

SBM-NULM Convergence – State Level Strategy for Maharashtra

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**Center for Water and Sanitation, CRDF, CEPT University
Urban Management Center**

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Acknowledgements

The Swachh Bharat Mission has successfully achieved open defecation free cities and aims towards achieving safe conveyance and treatment of waste. Government of Maharashtra launched “Swachh Maharashtra Mission Urban (SMMU)” , in alignment with the Swachh Bharat Mission (Urban), of Ministry of Urban Development, Government of India. The SMMU has developed strategic components to ensure coverage of sanitation facilities to all ULBs in the state.

The Swachh Maharashtra Mission strategy envisages converging the sanitation aspects with the livelihood opportunities. With SBM providing new infrastructure creation in cities, there emerges a compelling requirement for developing skilled human resources that support its operations, management, and maintenance in a sustainable manner. The Deendayal Antyodaya Yojana-National Urban Livelihoods Mission (DAY-NULM) under the aegis of MoHUA, envisages creation of livelihood opportunities for the urban poor. The SBM- NULM convergence in Maharashtra recognizes the huge opportunity linked to livelihood creation for urban poor, especially for women (eligible under the NULM), and sanitation workers who are the most stigmatized and excluded populations of the country.

Drawing from the principles of DAY-NULM and SBM-U’s convergence guidelines, Center for Water and Sanitation (CWAS), CRDF, CEPT University, have developed a Convergence Strategy for the State of Maharashtra to operationalize an SBM-NULM convergence plan. This document will help Urban Local Bodies (ULBs) and the SHGs and marginalized communities to strengthen their engagement in sanitation activities. The team is thankful to the immense support of the Directorate of Municipal Council, Maharashtra, Govt. of Maharashtra- Urban Development Dept and Swachh Maharashtra Mission for Urban Areas. The report was prepared in partnership with UMC team.

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1. Executive Summary

A key objective of the Swachh Bharat Mission- Urban (SBM-U), Ministry of Housing and Urban Affairs (MoHUA), is to make India free of open defecation, eradicate the practice of manual scavenging, and to achieve 100% scientific management of municipal solid waste. This is being achieved by improving access of citizens to toilets (either individual or community) and creating infrastructure-based systems for solid and liquid waste management. With this new infrastructure creation in Indian cities, there emerges a compelling need for developing skilled human resources that support its operations, management, and maintenance in a sustainable manner.

The Deendayal Antyodaya Yojana-National Urban Livelihoods Mission (DAY-NULM) under the aegis of MoHUA, envisages creation of livelihood opportunities for the urban poor. The Mission recognizes that SBM-U has created a huge opportunity to link livelihood creation for urban poor, especially for women (eligible under the NULM), and sanitation workers who are the most stigmatized and excluded populations of the country.

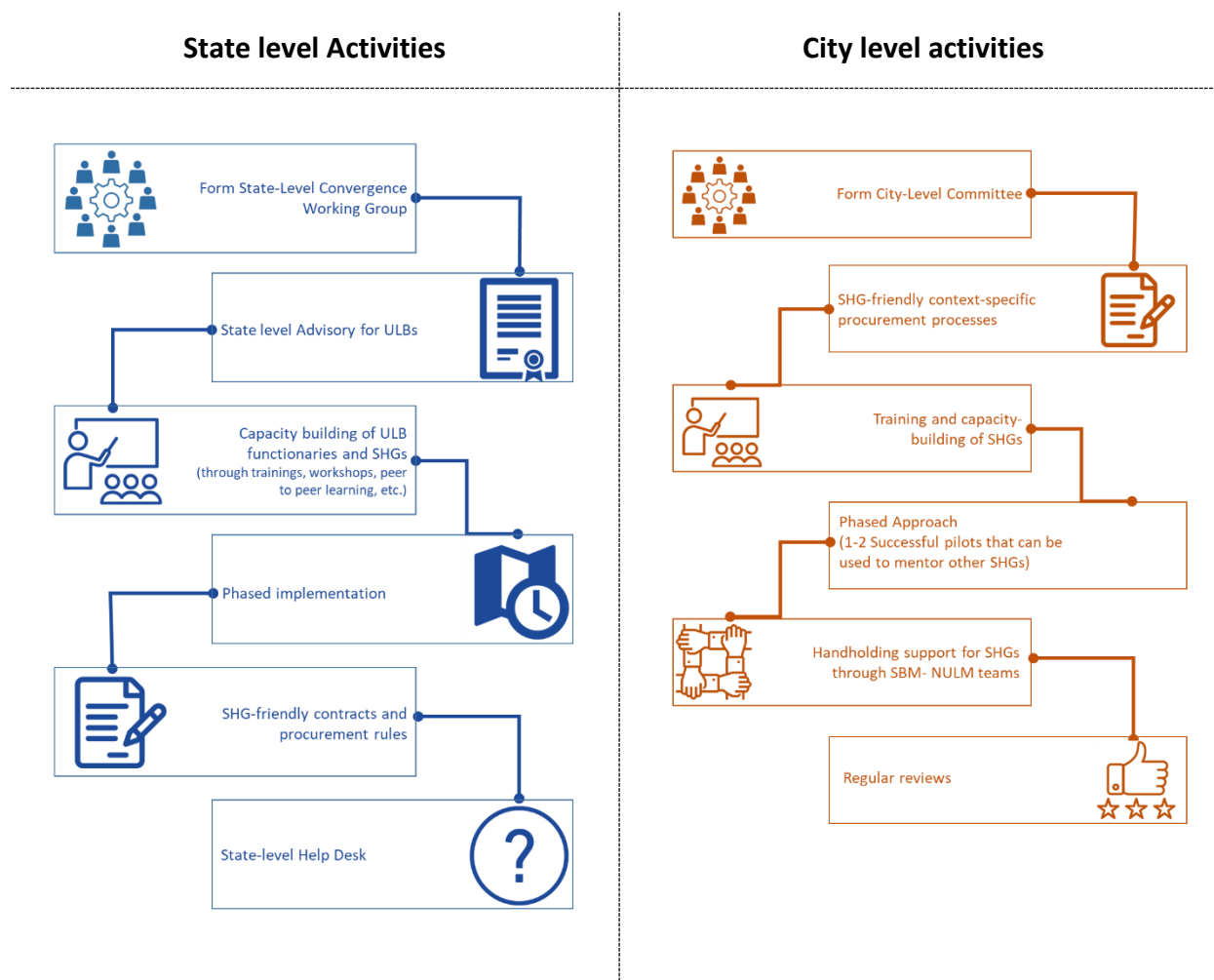
The Convergence guidelines released jointly by both the Missions in 2018 point to the policy-level intent of such an initiative. These guidelines suggest a model to converge efforts under both the Missions through promoting livelihood options for Self-Help Groups (SHGs), informal sanitation workers, marginalized communities, and those who are currently working in the sanitation and waste management sectors.

Maharashtra is one of the leading states in terms of performance in the Swachh Bharat Mission. The Mission has strongly driven the creation of sanitation infrastructure like community toilets, public toilets, material recovery facilities, composting centers, FSTPs etc. Moreover, the State encourages the engagement of community-led organizations such as SHGs, in operations and maintenance of these infrastructure, and thus generating meaningful employment. In lieu of this strong state level appetite for convergence led initiatives, this is a Convergence Strategy to operationalize an SBM-NULM convergence plan for Maharashtra.

This strategy is intended to guide local governments, policy makers, implementers and all relevant stakeholders in planning and achieving an inclusive sanitation infrastructure promoting meaningful and safe livelihoods for the urban poor communities involved in shaping cleaner and safe cities.

The four-fold strategy broadly focuses on the following: Engaging SHGs, Empowering SHGs, Ensuring Stakeholder Participation, Enabling Implementation Structure.

The strategy is achieved through following State and City-level Enablers.



The strategy focuses on creating an institutional setup through formation of a State level Convergence Working Group and City level Committee respectively. They shall be responsible for overall implementation, review and monitoring of the convergence activities. Further, to build capacities at the city level, the strategy focuses on intensive capacity building initiatives for DAY-NULM and SBM functionaries using standard training materials. Through the strategy, the state can target phase wise implementation so that the learnings from pilot interventions can be incorporated in further stages of implementation. For ease of engaging SHGs as service providers in the ULB, model contracts will be developed which can be modified at the city level as per the local context. The strategy also emphasises setting up State level help desk which shall provide handholding support to the SHGs at all stages from SHG formation to linking them to sustainable livelihoods. The strategy lays special focus on long term support to be provided to SHGs by NULM as well as SBM functionaries. This will be instrumental in successful implementation of the programme at ground level.

Overall, the strategy aims to achieve the dual goal of empowering the vulnerable communities by providing safe and dignified livelihoods as well as increasing the efficiency of service delivery within the cities.

2. Background

The Ministry of Housing and Urban Affairs (MoHUA) launched the guidelines for Swachh Bharat Mission- Urban 2.0 in October 2021. The Mission builds its learnings from SBM-U 1.0 with a special focus on garbage free cities and waste processing. While SBM-U 1.0 guidelines mentioned convergence with various departments, SBM-U 2.0 guidelines clearly states about formal engagement of SHGs in various sanitation-based activities like IEC and awareness generation, community engagement, etc.

As per Swachh Bharat Mission – Urban 2.0 guidelines, community engagement is seen as the key factor to the success of the Mission.

The guidelines mention

“All Self-help groups, especially women SHGs, either affiliated to Government programmes (e.g. NULM, NHM) or otherwise, to be used for ground level/ community level facilitations and interpersonal communication initiatives under SBM-U 2.0;”

It also emphasizes on engagement of SHGs as volunteers for IEC and BCC strategy.

“The volunteers could be engaged through community structures already working in the ward such as NULM, NUHM, ASHA, Anganwadis, Self-Help Groups (SHGs), Non-Governmental Organizations (NGOs), youth/ women’s groups, Community Based Organisations (CBOs), RWAs, and other similar bodies, or from among general citizens (e.g. teachers, senior citizens, retired personnel, etc) who have influence in the community/ ward.”

Source- SBM -U 2.0 Guidelines, October 2021

It is in this context that the Urban Development Department, Government of Maharashtra, has developed this strategy to ensure that SBM-NULM convergence activities are implemented across all cities of the state.

SBM-U 1.0 has led to creation of various sanitation and solid waste management infrastructure facilities across the state. This has received impetus with the launch of SBM-U 2.0. However, there are concerns over the lack of appropriately skilled workforce in sanitation space and adequate service providers.


It is a matter of concern that the high capital infusion in the creation of sanitation infrastructure will get dilapidated due to the lack of operation and maintenance (O&M). On the other hand, Self Help Groups (SHGs) of urban poor women and of men involved in vulnerable occupations (including sanitation workers) are being formed. While the SBM and AMRUT Programs focus on creation of sanitation

infrastructure, there was a felt need to create/support community-based O&M models and ensure provision of a skilled workforce. To achieve convergence, MoHUA brought out “Empowering Marginalized Groups - Convergence Between SBM and DAY-NULM” in 2018. This provides a framework and models to converge the efforts through promoting livelihood options for Self-Help Groups (SHGs) of women, informal workers, and other marginalised

communities. To support the convergence program, MoHUA issued an advisory in 2018 where states were directed to allocate 10% of the total annual target of SHG formation for mobilizing SHGs of persons engaged in vulnerable occupations like sanitation workers, ragpickers and rickshaw pullers.

Maharashtra has been one of the pioneer states to make a shift in service delivery of urban service and performance measurement of the ULBs (Refer Table 1). One of the tools developed by the state, the ODF framework has received much appreciation and was further adopted at the national level. Since the past three years, the state has received the highest number of awards in the Swachh Survekshan. Maharashtra is also one of the first states to prioritize fecal sludge and septage management in their agenda owing to which the state has issued government resolutions for construction of FSTPs as well as encouraging co-treatment of fecal sludge, wherever possible.

Maharashtra has since long promoted formation of groups of poor women and women headed households under the erstwhile Swarna Jayanti Shahari Rojgar Yojana (1997). These self- help groups have existed in the cities of Maharashtra for over two decades, strengthening community level involvement of urban poor in various livelihood activities. These groups were absorbed under the DAY-NULM and new groups were also formed.



	HOUSEHOLD TOILET CONSTRUCTED (PHH)	COMMUNITY AND PUBLIC TOILET CONSTRUCTED	TOTAL WASTE GENERATION (MT/G)	TOTAL WASTE PROCESSING (%)	WARD WITH 100% DOOR-TO-DOOR COLLECTION	WARD WITH 100% SOURCE SEGREGATION
INDIA	62,64,238	6,20,979	1,40,558	66%	86,403	64,040
MAHARASHTRA	7,12,086	14,506 (blocks) 1,60,274 (seats)	22,401	94.7%	6,419	6,392

Table 1 SBM status in Maharashtra

Source: Retrieved from <http://swachhbharaturban.gov.in/dashboard/> and Swachh Bharat Mission – Urban, Maharashtra (as on October 2021)

Under the DAY-NULM, as of July 2021, the state has formed a community-based network of 70,395 SHGs, and their 3,063 Area Level and 201 City Level Federations¹. These groups represent the urban poor communities of the cities of Maharashtra. Majority of the SHG

¹ Source - DAY-NULM National MIS as of July 2021

members are women, and have over the years, used this platform to create individual and group led livelihoods and entrepreneurial activities for themselves.

As of March 2021, Maharashtra had mobilized 594 SHGs of sanitation workers and waste pickers, which is around 2% of the total SHGs formed in the financial years 2018-19, 2019-20 and 2020-21.

There lies a new horizon for Maharashtra state to channelise the momentum and efforts of both the programs SBM-U and DAY-NULM, to converge in true sense. The following section highlights the vision, objectives, scope, and timeline.

2.1. Vision

The broad vision of this strategy is to leverage the strength of DAY-NULM platform and enable the inclusion of SHGs and their federations as partners in implementation of Swachh Bharat Mission in urban areas (SBMUA) and sustain the momentum by creating meaningful employment and instil a sense of community involvement towards their city's sanitation services.

2.2. Objectives

The Strategy aims to

1. Promote safe and dignified sanitation livelihoods
2. To ensure community engagement in design and operations of urban sanitation and SWM infrastructure.
3. To develop a skilled sanitation and SWM workforce aligned with National Skills Qualifications Framework

2.3. Scope

The scope of the Strategy covers interventions towards promoting DAY-NULM and SBM-U Convergence.

To achieve the stated objectives, cross-sectoral interventions are required. It also requires joint efforts of various missions/departments at the central and state level like DAY-NULM, SBM-U, AMRUT, Ministry of Social Justice and Empowerment, Ministry of Skill Development and Entrepreneurship, etc. Non-governmental organisations and civil societies at the grass root level also need to be engaged for accelerated and sustained outcomes.

Timeframe: 2022 to 2026

3. Components for enabling DAY-NULM and SBM convergence

To achieve the objectives, this strategy hinges on a five-pronged approach as shown in the figure below:



3.1. Formation of SHGs of persons engaged in Vulnerable occupations

Allocation of targets for formation of SHGs

DAY-NULM, MoHUA has issued an advisory on formation of informal sanitation workers SHGs and allocation of targets by states on 27th September 2018. Through this advisory, states are advised to allocate targets for formation of SHGs of informal sanitation workers and other vulnerable occupation groups, with the minimum target being 10% of the state's annual group formation target.

Accordingly, the DAY-NULM and SBM-U functionaries are suggested to jointly work towards allocating targets to the cities based on the local population engaged in vulnerable occupations like sanitation workers, waste pickers, construction workers etc. Cities shall take necessary steps for identification and mobilisation of such persons to be covered under the DAY-NULM fold. Under various initiatives of SBM- U like Swachh Survekshan and Safai Mitra Suraksha Challenge, cities have created a comprehensive database of the sanitation workers and waste pickers. This could be leveraged by the DAY-NULM department to kickstart the mobilization activities in the city. DAY-NULM and SBM-U department shall continue these mobilisation activities until the cities reach saturation in terms of the sanitation workers and waste pickers being federated into SHGs.

Upon receiving direction from DAY-NULM MoHUA, to allow for formation of SHGs of urban poor who are residing in peri urban areas but working within the jurisdiction area of the cities, cities may ensure to include these persons within the SHG fold.

Capacity building of the Resource Organisation and Community Organiser

Maharashtra State Urban Livelihood Mission (SULM) has engaged MAVIM- as a Resource Organization (RO) to assist ULBs in SHG formation and training. SULM shall take initiatives to build capacities of MAVIM functionaries in working with sanitation workers and waste pickers, for assisting the ULB functionaries in SHG formation. MAVIM would be responsible for identifying such persons, conducting orientation meetings, document collection and formation of the SHGs. MAVIM may also deploy a dedicated field functionary for mobilisation of SHGs of sanitation workers and waste pickers as per the target allocated by SULM. The field staff of MAVIM shall work in close coordination with the Community Organisers to achieve the targets allocated by the state.

Larger ULBs with more Community Organisers (CO) may choose to assign one community organiser who shall dedicatedly work only towards forming SHGs of sanitation workers, waste pickers and other persons engaged in vulnerable occupations, and thus specialize in the sector.

Once the SHGs have been formed, the RO/CO shall be responsible for providing constant handholding support for a minimum of 6 months after the formation. The RO/CO shall be provided training on the entire process of formation of SHGs of persons engaged in vulnerable occupations and the handholding support based on the standard training manual shared by the state.

3.2. Linking SHGs to operate and maintain city's sanitation and SWM infrastructure

Following are the steps to engage SHGs in operation and maintenance of the sanitation and SWM infrastructural facilities:

- I. Identification of services where SHGs can be engaged
- II. Identification of suitable SHGs
- III. Eased, closed bid processes for SHG procurement
- IV. Shortlisting SHGs and awarding contract as service provider
- V. SHG-friendly documents (Expression of Interest, Request for Proposal, Contracts) adapted to local context
- VI. Training and capacity building of SHGs
- VII. Skilling of SHGs
- VIII. Entrepreneurship Development Programme (EDP) Support
- IX. Streamlining Payments for the SHGs

I. Identification of services where SHGs can be engaged

The DAY-NULM and SBM-U functionaries at the city level shall identify sanitation-related enterprises and other livelihood options for potential engagement of SHGs, and map infrastructure that can be handed over to SHGs for operation and maintenance.

The ULBs are advised to review the prevailing contracts and identify the potential areas for SHG engagement.

ULBs can also initiate by engaging the SHGs in various facilities on a pilot basis. For example, these may include: door to door waste collection in a few wards, O&M of CT/PT in selected wards, FSTP O&M, landscaping/gardening work at FSTPs, STPs and SWM processing sites. Based on the initial performance, ULBs can expand the engagement and scale up across the city. Facilities for pilot implementation should be chosen fairly considering the number of facilities, their existing condition, the financial feasibility, etc. Also, the ULB officials are advised to conduct a pre assessment of the facilities prior to formal engagement of SHGs to ensure that facility is in good condition, and all machines are operational at the time of handover.

II. Identification of suitable SHGs

ULBs may identify well performing SHGs with the help of the CMMU, DAY-NULM.

Effective representation of traditional sanitation workers in the SHGs may be given due consideration while identifying SHGs.

SHGs could be identified based on work to be awarded, and their geographic location. For instance, O&M of a community toilet/ public toilet block may be awarded to an interested SHG residing adjacent to it, or all community toilet/ public toilet blocks in a ward may be awarded to an Area Level Federation (ALF) registered in that ward.

Assessing the willingness of suitable SHGs for the identified enterprise

ULBs should orient all the SHGs towards the bouquet of various enterprises and livelihood options available in the city. They should also clearly explain to the SHGs about the modalities and the expected roles and responsibilities involved in the entire management process. Based on this, the willingness of the SHGs to get engaged in any enterprise may be assessed.

III. Defined SHGs procurement process

Owing to the current lack of knowledge amongst SHGs regarding the complex procurement processes, ULBs may choose to modify procurement processes such as closed bid processes for inviting Expression of Interest (EoIs) from SHGs and award direct contracts to the SHGs, wherever possible.

The cities may simultaneously work towards building capacities of the SHGs to apply for formal contracts through the procurement process adopted by the cities.

For contracts involving bidding processes, ULBs can float EOIs/RFPs which could have preferential clauses for SHGs. This may range from EOIs/RFPs only for SHGs to their federations or reducing norms of prior experience and/or financial turnover. ULB is advised to prepare invitations for EOI, RFP, and contracts based on and adapted from the model documents issued by the State. The model invitations for Expressions of Interest (EOI) in the sectors and job roles identified for SHGs may contain language that clearly states preference made for SHG applications. Relaxation of procurement rules like payment of tender fee, requirement of previous experience in the concerned activity, and minimum bank balance should also be included in the RFP.

BOX B: Examples of the procurement process

Engagement of SHGs for managing resource center at FSTP, Sinnar, Maharashtra

Sinnar Municipal council (SMC) in Maharashtra has successfully engaged with a women's SHG for managing a resource center which has around 8000 sq mt of urban forest and garden area around the Faecal sludge treatment plant (FSTP). With support from CWAS, SMC officials were oriented towards gender inclusive sanitation service delivery which would lead to employment generating opportunities for women thereby building their agency. SHG women also showed willingness to get involved and since being formally engaged by SMC have been independently and have been successfully managing the resource center.

Engagement of SHGs in door-to-door waste collection services, Bhandara, Maharashtra²

With reference to the GR issued by Govt. of Maharashtra under SJSRY in 2004, Bhandara Municipality took lead in engaging SHGs in door-to-door waste collection. The interested SHGs were given a direct contract for waste collection in 2007-08. It is being extended each year, thereafter and continues till date.

Women ALF (Area level federation) group formally engaged in operation and maintenance of community/public toilets, Hingoli, Maharashtra

A council resolution was passed in general body meeting in 2017 to under SBM to formally engage SHGs in O&M of community toilets in designated areas. Contract was given to the ALF for a period of 3 years which has been renewed. The SHGs had previous experience in sanitation activities. The ALF has won the Swachhata Excellence Award and have been successfully maintaining the CTs.

Contract given to SHG for maintenance of 108 gardens, waste segregation and awareness generation, Vasai Virar, Maharashtra.

² Gender Inclusive Initiatives: Examples from Maharashtra: Center for Water and Sanitation (CWAS). (2021) ([link](#))

Vasai Municipal corporation has given contract to women SHGs for contract for maintaining 108 gardens. Some SHGs groups practice vermi composting in some of these gardens. SHGs are also involved in waste segregation awareness activities, they conduct awareness on wet waste, dry waste and domestic hazardous waste.

Statewide advisory for engagement of SHGs in operation and maintenance of solid waste management services, Odisha

The Housing and Urban Development Department, Government of Odisha issued an advisory³ in January 2021, to promote the engagement of SHGs in various solid waste management activities. The advisory clearly mandates the ULBs to engage SHGs in operation and maintenance of Wealth Centres (MRF and MCC), door to door waste collection and transportation of segregated waste. The advisory further mentions that the private contractors shall not be engaged in such activities and any ULB not complying to these instructions will face serious financial irregularity and will also invite stringent actions from the State level.

IV. Shortlisting SHGs and awarding contract as service provider

After their willingness has been assessed, active SHGs demonstrating strong cohesiveness among their group members can be given due preference for engaging as service providers. The selection of groups could be done based on performance in Panchsutra⁴ activities, maturity of the SHGs, and membership in ALF/CLF Federations. Mature SHGs (age 3-5 years) with stronger Panchsutra performance, greater savings capacities, knowledge of ULB functioning, working relationship with banking officials and experience of working in the sector shall be given preference. Effective representation of traditional sanitation workers in the SHGs shall be given higher weightage while shortlisting the SHGs.

A nodal person from the SBM-U or the CMMU team should be assigned to provide training and handholding support to the SHGs in preparation of the EOI, RFP documents. The ULB shall

³ Housing and Urban Development Department, Government of Odisha (2021); Advisory for engagement of SHG in SWM activities- RFP/Tender at ULB level for sanitation work: Regulation due to adoption of decentralized approach at community level

⁴ Panchsutra for a good SHG as defined in Social Mobilization and Institutional Development guidelines of DAY-NULM are 1. Regular meetings, 2. Regular savings, 3. Regular inter-lending, 4. Regular loan repayment and 5. Regular bookkeeping

Source - DAY-NULM. (2018). *Social Mobilisation and Institution Development (Revised Operational Guidelines)*, MoHUA. Government of India.

ensure that a fair and transparent mechanism is adopted during the entire procurement process.

V. SHG-friendly documents (EOI, RFP, contract) adapted to local context

The Request for Proposal (RFP) documents floated by the ULB should clearly state the preference for engagement of SHGs, or the quantum of work being reserved for SHGs. The procurement documents shall be laid in an easy and local language for SHGs to understand. Work awarded to SHGs shall be defined and bound by contract with terms of engagement clearly laid out, in the regional language. Cities should abide with the terms and conditions laid out in the state model contract. In addition to standard clauses and clauses specific to nature of activity, the contract should contain the following:

- a. **Roles and responsibilities matrix:** Details of each element of the service/work and the roles and responsibilities of each signatory (this will clearly inform the SHG about their role and when to reach out to the ULB/other stakeholders for help).
- b. **Handover:** Requiring proper handover of facility to SHG, with signatories doing a physical check of the facility and infrastructure to agree on the condition of facility when handed over, and to familiarize the SHG with the facility.
- c. **Training:** Adequate training shall be provided to SHGs on their roles and responsibilities, standard operating procedure, use of tools and equipment, following health and safety protocol, orientation of pertinent laws and regulations, record-keeping, raising invoices, and other relevant subjects. Only trained members of the SHG may engage in the livelihood activity. Schedule for refresher training shall also be laid out. All trainings should be conducted in the regional language.
- d. **Health and safety:** SHGs shall be provided adequate toilet and resting space, with menstrual hygiene management facilities. SHGs shall use Personal Protective Equipment (PPE), as per their specific job roles. Functional safety systems (such as fire safety) shall be in place, where applicable, and SHG shall be trained for using the same.
- e. **Payment:** Clear definition of payments to the SHGs including the payment method, regularity, and conditions of payment. Clear definition of which party will bear the costs incurred for O&M, repairs and refurbishment shall be specified. All personnel payments shall have to comply with Minimum Wages Act, 1948.
- f. **Handholding, review, and monitoring:** SHGs shall be assigned a nodal officer at ULB-level to report to, and to seek assistance from. Paths of communication, service-levels required, and regularity of reviews shall be clearly defined.
- g. **Termination:** SHGs shall be given adequate information and opportunity to rectify problems, and adequate notice before termination. SHGs may terminate the contract with adequate notice, for reasons including dissolution of SHGs, non-payment of arrears by ULB, among others.
- h. **Formats:** Templates for record-keeping, invoice, reports to be submitted, other necessary paperwork, shall be clearly specified in the contract (this will enable **records** of work done to be regularly maintained by SHGs and regular monitoring by ULBs).

VI. Training and capacity building of SHGs

ULBs shall give training to shortlisted/selected SHGs on technical aspects and standard operating procedures (SOPs) related to the works handed over.

ULBs shall ensure that all the training and the capacity building modules and training collaterals suggested by the State are used for the training of SHGs. ULB shall assign nodal

persons for training and capacity building for relevant enterprises from SBM-U as well as from CMMU team.

ULBs cities should create a platform where the SHGs within the city who are engaged in such livelihood options can interact with each other and share their experiences. This shall help in peer to peer learning, build confidence and encourage other SHGs to take up such livelihoods. DAY-NULM functionaries can facilitate quarterly meetings at ALF levels.

Once the SHG is selected as a service provider, ULBs are advised to promote **‘Learning by Seeing’**. ULBs shall also organize orientation trainings via **exposure visits** to neighboring ULBs to help SHG members visualize the various sanitation and solid waste led activities undertaken by their fellow SHGs.

Self-help group members have a **strong sense of recognition** as a group--“**Hum Bachat Gat ki Behene**”⁵. Hence, showcasing successful enterprises created by fellow group members works as a positive reinforcement for the members.⁶

In case of services which require technical knowledge, the ULB may organise a visit to the operations site to better explain the nuances of the required services from the SHG.

VII. Skilling of SHG members

To meet with the state’s vision and objectives, all the SHGs engaged in operation and maintenance of sanitation and SWM facilities can be either skilled through a fresh skill training programme⁷ or Recognition of Prior Learning (RPL) programme⁸. Thereby all the SHGs shall be imparted training as per the National Skills Qualification Framework. Such training mainly focuses on enhancing the existing skills of the participants.

Moreover, there is provision for skill training of sanitation workers under the Safai Mitra Suraksha Challenge where they are provided training the empaneled training providers under the SBM. All these avenues for providing skill training to the SHGs must be explored by the

⁵ We sisters of the SHG

⁶ SHG members of Warangal, Telangana who showed interest in manufacturing sanitary napkins were taken on an exposure visit to Ahmedabad, Gujarat to visit a Area Level Federation successfully involved in managing a sanitary pad manufacturing unit. This was done with the support of Greater Warangal Municipal Corporation and the technical support partner – Urban Management Solutions. Visiting the Ahmedabad ALF, observing the involvement of SHG members at the unit and getting hands-on experience motivated the Warangal SHG to gear up towards setting up their own manufacturing unit. Six months later, “Cheli”- a Sanitary pad making unit was inaugurated by the Warangal SHG and has been successfully operational since October 2019.

⁷ Fresh short-term training is for fresh candidates without any prior training or experience

⁸ RPL is a mechanism under Pradhan Mantri Kaushalya Vikas Yojana to recognise skills of workers/ candidates through formal certification who are skilled informally

cities. This shall also contribute towards the trainings of sanitation workers and waste pickers which are mandated under the Swachh Survekshan.

Cities are advised to aggregate demand for fresh skilling as well as RPL training for workforce in various sectors. They shall send it to the State Mission for planning annual targets of skill training. The cities may take help from Sector Skill Councils of NSDC, Technical Universities, State Department of Labour and Employment, State Industries Department, Government sponsored Research Institutions, State Industries Association or any other competent agency to conduct the Skill Gap Analysis. The cities shall ensure that the trainings are conducted as per the targets allocated by the State.

The Skill Council for Green Jobs (SCGJ) has been created as part of Skill India Mission to act as an interphase to understand and address skilled human resource requirements for Green Businesses. Some of the job roles identified by Green Jobs Sector Skill Council for skilling in the sanitation sector are as follows:

- FSTP Operation & Maintenance Technician
- Desludging Operator
- Septic Tank Technician (Mason)
- Safai Karmachari
- Waste picker
- Manager- Waste Management
- Recyclable Waste Collector & Segregator
- Wastewater Treatment Plant Helper
- Wastewater Treatment Plant Technician
- Landscaping and garden management at waste processing sites

The skilling to the SHG members can be provided under DAY-NULM, Pradhan Mantri Kaushalya Vikas Yojana, PM Daksh Yojana and Ministry of Skill Development and Entrepreneurship.

VIII. Entrepreneurship Development Programme (EDP) Support

As per the Self Employment Program (SEP) component guidelines of NULM, all ULBs are mandated to arrange to conduct Entrepreneurship Development Program for 3-7 days for the SHGs engaged in individual or group enterprises. The program typically covers basics of entrepreneurship development such as management of an enterprise, basic accounting, financial management, marketing, backward and forward linkages, legal procedures, costing, and revenue etc. In addition to above topics the module can also include group dynamics, allocation of work, profit sharing mechanism etc. for group enterprises.

The modules required for such programs shall be developed and finalized by State Urban Livelihoods Mission (SULM) supported by State Mission Management Unit (SMMU) and SBM-U team with assistance of empaneled institutions/agencies. The State has partnered with the institutions such as Rural Self Employment Training Institutes (RSETI) and Maharashtra Centre for Entrepreneurship Development (MCED) for providing these training to the SHGs. The State

Mission Management unit with help of the SBM-U team shall also examine the RSETI led EDP training module for special inputs required for sanitation related entrepreneurship. The cities shall coordinate with these institutions to carry out EDP training for the SHGs engaged in sanitation based enterprises as well as alternative livelihoods.

The State shall extend the financial assistance required for organizing such programs from the (SEP) component as per the targets allotted for conducting annual EDP training.

BOX C: Existing EDP implementation in Maharashtra

The Maharashtra State Urban Livelihoods Mission (SULM) has partnered with RSETI⁹ and MCED Maharashtra Centre for Entrepreneurship Development (MoUs signed in 2019) for implementation of the Entrepreneurship Development Program. SULM has assigned RSETI to conduct trainings in a total of 42 ULBs (25 Municipal Corporations and 17 District Headquarters) and the remaining 73 ULBs (Smaller cities) are assigned to MCED

Following are the key features of these partnerships

- RSETI and MCED are responsible to conduct EDP trainings of the trainees (Trainees are those SHGs who have been sanctioned a bank loan or have been identified for EDP training by the ULB), in regular batches (25 trainees in one batch) to assist SULM meet its annual targets
- RSETI and MCED are responsible to take the initiative in organizing workshops at District Level for one day to Bankers and Officials of Controlling Office of Banks along with Lead District Manager to sensitize bankers on DAY-NULM. SULM assists RSETI in organizing such workshops including any financial assistance required
- SULM reimburses the cost of trainings to RSETI and MCED at the rate of ₹520 per day per candidate after successful trainings¹⁰

To ensure effective EDP program implementation, SMMU convenes half yearly meetings with the Commissioner as the head, and members such as State heads of the Sponsor Banks, State Level Banking Committee, and officials from NACER.

IX. Streamlining Payments for the SHGs

A separate fund may be mobilized at the ULB level for payment of the SHGs who are engaged in sanitation or solid waste related enterprises. Given the lower capacities of the SHGs to bear

⁹ National Centre of Excellence for RSETIs (NACER) under the aegis of Ministry of Rural Development, Government of India provides training for skill development as well as conduct Entrepreneurship Development Program through its numerous training centres called RSETI and RUDSETI (Rural development and Self Employment Training Institute) located in the state of Maharashtra.

¹⁰ No TA/ DA or any such allowances given to candidates to attend these trainings

financial delays, a mechanism should be set up to make sure the SHGs receive their monthly payments regularly for the services offered by them.

All ULBs need to establish a standard mechanism for release of money to SHGs and the requirements should be clearly communicated to the SHGs. All ULBs should aim to release the monthly payments to SHGs with D+7 time frame.

3.3. Training and Capacity building of ULB functionaries

To implement the DAY-NULM and SBM convergence initiatives, smooth coordination is required between both the Missions at state and city level. The cities are not well informed about the possible initiatives that can be taken up under the convergence programme. To overcome this challenge, the state shall organize capacity building programs for the state and city-level functionaries from both the departments, on the principles and strategies of the convergence agenda. This shall be done through:

- a. Developing capacity building collaterals for
 - **Functionaries-** To brief and orient DAY-NULM and SBM-U functionaries about the convergence program.
 - **SHGs-** To orient SHGs about the various sanitation enterprises and engagement as service providers to ULB. The cities are advised to develop easy to understand training modules, and videos. The U-Learn portal of DAY-NULM has drama-based videos for SHGs to understand the importance of group formation and how they can start their own enterprise. The interface is also available in Hindi. The cities may use this portal for building capacities of the SHGs and orient them towards the benefits of SHG formation. Further, the cities can also develop training modules based on standard operating procedures for various sanitation based enterprises.
- b. **Partnership and co-learning with voluntary organizations-** The state can partner with technical experts and organizations working towards community engagement in the sanitation sector in Maharashtra. Knowledge sharing and exchange of learnings shall be promoted at the city level through this collaboration.
- c. **Learnings from leading practices from within the State and from other States-** The DAY-NULM and SBM departments shall initiate cross-learning with different States. This will help in bringing out practices which have worked in their context and could be adopted in the cities of Maharashtra
- d. Co-learnings from DAY-NULM's Resource Organization of other States-

The strategy suggests engagement of a specialised RO for SHG formation and handholding support to sanitation workers and waste pickers SHGs. Such a RO may co-learn from existing ROs of Maharashtra and from other states, where such convergence-led activities have been undertaken. For instance, Mahila Arthik Vikas Mahamandal (MAVIM)--empaneled Resource Organization in Maharashtra to support SHG formation, has a rich experience of more than 25 years in working with the communities. Co-learnings can be drawn from MAVIM on working along with the community for successful formation of SHGs and ensuring SHG sustenance.

3.4. Phasing

The entire convergence initiative will be implemented in a phased manner so as to ensure learning from different phases and to incorporate learnings from the pilot phases to the ensuing phases. The implementation has been phased in three stages(Refer Table below) :

Table 1: Phasing of the convergence initiative

Phases	Period	Cities to be targeted
Phase 1	January 2022 – July 2022	5 cities in each division
Review of Phase 1	August 2022- September 2022	Assessment of the success and failure factors from the pilot interventions
Phase 2	October 2022 – October 2023	Additional 10 cities in each division
Phase 3	October 2023 - October 2026	Remaining cities where DAY-NULM is being implemented

The selection of cities will be done based on two components:

- a. **Effective implementation of the Social Mobilisation and Institution Development (SMID) component of DAY-NULM:** The cities shall be selected as per the following criteria
 - **Where DAY-NULM is implemented-** As of December 2021, DAY-NULM is implemented in only 259 ULBs out of 393 ULBs in the State.
 - **Where the City Mission Management team is operational-** Both DAY- NULM and SBM-U departments shall also assess the existing human resource strength for both the missions (presence of CMMs, Assistant Project Officers, Resource organization and Community organizers, sanitary inspectors, sanitation supervisors, etc.) at city level, prior to the city selection.
 - **Based on strengths of SHG federations-** Cities with higher number of SHG Federations (ALF, CLF) points to collective voice and representation of SHGs. Hence, these cities should be shortlisted first.
- b. **As per upcoming/ potential sanitation infrastructure:** Once the cities are identified based on the strength of SHGs and their federations, further shortlisting should be done as per the status of newly constructed facilities and future demand of sanitation and solid waste management infrastructure such as IHT, PT/CT, MRF, MCC, desludging or FSTP.

For instance, under Swachh Maharashtra, the state is facilitating construction of FSTPs across various cities. Hence, one of the focus areas for convergence shall be engagement of SHGs in operation and maintenance of FSTPs. Accordingly, the selection of cities could be phased, based upon:

- Cities with Faecal Sludge Treatment Plants (FSTP)/STPs commissioned and functional
- Cities with FSTP/STPs under construction

- Cities with FSTP/STPs proposed

Once the Phase 1 cities are shortlisted, the NULM and SBM team shall jointly conduct an orientation for the SHGs to give an overview of the various possibilities to engage in sanitation services. They shall also support capacity building of SHGs for taking up managerial roles and provide handholding support to the interested SHGs for setting up and running the enterprise sustainably.

It is the prime responsibility of the DAY-NULM and SBM departments to ensure that by 2026, the convergence activities are implemented in all the cities where DAY-NULM is being implemented.

3.5. State - level Policy initiative to encourage convergence-led activities

While the above programmatic elements may be ensured at the city level, it is pertinent for the Maharashtra State government to undertake two key initiatives to encourage convergence-led agenda.

Enabling cities to form SHGs of sanitation workers residing in peri-urban/rural area but working in the cities

As per the DAY-NULM guidelines, SHG formation is limited only to the urban poor communities residing in the jurisdiction of the respective ULB. Sanitation workers and waste pickers working in the cities are often residents of neighbouring peri-urban or rural areas, and hence are excluded from being included as urban SHGs.

Based on recent initiatives where MoHUA has allowed construction workers and street vendors residing in peri-urban and rural communities but who work in the cities to be included in initiatives led by MoHUA (PM SVANidhi and Skill training for construction workers) under the DAY-NULM mandate(Refer Box D).

Drawing from the precedence set, DAY-NULM Maharashtra, may seek approval from MoHUA for inclusion of those waste pickers and sanitation workers, working in urban areas but residing in neighbouring peri urban areas. This shall also help to meet the minimum state's annual target of 10% for formation of SHGs of informal sanitation workers and other vulnerable occupation groups, and ensure that all the city's sanitation workers avail NULM benefits.

Box D: Precedence set by guidelines for Construction Workers in peri urban areas

During the implementation of skill training in the construction sector it was observed that most of the construction workers in urban areas are of rural nativity. Since DAY-NULM does not have a mandate for funding skill training of rural candidates, an approval was obtained from Governing Council (GC) for considering all construction workers, working in urban areas, irrespective of their nativity, as Urban Poor for the skill training purposes. Hence, all construction workers seeking skill training in urban areas irrespective of their urban –rural nativity and state level nativity will be considered as urban poor and shall be accounted for in the ULB in which they desire to seek training or are mobilised/registered by the Training Providers.

Manisha benefits extended to street vendors residing in peri-urban areas who work in urban areas

To revive the livelihoods of the street vendors, post COVID -19 lockdown, MoHUA launched the PM SVANidhi Scheme. The scheme guidelines acknowledge that many vendors vending in the urban areas reside in the peri-urban areas which are outside the jurisdiction of the Urban Local bodies. Hence the guidelines clearly mention that the vendors of surrounding development/ peri-urban / rural areas vending in the geographical limits of the ULBs who have been issued Letter of Recommendation (LoR) by the ULB or Town Vending Committee shall be eligible for getting all the benefits under the scheme.

This shall also strengthen the state's position in implementation of Swachh Bharat Mission 2.0 which has impetus on FSSM as well as formalisation of informal worker groups like waste pickers, sanitation workers and such other vulnerable occupation groups and other inclusive programmes taken up by the State.

State Level Advisory to encourage Convergence led enterprises

A Government Resolution (GR) issued by the Maharashtra State Government in 2004 to promote engagement of SHGs in municipal service delivery for various sanitation and solid waste management activities.

SBM-U, Maharashtra and DAY-NULM, Maharashtra may issue/ revive the state Government Resolution (GR) to ease the procurement process for the SHGs and guide the cities to promote the engagement of SHGs as service providers in operations and maintenance of the sanitation and SWM facilities. States may as well float the model EOI/RFP/contractual agreement for the procurement and engagement of the SHGs.

4. Governance and Institutional Structure

4.1. State level Working Group

Constitution of a State level Working Group

A joint state level working group, consisting of members from both the DAY-NULM and SBM-U mission, should be formed for effective implementation of the SBM-NULM convergence schemes. This shall provide the institutional structure to kick start the activities for the convergence program.

This working group, headed by the Commissioner and Director, Directorate of Municipal Administration (DMA), would include representatives from the concerned departments (Refer Table 3).

Proposed Composition of the State-level Working Group:

Table 2: Composition of the State level Working group

S. No.	Designation	Role
1	Principal Secretary (UDD)	
2	Commissioner and Director, DMA	Member-Convenor
3	Mission Director, DAY-NULM	Member
4	Mission Director, SBM-U	Member
5	Executive Director, Urban Development Mission	Member
6	Secretary, Maharashtra Skill Development Mission	Member
7	Managing Director, MAVIM	Member
8	Concerned Joint Secretary, Urban Development Department	Member
9	External Members for Technical Support	Member

Roles and Responsibilities of the State-level Working Group:

- Create a joint work plan with strategies to fast-track the process of identification of sanitation workers and waste pickers;

- b. Allot targets to the cities for formation of SHGs of persons engaged in vulnerable occupations to abide with the State annual action plan.
- c. Explore and identify the potential areas/fields where SHGs can be engaged.
- d. Provide guidance to ULBs for model clauses/ engagement modalities with SHGs safeguarding the interests of SHGs as well as ULBs
- e. Enable availability of adequate financial support for the various convergence activities between DAY-NULM and SBM departments. For instance, capacity building funds can be drawn from SBM IEC, while skilling funds can be drawn from DAY-NULM.
- f. Make provisions for a separate corpus fund to ensure regular payments to SHGs to regulate the billing cycle of the ULBs.
- g. Plans for orientation workshops for ULB level officials, with the support of Resource Organizations (ROs) of DAY-NULM.
- h. Enable training and orientation of all relevant officials from ULB (SBM+NULM), ROs and ensure cross learning with different states.
- i. Identify and empanel training providers, review the training material, and allot ULB-wise targets for training of sanitation workers and waste pickers.
- j. Develop standard training modules for various sanitation and SWM based activities.
- k. Routinely monitor city-level activities.
- l. Lead in documenting leading practices of Maharashtra.
- m. Explore convergence with other Central or State government programs or schemes for financial support.
- n. Strategize on bringing the state to lead in Swachhta Excellence Awards and in Swachh Survekshan through the implementation of convergence program.
- o. Establish a State level help desk for technical support to SHGs and DAY-NULM and SBM functionaries of the cities: This help desk shall address queries and provide technical support to the community groups that have received contracts or are wanting to apply for any contract. The help desk will provide support to groups to:
 - Bid for the tender
 - Understand the contract and its clauses
 - Resolve issues related to regular payment
 - Carry out Day-to day activities such as raising invoices, bookkeeping, operations and maintenance, among others.

This working group should meet once a month for the first 6 months to accelerate the convergence process and after that, the frequency of such meetings may be on a quarterly basis.

4.2. City level task force

Constitution of a City level task force

For smooth implementation of the convergence program at city -level, each city shall form a City-level Committee¹¹ headed by the Chief Officer/ Municipal Commissioner of the ULB. This committee shall enable constant dialogue and exchange of information between the NULM and SBM departments through regular meetings. This Committee shall review all the convergence activities in the city at least once a week.

Table 3: Composition of City level Task force

S. No.	Designation	Role
1	Chief Office / Municipal Commissioner of ULB	Chairperson
2	Concerned City Mission Manager/Asst. Project Officer, DAY - NULM	Member
3	Nodal Officer, SBM-U	Member
4	Community Organizer, DAY - NULM	Member
5	MAVIM/RO representative	Member

Roles and Responsibilities of the City-level Task Force:

The major responsibility of this Committee shall be to follow the directions of the State-level task force and devise strategies to implement in the respective cities. The Committee shall:

- Identify facilities/ services which can be handed over to the SHGs and define job roles and geographical areas for SHGs in the identified facilities/services
- Shortlist the SHGs based on their willingness and existing capacities to get engaged in sanitation and SWM based enterprises
- Modify and adapt SHG-friendly documents (EOI, RFP, contract) shared by the State, to fit local context
- Nominate and designate a nodal person for SHGs to contact in case there are issues in running the enterprise

¹¹ The task force shall constitute of existing staff of the concerned departments as mentioned in the table.

- e. Work for training and capacity building of vulnerable groups' SHGs to engage them in sanitation livelihood activities
- f. Devise a hand holding strategy for SHGs engaged in various enterprises
- g. Assign specific responsibilities to each stakeholder involved
- h. Regular review to assess required support
- i. Devise plan to encourage models for Swachhta Excellence Awards and to improve city rank in Swachh Survekshan.

The city level task force shall clearly define the roles and responsibilities of all the stakeholders. This shall help in effectively assigning tasks to the respective officials while providing day to day handholding support to the SHGs engaged in sanitation. and SWM based enterprises. For instance, the SBM team shall provide support to SHGs for all technical issues related to O&M of sanitation facilities, whereas CMMU should provide support to the SHGs with respect to bookkeeping, managing their enterprise, and SHG-related support. Refer the Table for details of funding for skill training.

4.3. Financing

The ULBs shall explore various financing options under DAY-NULM and SBM-U for the implementation of various convergence led initiatives. The broad sources of funding are mentioned below:

Federation of sanitation workers and waste pickers into SHGs

The State is allocated central funding for formation of SHGs as per the target defined in the Annual Action Plan. Accordingly, the DAY-NULM Maharashtra, shall include the State Contribution and distribute the funding to all the cities as per the targets allocated. Hence, the funding for formation of SHGs of persons engaged in vulnerable occupations shall be utilised from the DAY- NULM funding.

Funding for skill training

Skill training can be funded under Government schemes such as DAY NULM (MoHUA), Pradhan Mantri Kaushalya Vikas Yojana and PM Dakshta aur Kaushalta Sampann Hitgrahi (PM DAKSH) Yojana.

Table 4: Government schemes for funding of skills training

Scheme	Implementing Ministry	Funding mechanism	How can the State/City tap this funding?
Deendayal Antyodaya Yojana-National Urban Livelihoods Mission (DAY-NULM)	Ministry of Housing and Urban Affairs (MoHUA)	Centrally sponsored scheme. Funding is shared between Centre Govt. and State Govt. in 60:40 proportion	The State Mission Management unit must review the proposals for skill training submitted by the TPs and accordingly allocate ULB wise targets to the TPs. The ULBs must validate candidates as urban poor.
Pradhan Mantri Kaushal Vikas Yojana (PMKVY)	Ministry of Skill Development & Entrepreneurship (MSDE)	Central Sector Scheme. 100% funding is from Central Govt.	The State Skill Development Mission should aggregate the demand and submit it to the National Skill development Council. Accordingly, targets are allocated by NSDC to Training providers who shall further mobilise the candidates and conduct the training.
PM DAKSH	Ministry of Social Justice and Empowerment (MoSJE)	Central Sector Scheme. 100% Funding is from Centre Govt.	The cities can identify the interested candidates for training and get them registered in their area of interest and mention the preferred training institution. As soon as the portal is closed for receiving the applications, a list of all students who have opted for a particular training institution will be given an aptitude test online and using the portal. All candidates who are found suitable based on the qualifications and the aptitude test would be communicated to the Training Provider (finalised by NSFDC/NBCFDC/NSKFDC) on the DAKSH portal automatically. The TPs will fix the date for starting the training programme; and based on that communications will automatically go to all the candidates who opted for the training.

Skill training is undertaken through Training Providers (TPs). Payment to TPs are made as per Common Norms for skill development (Refer the table below). The sanitation workers, waste pickers and other urban poor can be either skilled through fresh skill training programme or

Recognition of Prior Learning (RPL) programme. SHG women can also be trained in enterprise development skill training through 6i courses of RSETIs. A National level MoU between RSETI and DAY NULM is under finalization.

Table 5: Type of Skill trainings available as per common norms

Type of skill training	Duration	Cost of training (approx) - This figures are based on factors such as - base cost for sectors, assessment cost as defined in common norms notification
Fresh Short Term Training Ranging from 100-600 hours, the training is for fresh candidates without any prior training or experience	100-600 hours	Rs. 14,000- Rs. 22,000.
RPL ranging from 16-80 hours, this training is a mechanism to recognise skills of workers/ candidates through formal certification who are skilled informally.	16-80 hours	Rs. 3000 - Rs. 6000

Procurement of SHGs as service providers for sanitation-based enterprises

Capital funding

National Safai Karamcharis Finance & Development Corporation (NSKFDC) offers Micro Credit Finance (MCF) loans of Rs 1 Lakh per person (maximum of Rs 10 Lakh for a group of 10) to Safai Karamcharis and their dependents. These loans are routed through the State Channelizing Agencies (SCAs), Regional Rural Banks (RRBs) and Nationalized Banks. The responsibility of identifying the beneficiaries lies with the SCAs. The city level task force shall facilitate this process of identifying beneficiaries, conducting KYC, and helping prepare business plans. They may take assistance from the ALFs/CLFs for the identification process.

As the loans could be offered through Cooperative banks and RRBs, ALF/CLF could also function as Banking Facilitators (BF) or Banking Correspondents (BC) who work on incentives to facilitate these loans.

Through the Swachhta Udyami Yojana, NSKFDC directly offers larger loans (with no SCA as in-between) to ULBs and other Government organisations that engage in sanitation-related

activities to purchase equipment for mechanised cleaning. ULB may borrow Rs 50 lakh per unit at 4% interest p.a. and would have to contribute only 10% of the cost as down payment.

Remaining 90% can be taken as a loan. SHGs and SHG Federations may be trained and employed by the ULB to run this equipment for dignified sanitation-based livelihoods.

The Self-Employment Program (SEP) component of DAY-NULM offers loans to individuals (SEP-I) and groups (SEP-G) for setting up micro-enterprise. Collateral-free loans of up to Rs. 2 lakh are offered to individuals, and up to Rs. 10 lakh for groups. Under the Scheme, these loans receive subsidies on rates of interest above 7% p.a., and banks are given a credit guarantee through the Credit Guarantee Fund Trust for Micro and Small Enterprises (CGTMSE).

O&M funding

For procuring the services of the SHGs for operation and maintenance of sanitation and SWM infrastructure, the funding options shall remain similar to the engagement of any other private agencies. The expenditure can be borne from ULB's own funds or the tied funding available under the 15th Finance Commission.

Training and Capacity building

For capacity building of the NULM and SBM functionaries, the cities can tap the funds available under the capacity building component of both the missions. The NULM funding can also be utilized for the orientation trainings to be conducted for the ROs and the cross-learning workshops.

4.4. Monitoring and Evaluation

State Level Task Force will be responsible for regular Monitoring and Evaluation of the City Level Task Force's initiatives. Regular Monthly review of City Level Task Force on the following evaluation parameters may be conducted

- Progress for formation of SHGs of person's engaged in vulnerable occupations
- Progress of SHGs linked to Sanitation led enterprises
- Issues faced by City Level Task Force and Self-help groups/ Federations in setting up enterprises/ work contracts
- Develop strategies to resolve them

The City Level Task Force will be responsible to regularly review the performance of SHGs to enable the SHGs to perform better and improve services. Issues faced by SHGs while working with ULB functionaries, should be resolved by setting up a smooth review mechanism as it may deem fit, at the city level.



CENTER FOR WATER AND SANITATION

The Center for Water and Sanitation (CWAS) is a part of CEPT Research and Development Foundation (CRDF) at CEPT University. CWAS undertakes action-research, implementation support, capacity building and advocacy in the field of urban water and sanitation. Acting as a thought catalyst and facilitator, CWAS works closely with all levels of governments - national, state and local to support them in delivering water and sanitation services in an efficient, effective and equitable manner.