



**Referral system
for increasing
demand generation**

May 2019

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1 Background

Berhampur is the fourth most populous city in Odisha with an estimated population of approximately 4 lakhs. Of the total population 26% of the population resides in 163 slums. Berhampur is the first municipal corporation of Odisha to receive ODF commendation certificate in January 2019 and first rank in the state for Swachh Survekshan 2019. Berhampur Municipal Corporation (BeMC) is taking efforts to attain ODF++ status and one of the initiatives is to orient Self Help Groups (SHGs) registered under City Livelihood Centre (CLC)¹ on safe sanitation practices.

Leveraging this platform, BeMC has taken an innovative step of introducing a revenue generating model for increasing requests for mechanized cesspool emptying operations through referrals received from SHGs. This is in line with the SBM model of toilet construction wherein the Swachhagrahis are provided an incentive of INR 150 for facilitating the construction of each toilet. Referral model for cesspool demand generation is based on the similar concept wherein the SHGs are provided an incentive of INR 20 per request generated from each household.

This initiative has been introduced to serve the purpose of increased mechanized emptying, reducing instances of manual scavenging, and generating alternate sources of income for SHGs through CLC on incentive mechanism. Entire process has been jointly planned and is being monitored by NULM, Swachh Bharat Mission (SBM) teams of BeMC and TSU-FSSM. The process mapping for the same is outlined below which can be referred to while scale up.

2 The Process

2.1 Onboarding Stakeholders

A three step approach focusing on orienting and training was considered for onboarding stakeholders - SHG, CLC and cesspool operator. This was done with support from BeMC, NULM and TSU team.

Step 1: The first step was to conduct a training for SHGs on the importance of FSSM, frequent desludging and monetary benefits for SHGs. The SHGs already working in sanitation sector were targeted first, as building their understanding on the initiative was easy. Taking reference from the work undertaken by above mentioned SHGs, remaining SHG members were convinced. Frequent meetings and consultations were conducted before the interested SHGs were taken on board.

Step 2: The second step was to build a consensus between SHG and cesspool operator for sharing the referral fee. For this, a discussion was organized



Figure 1: Orientation for SHG on referral initiative



Figure 2: Interaction between cesspool operator and SHG

¹ The City Livelihood Centre (CLC) under NULM, aims to support Urban Poor by providing various range of services, entitlements and related benefits.

wherein the vacuum truck operator explained the end to end process of desludging (receiving the call from HH/interest from HH, locating septic tank, opening septic tank, arrangements for disinfectants and payment).

Step 3: The third step was to orient SHGs on the action plan for convincing households to desludge septic tank frequently. This began with mobilizing SHG during their ALF monthly meetings. Currently 67 Area Level Federations (ALF)² out of 94 ALFs have been registered in CLC to undertake various activities - one of which is the referral system for increasing demand generation. With 40 wards in Berhampur, it can be easily considered that 1 ward would have at-least 2-3 ALF residing. Keeping the spread in mind, streets within each ward were divided amongst the interested members. The target is to convince atleast 10 neighboring households to desludge septic tanks based on their personal rapport with the households. In total, the SHG will act as a social pressure group for the households and persuade them to periodically desludging.

To ensure the sustainability of this initiative, BeMC has signed a contract with the private operator (valid for a year), wherein, the vacuum truck operator agrees to provide trips per the agreed ULB rate and pay the referral amount to SHG post completion of the services. The operator will also maintain database of the trips undertaken in a month.

2.2 Operating procedure

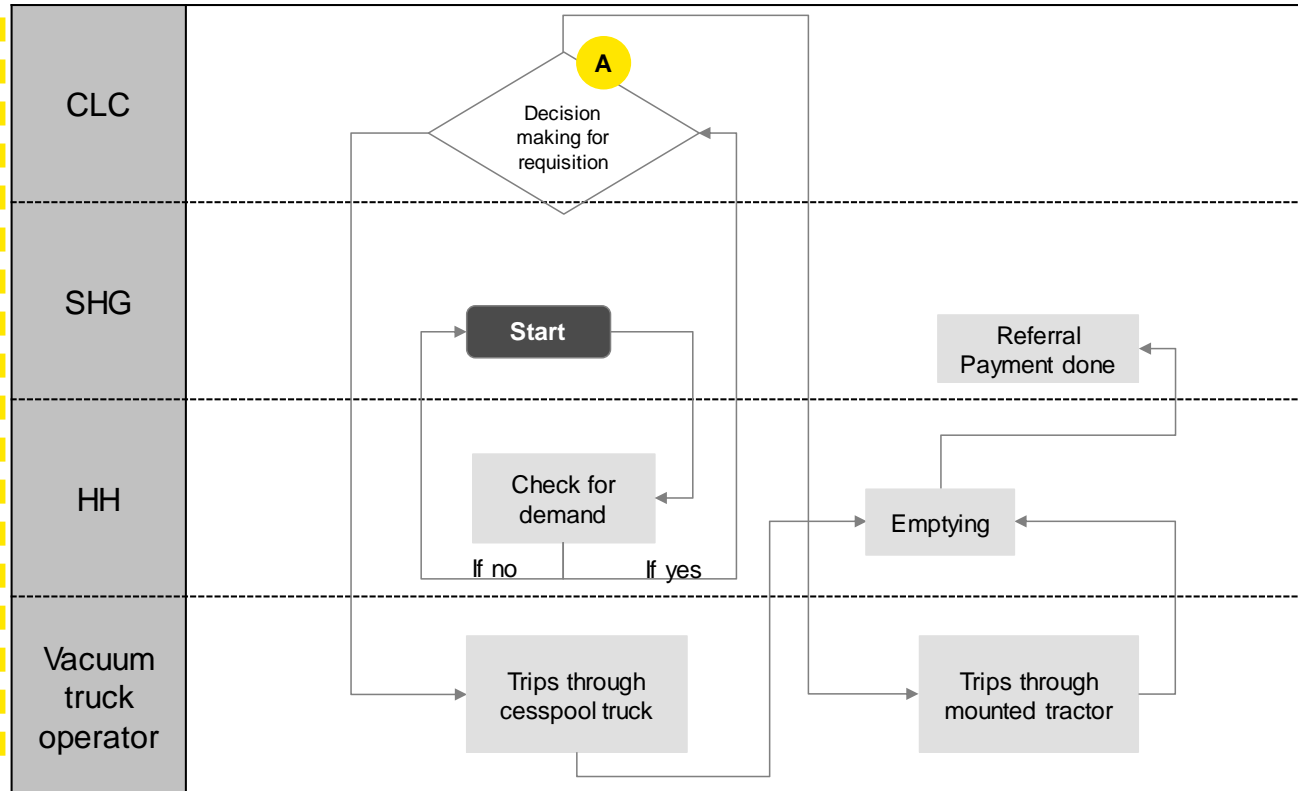
BeMC has appointed CLC to act as a bridge between self-help groups and private vacuum truck operators for systematically channelized desludging requisitions. As mentioned above, the SHGs convinces neighboring households to desludge. Once the household agrees, the SHGs take the request to CLC. The CLC checks with the SHG on the accessibility, the availability of disinfectants with the households, location of the septic tank in the house before transferring those requests to the operator. Once the household has identified and opened the septic tank, the operator confirms request by issuing requisition number.

CLC maintains service order records to ensure transparency and financial accountability. CLC also takes responsibility to advertise desludging services in their office. Once the service is provided at customer level vacuum truck operator records the trip and shares the same with CLC. By the end of the month, the referrals are tallied at CLC and the total amount to the SHG is handed over by the operator through CLC. The payment is currently being made through cheques and the amount gets transferred to the SHG bank account.

A representation of the above-mentioned process is shown through the process map below:

² 1 Area Level Federation = 10-12 Self Help Groups, 1 Self Help Group = 10 household members

Stakeholders



Emptying charges - INR 800

Referral fee per trip - INR 20

A

Details required before desludging

- 1 Road accessibility
- 2 Location of septic tank
- 3 Size of the container
- 4 Access points open for desludging
- 5 Disinfectants availability at household

- CLC - City Livelihood Centre
- SHG - Self Help Group
- HH - Household

3 Critical factors for success of this initiative:

The referral system has been designed to reach out to urban poor and areas within a city that are inaccessible by Corporation's effort of generating demand. Involving SHGs in this initiative has helped Corporation reach out to 60% of the population in Berhampur. This has also helped in providing them alternate source of income. The below mentioned limitations/boundaries can be considered while replicating this initiative in other towns.

- a. Coverage: This initiative has been able to cater to 60% of the population in Berhampur, where the SHGs have reach. SHGs have not been able to convince the high-end market i.e the middle class and the upper middle class. Therefore, to reach the remaining 40% of the population, the corporation has allocated funds towards IEC through various modes. The recent initiative being, the Malasur campaign and reaching out to kids in school and through organizing summer camps.
- b. Road accessibility: In Berhampur, SHGs have more reach in areas which have narrow roads and are less accessible. Therefore, many a times demand gets rejected by the operators. Therefore, the Corporation has advised the operator to consider using the mounted tractor for reaching areas with narrow roads. Otherwise, small vacuum vehicles can also be considered as an alternate to reach out to areas with narrow roads.
- c. Limited private operators: This initiative can be easily implemented in areas with 2-3 private players, as it is easier to share the distribution of requests received. Also, it is easier for the CLC to maintain records and track the operators. Given the current scenario in major Municipalities and NACs of Odisha have approximately 2-3 operators per city. Thus it is easier to for the ULBs to take this initiative up.
- d. Handholding required: Berhampur has active SHGs and given their experience in handling Community Toilets and Public Toilets, it was easier to explain them the need for this initiative and the process involved. In other towns, wherein SHGs have not been introduced to the FSSM intervention, intensive handholding will be required. This can be taken up by the NULM team present in each ULB.
- e. Link between SHG and operator: The presence of CLC in Berhampur has bolstered the initiative, as the CLC acts like a link between SHG and operator, keeps transparency in record maintenance and timely payments. Their presence has also helped the Corporation keep track of this initiative and intervene where necessary. Apart from Berhampur, no other city in Odisha has formed a CLC. Therefore, the NULM team or the human resources working within the existing cesspool requisition system can be leveraged to bridge between the SHG and operators.
- f. Replicability: The referral system is replicable in places where SHGs have been working in sanitation sector or are inclined towards working in this sector. The incentive can be negotiated with the ULB based on the scenario in each city.

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