

Maharashtra Approach for SHG engagement

Lead by city governments and facilitated by state

July 13, 2023

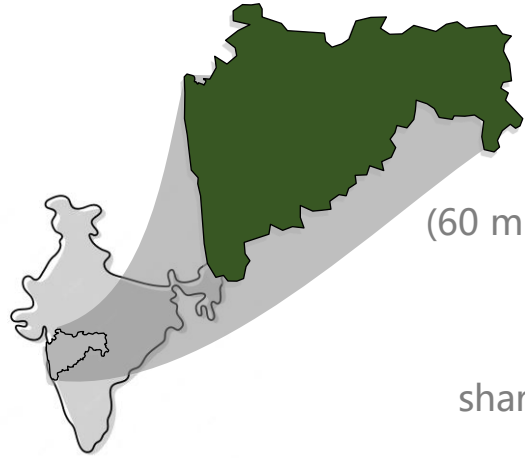


CWAS CENTER FOR WATER AND SANITATION

CRDF CEPT RESEARCH AND DEVELOPMENT FOUNDATION

CEPT UNIVERSITY

Maharashtra - high urban population, strong local governments and moving towards empowering women



46%
of Maharashtra
is urban
(60 million population)

12%
share of India's urban
population



417
Urban local
bodies

60 Million
Population
24% in slums

**FINANCIAL
CENTRE**
of India



14%
of India's GDP

14 cities

Million+ population –
Highest in all states

229

M.Councils (25k-300k
population)

27

M. Corps. (300k+
population)



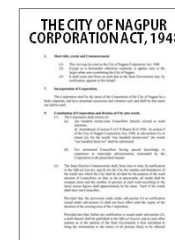
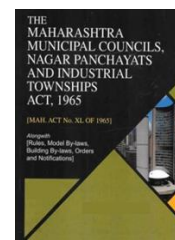
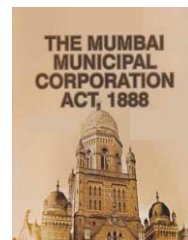
128

Nagar Panchayat (10k-
25k population)

STRONG LOCAL GOVERNMENTS

through effective devolution

Average per-capita own revenue in
Municipalities – 3X of India average



EMPOWERING WOMEN

50% reservation in local government
elected positions

30% reservation in local government
executive wing



Initiatives have been taken towards inclusivity and building women's agency in Maharashtra which has helped performance under SBM

1 Initiatives towards moving from access to agency to transformation



Provisions at state towards building agency of women

2 Engaging SHGs with ULBs for sanitation and SWM related activities



SHGs have been engaged directly or through a contractor in several ULBs. Some ULBs have undertaken initiatives that facilitate women's entrepreneurial skills.

3 Access to Credit for sanitation through SHGs



Cities have undertaken initiatives to mobilize women's groups to access sanitation credit through state led agencies to increase access to individual toilets

4 Initiatives towards welfare of sanitation workers



Cities have conducted workshops for sanitation workers, developed resources for awareness and collectivised workers into cooperatives.

5 Involvement of NGOs and CBOs to support ULBs' own initiatives



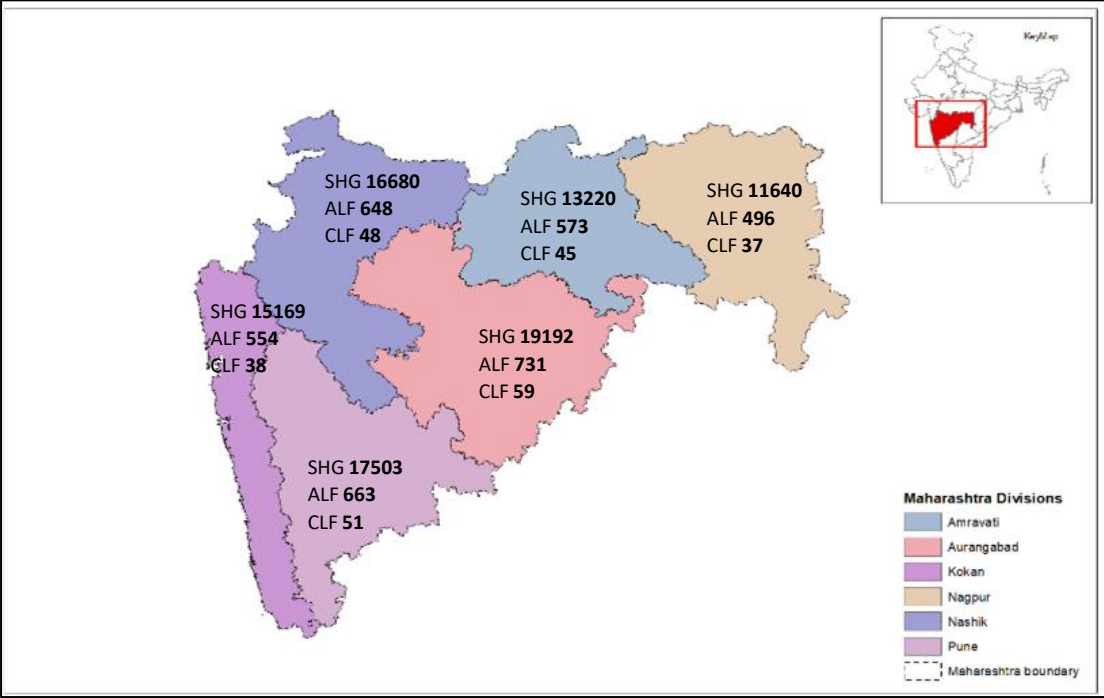
1. NGO have partnered with cities for inclusive sanitation infrastructure
2. Sanitation Access:
 - Facilitating access to IHHT
 - Deploying 'Bus Models'

The state has a wide and active network of SHGs which has been leveraged

- 1. Total SHGs – **93,404**
- 2. Total ALFs – **3,665**
- 3. Total CLFs – **278**

Source : Data from received DAY-NULM, DMA, GoM in July 2023

- **90%** of the SHGs are **active**.
- **City Livelihood Centers** are being **formed and made operational** in most small and medium towns.
- Potential to engage the SHGs in **livelihood activities**.



Local governments have been instrumental for engaging SHGs



Cities across the state have involved women's SHGs across the sanitation service delivery chain.



While the engagements could be strengthened through policy convergence at state level, the city level initiatives have been instrumental in understanding the challenges and opportunities for scale up.



Some cities have also collectivized women and facilitated capacity building workshops to build women's entrepreneurial skills.

A bottom-up approach has been followed where city governments have taken a lead to **formally engage SHGs.**

Local governments have formally engaged SHGs not only for sanitation but for other municipal services

Awareness and Capacity Building

- SHGs in **Vasai Virar** oversee maintenance of septic tanks and report complaints to ULBs
- Awareness activities in **Mira Bhayander**
- Community awareness and composting by SHGs in **Hingoli**
- Capacity building of women councillors in **Wai**
- **Online workshop** for women presidents of ULBs in Maharashtra.



SWM activities

- SHGs contracted for Door to Door waste collection at **Bhadravati**
- Waste Segregation by Women SHG in **Tuljapur**
- Cleaning and Supervision of Waste Segregation in **Pachgani**



CT/PT maintenance ,Hygiene

- SHG contracted for maintenance of hand washing facilities in **Sinnar**.
- SHG contracted for CT/PT maintenance in **Hingoli, Khopoli**.



Garden and Parks

- Garden and park O&M contracts to SHGs at **Vasai Virar and Mira Bhayndar corporation**.



SHGs have been engaged for new sectors such as desludging, grey water treatment and climate change

Septic tank desludging

- License given to SHG for operating desludging truck in the city of **Latur**
- Male SHG groups formed and providing desludging services at **Madha and Kurduwadi**



Grey water treatment

- SHGs have been given contract for operation and maintenance of grey water treatment plant in **Sinnar**.



MHM

- Contract given to SHGs for operation and maintenance of MHM machines in **Wai**
- SHG trained as entrepreneurs for production of sanitary napkins in **Wani**.



Climate change

- **Urban Forest (carbon sinks)** and Garden O&M by SHG in **Sinnar**
- Urban forest in **Wai** and **Karad**



SHG members in Latur city have procured a desludging truck and operating it

Engagement Model: ULB has supported SHG for provision of desludging services in Latur and the nearby villages.

Details of work	Latur Municipal Corporation has supported an SHG for provision of septic tank desludging services at HH level, public and government buildings etc. in and around Latur.
Work awarded to	One SHG with 10 members
Scope of work for SHG	<ol style="list-style-type: none"> 1. SHG procured the desludging vehicle from their own savings, revolving fund and bank loan of 2.5 lakhs. 2. The SHG members conducts awareness regarding desludging in the city. 3. The SHG has appointed a driver and helper to perform the desludging operations 4. The SHG members manages the overall contract: record keeping, accounting etc.
Role of ULB	<p>To help the SHG to secure permission for operating in the city.</p> <p>To process the loan for purchase of vehicle</p>
Engagement Since	September 2020
Revenue model	Desludging charges received from households.



SHGs are operating a fully mechanized solar powered grey water treatment plant in Sinnar

Engagement Model: SHG contracted by ULB for O&M of SGWTP and garden maintenance

Details of work	SMC has engaged a SHG through a contract for O&M of its pilot 60 KLD MBBR technology based SGWTP and garden
Work awarded to	One SHG with five members working at the site
Scope of work for SHG	Operating water lifting pumps, monitoring the oil and grease levels in the chambers and cleaning it, monitoring the water pressure at each stage, reusing water for gardening etc
Role of ULB	<ol style="list-style-type: none"> 1. Issue ID cards. 2. Provide training (classroom and on-field demonstration) 3. Provision of water, electricity, toilet facilities, etc. 4. Engage private consultant for periodic repairs through AMC.
Engagement Since	January 2023
Revenue model	SMC pays to the SHG group on a monthly basis

- The selected SHG had earlier experience of **working at the industries** of Sinnar.
- The SHG members diligently monitors the operation of each unit as per the **SoP** and **maintains record** of the same in formats approved by SMC.
- SMC has **assigned their engineer** to monitor the operations of the plant on a weekly basis and to address the issues reported by the SHG members.



SHG members operating the SGWTP



SHG members operating the SGWTP



Training session for SHG members

SHGs are operating and maintaining MHM machines in CT/PT in Wai

Engagement Model: SHG contracted by ULB for operating the MHM infrastructure at community/Public toilet

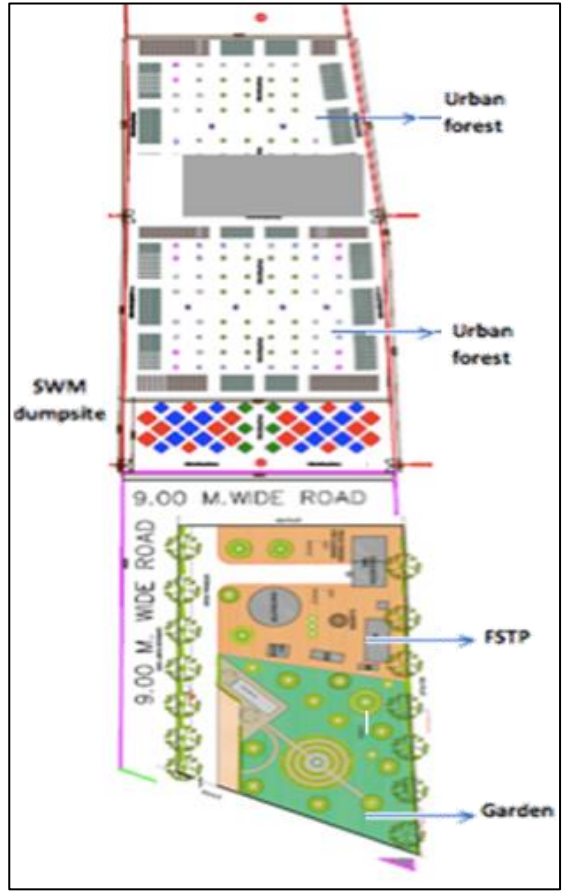
Details of work	WMC has formally engaged SHGs through a contract for operating MHM infrastructure in 6 CTs and PTs
Work awarded to	Six SHGs with two members from each group
Scope of work for SHG	The SHG members visits the toilets twice a day. Their daily activities include cleaning machines, refilling sanitary pads, collecting ash and disposing it along with biomedical waste, conducting awareness activities etc.
Role of ULB	<ol style="list-style-type: none"> 1. Training and capacity Building 2. Procuring vending machine and incinerator through GEM portal under SBM
Engagement Since	January 2023
Revenue model	Monthly payment from WMC and in addition they also earn from the money that is deposited in the vending machines.



- SHGs were given formal training on tendering process, contract clause understanding, use of the MHM machines and reporting system to ULB
- The frequency of refilling the pads at public toilets is within 2-3 days and at community toilets is within 4-5 days.

SHGs in Sinnar are maintaining the garden and urban forest at FSTP and have won contract for the 2nd term

Engagement Model: SHG contracted by ULB for O&M of Urban Forest	
Details of work	SMC has engaged an SHG for annual maintenance of garden and urban forest spread in an area of 8000sq m through a contract
Work awarded to	1 SHG with 4-5 members working at the site
Scope of work for SHG	Cleaning the entire site, cutting of grass and trimming of hedges, watering, adding soil conditioners etc.
Role of ULB	<ol style="list-style-type: none"> 1. Training and capacity Building 2. Provision of water, if required 3. Access to water, toilets and soap to workers involved in maintenance.
Engagement Since	January 2022 (SHG is in its 2 nd term)
Revenue model	SMC pays to the SHG group on a monthly basis



Training session for SHG members



Urban Forest and garden at Sinnar FSTP
2020/6/24 16:01



SHG women who have been awarded the work

- The tender had **simple eligibility criteria and contract terms**. The clauses within the **contract too were conducive** to engage SHGs on a long-term basis and safeguard their interests.
- This engagement has been recognized at various **national and international platforms**.

SHGs have taken sanitation loans for IHHT with support from city governments and resource organizations such as MAVIM

Access to Credit through MAVIM

- SHGs mobilised in Jalna district for access to credit for construction of individual household toilets
- MAVIM has been engaged in mobilizing 250 sanitation loans along with completion of toilet construction, linkage with scheduled commercial bank for sanitation loan and conducting awareness generation programs in Jalna



Access to credit through Co-operative Bank

- Credit cooperatives can play a major role in addressing the requirement of sanitation credit.
- The city of Pathri mobilised credit through cooperative because of their knowledge of local on ground situations, access and understanding of the community behavior patterns.
- Wai Urban Cooperative Bank has disbursed loans to 30 women by forming SHGs under NULM.



Access to credit through NULM

- Credit mobilization was implemented with the help of NULM in Sinnar.
- Additionally, workshops were conducted with SHG members on toilet construction, components of individual toilets and cost of construction



Lessons learnt through city level SHG engagements



Operational Modalities



1. Tender for SHGs only



2. SHGs friendly contract clauses (relaxation in EMD, tender fee, penalties etc)



3. On time payment by ULB and reporting by SHG



4. Bank linkages and accounting training



5. Geographical proximity to work areas



6. Women friendly work spaces



Local government and other stakeholders support



1. Chief officers and ULB staff support and trust



2. Active participation of NULM officer in capacity building and hand holding



3. Resource organization support for training and access to credit such as MAVIM

Scaling up efforts for SBM-NULM convergence have been initiated...

- Working group of experts formed by the DMA
- Government resolution being drafted for engagement of SHGs across Municipal services including Sanitation
- [Business models](#) for sanitation related activities for SHGs shared with DMA and SMMUA
- “Yasho Gatha” documentation of [good practices](#) demonstrating SBM – NULM convergence
- Capacity building and training workshops of ULBs and SHG entrepreneur development

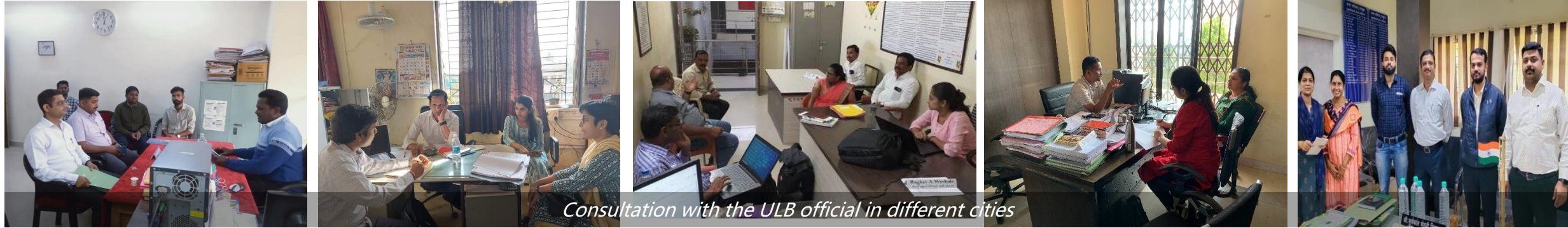


SHG Business Models in Sanitation

June 2022



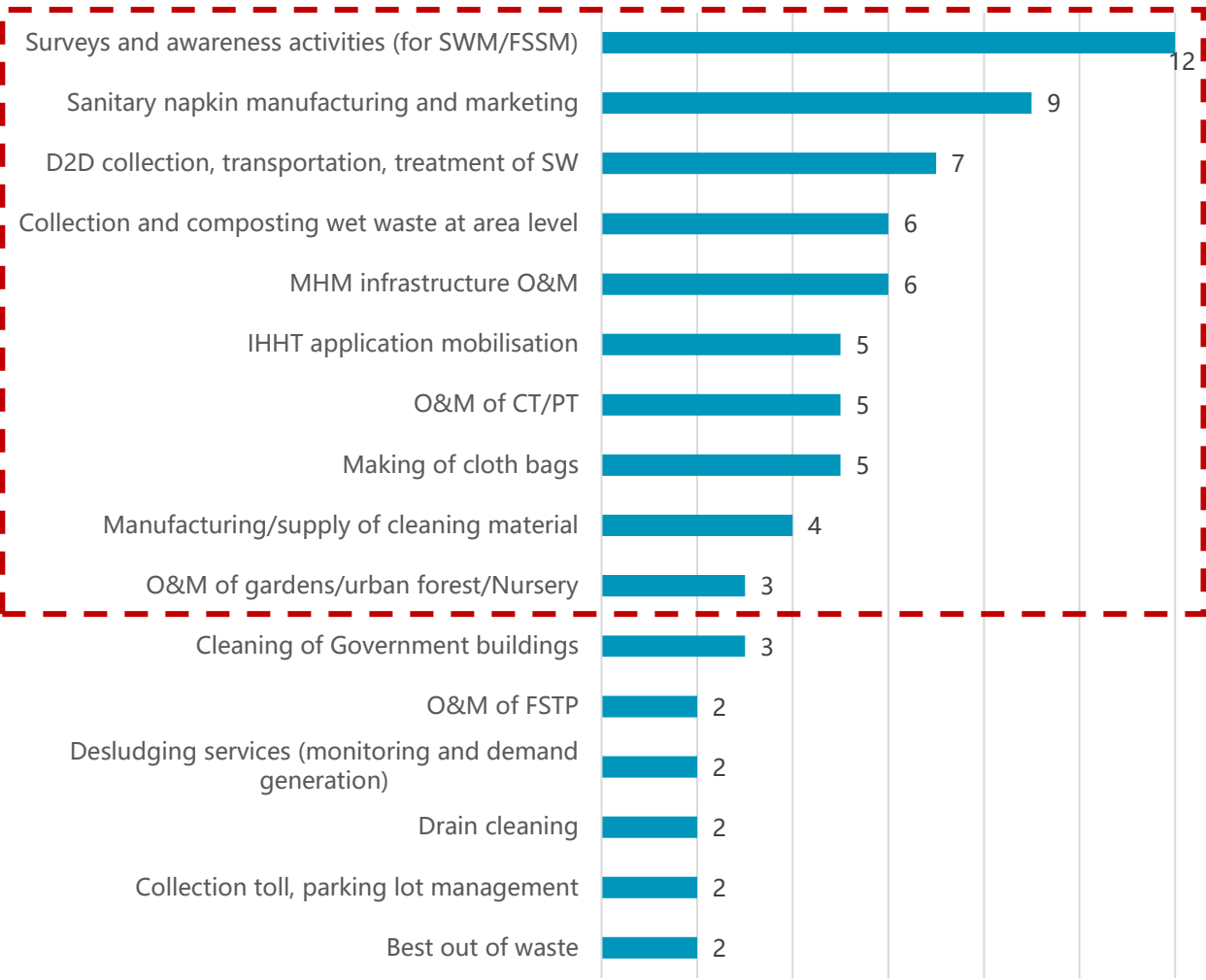
SBM-NULM convergence discussion with cities



DMA working group has made visits to cities to understand the opportunities and challenges for SBM-NULM convergence

SHGs from most of the cities expressed **willingness** to participate in sanitation related activities

Interest of SHGs in sanitation related activities



- Most preferences were for **manufacturing based activities** (bags, sanitary napkins, compost etc.) which could be done in at once place within the city.
- SHGs from all the ULBs are **willing to conduct surveys and awareness activities.**
- **Hesitation** within SHGs from some cities to work **at the SWM sites** which are mostly outside the city.
- Major interests have been for the **SWM activities**, could be because those are more established and known to citizens.
- SHGs from Proactive ULBs such as Desaiganj, Deulgaonraja, Georai have also shown interest in provision FSSM services.

■ No. of cities

Opportunities and need for scale up across the state



Policy / mandates for state wide scale up

- Convergence of SBM and DAY NULM for scale up
- Circulars, government orders for directives to local government for formal SHG engagement



Operational Modalities

- Model tender and contract documents for SHG engagement
- Development of business models for SHGs to function as enterprise
- Development of SOPs
- Use of digital monitoring systems



Skilling and Capacity building

- Capacity development for entrepreneurship
- Training modules and SOPs for activities that SHGs could be engaged for with a focus on digital monitoring.
- Directives to regional training institutes to take up training programs to capacitate SHGs to take up contracts for municipal services with a focus on business models, tendering process and accounting etc.

CWAS

CENTER
FOR WATER AND
SANITATION

CRDF

CEPT RESEARCH
AND DEVELOPMENT
FOUNDATION

CEPT UNIVERSITY

Thank you!

About us

The Center for Water and Sanitation (C-WAS) at CEPT University carries out various activities – action research, training, advocacy to enable state and local governments to improve delivery of services.



pas.org.in
cwas.org.in



pas@cept.ac.in



[pas_project](#)



[pas.cept](#)



pas.org.in/web/ceptpas/pas-e-news
Sign up: tiny.cc/pasenews