



No Open Waste (NOW) – Kelwara

A community-based Solid Waste Management Initiative
Kelwara, Rajsamand District, Rajasthan

Kelwara Vikas Samiti | Seva Mandir | InterGlobe Foundation



A journey document by
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About This Document

This document tells the story of initiative in solid waste management in Kelwara, Kumbhalgarh in the Rajsamand district of Rajasthan. It aims not only to record the journey so far and cull out learnings from it, but also to synthesise the lessons learnt for future initiatives in similar locations i.e. peri-urban areas with high commercial activity and tourist footfall. Two independent consultants were deployed for documenting this process. The methodology included a review of documents and reports shared by Seva Mandir and a visit to Kelwara to interact with stakeholders – the community, waste managers, members of the citizens' forum, Panchayat and government representatives and the Seva Mandir team. Senior members of Seva Mandir and InterGlobe Foundation also shared their inputs, all of which have been synthesised into this document. The initiative in Kelwara is a 'work-in-progress' driven by the commitment of its stakeholders. It is hoped that this document will serve to inspire many others and build upon the learnings.

Message from InterGlobe Foundation

It gives me immense pleasure to share with the public, this document, which captures the processes applied during a project on Solid Waste Management (SWM) in Kelwara, Rajsamand district in Rajasthan.

This project is a joint endeavour of InterGlobe Foundation (www.interglobe.com/foundation), the philanthropic arm of InterGlobe enterprises, and Seva Mandir, a reputed civil society organization based in Udaipur, along with a technical agency SAAHAS. It has been working on 'No Open Waste' in the areas adjacent to the Kumbhalgarh fort. The fort, as we all know, is a state and national treasure. It was thought that the heritage value of this historic monument would get a boost if the environment around the fort was kept clean and unpolluted. To achieve this, the project enables the coming together of multiple stakeholders, viz the local and state governments, civil society, private agencies like hotels, hotel association, shopkeepers' association and above all, the community and its institutions. Working with a wide range of stakeholders, considering their strengths, assessing the responsibilities that would come with each specific role, and activating the series of functions in a manner befitting the end goals and outcomes are what the implementing agency, Seva Mandir, must be credited with.

While the initiative is yet to plug some gaps, this document is an attempt to bring precisely all these processes into one place so that various stakeholders and those interested in SWM work can have a readily available reference on what works, what does not, where lie the challenges and how to make SWM work sustainable with community co-ownership at the core.

The InterGlobe Foundation too, humbly put, has been an active stakeholder; it has gone beyond the role of being just a 'funding agency' by helping the initiative in its negotiations with other stakeholders like the government, in getting the technical agencies on board, suggesting blending of livelihoods with environment and heritage, and in taking this initiative to other geographies.

Looking forward to the initiative gaining the status of a replicable model.



Rohini Bhatia
Chairperson
InterGlobe Foundation

Foreword

Waste management is an essential aspect of development today, especially in small towns and peri-urban areas in Rajasthan. There are a few waste management models in place for these habitations. Waste management is becoming an intractable challenge in several tourist towns in Rajasthan, and addressing it is imperative to preserve heritage, protect the environment and facilitate livelihoods.



Seva Mandir is a civil society organisation working towards transforming social relationships in villages, strengthening communities' capacity for self-development and governance, and reducing traditional social barriers. Seva Mandir has been involved with waste management in Delwara town for one and a half decades. With the encouragement of InterGlobe Foundation, Seva Mandir decided to get involved in setting-up a community-based solid waste management model in Kelwara town of Kumbhalgarh block under the initiative of No Open Waste (NOW). The project is being implemented in partnership with the citizens, the Panchayat, district administration, cleaners, and other stakeholders. The cleaners and waste handlers were rechristened 'Aarogya Mitra' (Aarogya means Health, Aarogya Mitra means friend who promotes good health) to underscore their role in ensuring cleanliness and hygiene. The process of NOW Kumbhalgarh has been aligned with the Swachh Bharat Mission II.

The initiative is a step towards empowering communities and enabling them to address their waste management challenges. Waste management is not just about cleanliness and hygiene; it is also about dignity and the social stigma towards waste collectors and handlers. Kelwara Vikas Samiti (KVS) has been formed to create an institutional mechanism for active community participation and ownership, which is essential for sustainable waste management.

I am confident that NOW Kumbhalgarh will inspire other towns to take up similar initiatives in Rajasthan and other parts of India.

Seva Mandir feels honoured to have partnered with InterGlobe Foundation and is grateful to the citizens of Kelwara, the Panchayat, district administration, SAAHAS, and all stakeholders for their commitment and efforts. We are grateful for the efforts made by Seva Mandir team at block and head office for implementing this intervention. We thank Rukmini Dutta and Chandan Sarma for preparing this insightful document.

Janat Shah
President
Seva Mandir



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Acronyms

- | | |
|---|--|
| BDO : Block Development Officer | ODF : Open Defecation Free |
| CSO : Civil Society Organisation | IOCL : Indian Oil Corporation Limited |
| DC : Deputy Commissioner | RRC : Resource Recovery Centre |
| IEC : Information, Education and Communication | SDM : Sub Divisional Magistrate |
| KVS : Kelwara Vikas Samiti | SBM : Swachh Bharat Mission |
| NOW : No Open Waste | |

Background

With rapid urbanisation, most of the population across the world now faces ecological and health challenges associated with solid waste generation, regular collection, transportation treatment and sustainable disposal. The dominant informal system of solid waste management is inadequate to cope with the ever-increasing volumes of waste generated. It uses rudimentary technology and is small-scaled and labour-intensive with little scope for innovation. Waste pickers are primarily from the historically marginalised Scheduled Caste community. They are not given due importance in the system, hence are usually demotivated. Moreover, they are also under-prepared to handle increasingly diverse kinds of waste, including metals, textiles, plastics, glass, a range of commercial waste, electronic waste, and food leftovers, resulting in associated health issues.

Solid waste management, particularly in the growing number of small towns and peri-urban areas, is a critical aspect of development, with very few sustainable models in place. It is largely seen as an urban issue. Not many civil society organisations engage in it as they do in urban areas, nor are many innovations being developed for rural waste management needs.

Peri-urban areas often continue to be classified as 'rural'. Consequently, they lack requisite capacity to handle amenities and services required to deal with the growing population and urbanisation, like formal water supply, sanitation, garbage collection and disposal, street cleaning and lighting. While these areas have a higher population density than rural communities, social relationships continue to be based on caste and kinship systems. These challenges are further compounded in areas in and around historical sites with significant tourist footfall. In Rajasthan, there are several such tourist towns where waste management, among other things, is becoming an intractable challenge.



Kelwara

A major tourist destination, Kelwara is about seven kilometres from Kumbhalgarh Fort, built in the 15th century.

Kelwara falls in the Kumbhalgarh tehsil of Rajsamand district in Rajasthan. It is 75 km from Udaipur city and is home to a population of over 800 households. It has many hotels and restaurants that cater to the tourist flow, primarily owing to the Fort. On average, more than 1,000 (sometimes up to 20,000) tourists visit Kelwara every day and pass through the main market area to reach the Fort. With vibrant local commerce and a bustling marketplace, Kelwara is a rich mix of Hindus, Muslims, Jain and tribal communities. Many people are also drawn to Kelwara daily by the market and government offices serving the tehsil area. On a day-to-day basis, large quantities of waste are generated by hotels, shops, public transport vehicles that stop in the town, and people in general.

Seva Mandir has been working in Rajsamand district for more than two decades, including Kelwara tehsil, to empower the community, with a focus on rural and tribal groups in rural areas. Its work spans a number of domains, including health and sanitation. Given this context, and with the encouragement of its partner, InterGlobe Foundation, Seva Mandir made a foray into the challenging developmental issue of solid waste management in this peri-urban area with the initiative of NOW. For InterGlobe Foundation, NOW aligned with its combined interest in protecting the environment, preserving heritage, and facilitating livelihoods¹. InterGlobe Foundation is committed to taking the learnings from NOW to other geographies.

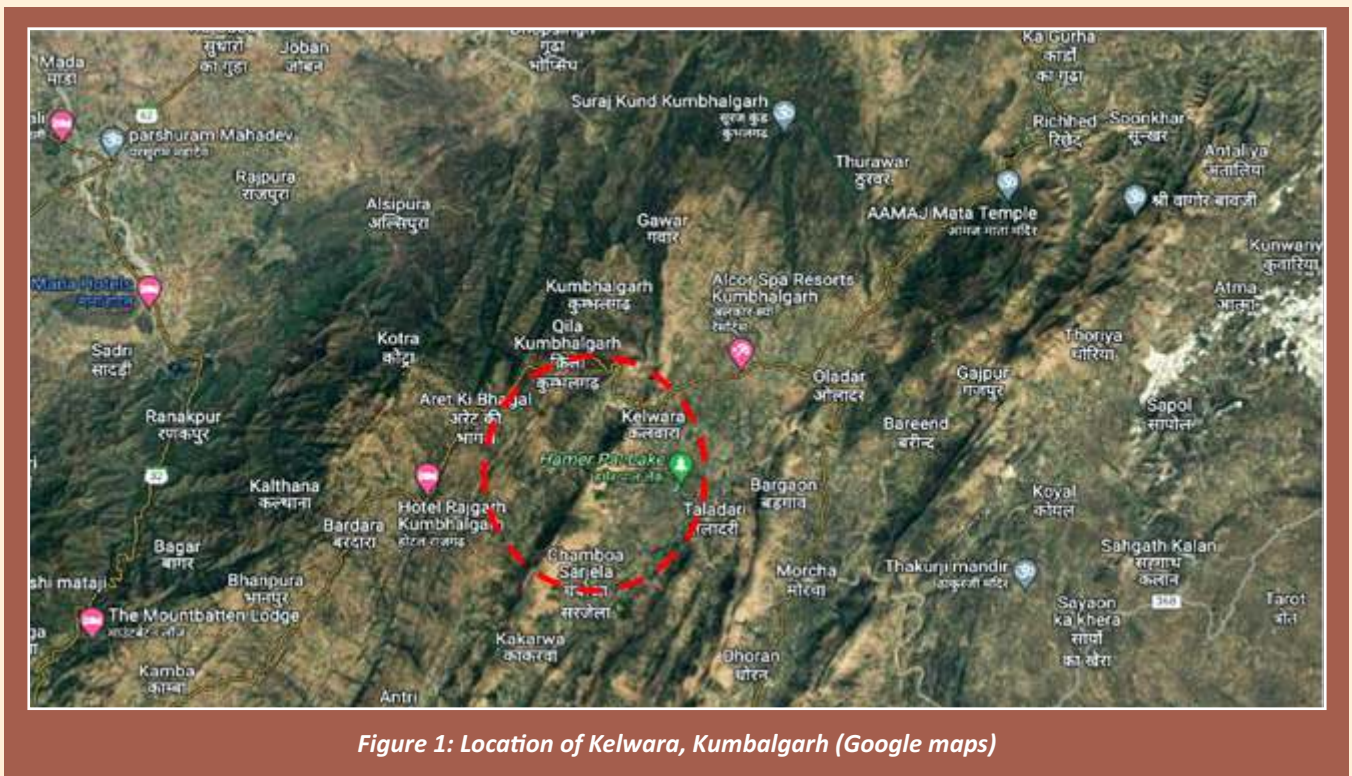


Figure 1: Location of Kelwara, Kumbhalgarh (Google maps)

¹InterGlobe Foundation is facilitating the expansion of Seva Mandir's women's handicraft and livelihoods initiative, Sadhna, to Kelwara

Seva Mandir : Context of Solid Waste Management

Seva Mandir, a civil society organisation, has been working for over five decades with the mission to transform social relationships within villages, strengthen communities' capacity for self-development and governance, and reduce traditional social barriers based on caste, class, gender and age. The organisation works with more than 500,000 people in 1,300 rural villages in three districts (Udaipur, Rajsamand and Sirohi) of southern Rajasthan. It is engaged in Kumbhalgarh tehsil of Rajsamand district on community mobilisation towards integrated natural resource management, childcare, health and education. In the adjacent Delwara tehsil, Seva Mandir has a long-standing relationship with the community, mainly through 'Sadhna' - a handicraft enterprise of rural and tribal women. In 2004, Seva Mandir facilitated the local citizens of Delwara towards active participation in local self-governance. The creation of the Nagrik Vikas Manch (NVM, or Citizen's Development Platform) has enabled the community, including marginalised groups, to emphasise their priorities and demands for their local development and address them both, with support from Seva Mandir and the local village Panchayat.

One of the issues taken up by the NVM is solid waste management. It works in partnership with Seva Mandir, the Panchayat, government departments, Devigarh hotel, and other stakeholders. Seva Mandir has supported the development of local infrastructure, including toilets, water resources and heritage sites, alongside empowering women through self-help groups, and constructing educational and skills-based programmes for youth. A wastewater treatment system was also constructed. Over the years, the NVM's engagement is seen to have enhanced cohesiveness among different groups of citizens and **built a platform to address issues**, including those of waste management. In Delwara, the work around improving existing sanitary practices, large-scale awareness and bringing behavioural change in communities, gave Seva Mandir the experience of facilitating a democratically run hygiene and sanitation campaign and laid the foundation for similar work in southern Rajasthan. The project ran for a decade, until 2018, and helped improve the sanitation and health of more than 1,000 households.

While solid waste management (SWM) has not been core to Seva Mandir's work historically, it gained valuable experience in this area from its work in Delwara. SWM, like all other activities undertaken by the organisation, aligns with the philosophy of strengthening communities across multiple stakeholders to work for their own benefit. Central to waste management is also the issue of dignity and social stigma towards waste collectors and handlers. Seva Mandir saw an opportunity to address these issues of social marginalisation, too, through a waste management initiative.

The intervention in Delwara was well received and appreciated by the community. An exposure visit for Kelwara community members and Panchayat to Delwara was organised by Seva Mandir to understand the cleaning and waste collection systems there. People from businesses and enterprises that cater to tourists as well as representatives of the rapidly urbanising Kelwara Panchayat visited Delwara. At that time, there was no regular street cleaning in Kelwara and no organised waste collection system either. Refuse often ended up on streets and ad-hoc dumping places, creating a risk to public health and destroying the natural beauty of Kelwara. The group from Kelwara was inspired by the system and cleanliness of Delwara and decided to adopt a similar model.

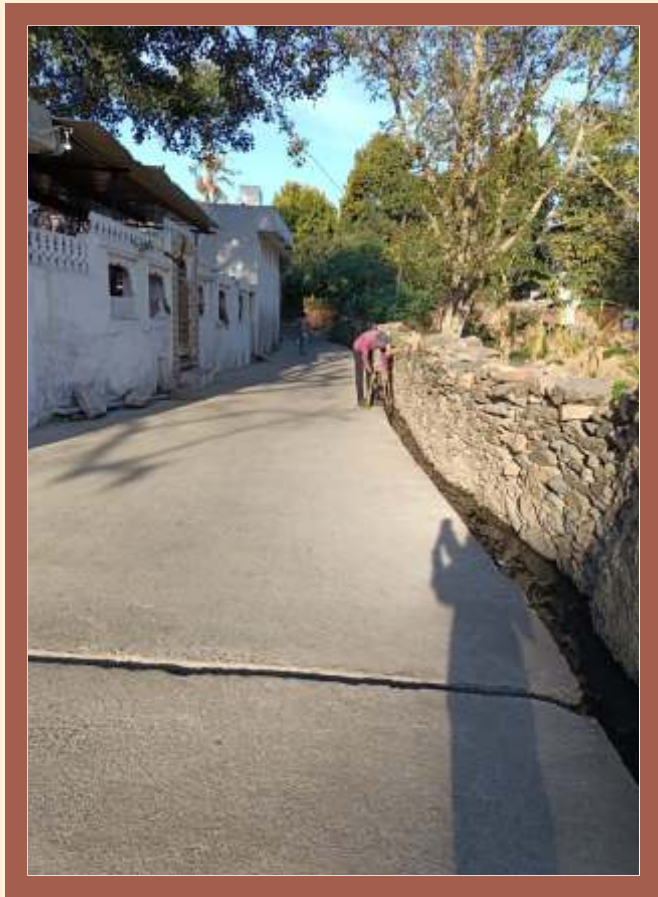


Figure 2: Daily cleaning in Delwara streets (left – residential area and right – market area)



Before the Intervention

Cleaning, sweeping and waste collection in villages and towns in Rajasthan (like in most parts of the country) has traditionally been carried out by the Scheduled Caste community. In Rajsamand, women of the community take the lead role. Before NOW, cleaners working in Kelwara were paid INR 800 per month by the Panchayat. However, this payment was irregular, and consequently, the area was not cleaned daily. Moreover, the cleaners were not trained to handle the increasingly complex forms of waste from a growing local and tourist population. Waste handling was labour intensive with little technological intervention.

On the other hand, the primary generators of waste in the two-kilometre patch viz. shopkeepers, hoteliers, residents, and visiting tourists were not oriented on waste segregation. With no organised systems in place, waste often ended up on streets and ad hoc dumping places. Primary surveys in the area, before the intervention, revealed that waste management was perceived as the sole responsibility of the government. The Panchayat, on its part, shied away from the proactive responsibility of keeping the town clean. As a result, there was barely a semblance of a functional waste management process, resulting in litter and waste piles in many places.

The Intervention – NOW

In Kelwara, of Kumbhalgarh block, the initiative to set up a community-led waste management system was inaugurated in December 2018. No Open Waste (NOW) began with an initial pilot of a year, followed by full-scale engagement subsequently. The intervention aimed at creating a model for peri-urban towns hinged on behavioural change and multi-stakeholder involvement in waste management. Seva Mandir, with resource support of InterGlobe Foundation and initial technical support from SAAHAS, took up the initiative to make Kelwara town, 'No Open Waste' zone.

The ongoing project is being implemented in partnership with citizens, the Panchayat, district administration, cleaners and other stakeholders. The cleaners and waste handlers were rechristened 'Aarogya Mitra' (Aarogya means Health, Aarogya Mitra means friend who promotes health) to underscore their role in ensuring cleanliness and hygiene.

Seva Mandir played a key role in mobilising stakeholders and preparing the ground before the launch of NOW. Broadly, it worked on:

- Orienting and engaging stakeholders
- Institutionalising Kelwara Vikas Samiti
- Capacity building of community members

Orienting and Engaging Stakeholders

The stakeholders of NOW include Kelwara citizens, Aarogya Mitras, the Panchayat, Panchayat Samiti, the Tehsil and District administration, shopkeepers' association, and hotel owners' association. There was intensive engagement with the primary stakeholders through door-to-door and monthly meetings, monitoring and ensuring the use of two separate dustbins, campaigns, workshops, and different pieces of training. The pilot for initiating the solid waste management model was started in the main market area.

There are 18 Aarogya Mitras, of whom 11 are associated with cleaning and maintaining the two-kilometre patch of the town which comprises the main market, some residences, the block administration offices, bus-stand, and hotels, which generate significant waste.

All stakeholders were oriented on the contours of the envisioned project. A survey was conducted to gauge the trend of the type of waste generated in the area. SAAHAS, which specialises in waste management, was involved in this process by acting as the technical agency in the first year. SAAHAS trained the staff of Seva Mandir and Aarogya Mitras on systematic waste collection, segregation, and disposal. Several meetings - both formal and informal - and workshops were held by Seva Mandir with the block and district administration to onboard them.

Through the entire process, Seva Mandir has attempted to align the philosophy and process of NOW with the government's flagship programme of Swachh Bharat Mission (SBM). The attempt has been to ensure the engagement of Mission officials and block functionaries beyond the traction gained around the Open Defecation Free mandate of solid waste management.

Institutionalising Kelwara Vikas Samiti

The creation of Kelwara Vikas Samiti (KVS) was facilitated with a view to bringing active community participation and ownership to the process of waste management in Kelwara. It was envisioned from the perspective of a community-driven waste management process to ensure the self-sustainability of the intervention. It comprises 11 members, including representatives of Vyapaar Mandal (business association), Hotel association, active Kelwara citizens, Panchayat and Aarogya Mitras. At the initial stages of NOW, the members met fortnightly to assess the progress of work, review it and ensure course corrections. There is regular communication between KVS members, the Seva Mandir team and SBM officials through a WhatsApp group. Based on the need, representatives of KVS meet block SBM officials to ensure the smooth functioning of the project. Seva Mandir also plays a key role in strengthening the KVS and ensuring its proper functioning. The Samiti has actively engaged with the Vyapaar Mandal and engaged with shops to bring positive behavioural change on waste management.

KVS regularly monitors the cleaning and waste collection work done by Aarogya Mitras. They ensure that the Aarogya Mitras are safe and maintain hygiene in their work. Members of KVS are actively involved in regularising fees from commercial establishments and households, liaising with the government, and increasing the scope of waste management to make it sustainable. Any issues arising around waste management, source segregation, fee collection and the need for liaison with Panchayat and local administration for support are also taken up by KVS.

Capacity Building of Community Members

Seva Mandir engaged in building the capacity of the community on health, hygiene and waste management to bring about behavioural change and capacitate the community on waste management. Awareness campaigns were done through drawing competitions for school children. Children were motivated to draw a village that would resonate with their idea of clean and healthy environs. Swachhta rally of school children was also organised and Swachhta Abhiyan events and shramdaans were conducted in the SDM office with block level functionaries. Door-to-door awareness campaigns were done. Seva Mandir staff, Vyapar Mandal representatives and volunteers participated and motivated people to segregate waste.

Wall paintings and charts were put up at various places to promote the message of waste management. Flip charts and pamphlets were also used. Billboards and signs were placed around Kelwara to encourage

people to dispose waste after segregation, giving information on the use of different coloured bins. Skits and street plays by trained performers on solid waste management were performed across the town to build the capacity of the community.

To capacitate further and ensure deeper understanding in the Kelwara Vikas Samiti and Aarogya Mitras, three exposure visits were done to Bharuch, Dungarpur, and Banswara to see and understand the work more deeply.

Photo Gallery

Before the Intervention



Figure 3: Nearby open plots used as dumping grounds



Figure 4: Legacy waste being removed by Seva Mandir before starting awareness on NOW



Figure 5: Inauguration event with Kelwara stakeholders



Figure 6: Rohini Bhatia (Chairperson – IGF) doing shramdaan during inauguration event



Figure 7: Shramdaan with local community and stakeholders



Figure 8: Early morning campaigns to promote household segregation



Figure 9: Door-to-door campaigns and meetings with the community



Figure 10: District-level Seminar conducted by Seva Mandir with government officials



Figure 11: Meeting with Government Representatives



Figure 12: Drawing competition on environment protection with children



Figure 13: Rallies organised in whole Kelwara on promoting Solid waste management



Figure 14: Aarogya Mitras training



Figure 15: Pamphlets given to all shopkeepers and residents in Main market



Figure 16: One of the three wall paintings at Kelwara Bus stand



Figure 17: Exposure visit to Banswara to see SWM work of other organisation



Figure 18: Visits by Government Administration to RRC



Figure 19: Meetings with government and CSR functionalities in various events like Environment Day celebrations



Figure 20: Seva Mandir presenting Kelwara model in state level seminar organised by government



Figure 21: Exposure visit to Bharuch

On-Ground Engagement

The on-ground engagement involved three key aspects:

- Data generation
- Waste collection and transportation
- Waste disposal

Data Generation

The agency, SAAHAS, was deployed for the initial data gathering and MIS development about the different kinds of waste generated in the two-kilometre stretch of Kelwara. A detailed survey was done in the area after measuring the waste being generated and collected. After the survey and listing of shops and households, an information management system was created to calculate the generated dry, wet, mixed, and inert waste every day. Based on the data generated, a waste collection and disposal system was designed to cater to the unique needs of the stretch. Each type of waste is defined as below:

Waste category	Composition	Generation source
Dry	Paper, glass, plastic, cardboard, Styrofoam, rubber, metal, food packaging material	Hotels, shops and households
Wet	Biodegradable material, kitchen waste, and food leftovers	Hotels, shops and households
Mixed	Mix of dry and wet waste, which is difficult to segregate	Hotels, shops and households
Inert	Bricks, asphalt or cement concrete, and other building construction materials, such as plaster, drywall, siding, shingles, insulation, and glass that does not undergo any significant physical, chemical or biological transformations.	Street

Dry waste is further separated and packed into categories of plastic, glass, glass bottle, clothes, bags, paper, cardboard, and metals. This is expected to aid in the efficient disposal for sale, based on the demand of each waste category.

The information system created is expected to be updated on a regular basis to track trends. The weight of waste is measured daily and recorded in a Google Sheet. This information is critical to understand the nature of waste generated, infrastructure requirements, to upgrade needs, and to have a dynamic strategy for waste segregation and disposal.

Kelwa Village													March 2022																			
Sl. No.	Category	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	
1	प्लास्टिक कचरा	26	23	25	24	26	27	20	18	22	30	38	33	17	21	15	18	20	19	20	21	24	26	27	25	22	21	15	20	24	26	638 kg
2	प्लास्टिक बोतल	6	8	4	5	4	6	7	5	6	5	4	4	3	4	6	5	7	4	3	2	6	3	4	6	5	7	3	2	4	5	198 kg
3	कागज कचरा	32	37	33	39	34	32	35	40	41	38	32	31	31	38	34	33	34	36	39	43	41	41	38	37	39	34	36	37	37	1108 kg	
4	मॉडिफाई केचर	6	7	5	6	6	7	8	9	7	8	5	4	8	5	7	5	6	4	6	8	9	6	8	7	8	5	9	7	5	191 kg	
5	सूज कचरा	17	18	21	19	18	15	16	12	13	14	16	13	10	11	16	10	12	16	13	13	18	11	16	19	6	9	12	15	17	18	420 kg
6	खाना कचरा	24	22	27	25	18	24	22	15	17	17	19	22	18	18	19	18	21	17	18	20	25	23	21	22	15	11	9	20	25	26	592 kg
7	निली कचरा	160	115	165	155	125	162	152	150	132	155	170	170	80	215	210	245	110	20	250	175	185	170	165	145	165	160	135	125	150	5218 kg	
8	सूज कचरा	115	115	120	120	115	110	115	120	105	140	150	135	135	110	115	105	103	115	120	120	70	75	70	15	80	70	60	80	80	3042 kg	
9	वेड का कचरा	66	55	60	58	51	57	70	70	63	68	60	60	52	65	62	67	69	62	63	66	68	69	70	71	65	59	57	60	52	1884 kg	
10	फिनर	1	1	1	1	2	2	1	1	1	1	1	1	1	2	1	1	2	1	1	1	1	1	1	1	1	1	1	1	1	36 kg	

Figure 22: Daily waste management register

Waste Collection and Transportation

NOW has invested in popularising the segregation of waste at source through separate dustbins introduced for shops and households on the roadside. There was a significant investment to drive the awareness of segregating waste. Despite this, in many shops and households, waste was not being segregated. The Seva Mandir team and KVS would segregate it themselves at the source, demonstrating how to do so with the aim of bringing about behavioural change.

A regular system was institutionalised for daily cleaning of the two-kilometre stretch and for door-to-door collection of segregated waste from around 400 households and shops in the main town of Kelwara. For the initial years, an open vehicle (rented) was being used for collection, and two Aarogya Mitras had to go along with the vehicle for segregated collection of dry and wet waste. After some time, looking at the need to reduce efforts and cost from Aarogya Mitras in waste collection, a hydraulic vehicle was requested by Seva Mandir. This vehicle was donated by Indian Oil Company to the Panchayat with the understanding that the latter will bear its maintenance costs in future. This vehicle is now being used for waste collection. The vehicle has two chambers (for dry and wet waste) and is operated by a youth from the Aarogya Mitra community. The door-to-door collection is supervised by the supervisor to ensure proper segregation. Initially, Aarogya Mitras would go to households or shops themselves to pick up waste. Over time, individuals started coming out to dump their segregated waste in the respective chambers of the vehicle.

Of the total 405 points of waste generation, about 90 per cent of waste is disposed of on a regular basis. At about 80 per cent of points (commercial and residential), segregated waste is reportedly being disposed of on a consistent basis. The waste is transported by vehicle to the Resource Recovery Centre for sorting and composting.

For cleaning street waste, six Aarogya Mitras clean the market streets every day. They use safety and protection gear (such as gloves and masks) provided under the project.

Waste Generation Trend

From a tourism perspective, Kelwara can be divided into:

Peak season
October to March

Normal season
April to June

Lean season
July to September

The total waste generated (on average per day) ranges from about 300 kg to 500 kg across all seasons. The maximum generated is wet waste followed by dry, mixed, and inert. The waste generation trend in the main market area is as below:

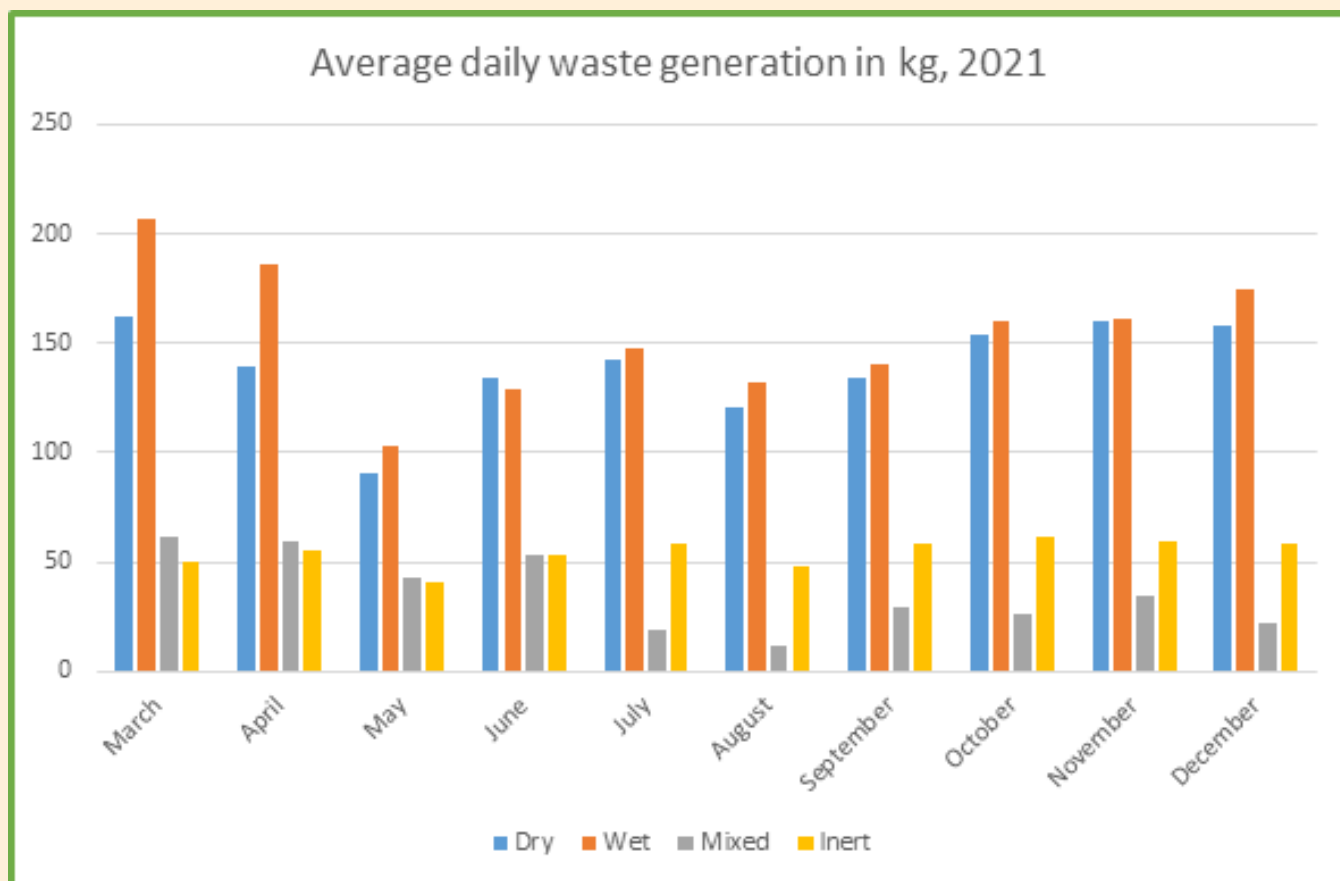


Figure 23: Type of collected waste

Waste Disposal

A Resource Recovery Centre (RRC) has been created on 674 square metres of land allocated by the Panchayat. The RRC is where all the waste is transported from Kelwara town. After the waste reaches the RRC in categories of dry, wet, mixed, and inert, it is further sorted by two Aarogya Mitra. The mixed waste is first segregated into wet and dry before further sorting. The dry waste is then sorted into plastic wrappers, polythene, plastic bottles, clothes, paper, cardboard, metals etc. All the waste is weighed before and after sorting and the data recorded. The different categories of dry waste are filled into separate sacks and stored to sell to waste recyclers (kabaadi walla) in Udaipur. The aim is to use as much of the wet waste for making compost. Some of it goes into landfills with other waste if it cannot be segregated. A supervisor monitors the working and management of the RRC, which is operated by two Aarogya Mitras at a time. A 15-day roster is maintained for the two-member teams. Initially, each team would work through the entire month. This was modified keeping in mind the need for waste handlers to get time off for their own health and hygiene.



Figure 24: Dry waste being further segregated



Figure 25: Weighing of sorted waste by Aarogya Mitra for data management



Figure 26: Two Aarogya Mitras with the previously used rented open vehicle



Figure 27: Daily waste being collected by Aarogya Mitra initially with open vehicle



Figure 28: Waste Collection through new hydraulic vehicle in main market



Figure 29: People disposing of waste in the new vehicle in Mohallas



Figure 30: Clean Kelwara main market area



Figure 31: The RRC centre constructed by Seva Mandir through InterGlobe Foundation's support



Figure 32: Site for sorting dry waste into various categories



Figure 33: NADEP compost pits for wet waste composting



Figure 34: Transportation of sorted dry waste to recycler



NOW Key Milestones

NOW is a work in progress. Since December 2018, all the key stakeholders have worked to systematically take it forward towards its mission. Some of the key milestones are as follows:

Month/Year	Stakeholders Engaged	Event/Activity
December 2018	Seva Mandir, InterGlobe Foundation and Community	<ul style="list-style-type: none"> Inauguration of the intervention
January to June 2019	Seva Mandir IGF SAAHAS Gram Panchayat Aarogya Mitra Vyapaar Mandaal Kelwara Vikas Samiti, Administration at Block, Tehsil and SBM-Zila Parishad Community-Residents and Children	<ul style="list-style-type: none"> Orientation of all stakeholders by Seva Mandir Survey conducted and MIS developed Formation of multistakeholder Kelwara Vikas Samiti (KVS) IEC, wall paintings, pamphlets, introduction of separate dust bins, and workshops on behaviour change. Orientation of government functionaries by Seva Mandir at block and district levels Exposure visits for staff capacity building to Bharuch Training of Aarogya mitras and KVS on waste handling and management Process initiated for land allocation for RRC with SDM Door-to-door awareness campaign on waste management through banners, wall paintings, Nukkad natak, drawing competition, rallies with children, IEC material, etc. Dry and wet waste segregation and first-level processing started on rented site.
July to December 2019	Gram Panchayat Seva Mandir Aarogya Mitras Cement factory in Chittorgarh Zila Parishad	<ul style="list-style-type: none"> Introduction of cycle-drawn rickshaw for waste collection Segregated dry waste sent to Chittorgarh on payment Landfill of first dumping site transported Involvement of Seva Mandir in preparation of Detailed Project Report (DPR) for five Panchayats on waste management
January to June 2020	Gram Panchayat Seva Mandir	<ul style="list-style-type: none"> Bank account opened for Kelwara Vikas Samiti Land allocated by Panchayat and RRC construction started by Seva Mandir
July to December 2020	Seva Mandir External Recycler	<ul style="list-style-type: none"> Inauguration of RRC centre and work started on main centre Tie-ups with external recycler for sale and transport of dry waste at RRC

Month/Year	Stakeholders Engaged	Event/Activity
January to June 2021	Seva Mandir Zila Parishad Gram Panchayat	<ul style="list-style-type: none"> District-level seminar organised by Seva Mandir for all district officials Exposure visit of Aarogya Mitras and KVS to understand solid waste management models in Banswada and Dungarpur Cemented road to RRC constructed through Panchayat
July to December 2021	Seva Mandir IGF Hotel Association Club Mahindra	<ul style="list-style-type: none"> Hydraulic compressor machine set up to address issues of transportation costs Hotel Association onboarded by Seva Mandir Club Mahindra Hotel linked with the waste management model and waste collection started from the hotel on monthly user fees
January to June 2022	Aarogya Mitra KVS Gram Panchayat District Administration Hotel Association IOCL	<ul style="list-style-type: none"> Strike by Aarogya Mitras for a pay hike Panchayat resolves issues with Aarogya Mitras with a hike District Collectors' visit to understand the model Hydraulic Vehicle provided by IOCL to Panchayat for waste collection Meeting with hotel association for collaboration in waste collection
July to October 2022	Seva Mandir Gram Panchayat Zila Parishad Hotels State Government	<ul style="list-style-type: none"> Kelwara model presented at the state-level in Jaipur to orient 13 districts across the state Orientation of all districts for implementing the model in all Panchayats Several visits by Government officials to Kelwara RRC Training of District and Panchayat Samiti officials Waste audit of hotels Electricity connection at RRC



Sustainability

It takes concerted effort to sustain the solid waste management process driven by multiple stakeholders, independently and as a group, working towards attaining the four Rs – refusing, reducing, reusing, and recycling.

For the past four years, Seva Mandir, supported by InterGlobe Foundation, the local community and the Panchayat, has undertaken a remarkable initiative for solid waste management in Kelwara. At some point, it will have to withdraw its active engagement and ensure that the processes put in place are taken forward in a sustainable manner with the most effective results. Some of the concerns around sustainability of the initiative arise from the following:

- Solid waste management has not been taken up so far by Panchayats' in the Swachh Bharat Mission second phase in the same spirit as ODF and liquid waste management have been. In NOW, this has translated to as a constant struggle to prioritise solid waste management in the Panchayat's agenda.
- All stakeholders have to continue to be interested and invested in the waste management efforts in perpetuity. The initial enthusiasm and momentum are not always easy to sustain, especially when the lead agency (Seva Mandir, in this case) is preparing for its own withdrawal. Seva Mandir has been playing a crucial role in holding all the pieces of the initiative together and will now need to handover its central role of coordination.
- Identifying and responding to stakeholders' WIFM (what-is-in-it-for-me) over the long-term is essential for the sustainability of such a multi-stakeholder engagement. Hoteliers in Kelwara, for instance, have been ambivalent in their participation in NOW. Ostensibly, the consequence of poor SWM on their business is not clear to them. Their initial enthusiasm has not been sustained or translated to active participation.
- Infrastructure maintenance and capacity enhancement for the future requires resource commitment over a long period. The establishment is relatively the easier piece of the puzzle compared to running and maintaining it in the long-term. For instance, it is critical to train Aarogya Mitras to run and maintain the RRC so that it serves the growing and continued needs of the community.

The Kelwara experience of NOW indicates that the sustainability concern needs to be built into the initiative right at the start, hinged both on processes and products. Some of the key drivers of sustainability have been delineated below:

- **Kelwara Vikas Samiti** plays a significant role in ensuring the process is carried out smoothly and all stakeholders are included. It bears **responsibility for monitoring and being in dialogue with the panchayat to ensure effective delivery**. It is essential to create such a committee right at the start and involve it in the designing and implementation of the process. The Committee must be representative of all members - business persons, Hotel Association representatives, Panchayat members, frontline workers (waste collectors and waste sorters), and residents. The committee will be the champion for effective waste management in the location and will play the role of the lead agency after its withdrawal. It will liaise with government functionaries, technology providers, communication agencies, and all service providers as and when required. **Their capacity, capability and connections to be able to play this role must be ensured during the establishment phase of the initiative.**

- The **waste management buck stops with Panchayat members**. They will be the overall custodians and resource providers to ensure solid waste management activities are undertaken as per the plan. Their sensitisation through capacity building, exposure visits and continuous engagement will be critical in supporting them to be able to play their role.
- Panchayat members will also be instrumental in **aligning government schemes** under MGNREGS, Swachh Bharat Mission, etc. to ensure resource availability for the development and upkeep of solid waste management processes. They will need a long-term plan that lays out the level of resource support required along with phase-wise infrastructure development and upkeep as part of detailed project reports and budgets of panchayats.
- **Business and hotel owners are significant stakeholders**, given the tourist footfall in Kelwara. Keeping their interest in mind, they need to be brought on board, right from the start, not only as participants **but also as possible investors**. The guarantee of a clean town is expected to appeal to them for attracting customers. The business locations (restaurants, cafes, hotels) also hold the potential to reach out to tourists - a hard-to-reach stakeholder, because of their impermanent and fluid nature of interaction with Kelwara.
- **Incentivising waste collectors and sorters** (Aarogya Mitras and van operators) are expected to help sustain the process in the long-term. They are the backbone of the system and are to be motivated to ensure it is carried out well if they gain from down-the-line opportunities of earning from sales of dry waste and compost.
- The **sale of solid waste for recycling can be very lucrative** if it is backed by a systematic process of segregation at the point of waste generation. The easier it is to extract dry waste, the better the chances of it being sold for recycling.
- There is a **market for compost from wet waste**. Rich in nitrogen, phosphorus and potassium, organic compost improves the structure and health of the soil, retaining moisture and nutrients. It reduces the need for pesticides and fertilisers and the potential for soil erosion. The staff at the resource recovery centre can run an enterprise around composting from wet waste. This is expected to be a motivation for the collection of segregated wet waste.



Synthesis of NOW in Kelwara

The Kelwara initiative so far has thrown up many insights and learnings to take forward in similar areas, such as peri-urban towns, with significant commercial activity and tourist interest. These learnings can be a springboard for initiating solid waste management activities in other locations.

The waste management loop

Segregation and collection are only the first steps in sustainable solid waste management. While it is the most apparent and visible segment of the process, the loop is closed only when **the amount of untreatable waste going to landfills is reduced significantly and consistently** over a period. This is the long-term vision that the community must be oriented towards and take ownership of. The process from generation to treatment has been depicted below, indicating the key drivers and potential value added, at each stage.

In the medium-term, the aim is to address the three Rs of waste generation:

- **Reduce** the amount of waste that is generated.
- **Reuse** more, stretching the possible use of every product to the maximum rather than throwing them out.
- **Recycle** to the greatest extent possible, turning old and used products into something new and useful.

In the long-term, a fourth 'R' - refuse - must be included. 'Refusing' implies consciousness at the point of consumption, decreasing the amount of single-use and disposable products.

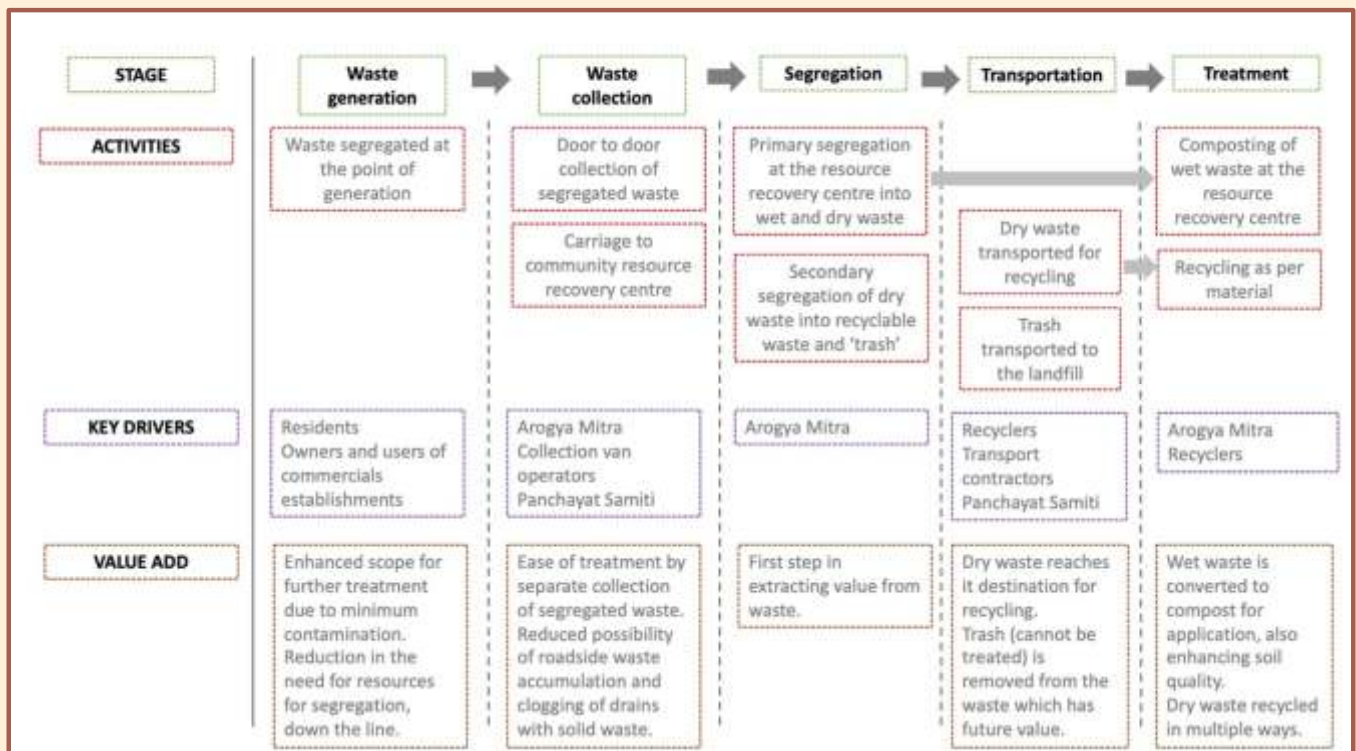


Figure 35: Process to ensure efficient Solid waste management models

Behaviour Change

Behaviour change across all primary stakeholders is the cornerstone of waste management. Infrastructure development and technology are the easier pieces to address. The reason why waste management practices fail to sustain is because of the inability to **keep up the initial momentum and enthusiasm about conscious segregation and collection**. Over time, segregation at source will become natural behaviour. Until then, **there is a need for a strategic combination of communication, awareness building, monitoring and handholding to ensure that there is no letting up in the effort**. It is essential to target and design the communication and awareness building for each stakeholder in an appropriate way. Tourists, for instance, will have a very different motivation for participants in the effort than residents will, and these differences will need to be brought into the communication effort.

Technology and Infrastructure

Robust waste management practice and behaviour needs to be supported by **appropriate technology and infrastructure, which ensures ease, efficiency, and effectiveness through the entire process**. From providing appropriate collection equipment to Aarogya Mitras, to bringing in transportation vehicles to retain the segregation at source, suitable methods and machines are essential right until the final stage of treatment. Waste management infrastructure requires regular maintenance and upkeep. Agencies that take on these tasks are essential to be vetted and brought on board. Further, from time to time, it is important to check for the **need of capacity enhancement and technology upgradation** to ensure maximum effectiveness and efficiency. Solid waste collection **requires several downstream activities to be in place and carried out as per schedule** - clearing of dry waste, regular addition of wet waste for composting, for instance. If these activities are not carried out regularly and timely, there is bound to be choking at the stages of primary and secondary segregation, since waste generation is a continuous process, without any break.

Human resource

The backbone of carrying out a solid waste management initiative is waste collectors and segregators - those who work with their hands. The tradition of cleaning work being done by the most marginalised communities continues today. In any comprehensive initiative, it is **essential to recognise the importance of these frontline cadres and to include a reminder of their significance to all stakeholders**. Communication messages centred around the need to recognise their efforts and to accord them the dignity that they deserve are shown to have shifted the mindset of waste generators, gradually. Incentivising frontline waste staff (Aarogya Mitras) with a share of revenue from sale of dry waste or compost could also help in their investment in segregated waste collection to the maximum extent possible. In some places, waste collectors have been empowered to refuse collection from those who do not segregate.

Aarogya Mitras speak

“This is very different from our previous role. We have a new identity and there is greater acceptance of us in the community. This RRC is my office”.

Sunita

“We have a uniform and take all necessary precautions, like wearing gloves, and are trained about different waste hazards. This does not feel like dirty work anymore”.

Kesar

“This project has enabled us to take active and equal part in meetings of KVS. I voice my opinion fearlessly in front of men from other castes”.

Baby Bai (also a member of KVS)

“The streets are much cleaner, and the use of segregated dustbins and the vehicle has helped lessen our drudgery. The shopkeepers also treat us well now”.

Laxmi (also a member of KVS)

It is **possible to outsource some pieces of work to agencies on contract**. With a clear monitoring structure in place, it will be possible to lighten the load on the local team and ensure people with expertise deliver with effectiveness. Developing communication material and delivering it, for instance, can be outsourced to specialised agencies.

Stakeholder Management

It is essential to **identify all the significant stakeholders and weave in their ownership right from the start**. For instance, community volunteers played a key role during the toilet construction drive in the Swachh Bharat Mission. Their enthusiasm could be tapped into for solid waste management as well. Further, it is crucial to identify the WIFM (what-is-in-it-for-me) for each stakeholder. Pride, business potential, good health, and so on, are all benefits of effective solid waste management. However, each of these benefits appeal to stakeholder groups in different ways. **The final result of a comprehensive waste solution is a web of multiple interests and motivations of every stakeholder**. Among them, in Kelwara, tourists are a key and challenging stakeholder to bring on board. They are fluid and have little interest in the upkeep of the local area. However, they are significant from a waste generation perspective, and cannot be overlooked.

Engagement and Capacity Building of the Aarogya Mitras

Aarogya Mitra are from the Scheduled Caste community and historically have been marginalised. The community ensures the cleanliness and hygiene of localities across Rajasthan. Yet, they are neither recognised for this effort nor capacitated to handle the increasingly complex nature of urban and peri-urban waste. NOW has worked extensively on both these aspects. For the first time, they became a part of a more democratic process of waste collection. It is a positive step in their empowerment.

Engagement with Businesses and Households

Unlike sanitation, solid waste management was always externalised by households and commercial establishments. They were unwilling to engage in waste management beyond the thresholds of their premises, let alone pay for services. This perception that cleanliness is the domain of the government has undergone a drastic change and there is a sense of community responsibility for waste management, including monetary contribution to the process.

Engagement with Panchayat Representatives and Administrative Officials

Regular engagement at different tiers of governance has ensured that solid waste management is now a mandate of work as much as total sanitation in Kumbhalgarh. Both block and district officials have come to the town to understand the model and draw lessons for the wider area. In five Panchayats of the Kumbhalgarh block, Panchayat-level Detailed Project Report (DPR) has been prepared on waste management with the support of the Seva Mandir team to build in learnings from Kelwara and in seven other Panchayats, Seva Mandir is currently providing technical support.

Role of Technical Agency

An appropriate technical agency plays the key role of joining all the dots – designing, communication and implementation – bringing together all the stakeholders, clarifying each of their roles. Though Seva Mandir had gained expertise in sanitation and health, waste management in a peri-urban location was a new area of engagement. It brought on board SAAHAS to ground this engagement as technical agency and to build institutional knowledge in this domain in the first year.

The role played by SAAHAS in NOW spanned:

- Capacity building through training and exposure to other areas of the country for deepening the understanding of waste management processes;
- Onsite guidance to build capabilities of the Seva Mandir team and volunteers on waste management;
- Streamlined data collection and addressing gaps in waste segregation and waste sorting site;
- Guidance to conduct the waste audit to calculate the amount and type of waste generated;
- Engagement with the Seva Mandir team to work on the data and knowledge generated from the survey to prepare a waste management plan for Kelwara; and
- Initial support in the preparation of IEC material.

Through NOW, a key lesson learnt is that the technical agency must be brought on board right from the beginning, from the stage of feasibility study and making a compelling, scientific proposal to all stakeholders, including government agencies.

Governance and Monitoring

The governance of a solid waste management initiative lies at the intersection of the administration (Panchayat Samiti, in this case), residents' groups and commercial associations. **The role of each agency must be demarcated and clarified** – management of human resources, technology, communication, awareness building, and so on. The Panchayat Samiti must be the custodian of the entire endeavour holding all the pieces together. They must commit to mobilise funds allocated in the budget to the maximum extent possible. Residents' groups and commercial associations play the crucial role of seeking accountability, while ensuring that all their members are playing their part in segregation.

There is a role for a team to **monitor every segment of the waste management process** – household level waste segregation, door-to-door segregated waste collection, composting of wet waste, sending forward dry waste, and tracking the decreasing quantity of trash going to the landfill. **Data and recording are critical** for monitoring every stage and for feeding it back into the system to address loopholes. Without the analysis of regularly collected data, it is impossible to gauge the effectiveness of the initiative. The monitoring team, under the aegis of the Panchayat Samiti, must carry out the role of fines and penalties with the requisite authority.

Role of Civil Society Organisations

Solid waste management, as mentioned above, must be developed and owned by local communities and administration. There is, however, a role for civil society organisations (CSO) to help establish and streamline the initiative in many ways. An important role of CSOs is to mobilise citizens and local stakeholders, like hotels and shops, to play a role beyond beneficiaries as well as prepare them to take more responsibilities and ownership. CSOs intensely facilitate to set up and strengthen the institutional arrangements, which ensure the sustainability of the interventions in the long run.

- Solid waste management is a recent addition on the Swachh Bharat Mission agenda (under its 'Urban' focus). The energy around achieving 'ODF' villages and towns was very high among communities. The liquid waste management segment has also seen some investments through infrastructure building for sludge and wastewater management. However, solid waste management continues to need some advocacy and push to ensure that the complex web of multi-stakeholder participation is in place. **The CSO community could play a role in advocating for appropriate and adequate investment for the hardware and software of solid waste management.**
- **CSOs typically have the reach and bandwidth to invite technology and communication partners** to help establish and streamline waste management systems. While they may be able to bear the cost of introductions, pilots and initiations, the local administration will have to take up the resource responsibility for the long term.
- Similarly, CSOs could bring in their experience and expertise in setting up **monitoring systems and frameworks with a focus on data collection and management.** Where required, software development may be called for to ensure real-time data collection, recording, and analysis.
- CSOs also have a role to play in **taking the initiative to the next level.** Once the solid waste management process is established, it can initiate discussions with local communities and administration on how waste generation can be reduced through conscious consumption. Increasing consciousness and looking beyond one's own surroundings when thinking of waste management, and how each of us is impacted and is impacting climate change through waste generation, are conversations that CSOs can take up.

- Waste management models often overlook the **importance of ensuring dignity to waste handlers**, focusing instead on the technology and infrastructure development in design and implementation. CSOs are well-positioned to safeguard this agenda and ensure that it does not get lost in the more tangible outputs and outcomes.



Figure 35: Result of behaviour change in the community



Figure 36: Change towards NOW and Plastic free zone

कलेक्टर नीलाम सक्सेना ने किया प्रदेश की प्रथम ओडीएफ प्लस केलवाड़ा पंचायत का निरीक्षण

■ प्रवासी संदेश टीम।

राजसमंद/कुंभलगढ़। जिला कलेक्टर नीलाम सक्सेना ने शनिवार को कुंभलगढ़ पंचायत समिति की ग्राम पंचायतों में निरीक्षण कर जमीनी स्तर पर योजनाओं के क्रियान्वयन की हकीकत को जाना। उन्होंने केलवाड़ा ग्राम पंचायत में स्वच्छ भारत मिशन ग्रामीण के तहत किए गए कार्यों का औचक निरीक्षण कर कार्यों की गुणवत्ता को जांचा। एसबीएम खंड समन्वयक नरेश जोशी ने जिला कलेक्टर को बताया कि केलवाड़ा ग्राम पंचायत राजस्थान राज्य की प्रथम ओडीएफ प्लस ग्राम पंचायत घोषित हुई है जिसमें सेवा मंदिर संस्था द्वारा भी सहयोग किया गया है। कलेक्टर ने पंचायत के कचरा संग्रहण केंद्र का भी निरीक्षण किया जहां पर बने नेडप तकनीक से बने खाद के गड्ढे, सूखा एवं गोला कचरा अलग करने की प्रक्रिया, आरोग्य मित्रों द्वारा किए

एसबीएम के तहत हुए कार्यों को सराहा
आरआरसी सेंटर की कार्यप्रणाली को जाना



जाने वाला कार्य, कचरा संग्रहण वाहन, कचरे के लिए समुदाय एवं होटल व्यवसायों से लिए जाने वाले यूजर चार्ज, सफाई व्यवस्था आदि की विस्तृत जानकारी ली। कलेक्टर ने आरआरसी सेंटर पर सेवा मंदिर के सहयोग से लगाई गई प्लास्टिक कंप्रेसर मशीन से कचरा कम्प्रेस करने की जानकारी भी ली। सेवा मंदिर के ही हिम्मत श्रीमाली ने मशीन चलाकर कचरा कम्प्रेस कर मशीन की सम्पूर्ण जानकारी से

अवगत करवाया गया। इस दौरान एसडीएम जयपाल सिंह राठीड़, केलवाड़ा तहसीलदार रणजीतसिंह चारण, विकास अधिकारी भगवान सिंह कुंपावत, प्रेमसुख शर्मा सहित कर्मचारी मौजूद थे। उपखंड कार्यालय में ली ब्लॉक स्तरीय अधिकारियों की बैठक जिला कलेक्टर निलाभ सक्सेना ने उपखंड कार्यालय में ब्लॉक स्तरीय अधिकारियों की बैठक ली एवं योजनाओं की प्रगति की

समीक्षा की। समीक्षा बैठक में सर्वप्रथम एसबीएम ग्रामीण की प्रगति की समीक्षा की। जिसमें खंड समन्वयक नरेश जोशी ने प्रगति से अवगत करवाते हुए ग्राम पंचायतों की डीपीआर अनुमोदित कार्य करवाने एवं शेष ग्राम पंचायतों की डीपीआर बनाये जाने की प्रक्रिया की जानकारी दी। कलेक्टर ने ब्लॉक की ओडीएफ प्लस की जिले में रैंक पूछे जाने पर बताया गया कि कुंभलगढ़ ब्लॉक की जिले प्रथम और जिले की राज्य में द्वितीय रैंक है। बैठक में कलेक्टर ने महात्मा गांधी नरेगा, पीएम आवास योजना, जल जीवन मिशन, विद्युत, चिकित्सा, आयुर्वेद, शिक्षा एवं वन विभाग की प्रगति की समीक्षा की। बैठक में एसडीएम जयपाल सिंह राठीड़, केलवाड़ा तहसीलदार रणजीतसिंह चारण, विकास अधिकारी भगवान सिंह कुंपावत सहित ब्लॉक स्तरीय अधिकारी उपस्थित थे।

Figure 37: Kelwara being regularly visited

केलवाड़ा के ओडीएफ प्लस मॉडल को राज्य में लागू करने पर चर्चा

ब्यूरो/नवज्योति, राजसमंद। स्वच्छ भारत मिशन ग्रामीण योजना के तहत पंचायती राज शासन सचिव पीसी किशन की अध्यक्षता, निदेशक एसबीएम विश्व मोहन शर्मा एवं अतिरिक्त प्रभारी पराग चौधरी की उपस्थिति में विडियो कॉन्फ्रेंस की गई। जिसमें राज्य स्तर पर विभिन्न प्रकार के मॉडल्स का क्रियान्वयन करने पर चर्चा की गई। जिसमें एसएचजी मॉडल, पीपीपी मॉडल, एनजीओ मॉडल केलवाड़ा जीपी मॉडल पर प्रस्तुतिकरण किया गया। जिले की ओर से जिप सीईओ निमिषा गुप्ता ने केलवाड़ा मॉडल का प्रस्तुतिकरण दिया। वीसी में एसबीएम कॉर्डिनेटर नानालाल सालवी, सलाहकार एसएलडब्ल्यूएम शुभम सुखवाल, कुंभलगढ़ बिडिओ भगवानसिंह कुंपावत, रिमझिम सेवा मंदिर आदि उपस्थित थे।

Figure 38: Kelwara model becoming an inspiration



Figure 39: Hydraulic Compressor machine installed at RRC



In Conclusion

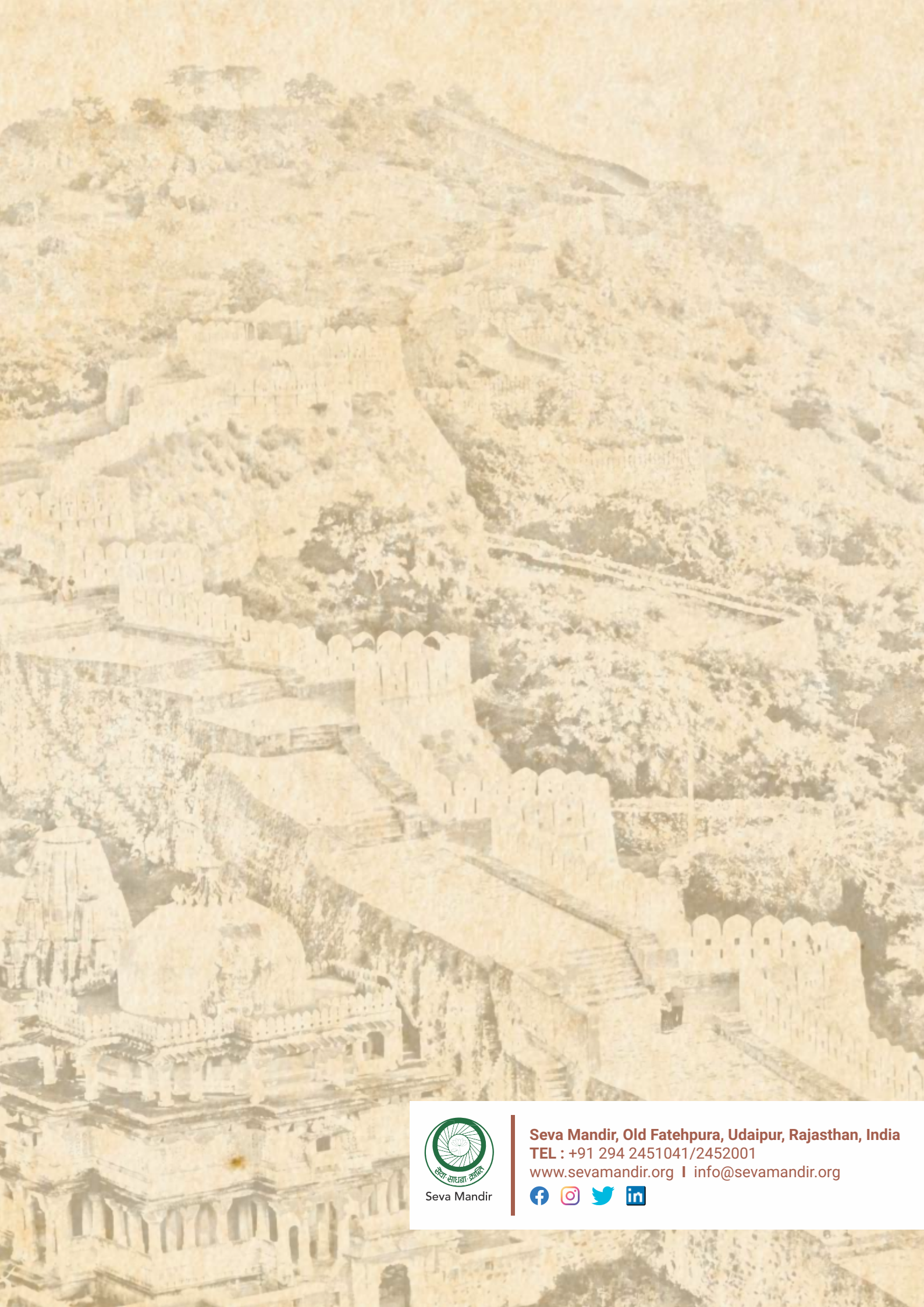
NOW has been a compelling initiative exhibiting that there is no substitute for a community-based and multi stakeholder-driven process for Solid Waste Management (SWM) and environment protection. It has thrown up significant learnings. Most importantly, a sustained and successful SWM initiative hinges on a variety of factors, none of which can be overlooked or underestimated in their implication. They are:

- Building community consciousness around the need for and long-term implications of a systematic SWM process.
- Recognising each stakeholder and identifying roles for them, ensuring they bear the responsibility of carrying them out.
- Recognising the significance of frontline workers and providing them the know-how, incentives and dignity to play their role to maximum effectiveness.
- Establishing appropriate infrastructure/technology and making provisions for regular maintenance and updation.
- Facilitating an enabling policy environment that keeps up with the needs of SWM on the ground.
- Monitoring the progress of the initiative with hard data evidence building on a regular basis.
- Ensuring the initial momentum of the process is maintained until the behaviour change becomes an unconscious practice.

The role of a civil society organisation (Seva Mandir, in this case) is significant in mobilising and onboarding multiple stakeholders. It has the unique ability of being a mobiliser for all – technical experts, resource agencies, policy influencers, and so on. However, it will need to phase out its presence and role in the project. Thus, it is essential to build in the phase out process in the design, right from the start.



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