

# Community - ULB connect for last mile service delivery in slums and low income neighborhoods, India

Manvita Baradi

Urban Management Centre

Global South Academic Conclave on WASH and Climate linkages

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**CWAS** CENTER  
FOR WATER  
AND SANITATION  
**CRDF** CEPT  
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# About Urban Management Centre



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, and skilling experts.

# What we Believe

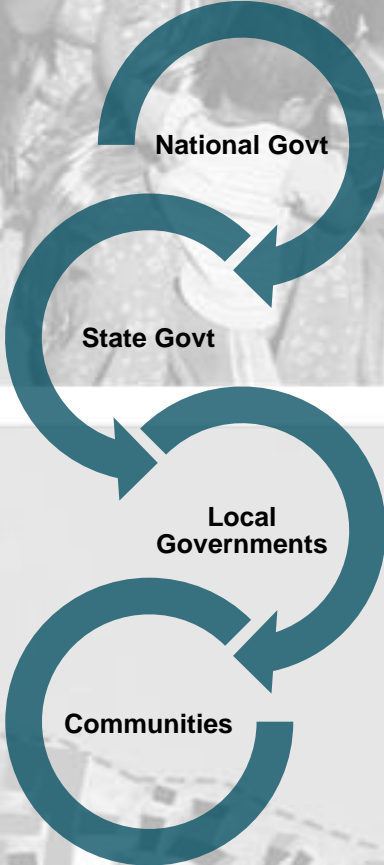
**Making cities work for everyone**

Strengthening Local Governments

Supporting across local, state and national governments

Building lasting institutional structures

Bringing communities and governments closer



# Challenges in Last-mile Access

Recognition of slum and slum-like is very fluid and non-standard across states in India.

About 40% of statutory towns had not declared any slum or slum-like settlements (Census 2011)

| No. of Statutory towns | No. of Towns reported slums | Total Slum Population |
|------------------------|-----------------------------|-----------------------|
| 4,041                  | 2,613                       | 65 M                  |

Source: Census of India 2011



Slum settlements of Sambalpur in Odisha, UMC, December 2021

# Challenges in Access to WASH in Urban Poor Settlements

1. **Slums/Urban Poor Settlements**– A neglected concern with erratic access to basic services.
2. **Urban Local Governments** face challenges in providing improved services due to the absence of community agency.
3. **Communities** living in the settlements are unable to participate in the settlement improvement due to a lack of convening platforms and capacity.



Porbandar, MISAAL Program, 2019

# Challenges in Access to WASH in Urban Poor Settlements

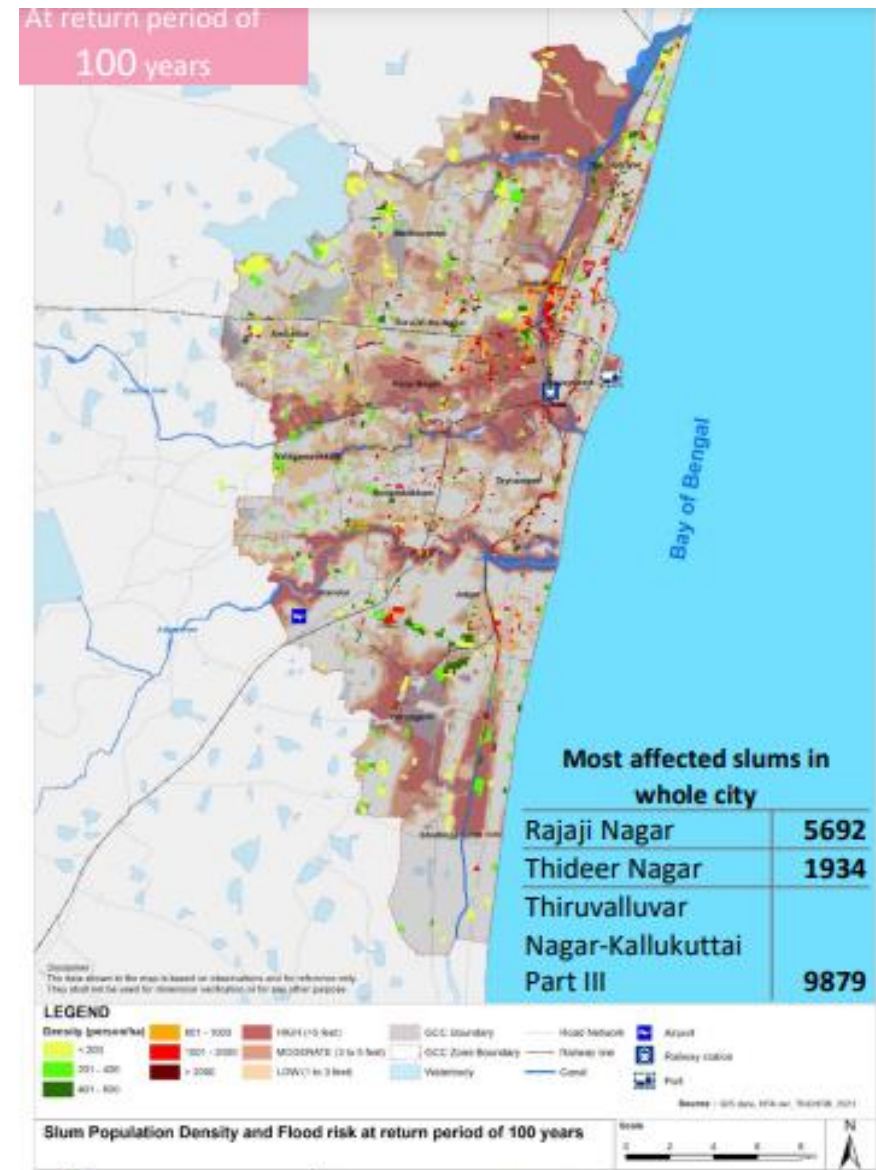
## 4. Slums/Urban Poor Settlements- remain prone to climate risks.

Most slums are located in flood prone areas, and have poor water and sanitation services, deepening the vulnerability.

### Slum and Projected Flood Risk

| Level of Flood Risk  | Slums Prone to Flooding | Total Slum Population Affected |
|--|-------------------------|--------------------------------|
| Return period of 5 years (20 cm of rainfall)- 41.1% of slums inundated |                         |                                |
| High (>5 ft)   | 80 (7%)                 | 1,07,611                       |
| Moderate (3 to 5 ft.)  | 82 (7%)                 | 1,16,942                       |
| Low (1 to 3 ft.)   | 332 (28%)               | 3,85,320                       |

Source: Climate Action Plan, Chennai, UMC, 2022



# MISAAL Program Geography

Program was implemented in:

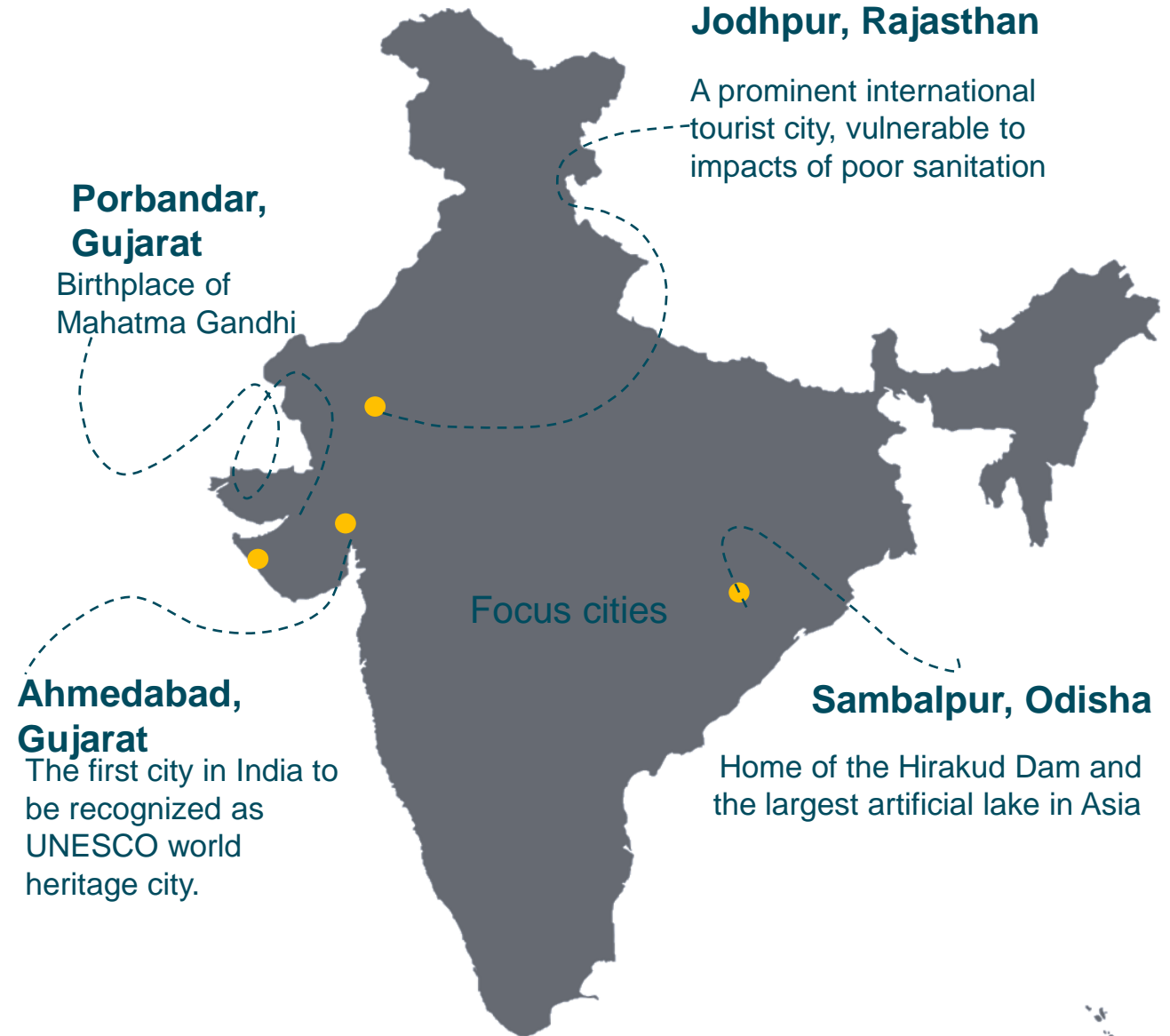
**4** Cities - Ahmedabad, Porbandar  
Sambalpur & Jodhpur

**3** State support/ scaleup/ replication  
units in Gujarat, Rajasthan & Odisha

**223** slums across 4 cities

Project Supported by: USAID

Project Duration: June 2018 to June 2021



## About the Initiative

Under MISAAL program's community engagement strategy for ODF sustenance, UMC with the support for Urban Local Bodies (ULB) facilitated **Community-ULB Connect**:

- a. To capacitate and enable communities living the settlements to participate and lead the settlement improvement planning
- b. To enable local governments to reach out effectively with community partners to address the needs of the community
- c. To foster a local working partnership between community and urban local bodies

The MISAAL program aligned with objectives of Swachh Bharat Mission which focused on achieving and sustaining ODF in the cities of India.



# MISAAL Implementation Partners



**60** Key city officials from  
**4** ULBs and **3** States



**~30,000** households from  
**223** settlements



**~2700** women leaders as  
MISAAL Committees



**10** women led sanitation  
enterprises



**150,000+** people  
reached out

# Collectivizing communities: Settlement Committees

RWA equivalent in slums

MISAAL Sanitation Committee (MSC) is our version of 'RWA for slums'. It is a community-led collective ownership, monitoring and advocacy group that would work for betterment of the settlement. It is being implemented in 223 slums across 4 cities through our community engagement partners.

## ? Why MSC?

- To enhance community level leadership
- To engage stakeholders to address local civic issues with the communities.
- To improve the basic services of settlement.

## Formation of MSC

- Identification of 10 to 12 potential leaders using participatory tools by partners.
- Vigorous capacity building of the leaders.
- Community forms MSC with handholding of partners

## Functioning of MSC

- Plan its own settlement improvement plan.
- Committee records the evidence of the service related issues.
- Raises awareness among residents and enhance participations for civic improvements.
- Coordinating with stakeholders and escalate the corrective actions from ULBs.





206 committees were mobilized with nearly 2,700 members, mostly women.

They are trained to be leaders and enabled with tools to participate in settlement improvement planning and work as community partners with ULB.



\* NagoriVad Committee List \*

| Sr | Photo | Member Name                   | Sex | Age     | Edy.                    | Work.                 |
|----|-------|-------------------------------|-----|---------|-------------------------|-----------------------|
| 1. |       | Humsaben Datnija              | F   | 45 yrs. | Social Worker Politics. | B.A LL.B              |
| 2. |       | Romaben Dharmesh Thakar       | F   | 36 yrs. | House wife              | 10 <sup>th</sup> Pass |
| 3. |       | Sujaben Datnija               | F   | 45 yrs. | House wife              | 6 <sup>th</sup> Pass  |
| 4. |       | Rinkaben Surendrabhai Datnija | F   | 38 yrs. | old clothe vendor       | 8 <sup>th</sup> Pass  |
| 5. |       | Pritiben Miteshbhai Datnija   | F   | 34 yrs. | House wife              | S.J. BA               |

**Kamuniya Vikas Missal Samiti**

Ward : Shahpur  
Key contacts person : Dashrath Bhai Parmar - 9924006777  
Slum : Kamuniya ni chali (HH-325)

**Month - Year of Formation**

October 2019

**Number of members**

9

**Financial Management**

Bank Account Opened?  Yes  No

Citizen Contribution?  Yes  No

**Training received on**

- Complaint writing

**Focus areas**

- D2D waste collection
- Sewerage system
- Water supply

**Prepared Slum improvement plan**

Yes  No

**Number of Community led activities conducted**

3

- Rally
- HH Level Outreach
- Short movie

**Number of meeting with community member?**

2

| Sr | Name of Member                 | Age | Gender | Occupation  | Education  |
|----|--------------------------------|-----|--------|-------------|------------|
| 1  | Bhartiben Maheshbhai Chauhan   | 35  | Female | Housewife   | Illiterate |
| 2  | Sumiben Mashroopbhai Parmar    | 67  | Female | Labour Work | Illiterate |
| 3  | Jamnaben Ranabhai Parmar       | 60  | Female | Housewife   | Illiterate |
| 4  | Kashiben Jaggabhai Rathod      | 50  | Female | Labour Work | Illiterate |
| 5  | Kanubhai Becharbhai Rathod     | 40  | Male   | Job         | 7th Pass   |
| 6  | Nathabhai Bechrabhai Rathod    | 35  | Male   | Labour Work | 9th Pass   |
| 7  | Babubhai Nanjibhai Vaghela     | 49  | Male   | Business    | NA         |
| 8  | Dashrathbhai Dharmabhai Parmar | 60  | Male   | Job         | NA         |
| 9  | Bhagvatbhai Jagdishbhai Dabhi  | 32  | Male   | Labour Work | 7th Pass   |

\* NA is depicted data is not available yet  
As of March 2020

All MSCs maintain a register comprising committee members' details, minutes of their fortnightly/ monthly meetings, complaints registered with the ULB and HH-level details of services in the settlement.

# Community-led settlement improvement planning (SIP)



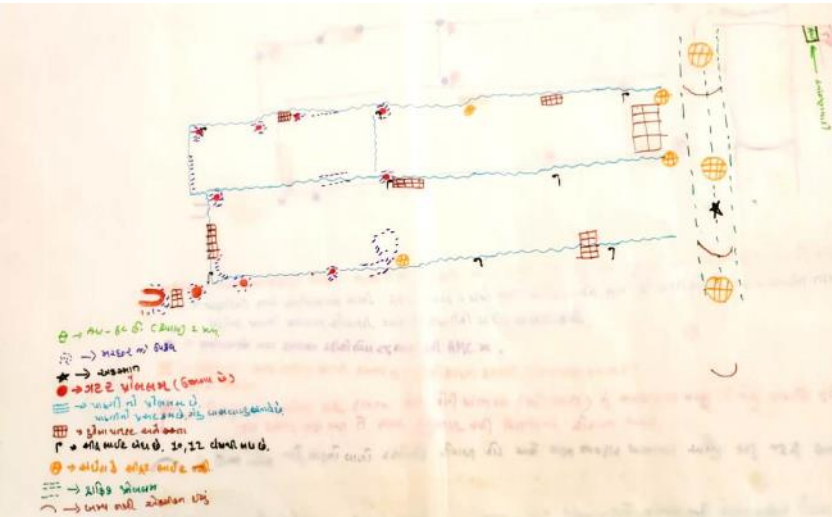
SIP is a community-led micro-plan for civic improvements in the settlement.

MISAAL has adopted participatory tools including social mapping, settlement's historical timeline and Venn Diagram (responsibility matrix).

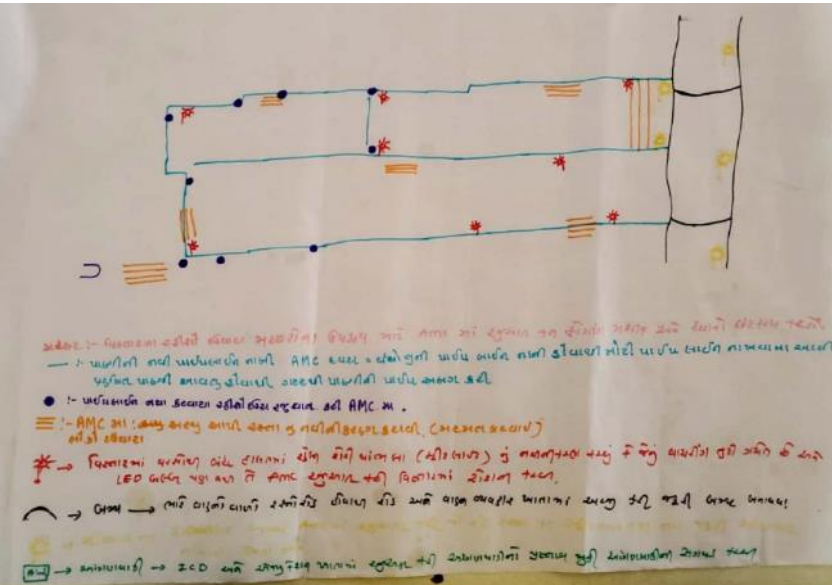
The SIPs can be ambitious or simple as the committee deems suitable.

SIP helps community in building a vision towards development.

# Community-led settlement improvement planning (SIP)



Problem map prepared by community



Intervention map prepared by community

## Settlement Improvement Plan Chand Saiyad na Chhapara

### Slum Profile

- Area:** 2 ha
- No. of HHs:** 70
- Population:** 556
- House Ownership:** 80% Owned, 20% Rented
- House Typology:** 82% Pucca, 14% Semi-Pucca, 4% Kuchha
- Land ownership:** Masjid Trust
- Major occupation:** Daily wage workers

Key Map

### Overview of services in the settlement

| Availability               | Water  | Waste Water  | Solid Waste Management      |
|----------------------------|--|--|-----------------------------|
| Water supplied to 100% HHs | Toilet 100% HHs                                  | Sewerage 100% HHs  | NO Waste collection service |
| Challenges                 | Low pressured water supply, Dirty water supplied | Overflowing sewer lines, Backflow due to choked up lines | Waste littered on road side |

### Participatory mapping exercise

#### Key Concerns of Community

1. Sewer line Overflow
2. Mosquito infestation
3. Lack of working street lights

### Problem mapping by community

### Community's Improvement Plan

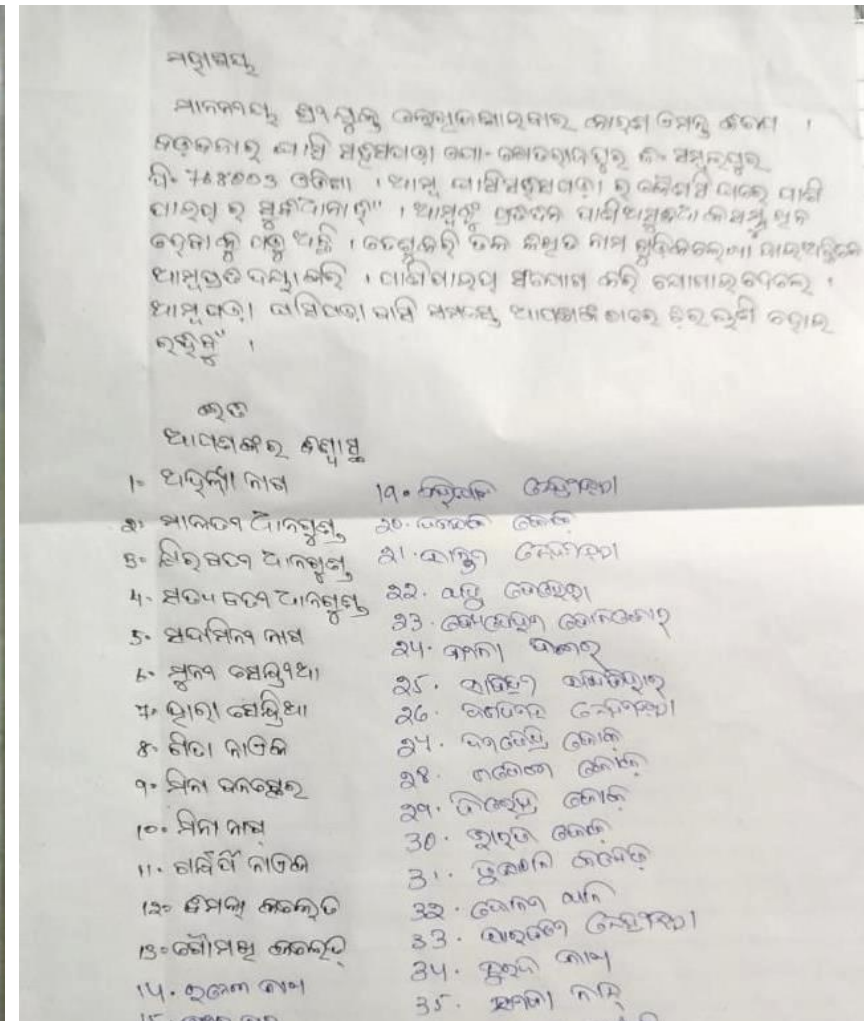
| Concerns                       | Actions   | Roles  |  |  |
|--------------------------------|---|--|--|--|
|                                |   | MSC  | ULB  | MISAAL   |
| Low pressured water supply     | Community should ask ULB to change old water lines and remove illegal water connections through application.                          | <ul style="list-style-type: none"> <li>To put an effort to get whole community's concerns</li> <li>To submit an application to ULB on behalf of community</li> <li>To take follow-ups with ULB, once the application is submitted</li> </ul> | <ul style="list-style-type: none"> <li>To take actions as per the applications given by community in order to resolve the problem</li> </ul> | <ul style="list-style-type: none"> <li>To support community in providing guidance on how to write applications to ULB, whom to write and how to take follow ups</li> </ul> |
| Foul smelling water supply     | ULB should separate the gutter lines from water lines   |  |  |  |
| Sewer line overflow            | Give application to ULB to upgrade pipelines  |  |  |  |
| Mosquito infestation           | Community should give application to AMC(ULB) for fogging in their locality   |  |  |  |
| Broken paver stones on streets | Community should give application to ULB to repair broken pavements of streets  |  |  |  |
| Broken street light            | Give application to ULB to repair broken wires and bulbs in street lights   |  |  |  |
| No street lights               | Give application for installing new street lights where needed  |  |  |  |
| No Speed breakers              | Give application requesting speed breakers to Roads department as it is unsafe due to vehicular traffic and heavy vehicles passing by |  |  |  |
| AW is far away                 | Present proposal for an anganwadi in nearby locality to ICD & Education department  |  |  |  |

The SIPs would be collated and presented to ward level municipal teams to foster community-government partnership for implementation.

# Community-led MIS & monitoring of services



Social Map of the settlement.



Social MIS – List of households lack water supply connection

# Community-led MIS & monitoring of services



MSC monitor municipal services daily/ weekly using tracking tool (*Bindi*) chart. MSCs track services and provide feedback to municipal officers assisting in timely operational decisions to improve services.



# Community-led MIS & monitoring of services



# Collectivizing communities: Resilience Building



MSC have been supporting relief work during and post COVID -19 lockdown. They have been supporting households vulnerable due to COVID-19; including spreading awareness (WASH & physical distancing); ration kits distribution and setting up of community kitchens.

## Community-ULB connect



MSC meeting municipal officials in their city to discuss their SIPs and proposed solutions. It provides platform to deliberate on the issues and their problem enabling citizen's participation.

## Quick Wins of Community- ULB connect



~5650 HH gained access to sanitation.



~2650 HH or 12000 people gained access to piped water supply connection.

## Program Dividends | Social Capital



Community volunteers stepped up as learning facilitators to the children who faced school closures during Covid.



MSC member participated in local election and emerged as leaders.



MSC member turned SHG members supported local governments in Covid surveillance and immunization.

**Effective community engagement elicits strong support from communities, often surpassing initial expectations.**

# Learnings

To mitigate challenges of Last Mile there is a need for creating and involving community platforms as 4<sup>th</sup> tier of service delivery:

1. Community Platforms like Slum Dwellers Association (SDA created under JAGA mission (Odisha) who are designated institutions to drive the slum improvement program and provision of land rights.
2. Shehri Sahbhaita Manch: Platforms to voice concerns to local governments for problem solving.
3. Ward level Committee model of Odisha- Leverages local community partners (SHGs, MAS, ALFs, SDA) into ward level planning and implementation to address slum level challenges.

MISAAL Committee who turned to SDA and participated in slum improvement project under urban wage support initiative (UWEI), 2021, Sambalpur-Odisha.



# Thank You

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