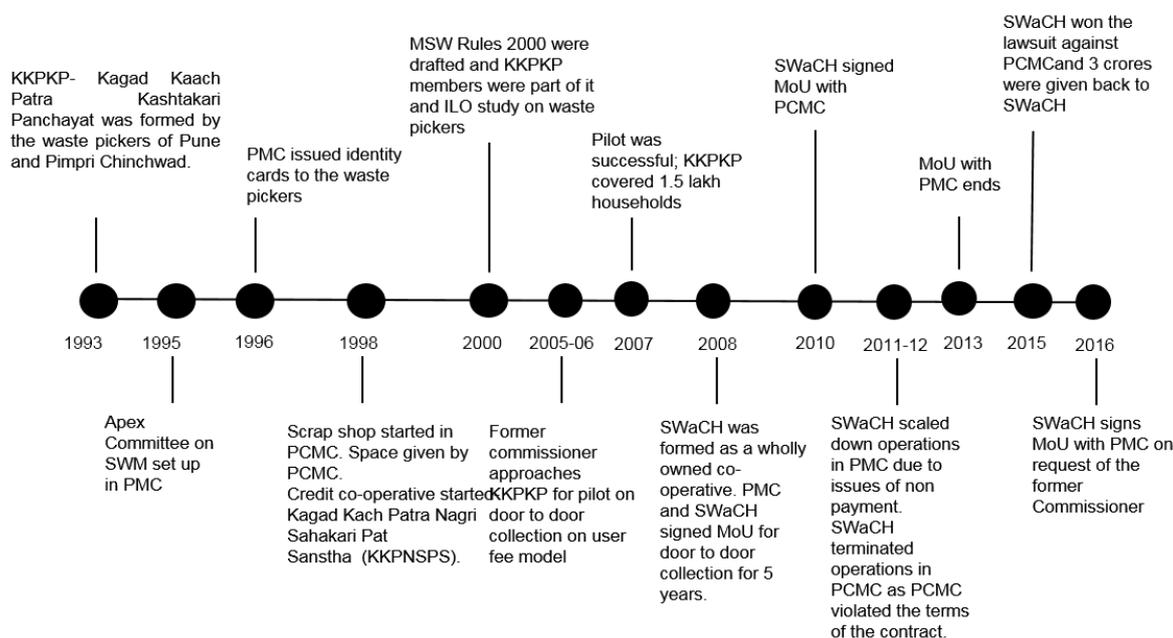


Sector: Collectivizing waste collectors and providing waste management solutions |

Organization Overview

SWaCH (Solid Waste Collection and Handling or, officially, SWaCH Seva Sahakari Sanstha Maryadit, Pune) is India's first wholly owned cooperative of self-employed waste collectors or waste collectors and other urban poor. It is an autonomous enterprise that provides front-end waste management services to the citizens of Pune. SWaCH was born out of the successful struggles of Kagad, Kach, Patra Kashtakari Panchayat (KKPKP), a trade union of waste collectors and waste collectors in Pune. KKPKP, registered in 1993, has over 8,000 members, the majority being women.

Timeline of Events



The Model

The Pune Municipal Corporation has entered into a MoU with SWaCH in 2016. Accordingly, the member waste collectors of SWaCH are authorized for door-to-door collection of the waste in the entire city. Two members collect segregated waste from approximately 150-400 households. The collectors have the right to sell the waste and retain their earnings from the sale. SWaCH members are entitled to charge a collection fee of Rs. 50 per month from households, Rs. 100 per month from commercial establishments, and Rs. 30 per month from slum households. PMC is responsible for providing the waste collectors with essential gear and equipment for waste collection, sorting sheds and recycling trade centers along with social welfare benefits. The administrative cost is borne by PMC.

The Initiative

Two waste collectors are responsible for collecting segregated waste from approximately 150-400 households. The waste collectors sort the dry waste in sorting sheds provided by PMC or in areas designated by RWAs. They retrieve recyclables such as newspaper, tissue paper, glass, raffia bags and various types of plastics, and sale the sorted material by weight. The wet waste and non-recyclable dry waste is handed over to PMC's collection vehicles at designated spots. The waste collectors work for an average of 4 hours a day and are entitled to a weekly holiday. SWaCH

members also enter into private service contracts with Resident Welfare Associations (RWAs) and institutions to compost the wet waste on-site and provide allied housekeeping services. The central office of SWaCH is responsible for the overall operations and management of the organization and comprises an Operations Manager, Data Manager, Outreach Manager, Administrative Manager, Accounts Manager and allied staff who all work under the direction of the CEO. The field staff comprises supervisors and coordinators who manage teams of waste collectors on the ground in coordination with PMC staff. The supervisors and coordinators are largely women from within the waste picking community who have received formal education and are able to perform basic accounting and managerial functions. The office and field staff of SWaCH is employed by the cooperative. The members contribute 5% of their monthly earnings to the cooperative towards cost of management staff, logistics and overheads. The waste collectors rely on the user fee and sale of recyclables for their livelihoods. SWaCH sends a monthly report to PMC indicating the number of households served, and number of waste collectors and other field staff engaged in the collection process in each ward.

Impact

In early 2017, around 2000 waste collectors were part of the SWaCH and provided services to 5.5 lakh households. Around 50,000 MT of waste has been recycled by the waste collectors. Apart from collection, SWaCH waste collectors are also involved in the business of recycling and waste to energy generation. The SWaCH door-to-door collection model has saved PMC approximately Rs. 15 Crores annually in waste handling and transportation costs and contributed to saving environmental costs by reducing carbon emissions. A study by The Energy and Resources Institute (TERI) claims that without the waste collectors, the carbon footprint of the city would be 5.4 times higher. There has also been a reduction in child labor due to instilling of the importance of education among waste collectors by SWaCH.

Challenges

Over the years, SWaCH has faced several operational hurdles, both at the field and administrative levels. When SWaCH first started its operation, it was very difficult for the collectors to enter large housing societies for door-to-door collection since the households did not trust “waste collectors”. It was also very time consuming to convince residents to segregate their waste and pay a collection fee to the waste collectors. After years of operation, SWaCH collectors have built trust within the community, are successful in convincing the communities to segregate their waste and have portrayed their work to be dignified and legitimate.

At the administrative level, there have been delays in the payment of administrative charges by PMC. Therefore, in 2011-12, SWaCH cut down its operations, which included reducing field staff, trainings and terminating the MIS system. The staff strength reduced from 120 to 8. Subsequently, in Jan 2016, when SWaCH signed the second MoU with PMC, it upgraded its staff to 120. PMC has also not provided necessary safety gear and equipment on time.

There have been several efforts to corporatize the waste collection system, that is, not providing the waste collectors the option of having access to and have and ownership of the waste collected. This was one of the reasons of contention with Pimpri-Chinchwad Municipal Corporation (PCMC) where SWaCH ceased its operations.

Transferability to NULM

Key Initiatives & Learnings	Transferability to NULM
<p>SWaCH was born out of KKPKP, which is a union of waste collectors. SWaCH being a wholly owned cooperative, the waste collectors are highly mobilized and are aware of the importance of their work and their rights. 18 out of 22 members on board of SWaCH are waste collectors and hence are responsible for decision making in the organization.</p>	<p>Federations of SHG members can be collectivized as per their trades. This would allow the city governments to outsource work to them.</p>

Key Initiatives & Learnings	Transferability to NULM
<p>As SWaCH works very closely with the city ULBs, there is some cross learning between the two. In Pune, SWaCH played a crucial role on the formation of the Solid waste management department of the ULB in 2007. Over the years, SWaCH members have learnt to develop their own business and provide waste management solutions. Some waste collectors have been invited to international conferences to share their experiences and learnings.</p>	<p>Capacity building of municipal staff can be enabled by facilitating interaction between the two with support from a local NGO.</p>
<p>Waste collectors of SWaCH are experts in waste management. They run businesses in vermi-composting, biomethanation, plastic recycling and e-waste recycling. A scrap store that was started 20 years back still runs on a profit. A waste picker at the store runs a family business and makes a profit of 1 lakh per month. Some waste collectors are involved in shredding plastics. The high quality plastic is bought at a rate of Rs. 20/ kg and the flakes of the same are sold at Rs. 60/ kg.</p>	<p>Businesses in waste management are lucrative. Women and men involved in waste collecting activities can be targeted and formed into SHGs. Through proper skill training in waste businesses, bank and market linkages, SHG women can turn into entrepreneurs.</p>
<p>In 1998, the credit coop was formed in the name of Kagad Kach Patra Nagari Sahakari Patsanstha. It is open to only the members of the KKP KP. KKPNSPS is a savings linked credit coop with more than half of KKP KP as a part of it. Members began with saving Rs.50 each per month and now save Rs.100 each. They get their savings back when they 'retire', usually, when they are too old to work. Each member has to save for six months before she/he can get a loan. Two other members of the coop have to stand guarantee for them and these members cannot get a loan until the person they stand for has not paid back. Generally, a member gets three times her/his savings as loan. There are 4000 members now in the credit cooperative.</p>	<p>SHG members can themselves start their cooperative banks after they have matured over time. Banks have been reluctant to give loans to poor in general. This has led to frustration among the beneficiaries as well as ULB officials under NULM. Such cooperative banks could be a solution to tackling the non-cooperation from banks.</p>



Picture 1 SWaCH workers engaged in door-to-door collection of waste

TYPE: MUTUAL BENEFIT TRUST AND FAIR TRADE ORGANIZATION

Sadhna- a Women's Handicraft Enterprise

Founded: 2005 | Head Office: Udaipur, Rajasthan | www.sadhna.org

Sector: Economic and social empowerment of women through sustainable livelihoods



Organization Overview

“Sadhna – a Women’s Handicraft Enterprise” was started as an income generation program of Seva Mandir (A national NGO situated in Udaipur, Rajasthan) in 1988. It was registered under the Mutual Benefit Trust and Fair Trade Organization in 2004 that made the artisan members owner members of the organization. Sadhna is involved in producing handmade home textiles, soft furnishings, garments and accessories with some ranges of thread & beads jewelry using appliqué, patchwork, and beautiful running stitches. Under the brand name of “Sadhna”, there are two retail outlets to provide marketing support of the finished products in Udaipur. Today, Sadhna family consists of more than 700 women artisans spread over in 16 locations of Udaipur & Rajsamand districts of Southern Rajasthan.

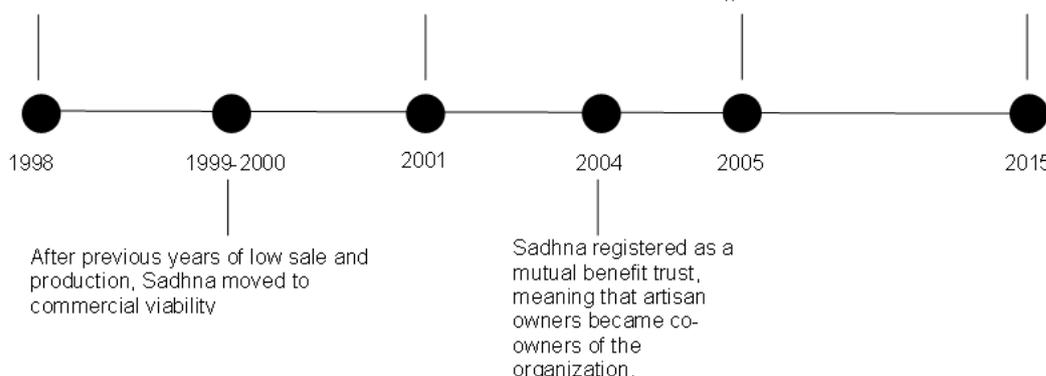
Timeline of Events

Seva Mandir, the parent organization, established Sadhna as a patchwork program with 15 women to help combat the consequences of drought and to help women get an alternative means of income generation

The Group leaders program was initiated

Opening of store in Udaipur and gained membership of fair trade organization

Opening of new common facility at Delwara



The Model

In 1988, 15 women, some of them manual scavengers, formed the first group of artisans trained by Sadhna to make handicrafts. A signature style incorporating patchwork, appliqué and *tanka* embroidery, inspired by local traditions, became the hallmark of their products. In 2004, Sadhna registered itself as a separate entity as a mutual benefit trust. All the registered members are owner members and 60% of the annual profits go to the artisans directly. Apart from making available job work, the women are also covered under social security schemes. The aim is to provide livelihood to the women in villages and curb rural to urban migration as much as possible and provide an alternate source of income to women in urban slums.

The Initiative

The first step is assessment through a baseline survey. Here, the amenities available in the household and the time that the women can spend on the job work is estimated. The next step is to develop trust among the community and mobilize them. Three meetings are held in the community and attendance is captured during the meeting. The women who have 100 percent attendance are then enrolled in the three months training programme. During the 3 months training, all the handwork techniques are taught to the women. The women pay Rs. 100/ month for availing the trainings. For the first month, all the techniques are taught on a handkerchief. They are allowed to make as many mistakes during the training period, but after the training is completed, no mistakes are allowed. In

case of any mistakes in the handwork that leads to major damage to the fabric, certain amount is deducted from their pay. After a year of engagement with Sadhna, they are enrolled for membership.

Groups of 10-15 women each is formed and are called as a unit. Sadhna's members are mostly in the age-bracket of 25 to 60. These may or may not be SHGs. There 49 such units are spread across 16 locations in the Udaipur area totaling 700 artisans today. Whenever a work order comes, it is distributed among these groups through a group leader, who is elected by the group every 3 years. The main role of the group leader is to co-ordinate with the members at the field level. The leader manages the group, handles group dynamics and talks to the members about social issues outside work. The leaders of the groups have the incentives for completion of all the orders- 3% of the group members women's wages goes to the leader for her services. 7% is contributed by Sadhna. Of the 7%, 3% is for quality, 2% for timeliness and 2% for achievement of order target. Two members from within the community are part of the management committee and the costing committee. The management committee meets quarterly to discuss policy related issues and the costing committee decides the price of each garment designed and tailored.

Impact

There are 700 registered women in Sadhna's network. 100 artisans are trained every year. Until now, a total of 5000 - 6000 artisans have been trained. Under NULM, the Apparel Training and Designing Centre (ATDC) has collaborated with Sadhna for providing training and employment to the beneficiaries under NULM. Sadhna has brought changes in the social settings of a highly patriarchal society of Rajasthan. The women, who came from villages that conventionally banned them from sharing public spaces, today run the business units on their own. They take responsibility for the sales and finance and attending exhibitions of their products across the country. Their income has helped them afford education for their children, ensure good nutrition and medical care for their family and join the decision-making process in their own homes and their community's self-governance.

Challenges

- During social events and festive season, the units are unable to complete their orders as they are engaged in other social activities/ commitments.
- It is difficult to get orders throughout the year, as Sadhna does not have a dedicated marketing manager. Hiring one is cost intensive and to justify such an expense to the costing committee is difficult.
- Some competitors hire the women trained by Sadhna, and thereby result in a loss of Sadhna's investment in training in terms of time and money.

Transferability to NULM

Key Initiatives and Learnings	Transferability to NULM
Sadhna has mobilized the women to form groups of 10-20 women for availing job work. The women being owners of the organization have the authority to make management decisions.	The women from rural areas and urban slums have been collectivized into groups for doing job work. The primary aim is not savings but income generation and managing an enterprise. NULM should aim at making such trade based federations that are involved in livelihood activities and wholly owned by its members.
Sadhna trains women in patchwork, appliqué and <i>tanka</i> embroidery through 3 months training. The group leader elected from among the women also educates them about other social issues to empower them.	The primary aim of skill development has been enterprise development. However, along with skill trainings, the women should also be made aware of their social issues. The trainings under NULM should also incorporate topics and issues like gender equality, menstrual hygiene, reproductive rights, etc.

Key Initiatives and Learnings	Transferability to NULM
<p>Not all women trained by Sadhna have become members of the organization. Several women have started their own business after availing training from Sadhna.</p>	<p>Self-Employment after trainings should be encouraged under ESTP component as placement would always not be a viable option.</p>
<p>Apart from providing livelihood opportunities, Sadhna uses RTE to provide education to the children from the member women's households. Social security benefits are given to the members including PF/ ESI/ LIC.</p>	<p>Linkages with social security benefits and education to the children in the family are proven to be important for long term sustainability of the SHGs.</p>



Picture 2 Sadhna store in Udaipur

TYPE: NOT FOR PROFIT

Samagra Empowerment Foundation

Founded: 2011 | Head Office: Pune, Maharashtra | www.samagra.org



Focus: Operation and maintenance of community toilets |

Organization Overview

Samagra was founded in 2013 with the aim to help the urban-poor lead “**healthier, productive, dignified, and empowered lives**”. Samagra’s motive is to provide “awesome sanitation services to the urban poor” and to create employment and local businesses in the sanitation sector.

Samagra Sanitation is supported by the Bill & Melinda Gates Foundation and works in collaboration with the Pune Municipal Corporation (PMC), FMCGs and local businesses to improve community sanitation in the slums of Pune. Today, Samagra’s work is spread over 138 locations where it has refurbished 1800 toilet seats that are used by over 60,000 people of whom 50% are women.

The Model

Samagra’s model has two main components. The first one is to provide toilets with good design and second is to bring behavior change among the targeted users. Together these two components lead to a sustainable operational model. When Samagra started work in the slums, the focus was on providing technological solutions in the community toilets but soon it was realized that changing people’s psychology was more important. Changing notions about usage of toilets and the space in and around the toilet blocks was more important and hence Samagra started engaging the users rationally and emotionally.



The key personnel of Samagra who make things work on ground are Bachat Sakhis and Safai Sainiks. Bachat Sakhis are women entrepreneurs who belong to the same community and are responsible for maintaining the toilet blocks, running the kiosks, reaching out to people in the community and conducting surveys in the community. There are two Bachat Sakhis for every toilet block. They are digitally empowered by through trainings in mobile technology and knowledge of financial services. Using their skills, they can conduct online surveys, use e-commerce platforms and make online payments. The Bachat Sakhis collect user fees and use the money for maintaining the toilets through the Safai Sainiks who clean the toilets and are hired either directly by Samagra or through a contractor. The Samagra team comprises of 400 bachat Sakhis, 100 safai sainiks and 200 office staff. Samagra has also collaborated with FMCGs to enable kiosk operators get bulk supplies of quality and cheaper products (including Patanjali) that would otherwise be available only in larger and/or specialist stores

The Initiative

The USP of the model is to bundle the toilet infrastructure with add-on services in order to change the meaning and perception of the spaces around toilet blocks. All the services are available at a one-stop shop/kiosk located outside the toilet block and only those who pay for the toilet usage get access to the add-on services. Samagra has over time, enabled the provision of the following services at the kiosk:

The monthly fees taken from a family for toilet usage is Rs.50-75 per month. These families receive an identity card and can use the toilet any number of times.

Financial Services	Access to digital goods	Access to life improving products and services
Loo savings: MobiKwik and Samagra have launched "M-Gullak" – an ICT-enabled mobile wallet platform to promote the habit of savings amongst toilet-users. M-Gullak enables users save in very small amounts at various locations and transfer money to their bank accounts. These savings can also be done by children.	Users can pay their electricity bills, recharge their mobile phone and DTH connections at the kiosks	Users can buy goods online through e-commerce websites at the kiosks

Impact

Samagra has refurbished 1,800 toilet seats and reached 60,000 plus users. The long-term outcome that Samagra envisages is behavior change among the users, especially among children who would propagate good hygiene practices in the future. In the short term, the users save time and money by not having to go out to defecate in the open, spend money on medical bills and travel distances to pay their mobile and electricity bills.

Challenges

Samagra is constantly in an experimentation mode to bring in new technologies for increasing the efficiency and quality of services. All these experimentations require capital investments that are currently not supported by the government. Government programmes and CSR funding is majorly for infrastructure creation and not for experimentation, refurbishment, operation, and maintenance. This policy environment has hindered Samagra's interest and efforts in scaling-up the innovations.

Transferability to NULM

Key Initiatives & Learnings	Transferability to NULM
Samagra has identified women – "Bachat Sakhis" within the community who can take the responsibility of managing the toilet blocks.	Under NULM, women SHGs can be trained and involved in management of community/ public toilet blocks.
The Bachat Sakhis are digitally empowered and trainings are given in banking and financial services. The Safai Sainiks are given motivational training and toilet-cleaning procedures are explained to them.	Financial literacy trainings are crucial to sustaining the activities of SHG. Many sanitation workers in the country are involved in toilet cleaning, either through the city government or through private contractors. These workers should be trained in toilet cleaning procedures.
The Bachat Sakhis have turned into entrepreneurs who manage toilet blocks and provide add-on services to its users. Samagra aims to develop an Uber/ Ola model for toilet cleaning services wherein the service would be provided to the customer at doorstep with the use of technology. This would enable the Safai Sainiks to become entrepreneurs who can travel around the city providing their services. Samagra has identified several potential businesses in the sanitation sector and looks forward to promoting them as enterprises. These are listed below.	There are several innovative businesses that could be put in place through proper trainings and the required technology. NULM should impart such trainings through the Skill Council for Green Jobs and provide necessary bank linkages to start such entrepreneurial activities. Similarly, the Swachh Bharat Mission should provide an enabling environment for development of innovative business models. Currently, the funding under the Mission is in the form of capital investment and there is no provision for funding of innovation/ experimentations with technology in the sector. This sort of funding is necessary for supporting business activities in waste management, faecal sludge management and toilet operations.

Key Initiatives & Learnings	Transferability to NULM
<ul style="list-style-type: none"> • Annual Maintenance Contracts could be taken by women SHGs • Waste businesses (such as selling of cow dung bought from the dairy industry where a tractor is employed to pick by the cow dung at a rate of 1 rupee/ kilo. This cow dung is then sold at 2-3 rupees/ kilos.) • Operating honey suckers (estimated income from this business would be 10-12 lakhs/ annum) • Toilet businesses like Sullabh, City clean, Jan Sewa, Samagra - Pay & Use model and Samagra - Allied services model • Toilet cleaning services at the door step 	
<p>Samagra has bought-in the component of financial inclusion of the poor households and triggered the habit of savings among women and children. Samagra is also planning to link the monthly user fee collected from the toilet users to insurance schemes, in which, part of the toilet fee would be contributed as premium for insurance.</p>	<p>SHG members often lose on their productive time while travelling to the bank. This concept of bringing the banking services to the doorstep through the digitally empowered SHG women can be introduced under the SMID and SEP component of NULM. To ensure overall development, it is important to attach health and social security benefits with livelihoods under NULM.</p>



Women availing services at the kiosk (Top);
Members posing in front of the Samagra toilet at Achanak Chowk (Bottom)
Source: Samagra Foundation

TYPE: NON PROFIT

Shelter Associates

Founded: 1994 | Head Office: Pune, Maharashtra |

www.shelter-associates.org

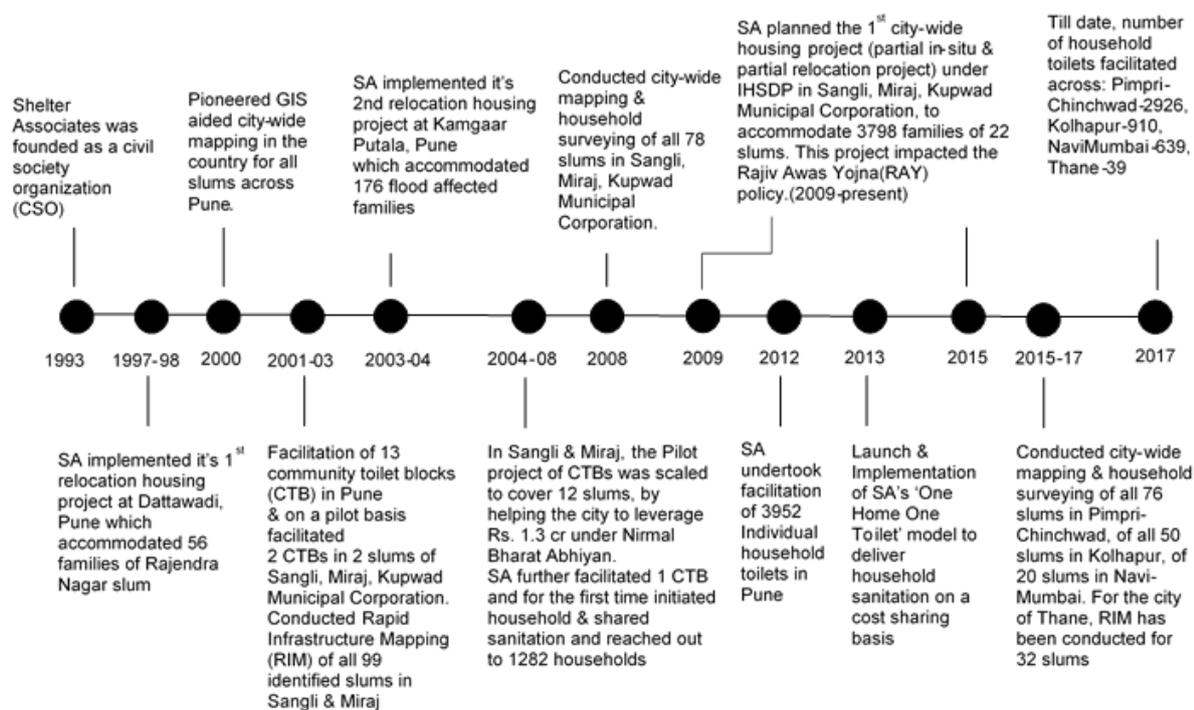


Sector: Construction of individual and community toilets in urban slums | Affordable housing

Organization Overview

Shelter Associates (SA) is a Non-Government Organization (NGO) working in Maharashtra, India. SA collaborates with the urban poor, particularly women, in informal settlements to facilitate and provide technical support for community-managed slum rehabilitation housing (including security of tenure) and essential services projects. Since 2000, Shelter Associates has been experimenting with community toilets for slum dwellers in Pune. In 2005-06, for the first time they experimented with individual sanitation as well as shared sanitation in Sangli and since then have been working individual sanitation sector. Under the Swachh Bharat Mission, Shelter Associates has facilitated the building of 20,000 plus individual toilets in Pune. SA has rolled out this model in six cities of Maharashtra, namely Pune, Pimpri Chinchwad, Sangli-Miraj, Navi Mumbai, Thane and Kolhapur.

Timeline of Events



The Model

Shelter Associates promotes the vision of “One Home One Toilet” as a solution to the problem of urban sanitation. Based on many years of experience, this model was formally launched in 2013. Shelter Associates believes that community toilets are not sustainable in the long term and hence the reliance on the same should be as minimal as possible. In addition, it confirms that the maintenance cost of a community toilet block is much higher over the years as compared to the capital investment made in constructing an individual toilet.

The model of “One Home One Toilet” has two essential components- Spatial mapping and doorstep material delivery. Shelter Associates first step is to create a GIS map which identifies all the basic infrastructure facilities in the slums, this includes, drainage lines, condition of the house, open defecation spots, community toilets, water facilities, etc. The detailed analysis of this spatial data is used to make further decisions. The USP of this model is provision of construction material at the doorstep of the beneficiary. This acts as an incentive for the beneficiary to construct the toilet as soon as the material is given. There is a clause in the agreement with the beneficiary that the material shall

be taken away if it is unused for more than a week; this ensures faster construction of toilets. To ensure that the community is empowered and the work is monitored regularly, Shelter Associates has formed *Samitis* in the areas where they work. The *Samitis* is predominantly of women members who keep a check on the construction activity, conduct awareness and interact with the local councilors for any other development works.

The Initiative

The first step is to put the spatial data in place with the help of GIS and remote sensing. This helps identify the gaps in delivery of sanitation services.

The next step is community mobilization. Once the reports are generated, the findings of the household level survey are presented to the administrative ward, councilors and community. For engagement with the communities, the first meeting is held with the councilors and then with the community.



The last step is the buy in of the stakeholders. The interested individuals sign an undertaking wherein it is stated that all the material given to the beneficiary will

be used only for toilet construction and the material should be consumed in one weeks' time. The material is delivered at their doorstep and the beneficiary contributes by investing in the construction activity. The *Samitis* formed in the neighborhood monitor the process from time to time.

Impact

Under the Swachh Bharat Mission, Shelter Associates facilitated the construction of 20,000 plus individual toilets. In August 2016, Pune ranked second in the country for provision of individual toilets to its households.

Challenges

Even though the individual toilets are built under the Swachh Bharat Mission, the households cannot buy the construction material that costs approximately Rs.15,000 because the funding from the Mission comes in two instalments of Rs.8000 each. The second instalment is paid after the construction is over.

Transferability to NULM

Key Initiative & Learnings	Transferability to NULM
Shelter Associates has formed <i>Samitis</i> in the areas that they work in. These <i>Samitis</i> consist of majorly the women staying in the community who monitor the toilet construction and can negotiate with the local councilors for any of their development needs.	The SHG groups under NULM can be involved in monitoring the development works in their wards. This would ensure better quality of work.
SA creates awareness within the community on the importance of sanitation. It does so through street plays, community meetings, focus group discussions and facilitating interactions between the ULB officials and the slum residents. This not only builds the capacities of the slum residents, but also the ULB officials.	Capacities of ULB officials can be built by enabling interactions between the community and the officials.

Key Initiative & Learnings	Transferability to NULM
<p>SA creates a demand for individual sanitation in urban slums. This demand has often generated employment for the masons in the community. Instead of fetching for job work elsewhere, the masons build toilets within their community. This also ensures that the quality of construction is maintained.</p>	<p>Employment creation under NULM can flow through the Swachh Bharat Mission.</p>



Women Beneficiary in Ambedkar Nagar Slum (Top left);
 Children beneficiaries in Rajiv Gandhi Nagar Slums (Top right);
 Awareness and mobilization activities in slums (Bottom), Source: Shelter Associates

TYPE: NON PROFIT

Gramalaya

Founded: 1987 | Head Office: Tiruchirappalli, Tamil Nadu | www.gramalaya.in

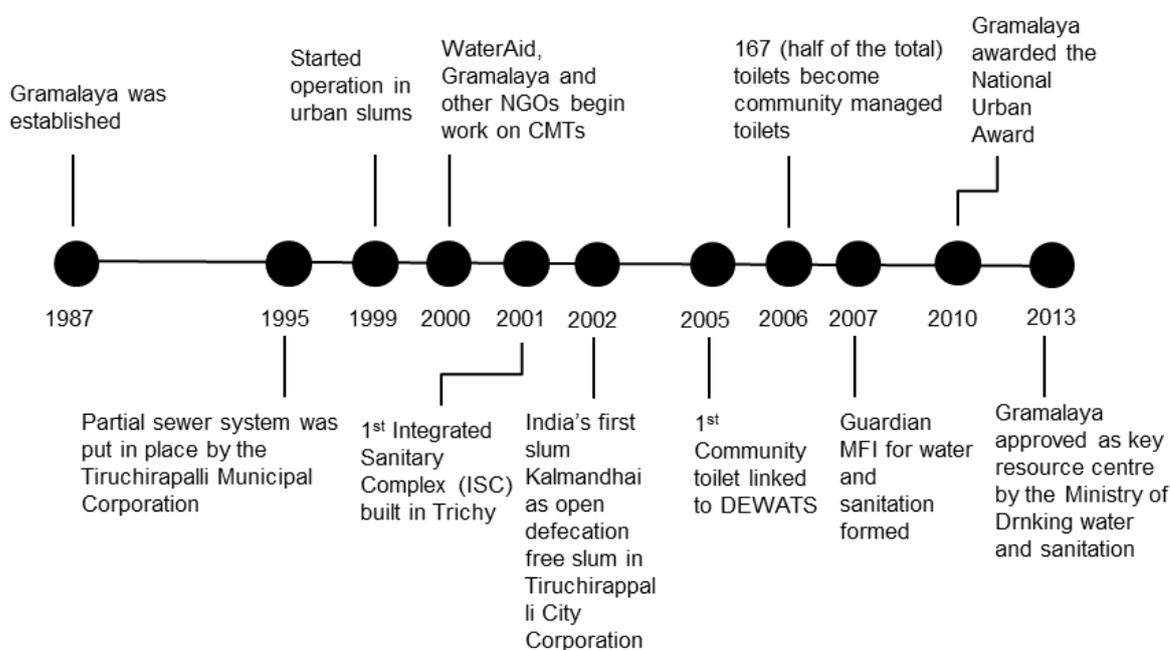


Sector: Construction of community toilets in urban slums

Organization Overview

Gramalaya has been working in the field of water and sanitation since 1987. Gramalaya envisions a society in which all people will have equal rights and access to protected water, sanitation, health and improved income status without gender discrimination. Gramalaya played an active role in declaring India's first slum Kalmadhai as open defecation free (ODF) slum in Tiruchirappalli City Corporation in the year 2002. This was followed by the declaration of 168 slums as ODF with the support of Tiruchirappalli City Corporation and donor agencies. Government of India has approved Gramalaya as one of the National Key Resource Centers of the Ministry of Drinking Water and Sanitation for providing training to Government officials in Karnataka, Andhra Pradesh and Tamil Nadu. Currently, Gramalaya is working in five southern states including the Union Territory of Pondicherry.

The Timeline of Events



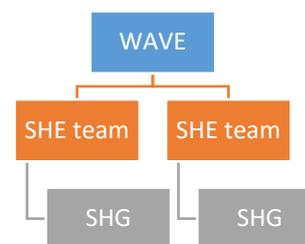
The Model

Community based organizations (CBOs) are the backbone of Gramalaya in all its programs. CBOs include women self-help groups, panchayat-level federations, AWASH committees, children self-help groups, SHE – Teams (Sanitation and Hygiene Education Teams), Village Water and Sanitation Committees (VWSC), Village Development Committees etc. These CBOs are involved in behavior change communication (BCC) and in overall maintenance of toilet blocks, in some cases. The CBOs serve as a bridge between the NGO, Government and the communities. The CBOs are the real implementing agencies at the field-level where the role of Gramalaya of a facilitator and catalyst.

In urban areas, the SHE teams are the key institutions responsible for identifying issues and addressing them. They are responsible for the overall maintenance of the community blocks and create awareness on hygiene practices.

The Initiative

Gramalaya starts by establishing SHGs made of 15-20 members in the community. There are two to seven SHGs in each community. All the SHG members are also members of the SHE team. Two SHE members who are chosen as leaders jointly operate the team bank account. Two members of the SHE team represent the group in the Women’s Action for Village Empowerment (WAVE) federation. The federation is headed by a president, assisted by a secretary and treasurer and there are 12 executive committee members. WAVE meets twice a month and discusses matters relating to problems faced by SHE teams and solutions for them. WAVE guides SHE teams in maintenance of community toilets and assists other SHGs to take over toilet maintenance of community toilets. WAVE also takes up issues connected with water and sanitation with the City Administration and engages in sanitation promotional activities in other slums. On an average, half of the community is part of the SHGs and hence half of the community is directly involved in the management of the toilets.



Each SHE team and the associated SHGs take responsibility for the toilet on a rotation basis. During that month, each SHG member is caretaker for a day, responsible for collecting user fees and maintaining the accounts book. The caretaker works an eight to 12 hour shift. Most SHE teams employ two cleaners, a woman for cleaning the women’s seats and a man for cleaning the men’s seats. A watchwoman is also employed for protection of the facility and operation of the water pump. The SHE teams fix the user charges and it is generally 50 paisa for adults for defecation and Rs.2-3 for bathing and washing clothes. Urination and use by children, elderly, and single women is free. In communities where the people are reluctant to pay for each time use, a monthly card system is in use and the rates are set at lower levels (between Rs.15-30 per family per month). After meeting the operational costs every month, the remaining amount is deposited in the SHE Team bank account that is jointly operated in a nationalized bank. The members also sell soaps, shampoo and other hygiene goods in a small shop adjacent to the toilet complex. This fetches additional income for the families.

Impact

In the urban slums of Tiruchirappalli, Gramalaya has built seven community toilets with aid from Water Aid. In addition, it has built individual latrines with UGD connections in seven slums.

Challenges

- Local politicians create hurdles in converting the free toilets to pay and use community managed toilet blocks.
- Managing resistance from sweeper communities, whose livelihood opportunities with the Tiruchirappalli City Corporation are being reduced by community-managed toilets.
- Backward caste users are refusing to share community toilets with scheduled caste (SC) users.
- For community-managed toilets that have less than 500 users, it is difficult to achieve financial viability.

Transferability to NULM

Key Initiative & Learnings	Transferability to NULM
Gramalaya provides skill training to women Self-help Groups in collaboration with the Tamil Nadu Corporation for Development of Women. These trainings are in handicrafts, gems cutting, floor mat making, milk products, sanitary napkin production, masala powders, phenyl and bleaching powder, catering, idol making and soft toys making.	Existing SHGs formed under various programmes and NGOs should be approached by NULM to provide skill trainings for re-skilling or upgradation.

Key Initiative & Learnings	Transferability to NULM
<p>Gramalaya Urban And Rural Development Initiatives And Network (GUARDIAN), a not for profit entity, registered under Sec.25 of the Companies Act 1956 was established on 6 November 2007 exclusively to address the need of the poorest to create household level water and toilet facilities and to provide easy access with financial support under microfinance.</p>	<p>Based on the performance of the enterprises, the SHG women should also be given loans for repairing homes and constructing toilets. Part of the finance, could be availed under the Swachh Bharat Mission and part of it could be availed under the bank linkage programme of NULM.</p>
<p>Gramalaya is looking at developing business opportunity by hiring a vehicle for WAVE to maintain the growing number of community-managed toilets managed by its member SHE teams and bring in income by servicing other septic tanks.</p>	<p>Most cities do not have 100% coverage of sewer networks and there are households that still rely on on-site sanitation systems. These systems need regular servicing and ULBs do not have the capacity to do it. SHGs that are already maintaining toilet blocks could develop businesses in desludging under NULM. The Skill council for green jobs could train women in such trades.</p>
<p>Gramalaya has mobilized women from within the community to maintain and operate community toilets. Some of these toilets are now financially sustainable and earn profits.</p>	<p>Mobilizing women in slums around the issue of sanitation should be done in order to achieve the goals of Swachh Bharat Mission as well as NULM. The case of Gramalaya proves that pay and use community toilets are better than the ULB operated free toilets. Hence, the community members should look after the toilets that are used by them and this can be done under the leadership of women federations formed in the community.</p>



Figure 1 SHE team women discussing in front of the pay and use toilet; Source: Gramalaya

TYPE: ULB FUNDED PROGRAMME

Slum Sanitation Programme of Municipal Corporation of Greater Mumbai

Started: 1997 Head Office: Mumbai, Maharashtra I

Sector: Construction of community toilets in urban slums



Programme Overview

In 1995, the World Bank approved a 7-year loan for the Bombay Sewage Disposal Project (BSDP) with the main objective of strengthening the municipal sewerage services. Along with this project, the Corporation launched the Slum Sanitation Programme or SSP in 1997 to improve the health and environment conditions of about 1 million slum dwellers. The program was implemented in two phases: SSP-I and SSP-II. The execution of Phase I started in 1997 and lasted until 2005. This phase was funded by the World Bank. SSP did a survey on sanitary conditions in slum areas between 1995 and 1997. The first phase was the learning phase for the programme after which certain modifications were done in the SSP II, which was launched in the year 2005 and was fully funded by the Municipal Corporation. The programme is implemented by a separate cell within the Corporation is headed by an officer on special duty (OSD).

The Model

SSP defines sanitation for slums as a complex service, i.e. a package of “hardware and software” components.

In particular, it creates competent CBOs capable that can fully take over the management of the service, including payment of utility bills, delivery of information package for users on hygiene, program implementation and management, constructing the community toilet block, and make provisions of

- Act as end-service providers, taking charge of the management of the service

- Mobilize communities and facilitate their participation



- Provides the initial capital
- Creates the enabling environment
- Facilitates participation

- Technical; knowledge to build toilet blocks

complementary utilities (water and electricity). All the stakeholders of the programme have a defined role. MCGM provides the initial capital and creates the enabling environment to facilitate the participation of other stakeholders and to scale up, the private contractor brings in the technical knowledge, NGOs mobilize communities and facilitate their participation and CBOs act as the end service providers, taking responsibility of management of the service and full payment of the utilities.

The design of SSP is unique as it is based on demand responsive participatory approach to provision of community toilet blocks. The slum dwellers were involved in the project right from the planning stage including site selection and design of the block. Once the toilet block is constructed with the consultation with the community, it is handed over to the CBO for operation and maintenance, thus ensuring that the NGOs, contractors and the Corporation play the role of facilitators and not actual implementers in the long term.

The Initiative

The first step in the process is to mobilize the residents to come together and form a group. NGOs are responsible for mobilizing the residents and form groups as per guidelines issued by the Municipal Corporation. The NGOs also provide training on soft skills, conflict management and financial management. The groups are then registered with the charity commissioner’s office under section 1860 or 1950. MCGM also recognizes cooperative societies and self-help groups as CBOs. A MoU is signed between the Municipal Corporation and the CBO. This MoU ensures that the CBO gets recognition and it gives MCGM the authority to evaluate the performance of the CBOs and replace them in case the CBOs under-perform.

Each toilet block has a RCC frame construction instead of load bearing and has provision of water, electricity and sewer connection or septic tank. There are about 10 to 20 toilet seats and are designed based on usage norm of 50 users per seat. The toilet block is on the ground floor and the caretaker

lives in a room built on the first floor. This caretaker room can also be used for community activities like dance classes, gymnasium and computer classes. Each community with its new toilet block has a CBO president who is responsible for the management and collection of the monthly fees. The monthly fee from community members is between Rs.30-50 rupees and 1 rupee is charged for one time use. Slum dwellers who are not members of the CBO but use the facility pay charges of Rs.2 per-use.

While, the MCGM is in charge of major repairs and for providing network services like water supply and sewerage, the CBO pays the necessary deposit money to obtain water and electricity connections and pays to carry out minor repairs.

Impact

In the phase 1 of the project, 330 toilet blocks with 6050 toilet seats were constructed at a cost of about 84 crores. While in phase 2, until October 2016, 332 toilet blocks with 8833 seats have been constructed at an expense Rs.110 crores. This program has provided almost 15000 toilet seats across slums in Mumbai. Evidence shows that the CBO operated toilets are well maintained as compared to the free toilets operated by MHADA. They have longer service life, superior technical quality and service levels. The flexibility in design has allowed the many innovations in the toilet blocks like separate seats for children with a play area, separate toilets for transgender, solar energy operated blocks and recreational facilities in the caretaker room for women. It has also provided livelihood opportunity to some self-help groups in the community who have taken up the work of maintenance of the toilet structure.

Challenges

In the presence of free public toilets operated by other government departments like MHADA, the concept of pay and use was opposed by the community in the initial years. Confidence started to build amongst communities only after a prolonged start-up of construction of some community toilet blocks, along with a number of revisions and innovations in contracting conditions, a series of consultations and collaboration with NGOs, contractors, and MCBM. Political support also started to emerge with growing evidence of community interest and acceptance of the SSP approach.

Some CBOs use informal management arrangements for O&M, leading to mixed outcomes. Some toilet blocks seem to be dominated by small groups, and some have been informally contracted out to professional operators for management without a proper contracting procedure. Few CBOs have sufficient experience to provide proper accounting and transparent financial reporting about costs and revenues.

The scaling up of the programme was met with hurdles due to issues of land ownership. For slums that were situated on Municipal Corporation's land, a NOC was obtained from the corporation to extend these services to the slums. Where the land was owned by the Government of India (for instance, Airports Authority of India, Indian Railways) or other private owners (individuals or organizations like the Bombay Port Trust), the respective owners would have to give a clear no-objection before the toilet blocks were constructed. In most cases, there was reticence on part of these agencies to recognize slum settlements on lands owned by them, and hence NOCs were not issued.

Transferability to NULM

Key Initiative & Learnings	Transferability to NULM
Management of toilet blocks by CBOs is an important feature of the SSP and has important implications for sustainability.	SSP demonstrated that the community could be mobilized around the issue of sanitation and they can collectively manage their own facilities.
The SSP successfully tested a range of technical options and contracting innovations, which are available for a potential scale-up of the program or for use in urban sanitation initiatives elsewhere. It also became a livelihood generation programme for the community by involving the self-help groups and caretakers for the maintenance of toilet blocks.	Sanitation is a sector that has several employment opportunities and has a scope for development of innovative businesses.

List of People Met

Livelihoods	Details
Ajjeevika Bureau	Santosh Poonia, Programme Manager (Legal Education & advocacy)
	Mahesh Gajera, Programme Manager (Destination Services)
	Priyanka Jain, Programme Manager (Centre for Migration and Labor Solutions)
Saath (Saath Charitable Trust)	Rajendra Joshi, Founder and Trustee
	Devu Ben
	Kunal Patel
SPMS (Sri Padmavathy Mahila Abyudaya Sangam), Tirupati	Sandip Panchal
	I A Mohan, Housing Project in-Charge
	V Murugesh Kumar, MD
	J. Dharmendra Kumar, Finance Executive
	P. Saroja, Treasurer
	Lakshmanrao, Chairperson
	Jayamma, Advisor
B. Hema Rao	
Sadhna, Udaipur	Konsalyamma, Secretary
	Seema Shah, Chief Executive
Dhan Foundation Visakhapatnam	Noopur Chaturvedi, Social Initiative Executive
	K. Rama Prabha, Regional Coordinator
	K. Murali Krishnan, Federation In-charge
Sanitation	Details
Shelter Associates	Pratima Joshi, Executive Director
Samagra Empowerment Foundation	Swapnil Chaturvedi, CEO and Founder
	Jitendra
	Bachat Sakhis
SWaCH (Seva Sahakari Sansthan Maryadit - Solid waste collection and handling)	Aparna Susarla, Manager
Gramalaya	S. Damodaran, Founder
Slum Sanitation Program	Anand Jagtap, Officer on Special Duty



Urban Management Consulting Pvt. Ltd
A-202 GCP Business Centre, Opp Memnagar Fire Station
Navrangpura, Ahmedabad, 380009
www.umcasia.org; info@umcasia.org