

# Last mile service delivery through women collectives

Xerxes Rao

Urban Management Centre

Global South Academic Conclave on WASH and Climate linkages

2<sup>nd</sup> - 4<sup>th</sup> February 2024, Ahmedabad

**CWAS** CENTER  
FOR WATER  
AND SANITATION  
**CRDF** CEPT  
UNIVERSITY

**BILL & MELINDA**  
*GATES foundation*

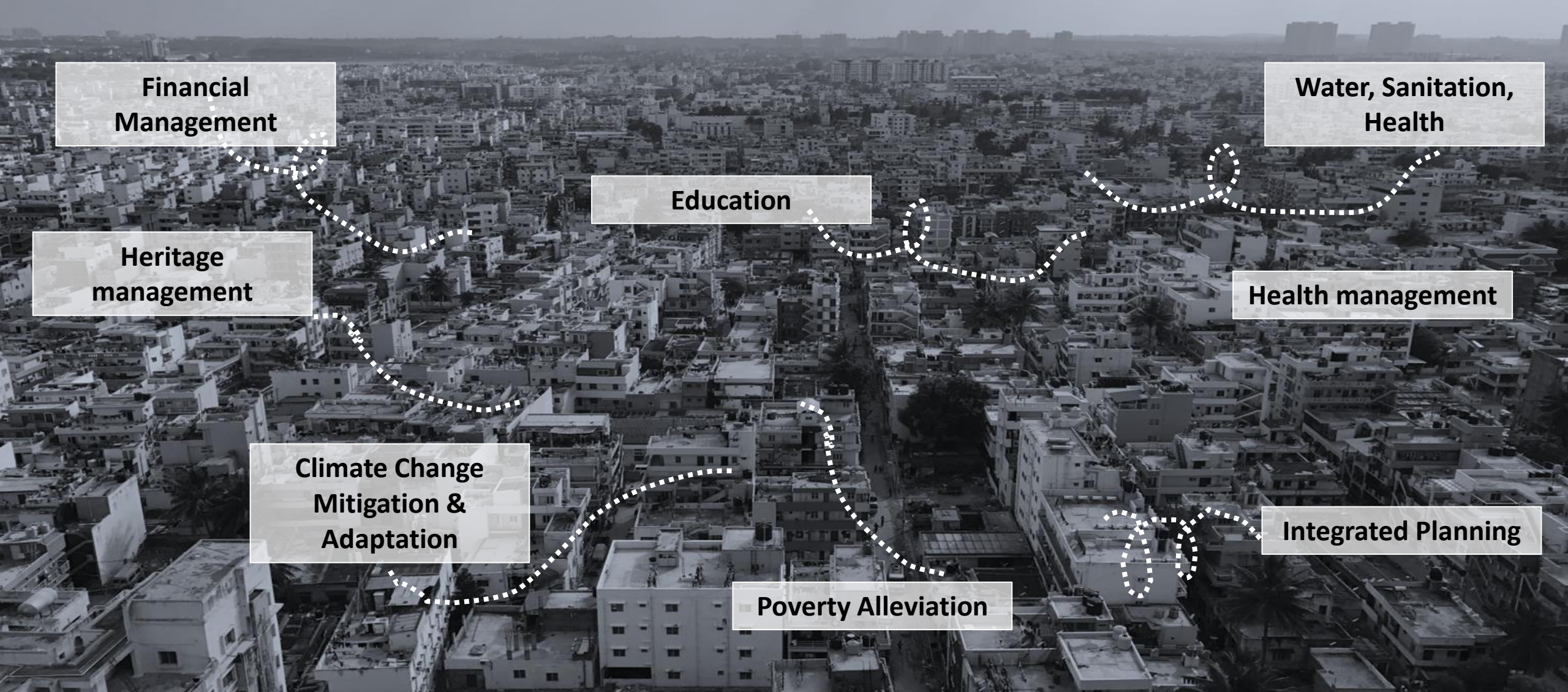
**FP**  
FACULTY OF PLANNING  
UNIVERSITY



## About UMC

- Urban Management Centre is a women led non-profit organization dedicated to building resilient systems for inclusive and equitable development.
- The first organization in India dedicated to professionalizing local government management.
- A multi faceted team of almost 100 professionals including urban planners, architects, urban finance/financial inclusion, community development, social mobilization, skilling experts.





**Financial Management**

**Water, Sanitation, Health**

**Education**

**Heritage management**

**Health management**

**Climate Change Mitigation & Adaptation**

**Integrated Planning**

**Poverty Alleviation**

**Overarching, cross cutting interventions**

Policy Design & Implementation | Governance Strengthening | Capacity Building | Digital Tech | Development Communication



# Our work focuses on vulnerable populations



Poor Women



Transgenders



Sanitation workers



Migrants

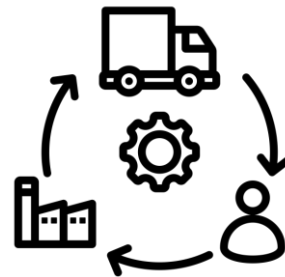


Urban Poor

Across sectors, programs and geographies



Building Community Institutions

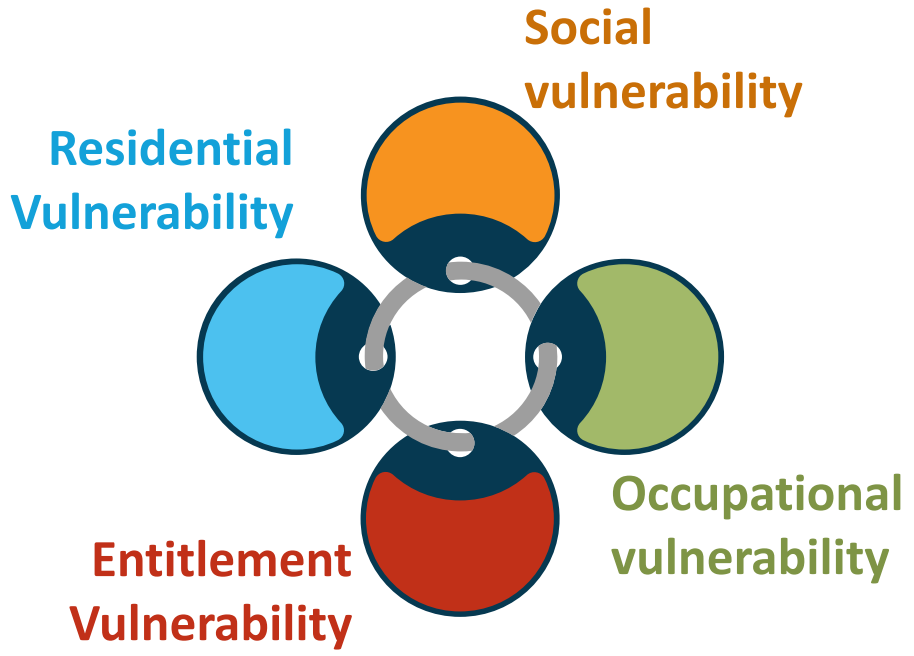


Engaging SHGs in Sanitation Value Chain



Ensuring Safety and Dignity

# The DAY-NULM mission recognizes the need for including vulnerable groups...



**Sanitation workers**



**Waste pickers**



**Disabled persons**



**Transgenders**



# SBM

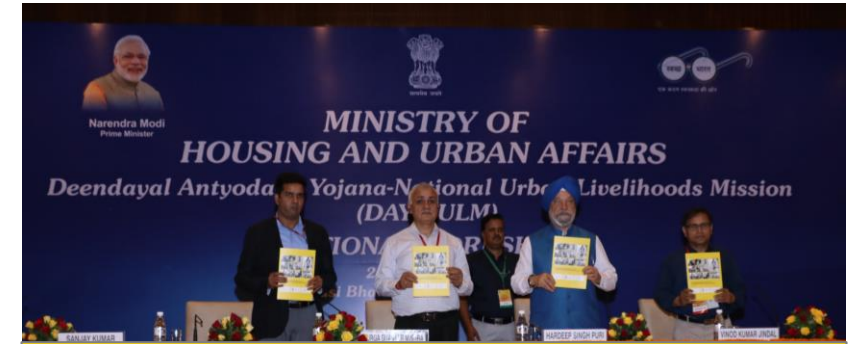
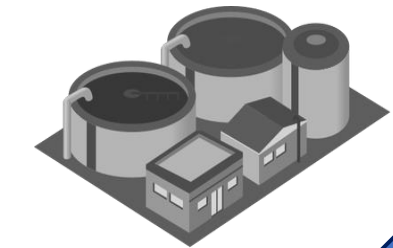
Swachh Bharat Mission

Infrastructure created

# DAY-NULM

Deendayal Antyodaya Yojana –  
National Urban Livelihoods  
Mission

Building Community level  
Institutions



EMPOWERING MARGINALIZED GROUPS -  
CONVERGENCE BETWEEN SBM AND DAY-NULM

March 2018

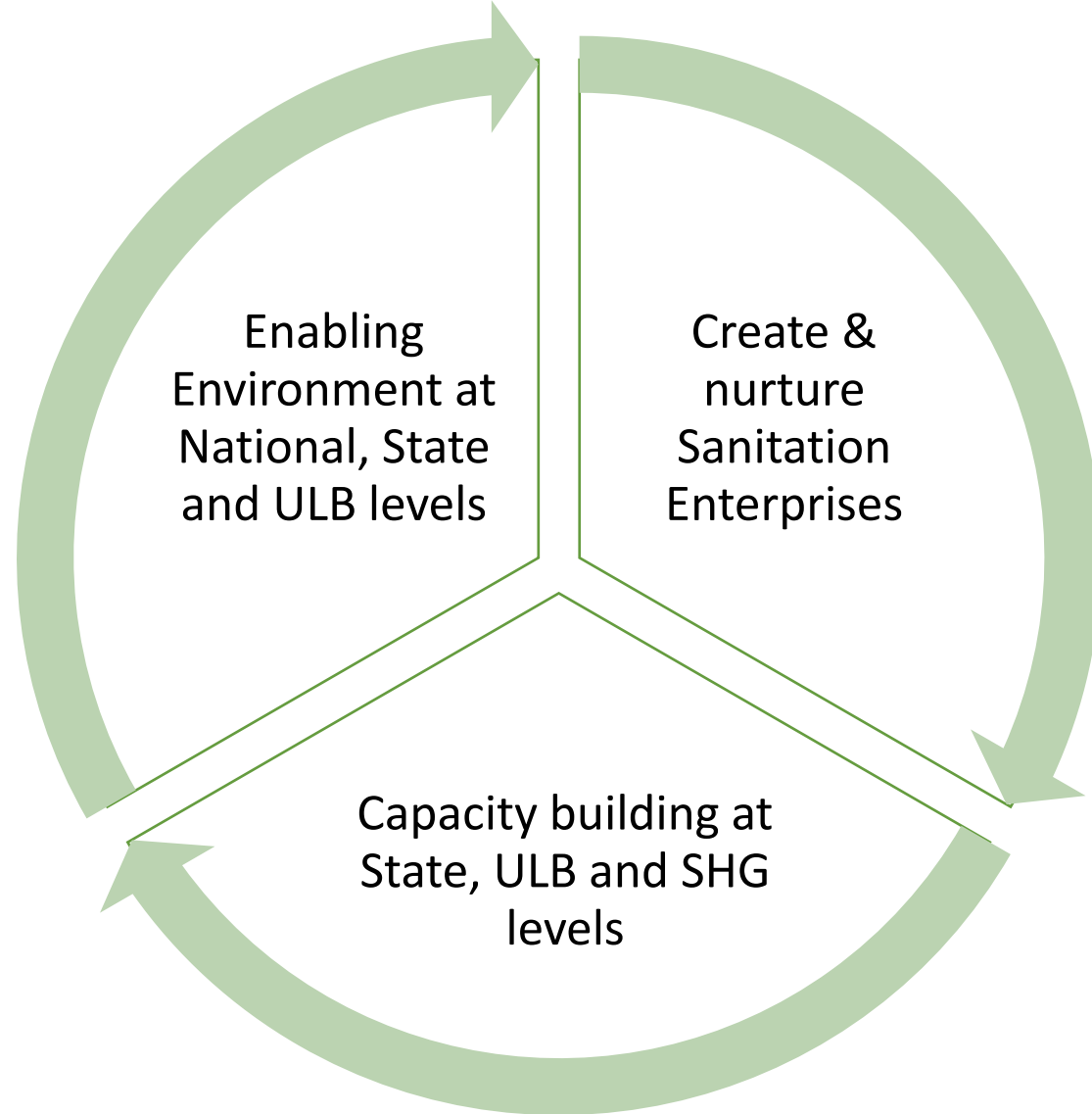
Deendayal Antyodaya Yojana-  
National Urban Livelihoods Mission



Ministry of Housing  
and Urban Affairs  
Government of India



# DAY-NULM & SBM Convergence



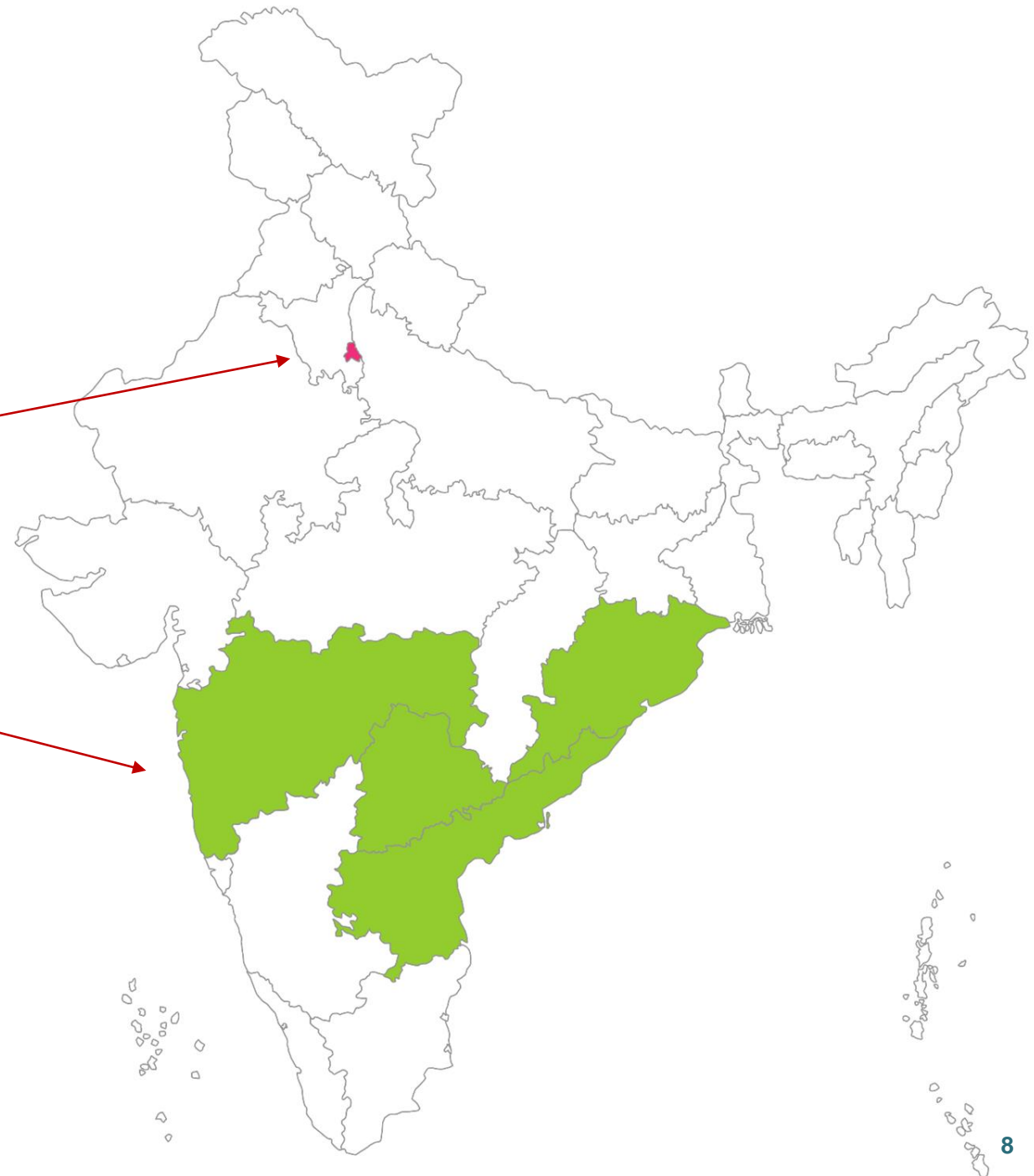
# Where do we work

Focused Engagement on **urban poor women SHGs** and those involved in vulnerable occupations

**Technical support** to Ministry of Housing and Urban Affairs, Delhi for National Urban Livelihoods Mission (DAY –NULM)

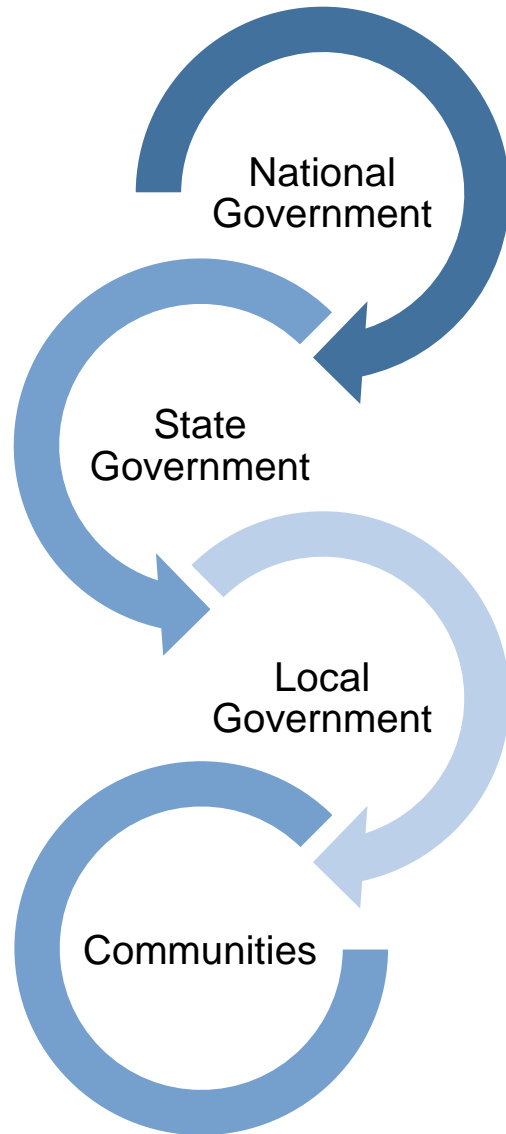
Targeted engagement in **4 States** for DAY-NULM &SBM Convergence Programme for livelihoods of SHGs

- Odisha
- Telangana
- Andhra Pradesh
- Maharashtra





# Intervention by UMC at Different levels of Administration



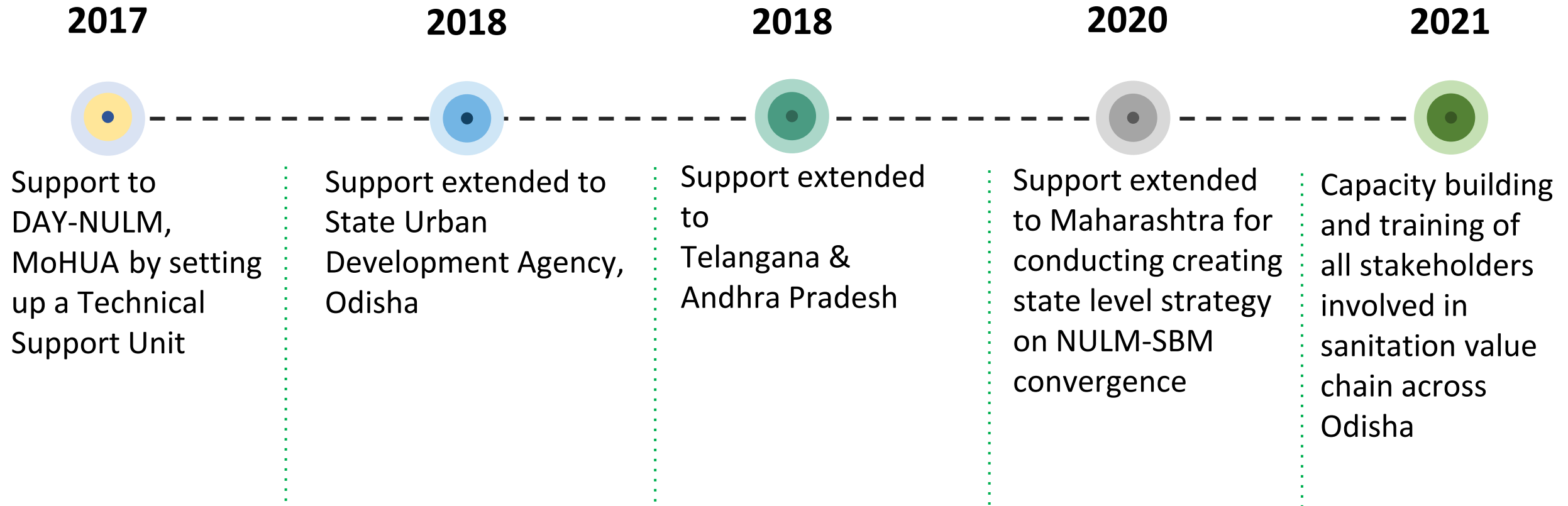
**Supporting missions on livelihoods and sanitation at Ministry of Housing and Urban Affairs (MoHUA), and Ministry of Social Justice and Empowerment (MoSJE)**

**Technical support to 5 states in the country**

**Embedded teams within urban local bodies in 13 cities**

**Actively supporting community engagement in more than 300 settlements**

# Intervention by UMC at National, State and City Level





# Formation of SHGs of Sanitation Workers - Implementation of Convergence initiatives



## Brundabati SHG, Dhenkanal

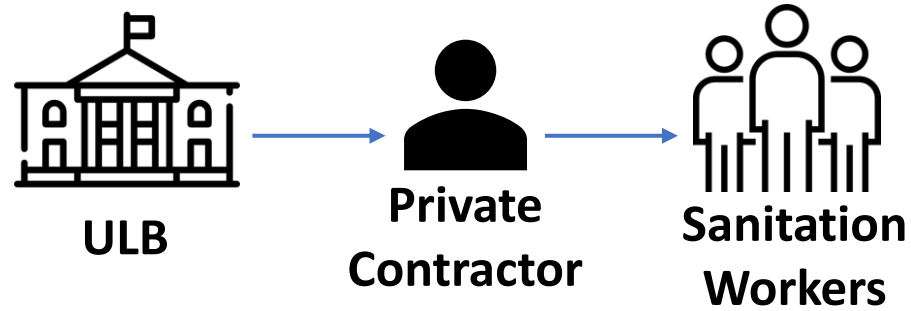
Self Help Group Code: [REDACTED]

<b>Month - Year of Registration</b>	August - 2021 Society Registration Act	<b>No of members</b>	06	<b>Are they enrolled with ALF?</b>	<input checked="" type="radio"/> YES <input type="radio"/> NO
<b>Type of Group</b>	Female	<b>Ward no</b>	21	<b>Are they registered at CLC?</b>	<input checked="" type="radio"/> YES <input type="radio"/> NO
<b>Bank Account Opened</b>	<input checked="" type="radio"/> YES <input type="radio"/> NO	<b>Name of Bank</b>	Odisha Gramya Bank	<b>RF Received</b>	<input checked="" type="radio"/> YES <input type="radio"/> NO
<b>Does SHG have sanitation Business Enterprise?</b>	<input checked="" type="radio"/> YES <input type="radio"/> NO	<b>What is the sanitation enterprise of the SHG?</b>	2 members are engaged as BoV Driver	<b>Has SHG taken Loan under SEP?</b>	<input checked="" type="radio"/> YES <input type="radio"/> NO
<b>Have they signed any MOU/contract with ULB?</b>	<input checked="" type="radio"/> YES <input type="radio"/> NO	<b>Have they received RPL Training?</b>	No of Members trained 00		

Sr	Name of Member	Existing Livelihood	No of family members	Area of Residence	Phone Number
1	Subhadra Naik	BOV Driver	3	Sanjay Colony	[REDACTED]
2	Lily Pradhan	BoV Driver	3	Sanjay Colony	NA
3	Chaunri Ghadei	Waste Picker	6	Sanjay Colony	NA
4	Nitti Pradhan	Daily Wages/Labor	6	Sanjay Colony	[REDACTED]
5	Manju Pradhan	Housewife	6	Sanjay Colony	NA
6	Manu Dehury	Will work at MRF for Source Segregation	6	Sanjay Colony	[REDACTED]

Disclaimer : The data presented here as per the best of our knowledge as on February 2022.

# ULBs Initial Practice of engaging Sanitation workers



**Challenges faced by Sanitation Workers engaged informally by private contractors**

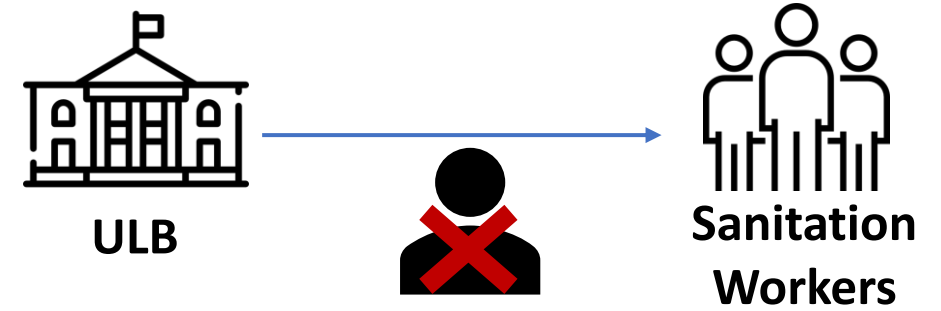
No Contracts

Inter-Generational Work

Low Wages

Unsafe working conditions

# ULBs Current Practice of engaging Sanitation workers



**Benefits received by Sanitation Worker SHGs engaged directly by ULBs**

Formal Contracts

Dignified Livelihood

Assurance of Wages and Regular payments

Safe working conditions



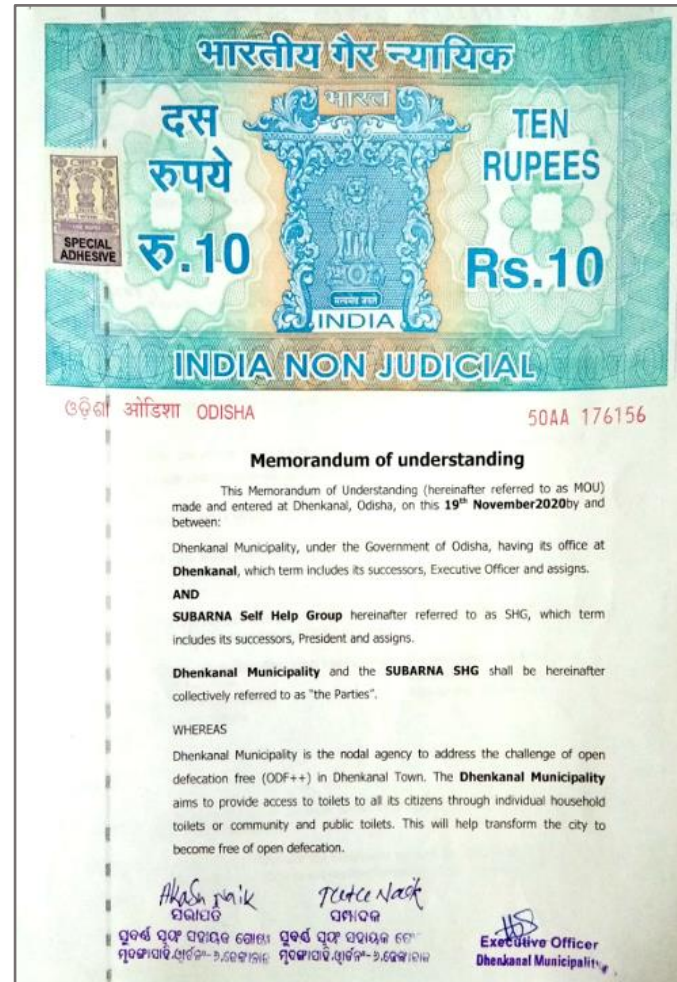
# Responsibilities of SHGs



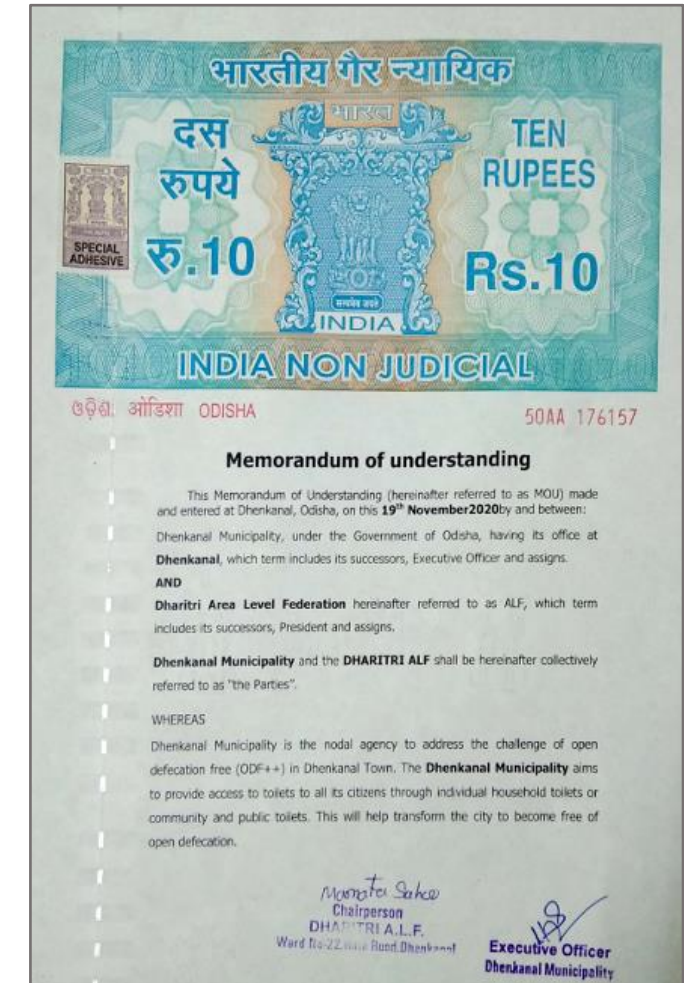
# Preparation of Model Contracts

## Changes made in contracts for engagement of SHGs

- Translated to Local language
- Easily comprehensible language
- Highlighting the roles and responsibilities of SHGs
- Safeguarding the rights of SHG members
- Clauses mentioned in the contract should be SHG friendly



Self Help Groups



Area Level Federation



# CT / PT Bookkeeping Format

Operation and Maintenance of Public toilet located at  
**Poohana Nagar, Warangal**  
By  
**Kakatiya Slum Level Federation (SLF)**

With support from  
Greater Warangal Municipal Corporation (GWMC),  
Mission for Elimination of Poverty Municipal Administration (MEPMA)  
Urban Management Center (UMC)

**ATTENDANCE REGISTER**



**NAME OF THE MRF** \_\_\_\_\_  
**ADDRESS/LANDMARK OF THE FACILITY** \_\_\_\_\_  
**NAME OF THE SHG/ALF** \_\_\_\_\_  
**NAME & PHONE NO. OF THE SHG/ALF PRESIDENT/ SECRETARY** \_\_\_\_\_

**Manual for Maintaining the Attendance Register**

**PURPOSE**  
This register is to be maintained to keep a record of the daily attendance of the sanitation workers

**HOW TO USE IT?**

- As soon as the sanitation worker joins their duty they have to mark their presence in the attendance register.
- Write the names of the sanitation workers responsible for O&M of the Micro Composting Centre.
- Against each date mentioned in the attendance register, mark P for the number of days present and A for the number of days absent.
- At the end of each month, the sheet should be signed by the President & Secretary of the ALF/SHG and Plant Operator

**HOW TO FILL IT?**

Format of Register						
No	Name	Day 1	Day 2	Day 3	Day 4	No of days Present
1	Meenakshi	P	P	P	A	3

Mark P for number of days Present and A for number of days Absent. Each member shall mention the number of hours worked per day at the MRF. The ALF/SHG President shall be responsible for finalising the number of working hours daily by each member and shall be verified by the plant operator.

**HOW TO SUBMIT?**  
The original copy of the register, duly filled and signed by the signatories should be submitted along with invoice as supporting document at the end of each month.

*Attendance Register*

**NAME OF THE MRF** \_\_\_\_\_  
**ADDRESS/LANDMARK OF THE FACILITY** \_\_\_\_\_  
**NAME OF THE SHG/ALF** \_\_\_\_\_  
**NAME & PHONE NO. OF THE SHG/ALF PRESIDENT/ SECRETARY** \_\_\_\_\_

**Manual for Maintaining the Register for Dry Waste**

**PURPOSE**  
This register is to be maintained for recording the quantity of the dry waste deposited and sorted at the MRF facility.

**HOW TO USE IT?**

- The format should be filled based on the production of the compost on monthly basis.
- At the end of the month the quantity of dry waste deposited, waste sorted and waste rejected should be recorded.
- At the end of each month, the register should be signed by the President and Secretary of the ALF/SHG and Plant Operator.

**HOW TO FILL IT?**

No	Agency Name	Vehicle No(s)/Types & No of trips	Dry waste deposited (kg)	Dry waste sorted (Kg)	Dry waste rejected (Kg)	Remarks
1	ABC	02	100	80	20	
2						
3						
4						
5						
6						
7						

**HOW TO SUBMIT?**  
The original copy of the register, duly filled and signed by the signatories should be submitted along with invoice as supporting document at the end of each month.

*Dry waste deposited and sorted*

**NAME OF THE MRF** \_\_\_\_\_  
**ADDRESS/LANDMARK OF THE FACILITY** \_\_\_\_\_  
**NAME OF THE SHG/ALF** \_\_\_\_\_  
**NAME & PHONE NO. OF THE SHG/ALF PRESIDENT/ SECRETARY** \_\_\_\_\_

**Manual for Maintaining the Register for Sale of Recyclables**

**PURPOSE**  
This register is to be maintained to summarize the retails generated from the sale of recyclables generated at end of each month.

**HOW TO USE IT?**

- The format should be filled based on the quantity of recyclables sold at the MRF facility.
- At the end of the month the name of buyer & contact number, date, address, recyclables sold, unit price (of each recyclable), total recyclables sold (kg), total price & signature of the buyer should be recorded.
- At the end of each month, the register should be signed by President & Secretary of the ALF/SHG and by Plant Operator.

**HOW TO FILL IT?**

No	Name of buyer/contact no	Date	Address	Articles sold	Unit price	Total kg	Total price	Sign of buyer
1	ABC	3/5/2021	XYZ	Plastic	Rs. 45	5	Rs. 225	



**HOW TO SUBMIT?**  
The original copy of the register, duly filled and signed by the signatories should be submitted along with invoice as supporting document at the end of each month.

*Sale of recyclables*



# Formation of Sanitation sub committees in intervention cities

- Strengthening the committees to take up sanitation related issues in the community and represent them to the ULB.
- Revival of SSC after COVID-19
- Exploring various tools for representing the issues identified by the SSC:
  1. Social mapping – Identification of infrastructure related issues in the settlement
  2. Stakeholder mapping to resolve the identified issues
  3. Prioritising the identified issues to be addressed
  4. Bindi Chart - Continuous monitoring of the urban services in the settlement

 **STATE URBAN DEVELOPMENT AGENCY (SUDA)**   
Govt. of Odisha (H & U.D.Deptt.)

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No. 2624 /SUDA, Date 5/9/18, Bhubaneswar

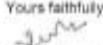
From  
Sri Sarada Prasad Panda  
Deputy Secretary to Govt. &  
Additional Director, SUDA-cum-  
Additional Mission Director, DAY-NULM

To  
The Municipal Commissioners,  
BMC-Bhubaneswar, CMC-Cuttack, BeMC-Berhampur  
The Executive Officers  
Angul, Balasore, Banki, Barpali, Bargarh, Baripada, Bhadrak, Boudhgarh, Brajaraj Nagar,  
Chhatrapur, Chikiti, Deogarh, Dhenkanal, Hirjicut, Jagatsinghpur, Jharsuguda, Kendrapada,  
Koraput, Malkanagiri, Nowrangpur, Nayagarh, Nuapada, Paradeep, Patnagarh, Rayagada,  
Sonepur, Sunabeda, Talcher Municipality.

Sub Formation of sanitation sub-committee within all the ALFs.  
Madam/ Sir,

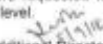
I am directed to intimate you that, as per Govt. of India guidelines for convergence between Deendayal Antodaya Yojna - National Urban Livelihoods Mission and Swachh Bharat Mission (Urban) a Sanitation sub-committee is to be formed at the Area Level Federation level. These sanitation sub-committees would be anchored by 2-3 representatives from the ALF executive committee to generate awareness on access to basic sanitation infrastructure such as IHHLs, CT/PTs, Community awareness on waste collection and segregation, faecal sludge and septage management and any other issues related to sanitation. The ULBs may conduct appropriate training and capacity building programmes for these sub-committees, with support from SGM-U functionaries. An advisory in this regard is attached herewith which is to be followed for the formation and execution of the sub committees.

You are therefore, requested to form the sub committees at the ALF level at the earliest and report to this office for future course of action.

Yours faithfully,  
  
Additional Director  
Bhubaneswar

Memo No. 2625 /SUDA, Dated 5/9/18, Bhubaneswar  
Copy forwarded to the Special Secretary (UPA) to Govt. H & U.D. Deptt. & Mission Director, DAY-NULM for kind information.

Memo No. 2626 /SUDA, Dated 5/9/18, Bhubaneswar  
Copy forwarded to the Managers SMMU & CMMU for information & they are requested to ensure on formation of sanitation sub-committee within all the ALFs at the ULB level.

  
Additional Director

SUDA Campus Near B.M.C, Vivekananda Marg, Bhubaneswar-751014, Tel No.0674-2432317/2432848, e-mail:sudaodisha@gmail.com, web: www.sudaodisha.org





# Shehri Sahbhagita Manch

Shehri Sahbhagita Manch is to **provide a platform for participatory urban governance**, which is intended to give a voice to federations of women's Self-Help Groups to contribute to the local decision-making process.

## Why Shehri Sahbhagita Manch?

Fills the existing gap between ULB and the communities

Identification of nodal person for resolving issues raised by the communities

Institutes a grievance redressal process





# Training & Capacity Building for SHGs on Sanitation Livelihoods





# Training Modules (U – LEARN)



View tutorials anywhere anytime from the website or the mobile app



Choose your preferred language



Download videos for viewing offline



Get certification from MoHUA



Get access to a rich set of reference materials



Share these tutorials on social media



Interact with other users in the discussion forum

- The U-LEARN (Urban Livelihood e-Learning and Resource Network) is an **e-learning initiative with the objective of building capacities of DAY-NULM functionaries and beneficiaries**; such as Community Resource Persons (CRPs), Self Help Groups (SHGs), federation members and national, state & city Mission Management Units.
- It offers **tutorials in the form of videos, case studies on leading practices, and drama based tutorials** explains the journey of SHG from its formation, inclusion in ALFs, starting an enterprise



TUTORIAL 12: Hum..Hum Hain!



TUTORIAL 11: Ab Hamari A...



TUTORIAL 10: Main Bhi Truc...



TUTORIAL 9: Safai Mein Swa...



TUTORIAL 8: Apni Dukan Ch...



TUTORIAL 7: Survey Se Loan...



TUTORIAL 6: Kya Hamara V...



TUTORIAL 5: Saalgirah (Ann...



# Initiatives to Strengthen SHGs engaged in Sanitation

## IMPACT Areas

Service Delivery

Occupational Safety

Social & Financial Safety



Improving efficiency of service delivery



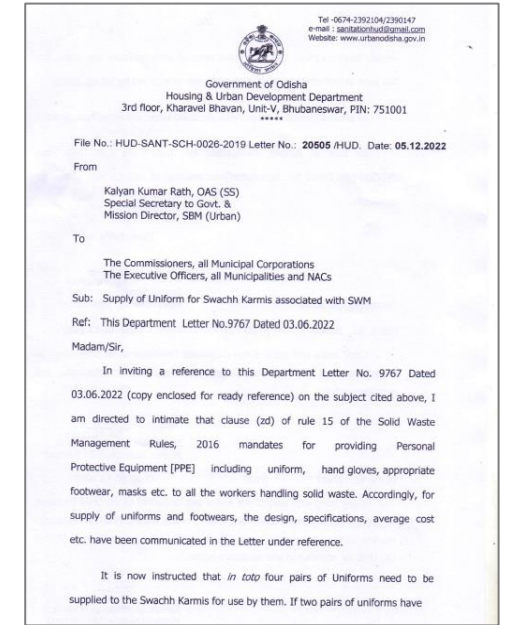
# Initiatives to Strengthen SHGs engaged in Sanitation

## IMPACT Areas

### Service Delivery

### Occupational Safety

### Social & Financial Safety



Advisory released for Uniform distribution



Uniforms and PPE distributed to each sanitation workers in Waste Processing Facilities



# Initiatives to Strengthen SHGs engaged in Sanitation

## IMPACT Areas

Service Delivery

Occupational Safety

Social & Financial Safety

## Lounges built within Waste Processing Facility with Locker facility



*Air-conditioned Lounge facility for Sanitation workers at waste processing facility*

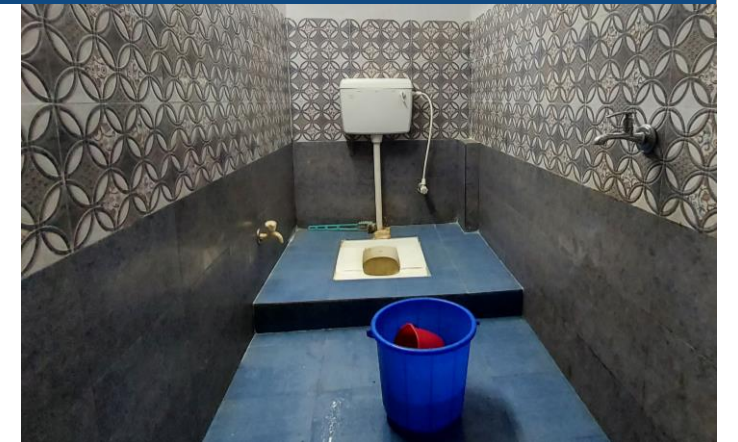


*Workers relaxing in the Lounge at waste processing facility*



*Workers having lunch during work break*

## Washrooms constructed within Waste Processing Facility across the state.



*Separate toilets for Sanitation workers at waste processing facility*

# Initiatives to Strengthen SHGs engaged in Sanitation

## IMPACT Areas

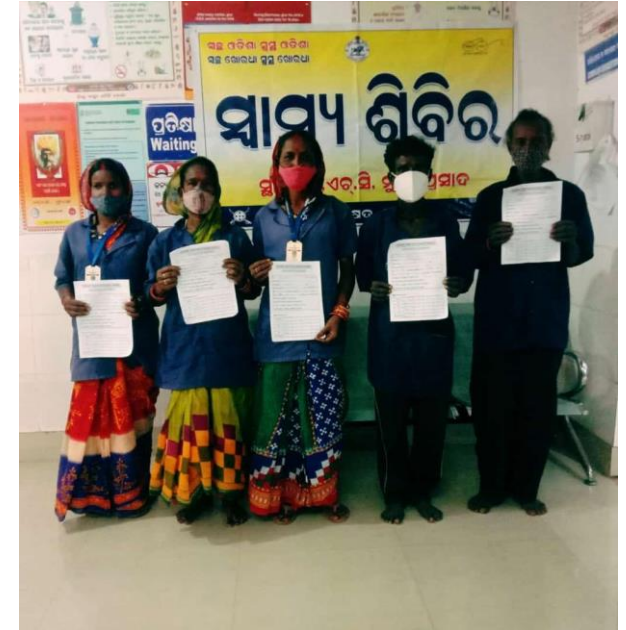
Service Delivery



Occupational Safety



Social & Financial Safety



**Health check-up camps organized once in every 3 months for engaged SHG members**

*Separate toilets for Sanitation workers at waste processing facility*



# Initiatives to Strengthen SHGs engaged in Sanitation

## IMPACT Areas

Service Delivery

### Wage improvement:

Wages for SHG members engaged at waste processing facility increased from **Rs.6,000/- to Rs.9,700/-** per month

Occupational Safety

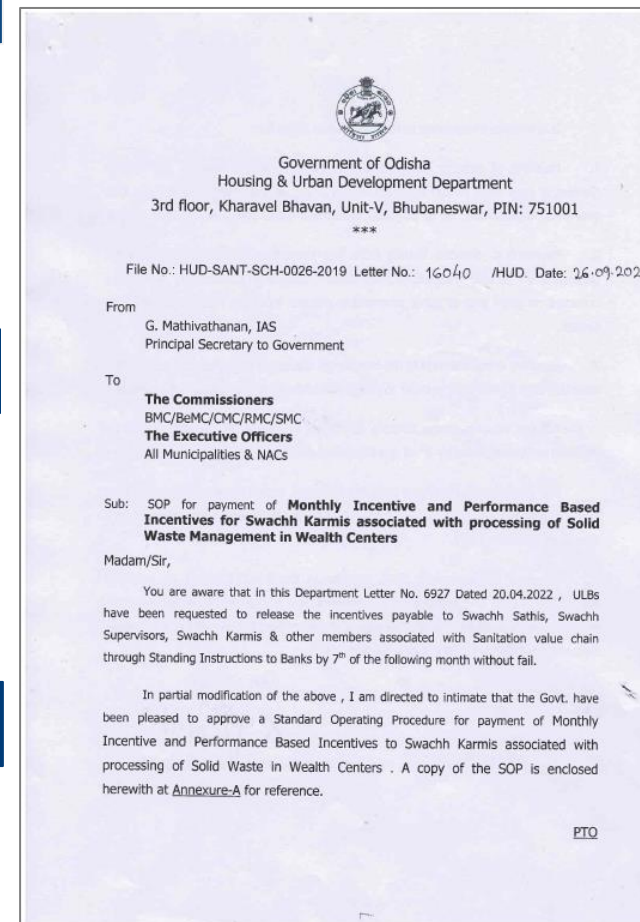
### Regular wage payment:

Monthly incentive and performance-based incentive for Swachh Karmis by **7th of every month**

Social & Financial Safety

### Bundling of CT & PT

Several CT and PT have been combined to **enhance the income** of SHG, resulting in a multiplied societal impact.



Sl. No.	Partnering Swachh Karmis	Work components	Quantum of monthly Incentive (in Rupees)
1	2	3	4
1	Swachh Karmis associated with MCC	<ol style="list-style-type: none"> <li>1. Weighing of incoming waste on weigh bridge</li> <li>2. Unloading of incoming waste</li> <li>3. Shredding waste through shredder</li> <li>4. Preparation of compost tub to put in shredded waste</li> <li>5. Processing of wet waste following guidelines communicate in SOPs</li> <li>6. Preparation of compost</li> <li>7. Drying &amp; shelving of compost</li> <li>8. Packaging of Mo Khata</li> <li>9. Regular cleaning of waste processing area</li> </ol>	Rs. 9780/- [Rupees nine thousand seven hundred eighty only]

Separate toilets for Sanitation workers at waste processing facility

# Initiatives to Strengthen SHGs engaged in Sanitation

## IMPACT Areas

Service Delivery

Occupational Safety

Social & Financial Safety

### Insurance provided:

Sanitation workers have been covered under **Group Personal Accidental Insurance of Rs. 2 Lakhs per person**

दि ओरिएण्टल इश्योरेंस कंपनी लिमिटेड  
(भारत सरकार का एक उपक्रम)  
ग्राम मंडल, ओरिएण्टल कॉम्प्लेक्स, राम मंदिर के पास,  
प्लॉट- 3, जयपथ, भुवनेश्वर, ओडिशा-751001  
फोन: 0674-2392554  
ई-मेल: 345300@orientalinsurance.co.in

THE ORIENTAL INSURANCE COMPANY LIMITED  
(A Govt. of India Undertaking)  
1st Floor, OHC Complex, Near Ram Mandir,  
Unit-III, Janpath, Bhubaneswar, Odisha - 751001  
Tel : 0674-2392554  
E-mail : 345300@orientalinsurance.co.in

CIN-U66010DL1947GOI007158  
नगर मण्डलीय कार्यालय-I  
CITY DIVISIONAL OFFICE-I

To, Special Secretary,  
H & UD Dept.  
Bhubaneswar

Date: 02.11.2022


(Sub: Settlement of GPA claim of Safai Karmachari Ashtami Bakul of Bolangir)

Respected Sir,


We would like to inform you that we have settled the PA claim of deceased Safai Karmachari Ashtami Bakul of Bolangir.

The insured is covered under GPA policy bearing number 345300/48/2023/594 for Sum Insured of Rs. 2,00,000.  
The claim amount of Rs. 2,00,000 is transferred to the legal heir (Mother) Smt. Pankajini Bakul on 28/10/2022 as per the below details:

Date of Death- 24/09/2022  
Cause of Death- Murder  
Date of receipt of document- 19/10/2022  
Date of settlement- 27/10/2022  
UTR number- AXISCN0176186576

Yours Faithfully,  
  
Divisional Manager  
The Oriental Insurance Company Limited  
Divisional Office-I  
Bhubaneswar

Tel -0674-2392104/2390147  
e-mail : sanitationhud@gmail.com  
Website: www.urbanodisha.gov.in

  
Government of Odisha  
Housing & Urban Development Department  
3rd floor, Kharavel Bhavan, Unit-V, Bhubaneswar, PIN:751001  
\*\*\*

File No.: HUD-SANT-SCH-0015-2022 Letter No. 19862 /HUD. Date: 28-11-2022

From  
Kalyan Kumar Rath, OAS (SS)  
Special Secretary to Government &  
State Mission Director, SBM (Urban)

To  
The Commissioners, BMC/BeMC/CMC/RMC/SMC  
The Executive Officers, all Municipalities & NACs

Sub: Group Personal Accidental (GPA) Insurance for Community Partners associated with Sanitation Value Chain

Madam/Sir,

I am directed to inform that a Group Personal Accidental Insurance has been made for the Swachh Karmis [Women Members of MSG/Transgender Groups/Waste Pickers associated with collection & processing of Municipal Solid Waste in Wealth Centres and also associated with O & M of Septage Treatment Plants at ULBs ] with the Oriental Insurance Company Limited.

- The sum insured is Rs.2 lakh [Rupees two lakh only] for each individual.
- A copy of the policy document and coverage details is attached herewith for information and necessary action.
- The claim procedure as communicated by the Insurance Company is also enclosed.
- A Template for display in the Wealth Centre is also enclosed herewith for wider dissemination of the matter. This Insurance coverage may please be brought to the notice of all concerned.

Separate toilets for Sanitation workers at waste processing facility



# Empowering Transgender Community, Shalini

**Shalini,**

34 years old

## Family

Lives in joint family

## Education

Studied till 10<sup>th</sup> grade

## SHG

Priyanka SHG,  
Warangal

## Occupation

Before: Begging on Streets

Now: SHG (January 2019)

## Monthly Income

Before: INR 30,000/-

Now: INR 16,000/-



**Shalini has become inspiration for other transgender in her community.**

- Shalini's journey shows the power of community and resilience in overcoming stigma and finding dignity through service.
- Shalini's door-to-door advocacy for sanitation transformed her struggles into community betterment.



# From a homemaker to a Swachh Karmi, Maa Tarani SHG

## Sita Murmu,

25 years old

### Family

Lives in joint family

### Education

Studied till 12<sup>th</sup> grade

### SHG

Maa Tarani SHG,  
Dhenkanal

### Occupation

**Before:** Home maker

**Now:** Swachh Karmi  
(August 2022)

### Monthly Income

**Before:** INR 0

**Now:** INR 9,780



**Sita has become inspiration for other women in her community.**

- **She supports the education of her brothers and contributes to the monthly expenses of the family.**
- **She has taken a LIC policy and wants to restart her education.**



# Scaling up the Interventions



**Form State-Level  
Convergence Working Group**



**Issue Advisory  
to ULBs**



**Capacity  
building**



**Phase  
Implementation**



**Prepare model SHG-  
friendly contract clauses**



**Set up State-level  
Help Desk**

# Thank You

**CWAS** CENTER  
FOR WATER  
AND SANITATION  
**CRDF** CEPT  
UNIVERSITY

**BILL & MELINDA**  
*GATES foundation*



**Global South Academic Conclave on WASH and Climate Linkages**